Closure Stage Quality Assurance Report

Form Status: Approved	
Overall Rating:	Satisfactory
Decision:	
Portfolio/Project Number:	00074039
Portfolio/Project Title:	Public Administration
Portfolio/Project Date:	2013-01-01 / 2019-09-30

Strategic   **Quality Rating: Satisfactory**

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

○ 3: The project team identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives, assumptions were tested to determine if the project's strategy was valid. There is some evidence that the project board considered the implications, and documented the changes needed to the project in response. (all must be true)

◉ *2: The project team identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives. There is some evidence that the project board discussed this, but relevant changes did not fully integrate in the project. (both must be true)*

○ 1: The project team considered relevant changes in the external environment since implementation began, but there is no evidence that the project team considered these changes to the project as a result.

Evidence:

Evidence:

UNDP performed horizon scanning to inform a Strategic Narrative in 2016-2017, and since used stakeholder consultation reports; held regular meetings with counterparts which led to the development and launching of the Civil Service Reform Strategic Action Plan, the plan provides an entry point for development partners on supporting the GoM vision on Civil Service Reform.

The project's core objective is to strengthen the capacities of sub national administrations, at township and ward/village tract levels, so that they perform their core functions with greater inclusiveness and accountability towards the population.   Through the Civil Service Reform Strategic Action Plan, the government will improve service delivery, reduce corruption and enhance inclusion in the civil service. The civil service reform process has been enhanced by the Anti-Corruption Infrastructure.

In the area of public service reform, UNDP led a consultative and inclusive process and provided technical advice to the Government of Myanmar, and particularly to the UCSB, on the development of the CSR Strategic Action Plan from design to production of the final document. The Strategic Action Plan was launched on 10 July 2017 in the presence of Myanmar's top political and administrative leadership from the three branches of government.

To mark the importance of the new CSR Strategic Action Plan, the UNDP Global Center for Public Service Excellence (GCPSE) also launched the 'Global Study on Intrinsic Motivation in Developing Countries' and organized a two-day knowledge forum following the Strategic Action Plan launch in order to disseminate knowledge and engage national, ASEAN and global practitioners and scholars, in discussions around the issues of motivation, integrity, meritocracy and equal opportunity in support of civil service transformation. The study will inform the implementation of Myanmar's CSR Strategic Action Plan and constitutes the first step in encouraging fellow ASEAN Members States to initiate intra-ASEAN discussions on the importance of motivation in civil service transformation. As part of the effort to consolidate the mandate of the Union Civil Service Board in leading public service reform, consultations were conducted with representatives from across the state institutions on the Union Civil Service Board Law to identify areas that require strengthening.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	1-Output_Board_Meeting_Minutes_PAR_2017__003__820_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/1-Output_Board_Meeting_Minutes_PAR_2017__003__820_301.pdf)	khin.thuzar.win@undp.org	2/6/2020 9:24:00 AM
2	1-PAR_Strategic_Narrative_2016_Updated_v.3_Q9_820_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/1-PAR_Strategic_Narrative_2016_Updated_v.3_Q9_820_301.docx)	khin.thuzar.win@undp.org	2/6/2020 9:25:00 AM
3	1-PA_Quarterly_Project_Progress_Review_Report_2017_Q1_820_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/1-PA_Quarterly_Project_Progress_Review_Report_2017_Q1_820_301.docx)	khin.thuzar.win@undp.org	2/6/2020 9:26:00 AM
4	1-PAR_Quarterly_Project_Progress_Review_Report_2017_Q2_820_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/1-PAR_Quarterly_Project_Progress_Review_Report_2017_Q2_820_301.docx)	khin.thuzar.win@undp.org	2/6/2020 9:26:00 AM
5	1-PAR_Quarterly_Project_Progress_Review_Report_2017_Q3_820_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/1-PAR_Quarterly_Project_Progress_Review_Report_2017_Q3_820_301.docx)	khin.thuzar.win@undp.org	2/6/2020 9:27:00 AM
6	1-UNDP_MM_Myanmar__Civil_Service_Reform_Strategic_Action_Plan_820_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/1-UNDP_MM_Myanmar__Civil_Service_Reform_Strategic_Action_Plan_820_301.pdf)	khin.thuzar.win@undp.org	2/6/2020 9:28:00 AM

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

○ 3: The project responded to at least one of the development settings as specified in the Strategic Plan (SP) and adopted at least one Signature Solution .The project's RRF included all the relevant SP output indicators. (all must be true)

◉ *2: The project responded to at least one of the developments settings1 as specified in the Strategic Plan. The project's RRF included at least one SP output indicator, if relevant. (both must be true)*

○ 1: While the project may have responded to a partner's identified need, this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence:

> The Project Output(s): Strengthened capacity for service delivery and improved responsiveness of the public administration reforms is aligned with output 2.2.2 constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability of the UNDP SP 2018-2021.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	2-PA_Annual_Workplan_2017_Approved_Request_for_AWP_Adjustment_20170609_820_302 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/2-PA_Annual_Workplan_2017_Approved_Request_for_AWP_Adjustment_20170609_820_302.docx)	khin.thuzar.win@undp.org	2/6/2020 9:28:00 AM
2	ProjectcompletionReport_Pillar1OutputLocalAdministrationfinal_820_302 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ProjectcompletionReport_Pillar1OutputLocalAdministrationfinal_820_302.pdf)	khin.thuzar.win@undp.org	2/6/2020 9:29:00 AM

Relevant   **Quality Rating: Satisfactory**

---

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

○ 3: Systematic and structured feedback was collected over the project duration from a representative sample of beneficiaries, with a priority focus on the discriminated and marginalized, as part of the project's monitoring system. Representatives from the targeted groups were active members of the project's governance mechanism (i.e., the project board or equivalent) and there is credible evidence that their feedback informs project decision making. (all must be true)

◉ *2: Targeted groups were engaged in implementation and monitoring, with a priority focus on the discriminated and marginalized. Beneficiary feedback, which may be anecdotal, was collected regularly to ensure the project addressed local priorities. This information was used to inform project decision making. (all must be true to select this option)*

○ 1: Some beneficiary feedback may have been collected, but tthis informarion did not inform project decision making. This option should also be selected if no beneficiary feedback was collected

○ Not Applicable

Evidence:

This project is an upstream policy development initiative. The direct beneficiaries are therefore officials and senior civil servants in partner institutions; changes in the civil service will indirectly benefit Myanmar's people. UNDP has made a specific effort to generate structured feedback from civil servants about their experiences particularly in understanding the situation of women and people from ethnic minorities in the civil service to inform the drafting and the launch of the civil service reform strategic action plan. UNDP works on a day to day basis with key counterparts who are represented on our Output Board. While supporting the Government of Myanmar with the drafting of the CSR SAP, UNDP ensured Region and State level beneficiaries were included in discussions. In 2017 we are supporting the government's civil service reform process, with 521 people consulted on the draft reform plans refined through various consultations and meetings since 2016 and also through public consultation through social media and websites.. This has included women and men from all states and regions (representing different ethnic groups), and special administrative zones, civil society and MPs. Extensive written feedback was solicited after each consultation workshop, to ensure that not only the workshop but also contents of reform discussions are in line with expectations. The UCSB also noted formal feedback on reform plans. Through this process, UNDP also ensures that our future support to implementing the plan is in line with their expectations.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	4-High_Level_Roundtable_CS_Regs_820_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/4-High_Level_Roundtable_CS_Regs_820_303.pdf)	khin.thuzar.win@undp.org	2/6/2020 9:31:00 AM
2	4-Collated_Feedbacks_CSR_2_820_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/4-Collated_Feedbacks_CSR_2_820_303.docx)	khin.thuzar.win@undp.org	2/6/2020 9:32:00 AM
3	4-CS_Rules_Review_Methodology_Sched_Checklists_August_Mission__003__820_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/4-CS_Rules_Review_Methodology_Sched_Checklists_August_Mission__003__820_303.docx)	khin.thuzar.win@undp.org	2/6/2020 9:31:00 AM
4	4-UNDP_MM_Myanmar__Civil_Service_Reform_Strategic_Action_Plan_7_820_303 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/4-UNDP_MM_Myanmar__Civil_Service_Reform_Strategic_Action_Plan_7_820_303.pdf)	khin.thuzar.win@undp.org	2/6/2020 9:32:00 AM

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

○ 3: Knowledge and lessons learned from internal or external sources (gained, for example, from Peer Assists, After Action Reviews or Lessons Learned Workshops) backed by credible evidence from evaluation, corporate policies/strategies, analysis and monitoring were discussed in project board meetings and reflected in the minutes. There is clear evidence that changes were made to the project to ensure its continued relevance. (both must be true)

◉ *2: Knowledge and lessons learned backed by relatively limited evidence, drawn mainly from within the project, were considered by the project team. There is some evidence that changes were made to the project as a result to ensure its continued relevance. (both must be true)*

○ 1: There is limited or no evidence that knowledge and lessons learned were collected by the project team. There is little or no evidence that this informed project decision making.

Evidence:

In 2017, UNDP supported and facilitated the Knowledge Forum on Public Service Motivation in cooperation with our government counterpart, the outcomes of the forum and recommendations supported the further knowledge awareness and to promote mindset change among the civil servants on the importance of intrinsic motivation in the civil service. UNDP included a review of the code of conduct, as well as regulations, and improvements to the individual performance management system in the 2017 AWP. management system in the 2017 AWP.

A diagnostic study produced by the project has underlined several institutional and technical issues that limit the effectiveness and efficiency of the OSS concept at this stage and proposed a road map of measures to make OSS more useful and attractive to the public. This involves, among other things, simplifying service procedures, improving staff training and overall coordination, which have been the core focus of the project.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	5-PA_Annual_Workplan_2017_Approved2016_v_1_4_Request_for_AWP_Adjustment_20160609_820_304 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/5-PA_Annual_Workplan_2017_Approved2016_v_1_4_Request_for_AWP_Adjustment_20160609_820_304.docx)	khin.thuzar.win@undp.org	2/6/2020 9:33:00 AM
2	5-Launch_of_CSR_SAP__Knowledge_Forum_on_Motivation_Concept_NoteAgenda_ENG_FINAL_11Jul2017__006__820_304 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/5-Launch_of_CSR_SAP__Knowledge_Forum_on_Motivation_Concept_NoteAgenda_ENG_FINAL_11Jul2017__006__820_304.docx)	khin.thuzar.win@undp.org	2/6/2020 9:33:00 AM
3	5-UNDP_MM_Perception_Survey_English_820_304 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/5-UNDP_MM_Perception_Survey_English_820_304.pdf)	khin.thuzar.win@undp.org	2/6/2020 9:33:00 AM
4	Pillar3Report_DemocraticGovernanceProgram-2017APR_820_304 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Pillar3Report_DemocraticGovernanceProgram-2017APR_820_304.docx)	khin.thuzar.win@undp.org	2/6/2020 9:34:00 AM

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

⦿ *3: There was credible evidence that the project reached sufficient number of beneficiaries (either directly through significant coverage of target groups, or indirectly, through policy change) to meaningfully contribute to development change.*

◯ 2: While the project was not considered at scale, there are explicit plans in place to scale up the project in the future (e.g. by extending its coverage or using project results to advocate for policy change).

◯ 1: The project was not at scale, and there are no plans to scale up the project in the future.

Evidence:

This is an upstream policy-level engagement, and UNDP's reports show that we are engaging with the right institutions for this purpose.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	7-Public_Administration_Output_Board_Mid-Year_Report_2017_2_820_305 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/7-Public_Administration_Output_Board_Mid-Year_Report_2017_2_820_305.pdf)	khin.thuzar.win@undp.org	2/6/2020 9:36:00 AM
2	6-UNDP_MM_Myanmar__Civil_Service_Reform_Strategic_Action_Plan_2_820_305 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/6-UNDP_MM_Myanmar__Civil_Service_Reform_Strategic_Action_Plan_2_820_305.pdf)	khin.thuzar.win@undp.org	2/6/2020 9:37:00 AM
3	2014PAAnnualReportOutputBoardReport20150119v.0.3_820_305 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/2014PAAnnualReportOutputBoardReport20150119v.0.3_820_305.docx)	khin.thuzar.win@undp.org	2/6/2020 9:37:00 AM
4	Pillar3Report_DemocraticGovernanceProgram-2017APR_820_305 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Pillar3Report_DemocraticGovernanceProgram-2017APR_820_305.docx)	khin.thuzar.win@undp.org	2/6/2020 9:38:00 AM

Principled   **Quality Rating: Satisfactory**

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

○ 3: The project team gathered data and evidence through project monitoring on the relevance of the measures to address gender inequalities and empower women. Analysis of data and evidence were used to inform adjustments and changes, as appropriate. (both must be true)

◉ *2: The project team had some data and evidence on the relevance of the measures to address gender inequalities and empower women. There is evidence that at least some adjustments were made, as appropriate. (both must be true)*

○ 1: The project team had limited or no evidence on the relevance of measures to address gender inequalities and empowering women. No evidence of adjustments and/or changes made. This option should also be selected if the project has no measures to address gender inequalities and empower women relevant to the project results and activities.

Evidence:

The primary gender objective is to enhance women's representation in the civil service, especially at senior level. The perception survey of 2016 identified challenges, and suggested relevant measures to enhance women's representation, including by enhancing leadership capacity. The new CSR-SAP vision is Ethical, merit-based, inclusive and responsive Civil Service promoting public participation and strengthening the trust of the people, the CSR-SAP identified four focus areas of which focus area 2 emphasis on the importance of merit-based, performance-driven and gender sensitive selection, recruitment, promotion and transfer systems.

In township development planning, gender equality principles were highlighted in the training and coaching provided to local stakeholders, including W/VTAs and women community members were encouraged to take part in public planning consultations, but more formalized gender mainstreaming tools such as gender-differentiated needs analysis, gender-sensitive budgeting or gender marker for the prioritization of grant projects, were not used as seen too early in a wholly-male dominated local governance sector".

Furthermore, one of the project's activities focusing on enhancing capacity of female W/VTA has been own and steered by female W/VTA as the TLGs replicated the trainings on gender and GBV at township and community level to raise awareness and improve the psychosocial support, following the initial ToT delivered by UNDP for leaders of the TLGs.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	6-25.9.17_PPSoGS_Questionnaire_eng_820 _306 (https://intranet.undp.org/apps/ProjectQ A/QAFormDocuments/6-25.9.17_PPSoGS_Q uestionnaire_eng_820_306.pdf)	khin.thuzar.win@undp.org	2/6/2020 9:40:00 AM
2	6-CSR_SAP_4_Focus_Areas_820_306 (http s://intranet.undp.org/apps/ProjectQA/QAFor mDocuments/6-CSR_SAP_4_Focus_Areas_ 820_306.pptx)	khin.thuzar.win@undp.org	2/6/2020 9:40:00 AM
3	5-UNDP_MM_Perception_Survey_English_8 20_306 (https://intranet.undp.org/apps/Projec tQA/QAFormDocuments/5-UNDP_MM_Perce ption_Survey_English_820_306.pdf)	khin.thuzar.win@undp.org	2/6/2020 9:40:00 AM
4	6-UNDP_MM_Perception_Survey_2_820_30 6 (https://intranet.undp.org/apps/ProjectQA/Q AFormDocuments/6-UNDP_MM_Perception_ Survey_2_820_306.pdf)	khin.thuzar.win@undp.org	2/6/2020 9:41:00 AM
5	6-UNDP_MM_Myanmar__Civil_Service_Refo rm_Strategic_Action_Plan_2_820_306 (http s://intranet.undp.org/apps/ProjectQA/QAFor mDocuments/6-UNDP_MM_Myanmar__Civil _Service_Reform_Strategic_Action_Plan_2_ 820_306.pdf)	khin.thuzar.win@undp.org	2/6/2020 9:42:00 AM

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

○ 3: Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for Substantial and High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed for identified risks through consultative process and implemented, resourced, and monitored. Risks effectively managed or mitigated. If there is a substantive change to the project or change in context that affects risk levels, the SESP was updated to reflect these changes. (all must be true)

◉ *2: Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for Substantial and High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed, implemented and monitored for identified risks. OR project was categorized as Low risk through the SESP.*

○ 1: Social and environmental risks were tracked in the risk log. For projects categorized as High, Substantial, or Moderate Risk, there was no evidence that social and environmental assessments completed and/or management plans or measures development, implemented or monitored. There are substantive changes to the project or changes in the context but SESP was not updated. (any may be true)

Evidence:

There are no social and environmental risks, according to the Socio-Economic Risk Assessment criteria. All risks are managed in line with UNDP procedures and reported quarterly.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	1-PA_Quarterly_Project_Progress_Review_Report_2017_Q1_820_307 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/1-PA_Quarterly_Project_Progress_Review_Report_2017_Q1_820_307.docx)	khin.thuzar.win@undp.org	2/6/2020 9:47:00 AM
2	1-PAR_Quarterly_Project_Progress_Review_Report_2017_Q2_820_307 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/1-PAR_Quarterly_Project_Progress_Review_Report_2017_Q2_820_307.docx)	khin.thuzar.win@undp.org	2/6/2020 9:47:00 AM
3	1-PAR_Quarterly_Project_Progress_Review_Report_2017_Q3_820_307 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/1-PAR_Quarterly_Project_Progress_Review_Report_2017_Q3_820_307.docx)	khin.thuzar.win@undp.org	2/6/2020 9:48:00 AM
4	1-UNDP_MM_Myanmar__Civil_Service_Reform_Strategic_Action_Plan_820_307 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/1-UNDP_MM_Myanmar__Civil_Service_Reform_Strategic_Action_Plan_820_307.pdf)	khin.thuzar.win@undp.org	2/6/2020 9:48:00 AM

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

○ 3: Project-affected people actively informed of UNDP's Corporate Accountability Mechanism (SRM/SECU) and how to access it. If the project was categorized as High, Substantial, or Moderate Risk through the SESP, a project-level grievance mechanism was in place and project affected people informed. If grievances were received, they were effectively addressed in accordance with SRM Guidance. (all must be true)

◉ *2: Project-affected people informed of UNDP's Corporate Accountability Mechanism and how to access it. If the project was categorized as Substantial or High Risk through the SESP, a project -level grievance mechanism was in place and project affected people informed. If grievances were received, they were responded to but faced challenges in arriving at a resolution.*

○ 1: Project-affected people was not informed of UNDP's Corporate Accountability Mechanism. If grievances were received, they were not responded to. (any may be true)

Evidence:

Project works in upstream policy-level engagement, and UNDP's reports show that we are engaging with the right institutions for this purpose.
The primary gender objective is to enhance women's representation in the civil service, especially at senior level. The perception survey of 2016 identified challenges, and suggested relevant measures to enhance women's representation, including by enhancing leadership capacity. The new CSR-SAP vision is Ethical, merit-based, inclusive and responsive Civil Service promoting public participation and strengthening the trust of the people, the CSR-SAP identified four focus areas of which focus area 2 emphasis on the importance of merit-based, performance-driven and gender sensitive selection, recruitment, promotion and transfer systems. in 2017, UNDP together with CSO and UCSB is conducting a Public Perception Survey on Goverment Services the survey aims to produce a rounded picture of the the services that the civil service provides in Myanmar.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	4-Collated_Feedbacks_CSR_2_820_308 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/4-Collated_Feedbacks_CSR_2_820_308.docx)	khin.thuzar.win@undp.org	2/6/2020 9:54:00 AM
2	4-CS_Rules_Review_Methodology_Sched_Checklists_August_Mission__003__820_308 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/4-CS_Rules_Review_Methodology_Sched_Checklists_August_Mission__003__820_308.docx)	khin.thuzar.win@undp.org	2/6/2020 9:55:00 AM

Management & Monitoring   **Quality Rating: Satisfactory**

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

○ 3: The project had a comprehensive and costed M&E plan. Baselines, targets and milestones were fully populated. Progress data against indicators in the project's RRF was reported regularly using credible data sources and collected according to the frequency stated in the Plan, including sex disaggregated data as relevant. Any evaluations conducted, if relevant, fully meet decentralized evaluation standards, including gender UNEG standards. Lessons learned, included during evaluations and/or After-Action Reviews, were used to take corrective actions when necessary. (all must be true)

◉ *2: The project costed M&E Plan, and most baselines and targets were populated. Progress data against indicators in the project's RRF was collected on a regular basis, although there was may be some slippage in following the frequency stated in the Plan and data sources was not always reliable. Any evaluations conducted, if relevant, met most decentralized evaluation standards. Lessons learned were captured but were used to take corrective actions. (all must be true)*

○ 1: The project had M&E Plan, but costs were not clearly planned and budgeted for, or were unrealistic. Progress data was not regularly collected against the indicators in the project's RRF. Evaluations did not meet decentralized evaluation standards. Lessons learned were rarely captured and used. Select this option also if the project did not have an M&E plan.

Evidence:

The project team has a costed M&E plan at output level, and its associated M&E data with baselines, targets and milestones are fully populated (cf; M&E plan). The M&E report include progress data against indicators in the project's RRF is being reported regularly (see; RFF and Output board reports). Activity evaluations included data disaggregated by sex, and alongside lessons learned are used to take corrective actions when necessary (cf; question 5). The Output Board Reports show that data is reported for the output indicators- much is qualitative analysis completed by the CTA based on government

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	11-Public_Administration_Output_Board_Mid-Year_Report_2017_3_820_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/11-Public_Administration_Output_Board_Mid-Year_Report_2017_3_820_309.pdf)	khin.thuzar.win@undp.org	2/6/2020 9:56:00 AM
2	1-PA_Quarterly_Project_Progress_Review_Report_2017_Q1_820_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/1-PA_Quarterly_Project_Progress_Review_Report_2017_Q1_820_309.docx)	khin.thuzar.win@undp.org	2/6/2020 9:56:00 AM
3	1-PAR_Quarterly_Project_Progress_Review_Report_2017_Q2_820_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/1-PAR_Quarterly_Project_Progress_Review_Report_2017_Q2_820_309.docx)	khin.thuzar.win@undp.org	2/6/2020 9:57:00 AM
4	1-PAR_Quarterly_Project_Progress_Review_Report_2017_Q3_820_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/1-PAR_Quarterly_Project_Progress_Review_Report_2017_Q3_820_309.docx)	khin.thuzar.win@undp.org	2/6/2020 9:57:00 AM
5	Output12_Pillar3_PublicAdministrationReponsiveness-2017APR_820_309 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Output12_Pillar3_PublicAdministrationReponsiveness-2017APR_820_309.docx)	khin.thuzar.win@undp.org	2/6/2020 9:58:00 AM

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

○ 3: The project's governance mechanism operated well, and was a model for other projects. It met in the agreed frequency stated in the project document and the minutes of the meetings were all on file. There was regular (at least annual) progress reporting to the project board or equivalent on results, risks and opportunities. It is clear that the project board explicitly reviewed and used evidence, including progress data, knowledge, lessons and evaluations, as the basis for informing management decisions (e.g., change in strategy, approach, work plan.) (all must be true to select this option)

◉ *2: The project's governance mechanism met in the agreed frequency and minutes of the meeting are on file. A project progress report was submitted to the project board or equivalent at least once per year, covering results, risks and opportunities. (both must be true to select this option)*

○ 1: The project's governance mechanism did not meet in the frequency stated in the project document over the past year and/or the project board or equivalent was not functioning as a decision-making body for the project as intended.

Evidence:

Output Board Meeting for Q3 took place in October 2017. the other Q2 and Q1 were also organized timely. Apart we had regular, consultations as required with the counterparts. The couple of monthds delay in the first output board was due to the overlap with the preparation and launch of the civil service reform strategic action plan and to the report to the people by the State Counsellor H.E. Daw Aung San Suu Kyi which was attended by our main government counterparts. Nonetheless, the mid-year output board report has been circulated to all the meeting invitees.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	12-List_of_invitees_820_310 (https://intranet. undp.org/apps/ProjectQA/QAFormDocument s/12-List_of_invitees_820_310.docx)	khin.thuzar.win@undp.org	2/6/2020 9:59:00 AM
2	1-Output_Board_Meeting_Minutes_PAR_2017__003__820_310 (https://intranet.undp.org/ apps/ProjectQA/QAFormDocuments/1-Output_Board_Meeting_Minutes_PAR_2017__003 __820_310.pdf)	khin.thuzar.win@undp.org	2/6/2020 10:00:00 AM
3	11-Public_Administration_Output_Board_Mid -Year_Report_2017_3_820_310 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/11-Public_Administration_Output_Board _Mid-Year_Report_2017_3_820_310.pdf)	khin.thuzar.win@undp.org	2/6/2020 10:00:00 AM

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

○ 3: The project monitored risks every quarter and consulted with the key stakeholders, security advisors, to identify continuing and emerging risks to assess if the main assumptions remained valid. There is clear evidence that relevant management plans and mitigating measures were fully implemented to address each key project risk and were updated to reflect the latest risk assessment. (all must be true)

◉ *2: The project monitored risks every year, as evidenced by an updated risk log. Some updates were made to management plans and mitigation measures.*

○ 1: The risk log was not updated as required. There was may be some evidence that the project monitored risks that may affected the project's achievement of results, but there is no explicit evidence that management actions were taken to mitigate risks.

Evidence:

Risk log updated quarterly.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	13-PA_Quarterly_Project_Progress_Review_ Report_2017_Q1___2_820_311 (https://intra net.undp.org/apps/ProjectQA/QAFormDocum ents/13-PA_Quarterly_Project_Progress_Rev iew_Report_2017_Q1___2_820_311.docx)	khin.thuzar.win@undp.org	2/6/2020 10:02:00 AM
2	13-PAR_Quarterly_Project_Progress_Review _Report_2017_Q2__2_820_311 (https://intra net.undp.org/apps/ProjectQA/QAFormDocum ents/13-PAR_Quarterly_Project_Progress_R eview_Report_2017_Q2__2_820_311.docx)	khin.thuzar.win@undp.org	2/6/2020 10:06:00 AM
3	13-PAR_Quarterly_Project_Progress_Review _Report_2017_Q3__2_820_311 (https://intra net.undp.org/apps/ProjectQA/QAFormDocum ents/13-PAR_Quarterly_Project_Progress_R eview_Report_2017_Q3__2_820_311.docx)	khin.thuzar.win@undp.org	2/6/2020 10:07:00 AM
4	13-Public_Administration_Output_Board_Mid -Year_Report_2017_4_820_311 (https://intra net.undp.org/apps/ProjectQA/QAFormDocum ents/13-Public_Administration_Output_Board _Mid-Year_Report_2017_4_820_311.pdf)	khin.thuzar.win@undp.org	2/6/2020 10:08:00 AM

Efficient   **Quality Rating: Highly Satisfactory**

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

◉ *Yes*
○ No

Evidence:

> For this year, adequate resources were mobilized during the year to fund activities.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	14-Evidence_of_full_funding_2017_820_312 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/14-Evidence_of_full_funding_2017_820_312.xlsx)	khin.thuzar.win@undp.org	2/6/2020 10:17:00 AM
2	Output12_Pillar3_PublicAdministrationReponsiveness-2017APR_820_312 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Output12_Pillar3_PublicAdministrationReponsiveness-2017APR_820_312.docx)	khin.thuzar.win@undp.org	2/6/2020 10:17:00 AM

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

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

Evidence:

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

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	ProjectcompletionReport_Pillar1OutputLocal Administrationfinal_820_313 (https://intranet. undp.org/apps/ProjectQA/QAFormDocument s/ProjectcompletionReport_Pillar1OutputLoc alAdministrationfinal_820_313.pdf)	khin.thuzar.win@undp.org	2/6/2020 10:19:00 AM

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

○ 3: There is evidence that the project regularly reviewed costs against relevant comparators (e.g., other projects or country offices) or industry benchmarks to ensure the project maximized results delivered with given resources. The project actively coordinated with other relevant ongoing projects and initiatives (UNDP or other) to ensure complementarity and sought efficiencies wherever possible (e.g. joint activities.) (both must be true)

◉ *2: The project monitored its own costs and gave anecdotal examples of cost efficiencies (e.g., spending less to get the same result,) but there was no systematic analysis of costs and no link to the expected quality of results delivered. The project coordinated activities with other projects to achieve cost efficiency gains.*

○ 1: There is little or no evidence that the project monitored its own costs and considered ways to save money beyond following standard procurement rules.

Evidence:

The project has sought cost efficiencies by collaborating with other outputs- spending less overall so both outputs can generate information they need. For example, this output collaborated with the DE output on public perception survey. The DE Statistics Specialists is leading the technical issues together with the International Survey Specialists engaged for the survey. The PAR output is also working together with Parliament Output on the Professional Development Programme focusing on the machinery of government targeting at the PSs and DGs of the Myanmar Civil Service.

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

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	16-REMyanmarPublicPerceptionSurveyofGovernmentServices_820_314 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/16-REMyanmarPublicPerceptionSurveyofGovernmentServices_820_314.msg)	khin.thuzar.win@undp.org	2/6/2020 10:21:00 AM
2	16-Professional_Development_Programme_Upated30Oct2017_820_314 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/16-Professional_Development_Programme_Upated30Oct2017_820_314.docx)	khin.thuzar.win@undp.org	2/6/2020 10:21:00 AM
3	16-Machinery_of_Government_Expert_ToR_final__003__820_314 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/16-Machinery_of_Government_Expert_ToR_final__003__820_314.docx)	khin.thuzar.win@undp.org	2/6/2020 10:21:00 AM

Effective   **Quality Rating: Satisfactory**

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

◉ *Yes*
◯ No

Evidence:

see Output Board Report 2017 which show enhanced capacity for administrative reform and progress against indicators.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	Pillar3Report_DemocraticGovernanceProgram-2017APR_820_315 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Pillar3Report_DemocraticGovernanceProgram-2017APR_820_315.docx)	khin.thuzar.win@undp.org	2/6/2020 10:23:00 AM
2	ProjectcompletionReport_Pillar1OutputLocalAdministrationfinal_820_315 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ProjectcompletionReport_Pillar1OutputLocalAdministrationfinal_820_315.pdf)	khin.thuzar.win@undp.org	2/6/2020 10:23:00 AM
3	17-Public_Administration_Output_Board_Mid-Year_Report_2017_5_820_315 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/17-Public_Administration_Output_Board_Mid-Year_Report_2017_5_820_315.pdf)	khin.thuzar.win@undp.org	2/6/2020 10:23:00 AM

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

○ 3: Quarterly progress data informed regular reviews of the project work plan to ensure that the activities implemented were most likely to achieve the desired results. There is evidence that data and lessons learned (including from evaluations /or After-Action Reviews) were used to inform course corrections, as needed. Any necessary budget revisions were made. (both must be true)

◉ *2: There was at least one review of the work plan per year with a view to assessing if project activities were on track to achieving the desired development results (i.e., outputs.) There may or may not be evidence that data or lessons learned were used to inform the review(s). Any necessary budget revisions have been made.*

○ 1: While the project team may have reviewed the work plan at least once over the past year to ensure outputs were delivered on time, no link was made to the delivery of desired development results. Select this option also if no review of the work plan by management took place.

Evidence:

Pls see AWP and budget revision. Workplan and budget revisions were reviewed semi annually to reflect adjustments to project, including to modify activities.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	18-PA_Annual_Workplan_2017_Approved20 16_v_1_4_Request_for_AWP_Adjustment_2 0160609_2_820_316 (https://intranet.undp.or g/apps/ProjectQA/QAFormDocuments/18-PA _Annual_Workplan_2017_Approved2016_v_ 1_4_Request_for_AWP_Adjustment_201606 09_2_820_316.docx)	khin.thuzar.win@undp.org	2/6/2020 10:25:00 AM

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

○ 3: The project targeted specific groups and/or geographic areas, identified by using credible data sources on their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. There is clear evidence that the targeted groups were reached as intended. The project engaged regularly with targeted groups over the past year to assess whether they benefited as expected and adjustments were made if necessary, to refine targeting. (all must be true)

⦿ *2: The project targeted specific groups and/or geographic areas, based on some evidence of their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. Some evidence is provided to confirm that project beneficiaries are members of the targeted groups. There was some engagement with beneficiaries in the past year to assess whether they were benefiting as expected. (all must be true)*

○ 1: The project did not report on specific targeted groups. There is no evidence to confirm that project beneficiaries are populations have capacity needs or are deprived and/or excluded from development opportunities relevant to the project area of work. There is some engagement with beneficiaries to assess whether they benefited as expected, but it was limited or did not occurred in the past year.

○ Not Applicable

Evidence:

This project is an upstream policy development initiative, which benefits excluded and marginalized communities indirectly through improved participatory governance. The direct beneficiaries are civil servants, including civil servants from ethnic minority backgrounds and women, and those serving in regions and states. PAR output draws on evidence from 2016 assessment and in 2017 through several consultations with several targeted groups government partners and CSOs, and that of other development partners and also based on the Perception Survey on Ethics, Equal Opportunities and Meritocracy. UNDP has engaged with civil servants this year to further consult on their needs, in partnership with government.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	19-Anti-Corruption_Myanmar__White_Paper_for_Consultations_Final_Oct17_820_317 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/19-Anti-Corruption_Myanmar__White_Paper_for_Consultations_Final_Oct17_820_317.pdf)	khin.thuzar.win@undp.org	2/6/2020 10:26:00 AM
2	19-Capacity_Profile_-_Rakhine_20160616_2_820_317 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/19-Capacity_Profile_-_Rakhine_20160616_2_820_317.docx)	khin.thuzar.win@undp.org	2/6/2020 10:27:00 AM
3	19-PPSoGS_Data_User_Consultations_820_317 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/19-PPSoGS_Data_User_Consultations_820_317.pptx)	khin.thuzar.win@undp.org	2/6/2020 10:27:00 AM
4	19-Collated_Feedbacks_CSR_820_317 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/19-Collated_Feedbacks_CSR_820_317.docx)	khin.thuzar.win@undp.org	2/6/2020 10:27:00 AM
5	19-CSR_Powerpoint_Final_820_317 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/19-CSR_Powerpoint_Final_820_317.pptx)	khin.thuzar.win@undp.org	2/6/2020 10:26:00 AM

Sustainability & National Ownership   **Quality Rating: Satisfactory**

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

○ 3: Only national systems (i.e., procurement, monitoring, evaluation, etc.) were used to fully implement and monitor the project. All relevant stakeholders and partners were fully and actively engaged in the process, playing a lead role in project decision-making, implementation and monitoring. (both must be true)

◉ *2: National systems (i.e., procurement, monitoring, evaluation, etc.) were used to implement and monitor the project (such as country office support or project systems) were also used, if necessary. All relevant stakeholders and partners were actively engaged in the process, playing an active role in project decision-making, implementation and monitoring. (both must be true)*

○ 1: There was relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project.

○ Not Applicable

Evidence:

> The whole country programme is implemented under the DIM modality. But in the platform at the output board meetings, TWG meetings, collaborative decisions were made to how best the project can be implemented.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	1-Output_Board_Meeting_Minutes_PAR_2017__003__820_318 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/1-Output_Board_Meeting_Minutes_PAR_2017__003__820_318.pdf)	khin.thuzar.win@undp.org	2/6/2020 10:29:00 AM
2	11-Public_Administration_Output_Board_Mid-Year_Report_2017_3_820_318 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/11-Public_Administration_Output_Board_Mid-Year_Report_2017_3_820_318.pdf)	khin.thuzar.win@undp.org	2/6/2020 10:30:00 AM
3	13-Public_Administration_Output_Board_Mid-Year_Report_2017_4_820_318 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/13-Public_Administration_Output_Board_Mid-Year_Report_2017_4_820_318.pdf)	khin.thuzar.win@undp.org	2/6/2020 10:30:00 AM
4	4-Collated_Feedbacks_CSR_2_820_318 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/4-Collated_Feedbacks_CSR_2_820_318.docx)	khin.thuzar.win@undp.org	2/6/2020 10:29:00 AM

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

○ 3: Changes in capacities and performance of national institutions and systems were assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources including relevant HACT assurance activities. Implementation arrangements were formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. (all must be true)

◉ *2: Aspects of changes in capacities and performance of relevant national institutions and systems were monitored by the project using indicators and reasonably credible data sources including relevant HACT assurance activities. Some adjustment was made to implementation arrangements if needed to reflect changes in partner capacities. (all must be true)*

○ 1: Some aspects of changes in capacities and performance of relevant national institutions and systems may have been monitored by the project, however changes to implementation arrangements have not been considered. Also select this option if changes in capacities and performance of relevant national institutions and systems have not been monitored by the project.

○ Not Applicable

Evidence:

Stakeholders and national partners are engaged in the decision-making and prioritization of project activities - in line with democratic and national priorities through the output board meeting. As this is a DIM country, UNDP policies and procedures for procurement and monitoring and evaluation are followed. The (draft) outcome evaluation notes that notwithstanding the DIM modality 'government counterparts reported a sense of ownership of project activities' and that activities 'have generally been conducted in line with government priorities, and were found to be responsive to partner needs', however, the office will be implementing NIM from 2018 on-words.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	23-PAR_Strategic_Narrative_Draft_V07_updated_820_319 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/23-PAR_Strategic_Narrative_Draft_V07_updated_820_319.docx)	khin.thuzar.win@undp.org	2/6/2020 10:31:00 AM
2	23-Management_Arrangements_and_Implementation_Mechanisms_CSR_SAP_Draft_820_319 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/23-Management_Arrangements_and_Implementation_Mechanisms_CSR_SAP_Draft_820_319.docx)	khin.thuzar.win@undp.org	2/6/2020 10:31:00 AM
3	23-UNDP_MM_Myanmar__Civil_Service_Reform_Strategic_Action_Plan_5_820_319 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/23-UNDP_MM_Myanmar__Civil_Service_Reform_Strategic_Action_Plan_5_820_319.pdf)	khin.thuzar.win@undp.org	2/6/2020 10:31:00 AM
4	22-Public_Administration_Output_Board_Mid-Year_Report_2017_6_820_319 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/22-Public_Administration_Output_Board_Mid-Year_Report_2017_6_820_319.pdf)	khin.thuzar.win@undp.org	2/6/2020 10:33:00 AM

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

○ 3: The project's governance mechanism regularly reviewed the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan. The plan was implemented as planned by the end of the project, taking into account any adjustments made during implementation. (both must be true)

◉ *2: There was a review of the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan.*

○ 1: The project may have had a sustainability plan but there was no review of this strategy after it was developed. Also select this option if the project did not have a sustainability strategy.

Evidence:

> The Strategic Narrative for Public Administration 2016-2017 and the UCSB Strategy Note and exit strategy highlight avenues to for sustainable support. The Strategic Narrative was reviewed in 2017 taking into account changing circumstances after new vision on the Civil Service Reform initiatives through the CSR-SAP.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	23-PAR_Strategic_Narrative_Draft_V07_updated_820_320 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/23-PAR_Strategic_Narrative_Draft_V07_updated_820_320.docx)	khin.thuzar.win@undp.org	2/6/2020 10:35:00 AM
2	23-Management_Arrangements_and_Implementation_Mechanisms_CSR_SAP_Draft_820_320 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/23-Management_Arrangements_and_Implementation_Mechanisms_CSR_SAP_Draft_820_320.docx)	khin.thuzar.win@undp.org	2/6/2020 10:35:00 AM
3	23-UNDP_MM_Myanmar__Civil_Service_Reform_Strategic_Action_Plan_5_820_320 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/23-UNDP_MM_Myanmar__Civil_Service_Reform_Strategic_Action_Plan_5_820_320.pdf)	khin.thuzar.win@undp.org	2/6/2020 10:35:00 AM
4	Pillar3Report_DemocraticGovernanceProgram-2017APR_820_320 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Pillar3Report_DemocraticGovernanceProgram-2017APR_820_320.docx)	khin.thuzar.win@undp.org	2/6/2020 10:36:00 AM
5	ProjectcompletionReport_Pillar1OutputLocalAdministrationfinal_820_320 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ProjectcompletionReport_Pillar1OutputLocalAdministrationfinal_820_320.pdf)	khin.thuzar.win@undp.org	2/6/2020 10:36:00 AM

QA Summary/Final Project Board Comments

Since the transition to the new government in late March 2016, a number of positive developments have taken place in the area of democratic reform; there is however, a need for continued institutional strengthening and state building. Throughout 2017, UNDP contributed to the promotion of democratic governance and the rule of law to strengthen democratic institutions and the advancement of human rights. The Parliament now leads its own processes of institutional change and development through more effective senior level decision-making, empowered mid-level management, and a clear vision for its development priorities. MPs and committees are better equipped with the skills and understanding to undertake their law-making, representation and oversight duties through procedural reform, the introduction of committee inquiries, and MP professional development through the Learning Centre. Strategic development of ICT and information management systems enable MPs to better engage with the business of the parliament and the public they represent. Through the Civil Service Reform Strategic Action Plan, the government will improve service delivery, reduce corruption and enhance inclusion in the civil service. The civil service reform process has been enhanced by the Anti-Corruption Infrastructure Assessment, South-South exchanges on public service motivation, and leadership development programmes for civil servants.

UNDP has finalized a new country programme for the period 2018-2022 which is fully anchored in the United Nations Development Assistance Framework for Myanmar (2018 – 2021) and the UNDP Strategic Plan (2018-2021). UNDP Myanmar aims to deliver on a large and relevant programme portfolio that is responsive to the main development challenges facing the country. As a result, UNDP will roll out a new structure to support a more integrated and collaborative programme of assistance to partner with the Government of Myanmar towards achieving sustainable development and sustained peace.

UNDP's support to public administration responsiveness, will continue in the implementation of the Civil Service Reform Strategic Action Plan and the provision of technical expertise and advice in establishing related governance structures for implementation and monitoring of the Plan. This support will continue under the new project, Leadership, Effectiveness, Adaptability, and Professional Civil Service in Myanmar (LEAP). LEAP will support the Myanmar civil service to be more effective by improving the motivation and behaviour of civil servants through addressing gaps in civil service regulations, strengthening personnel management procedures, transforming the existing top-down management systems and overcoming the challenges of decentralisation.