

EVALUATION DEPARTMENT

REPORT 10/2017 COUNTRY EVALUATION BRIEF



Myanmar

Evaluation Portrait

UPDATED NOVEMBER 2018



1 Myanmar - Evaluation Portrait

1.1 2018

1.1.1 USAID Mid-Term Evaluation of Rule of Law Project

<i>Evaluation</i>	<i>USAID Mid-Term Evaluation of Rule of Law Project</i>
Published (year)	2018
Author/Agency	Social Impact
Commissioned by	USAID
Type of evaluation	Bilateral project evaluation
Project period	2014-2017
Keywords	Rule of law, justice sector development, legal literacy, access to justice
Abstract	<p>The USAID Burma Promoting Rule of Law project has two objectives: 1) to promote more effective, accountable and accessible justice sector institutions, and 2) to increase legal literacy, access to justice and participation of marginalised population in target regions/states. The support is directed to the Office of the Supreme Court of the Union (OSCU), the Union Attorney General's Office (UAGO), and the Union Parliament, as well as CSOs working on advancing access to justice and legal awareness.</p> <p>The mid-term evaluation aimed at assessing the overall performance of the project, including in terms of engagement of justice sector stakeholders, the ability to respond to new opportunities, capacity building of civil society partners, integrating gender considerations, and coordination with other programmes.</p> <p>The evaluation finds that the programme has successfully engaged with a wide range of key justice system stakeholders. The pilot court initiative supported under the programme is deemed to have gained momentum but pilot court data should be treated with some caution when used as a basis for measuring case management efficiency, given the flaws of the Myanmar justice system. The evaluation suggests that the focus of the pilot court initiative should be narrowed including by drawing on the engagement with civil society and the emerging work on gender-based violence and trafficking in persons.</p> <p>With regard to the ability to respond to new opportunities, the evaluation identifies a wide range of entry-points that have been capitalised on by the programme. The programme's emphasis on capacity development and relationship-building created conditions for more sustained collaboration, even if some interventions appeared at first to be of a one-off nature. The commitment to capacity building was also highly appreciated by CSO grantees, although the results of the CSO work has not been adequately measured.</p> <p>The evaluation recognises the "thoughtful" approach to integrating gender considerations. However, due to the short duration of such work and gaps in data collection and analysis, the evaluation was not able to ascertain whether tangible improvements in gender equality had been made. It is also noted that the programme spent little time supporting work on land rights issues, despite their significance to women.</p> <p>The programme was found to be doing a good job of coordinating and sharing information with other donors and actors, and significant overlaps were avoided.</p>
Cross-cutting issues	Gender equality
Link to evaluation	https://pdf.usaid.gov/pdf_docs/PA00MMXW.pdf

1.1.2 Norad Evaluation of Policy Coherence for Development

Evaluation	Norad Evaluation of Policy Coherence for Development
Published (year)	2018
Author/Agency	Fafo Research Foundation, Peace Research Institute Oslo
Commissioned by	Norad
Type of evaluation	Bilateral thematic evaluation
Project period	2008-2018
Keywords	Policy coherence, Myanmar
Abstract	<p>The evaluation reviews Norwegian efforts to ensure policy coherence for development (PCD), with special attention paid to the period since the publication of the report from the Policy Coherence Commission in 2008. The purpose of the evaluation is to contribute to increased knowledge on: 1) Norwegian initiatives to ensure PCD; 2) a number of dilemmas emerging from contradictions between international development objectives and other Norwegian objectives, and how these have been addressed; and 3) how Norwegian efforts to ensure PCD play out in a developing country prioritized in Norwegian development cooperation – with Myanmar selected for a case study.</p> <p>The two main potential dilemmas identified in Myanmar were: Norway's business engagement and the commitment to peacebuilding, and the engagement in natural resource development and the commitment to ensuring peace. In addition, the evaluation highlights the dilemma between being more vocal in the criticism of the Myanmar government for the crisis in Rakhine versus continuing the cooperation with the government.</p> <p>As found by the evaluation, CSOs and various Myanmar stakeholders are generally positive towards Norwegian investments, mainly due to the good reputation of Telenor. It is assumed that Norwegian companies have better standards and are more accountable than companies from other, typically Asian, countries. At the same time, the evaluation suggests that the Norwegian Embassy in Myanmar has an important role in ensuring that Norwegian companies, especially smaller ones, know the local context and power structures, and that they operate in a responsible, accountable, transparent, and conflict-sensitive manner. A particularly difficult task has been to incorporate the peace agenda into the sustainable management of natural resources.</p> <p>The evaluation shows that the Embassy in Myanmar has pursued an "informal" approach to handling dilemmas and promoting PCD. Specific cases have been managed in ad-hoc manner through consultation meetings and other communication with stakeholders. However, Norway does contribute to an increased awareness about responsible investments in conflict areas through the support to the Myanmar Centre for Responsible Business. According to the evaluation, the informal consultations carried out by the Embassy seem to work, although there is little cross-sectoral interaction where NGOs and the business sector are brought together.</p>
Cross-cutting issues	-
Link to evaluation	https://norad.no/en/toolspublications/publications/2018/evaluation-of-norwegian-efforts-to-ensure-policy-coherence-for-development/

1.2 2017

1.2.1 DFAT Aid Program Performance Report Myanmar

<i>Evaluation</i>	<i>DFAT Aid Program Performance Report Myanmar</i>
Published (year)	2017
Author/Agency	Australian Department of Foreign Affairs and Trade (DFAT)
Commissioned by	DFAT
Type of evaluation	Bilateral country programme review
Project period	2016-2017
Keywords	Education, peace and stability, elections, humanitarian assistance, private sector development, rural development, public finance management
Abstract	<p>Australia's aid programme in Myanmar is delivered against the objectives of the Myanmar Aid Investment Plan 2015-2010 (AIP), which reflects Australian and Myanmar government priorities across aid, trade, security and regional interests.</p> <p>As noted by the report, the context in which Australian aid was delivered brought both challenges and opportunities. The slow but steady democratic transition and the significant human development challenges are specifically highlighted. It is recognised that progress is uneven in different locations across the country, particularly in relation to the peace and conflict.</p> <p>The first pillar of the AIP is geared to the objective of enhancing human development by improving access to quality education. During the period of review, the programme provided school grants to about 47,000 schools, reaching over 9 million children. It also provided stipends to 158,000 disadvantaged students to enable them to continue their education. The reports finds that the Australian aid contributed to strengthening Myanmar government leadership in the education sector, thereby promoting sustainability, although the government's capacity to pursue sector reforms is still limited.</p> <p>The second pillar of the AIP seeks to promote peace and stability. Australia supported the establishment of the multi-donor Joint Peace Fund, which is assessed to be a flexible mechanism able to respond to changes in a highly politicised environment. Similarly, Australia's approach to un-earmarked funding for humanitarian assistance allowed implementing partners to target assistance flexibly according to evolving needs. Moreover, Australian assistance was found to have contributed to more effective management of electoral processes, increased women's civic and political involvement, and more effective functioning of Parliament.</p> <p>The third pillar of the AIP aims at promoting inclusive economic growth and government management through support for private sector development, rural development and public financial management. The report notes that Australia continued to assist Myanmar in consolidating the legal and regulatory framework for private sector development, with some success. With regard to rural development, the report highlights that Australia has contributed to increasing income for about 342,000 Myanmar households, 32 percent of which are female headed.</p> <p>Gender equality has been an important cross-cutting issue for Australian aid. The report notes that Australia supported women's economic empowerment and leadership, including through the regional Investing in Women initiative and training of women leaders.</p>
Cross-cutting issues	Gender equality

Evaluation	DFAT Aid Program Performance Report Myanmar
Link to evaluation	https://dfat.gov.au/about-us/publications/Pages/myanmar-aid-program-performance-report-2016-17.aspx

1.2.2 UNDP Evaluation of Local Governance Programme

Evaluation	UNDP Evaluation of Local Governance Programme
Published (year)	2017
Author/Agency	Nicolas Garrigue, Evaluation Team Leader
Commissioned by	UNDP Myanmar
Type of evaluation	Multilateral programme evaluation
Project period	2013-2016
Keywords	Local governance, service delivery, inclusive growth, agricultural development, employment
Abstract	<p>UNDP's Local Governance Programme in Myanmar is geared towards the country programme outcome of: "Community-driven development institutions that support local governance in service delivery and inclusive growth, including agricultural development and enhancement of employment opportunities for men and women".</p> <p>The programme evaluation was commissioned to assess programme relevance, effectiveness, efficiency, and sustainability as well as the cross-cutting issues of gender sensitivity, human rights-based approach, and conflict sensitivity.</p> <p>The evaluation shows that the programme has been largely relevant in relation to demands and government policies. It notes that, despite an initial design that was too optimistic with regard to partners' absorption capacity and UNDP's own implementation capacity, the programme was able to adapt to challenges, maintain flexibility and seize emerging opportunities. At the same time, the programme was "scattered" between a large number of activities and locations.</p> <p>With regard to effectiveness, the evaluation suggests that the programme has contributed to deepening understanding on citizens' experience of local governance and service delivery, and supported important policy decisions and the piloting of innovative approaches for increasing inclusive access to a range of administrative, social and financial services. More consideration could have been given to financial inclusion, especially in ethnic states, and to cross-output synergies.</p> <p>Programme efficiency is considered satisfactory overall, with UNDP being commended for the high delivery against annual targets. Nevertheless, the evaluation calls for more consistent results monitoring and a more streamlined programme governance.</p> <p>The evaluation singles out important signs pointing to the sustainability of results, including national ownership of actions, strong commitment of local stakeholders, the use of national systems and structures, and the emphasis given to capacity development at the individual and organisational level. Yet, UNDP could have sought to enlist a number of national intermediary support organisations to assist with the replication of successful approaches and tools.</p> <p>In relation to cross-cutting issues, the programme contributed to increasing access to local governance, services, networking and livelihood opportunities for women. The human rights-based approach was reflected in the support to government to fulfil its duty bearer role, although the attempt to target the most vulnerable were deemed to be insufficient. Conflict-sensitivity was not applied evenly to all components of the</p>

Evaluation	UNDP Evaluation of Local Governance Programme
	programme and no common understanding of a 'do no harm' approach was achieved to address the deeper inequality issues driving conflict.
Cross-cutting issues	Gender equality, human rights, conflict sensitivity
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/6633

1.2.3 UNFPA Country Programme Evaluation

Evaluation	UNFPA Country Programme Evaluation
Published (year)	2017
Author/Agency	Padma Karunaratne, Evaluation Team Leader
Commissioned by	UNFPA
Type of evaluation	Multilateral country programme evaluation
Project period	2012-2017
Keywords	Sexual and reproductive health, population and development, gender equality
Abstract	<p>UNFPA's third country programme 2012-2017 consisted of interventions covering sexual and reproductive health and rights; population and development; gender equality, and; humanitarian response. The objective of the evaluation was to assess programme performance, determine the factors that facilitated or hindered achievement, and document lessons learned that could inform the formulation of the next Country Programme.</p> <p>The evaluation finds that the country programme was well aligned with national and UNFPA strategic priorities. It notes that the integration of a human rights-based approach that encompasses responsiveness to gender issues and conflict sensitivity assessments during and after census operations had provided a good strategy for implementation. Yet, the evaluation calls for more clarity on theory of change and programme logic to demonstrate linkages between different interventions.</p> <p>Significant achievements are found in the area of family planning although it is noted that Myanmar is still short of meeting its target to achieve 70 percent of deliveries attended by skilled birth attendants. Under the gender component, UNFPA has contributed to improving policy and legislative frameworks as well as increased awareness of and improved responses to gender-based violence. There is room for improvement in terms of technical capacity building of national institutions related to gender equality and women's empowerment. The evaluation furthermore finds that UNFPA's policies and procedures, and supportive mechanisms, partnerships have been responsive to crisis and emergency situations.</p> <p>The results of UNFPA supported activities are likely to be sustainable in all programmatic areas, subject to the continued government support and national ownership. Country office coordination with other UN agencies and the added value of UNFPA to the development community is deemed as satisfactory. A lessons learned identified by the evaluation is that mainstreaming conflict sensitiveness as part of HRBA could produce more sustainable outcomes, as it helps to minimise conflicts and maximise opportunities for acceptance and ownership. Programme efficiency and effectiveness could be enhanced by ensuring close monitoring of implementation partners' activities, well-coordinated and regular information sharing and the use of multi-annual work plans.</p>
Cross-cutting issues	Gender equality, human rights
Link to evaluation	https://web2.unfpa.org/public/about/oversight/evaluations/document.unfpa?page=doclist&method=view&docId=212

1.2.4 Evaluation of Disaster Risk Reduction Project

<i>Evaluation</i>	<i>Evaluation of Disaster Risk Reduction Project</i>
Published (year)	2017
Author/Agency	Abhijit Bhattacharjee
Commissioned by	UNDP
Type of evaluation	Project evaluation
Project period	2013-2015
Keywords	Climate change, energy, disaster risk reduction, resilience, DRR mainstreaming, institutional capacity
Abstract	<p>UNDP has been implementing a Disaster Risk Reduction (DRR) Project from 2013-2015 designed to promote disaster resilient communities through strengthening disaster risk management institutions, systems, networks and mainstreaming DRR into development planning in the country. The project had two main outputs: Enhanced national institutional capacity and mainstreaming DRR, and: Disaster Management Committees at township and village levels. The primary focus of the evaluation was on output 1 as the DRR project has not initiated any significant work on output 2 due to funding limitations.</p> <p>The evaluation found that the project has enabled Relief and Resettlement Department (RRD) of the Ministry of Social Welfare, Relief and Resettlement (MSWRR) to develop several major policies, legal framework and instruments to strengthen disaster risk reduction and climate change adaptation (CCA) in the country. Besides the Disaster Management Law and Rules, the Myanmar Action Plan for Disaster Risk Reduction (MAPDRR) has been a significant instrument that enabled bringing different state and non-state actors together to work on DRR issues.</p> <p>There is good theoretical understanding within several Ministries and departments on the need to consider both DRR and CCA as interconnected issues, though establishing the linkage at practical level remains a challenge for many. Mainstreaming of DRR across the Government has been uneven, partly due to limited capacity and mandate of RRD to influence other parts of the government. The Ministry of Planning and Finance has instructed all Ministries to ensure that they examine DRR aspects in all their projects, but in the absence of a common framework and tools/criteria, it is left to individual departments to create their own construct of DRR.</p> <p>Although RRD offices in Regions/States are now being established, these are not resourced adequately and there is limited support from government institutions to build capacity at the community level. Not all Regions/States have consistent structure for disaster management and clear decision-making protocols in times of disasters.</p> <p>The project has enabled rolling out several important courses on DRR for officials through the Government training centre. The training centre will need to demonstrate its value through evidence based evaluation system and deliver high quality courses using real life cases and simulations that are now lacking. Besides, it needs to develop capacity for continuous research and development, and have access to emerging knowledge and international best practices.</p>
Cross-cutting issues	Sustainable environmental management
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/7976

1.3 2016

1.3.1 CPS Final Review Validation: Myanmar – Interim Country Partnership Strategy. Final Review Validation, 2012-2014

Evaluation	<i>CPS Final Review Validation: Myanmar – Interim Country Partnership Strategy. Final Review Validation, 2012-2014</i>
Published (year)	2016
Author/Agency	Nathan Subramaniam, Noel Gamo, Irene Garganta, Independent Evaluation Department, ADB
Commissioned by	ADB Independent Evaluation Office
Type of evaluation	Country programme evaluation
Project period	2012-2014
Keywords	Poverty reduction, economic and social reforms, sector reforms, HRD, ICT
Abstract	<p>ADB re-entered Myanmar in 2012 after a long absence. The evaluation assessed completed, active and newly approved loans, grants and technical assistance (TA) during the first CPS period (2012– 2014).</p> <p>The program helped Myanmar build human resources and capacity by strengthening institutional arrangements, legal frameworks and sector analysis, and planning. These activities increased the capacity to formulate projects in key sectors, and enabled ADB operations to pursue the design and early implementation of projects. The original objectives of the interim CPS were largely achieved.</p> <p>ADB made progress in promoting an enabling economic environment. There were varying degrees of progress achieved in liberalizing licensing requirements for imports and exports, streamlining business registration requirements, establishing a public debt unit in the newly created Treasury Department, enacting a public debt law, issuing treasury bills, and modernizing the companies act. Infrastructure for access and connectivity was enhanced by reforming private sector provision in the power sector, and launching investment operations in power transmission, off-grid renewable energy, and road development. Urban and water sector operations helped develop the capacity of local and regional government staff to plan, budget and prepare multi-sector urban development projects.</p> <p>The government was able to use the large, rapid-disbursement policy loan from ADB to support clearance of arrears, and signal its commitment to major economic policy reforms. However, inefficiencies are apparent for many TA projects that experienced delays or incomplete disbursements. Government procedures were slow to adapt to ADB requirements, slowing planning and implementation of the TA, grants and loans that were approved.</p> <p>There is strong government ownership and commitment to ADB supported reforms, sound sector plans and strategies, and steady improvement in recurrent costs and operations and maintenance practices in key sectors. There is a concern that ADB lacks a coherent approach to understanding the institutional arrangements and capacity needs of counterpart agencies and intergovernmental systems.</p> <p>Myanmar's macroeconomic situation improved significantly in recent years, due to the adoption of market-oriented policy reforms supported by ADB and its development partners. The clearing of arrears and provision of financing to Myanmar by ADB and its development partners has increased the country's ability to tap international sources of development finance. Strong government-led economic policy reform has improved investor confidence. With ADB support, institutions have begun to plan and</p>

Evaluation	<i>CPS Final Review Validation: Myanmar – Interim Country Partnership Strategy. Final Review Validation, 2012-2014</i>
	manage their operations in ways more consistent with a participatory, market-driven economy.
Cross-cutting issues	Conflict sensitivity
Link to evaluation	https://www.adb.org/documents/myanmar-interim-country-partnership-strategy-final-review-validation-2012-2014

1.3.2 ADB Validation Report: Myanmar: Support for Myanmar’s Reforms for Inclusive Growth Program

Evaluation	<i>ADB Validation Report: Myanmar: Support for Myanmar’s Reforms for Inclusive Growth Program</i>
Published (year)	2016
Author/Agency	Independent Evaluation Office, ADB
Commissioned by	Independent Evaluation Office, ADB
Type of evaluation	Project evaluation
Project period	2011-2014
Keywords	Policy reforms for inclusive and sustainable growth (macro economy, fiscal, PFM, investment, trade, finance sector, rural development, human capital development)
Abstract	<p>The evaluation assessed the relevance, effectiveness and impact of ADB’s support for Myanmar’s reforms for inclusive growth programme 2011-2014. The envisaged outcome was strengthened policy frameworks in selected sectors (macro economy, trade, finance, investment, agriculture, and education). The expected outputs were (i) strengthened macroeconomic stability, fiscal sustainability, and public financial management; (ii) improved investment, trade, and finance sector integration; (iii) stimulated rural development for inclusive growth; and (iv) human capital development for inclusive growth.</p> <p>The programme was rated successful based on the policy achievements within the program and attainment of most performance targets ahead of schedule. It was deemed timely and the design was appropriate.</p> <p>The programme was assessed effective as it helped to make progress in achieving the envisaged outcome in selected sectors (macro, trade, finance, investment, agriculture, and education). The evaluation furthermore rates the program efficient as it facilitated resumption of normal operations, quick disbursement of the loan funds for arrear clearance, and prompt implementation of the program.</p> <p>Given the risks associated with external economic development, government capacity, and long-standing social conflicts, the evaluation rates the program likely sustainable. This evaluation also assesses the program’s institutional development impact significant, noting that the program contributed to the broadening and deepening of the country’s institutional structure.</p> <p>Development impact is downgraded from substantial to satisfactory because no data was available to confirm that the impact indicators were achieved.</p>
Cross-cutting issues	Not covered by the evaluation
Link to evaluation	https://www.adb.org/documents/myanmar-support-myanmar-s-reforms-inclusive-growth-program

1.3.3 Promoting Freedom of Association and Social Dialogue in Myanmar – Final independent evaluation

Evaluation	<i>Promoting Freedom of Association and Social Dialogue in Myanmar – Final independent evaluation</i>
Published (year)	2016
Author/Agency	Jenny Luck
Commissioned by	ILO
Type of evaluation	Project evaluation
Project period	2013-2016
Keywords	Freedom of association, social dialogue, institutional capacity building
Abstract	<p>The project had three immediate objectives: national labour institutions are in a better position to recognise, implement and enforce fundamental rights at work; employers and worker organisations have improved capacity and effectiveness in implementation of the LOL and the SLDL and work together constructively on dispute resolution, collective bargaining, occupational safety and health and building an industrial relations system based on mutual respect, and; promoting sound labour relations and social dialogue at an industry/sector, regional and national level.</p> <p>The evaluation found that the project was well conceptualized demonstrating a logical and strategic approach. A major achievement was the development of trade union organisations and the registration of a confederation and federations. This is considered to be sustainable and the project has helped cement the future of the trade union movement in Myanmar.</p> <p>It was found that all constituents reached by the project are now more aware of their rights and the responsibilities that accompany these rights and people demonstrated a strong motivation to change and adopt the principles of FOA. Project activities also made an invaluable contribution to tripartite and bipartite social dialogue.</p> <p>All project activities were implemented as planned and a considerable number of participants were reached in the programme; this is seen as a management achievement but cannot, at this stage, be used to measure medium or long term impact.</p>
Cross-cutting issues	Gender equality
Link to evaluation	http://www.ilo.org/eval/Evaluationreports/WCMS_494711/lang-en/index.htm

1.3.4 UNDP Parliamentary Strengthening Output of the Democratic Governance Programme in Myanmar. Evaluation Report

Evaluation	<i>UNDP Parliamentary Strengthening Output of the Democratic Governance Programme in Myanmar. Evaluation Report</i>
Published (year)	2016
Author/Agency	Niall Johnston and Sai Tun Thiha
Commissioned by	UNDP
Type of evaluation	Project evaluation
Project period	2013-2016
Keywords	Parliamentary strengthening, civil society, media, participation
Abstract	The Parliamentary Strengthening output is part of UNDP Myanmar's Democratic Governance Programme under the UNDP Myanmar Country

	<p>Action Plan. The Output is described as: “Legislative, Oversight and Representation Functions Performed by Parliaments at the Union and Selected State and Region Levels Institutionalized.”</p> <p>The evaluation found that the project has been relevant. At an anecdotal level, reasonable progress appears to have been made and the Component has been successful but it is difficult to quantify this objectively as the reporting frameworks lack clarity and are too focussed on activity levels. Where change has been observed in staff attitudes and behaviour, this is largely attributable to UNDP working in collaboration with IPU in a successful partnership that maximises impact and harnesses the added value brought by the House of Commons’ programme. Sub-nationally, work with Members of Parliament at a leadership level, although limited, has been effective and the role of UNDP has been significant.</p> <p>The key result has been the adoption of the Union Hluttaw’s strategic plan and this has properly shaped all subsequent engagement by the technical assistance team. Important though this has been, there is plenty still to be achieved in developing detailed business implementation plans.</p> <p>Given the absence of a technical assistance team for sub-national work, overall implementation has been as efficient as it could be although there have been higher transaction costs than would otherwise have been the case. At Union level, the decision to locate the Programme Specialist in Yangon has resulted in considerable inefficiencies.</p>
Cross-cutting issues	Social inclusion and gender equality
Link to evaluation	https://erc.undp.org/evaluation/documents/download/10143

1.3.5 Evaluation of the UNDP Rule of Law and Access to Justice Output in Myanmar. Final Evaluation Report

<i>Evaluation</i>	<i>Evaluation of the UNDP Rule of Law and Access to Justice Output in Myanmar. Final Evaluation Report</i>
Published (year)	2016
Author/Agency	Lorenz Metzner and Sai Tun Thiha
Commissioned by	UNDP
Type of evaluation	Programme/project evaluation
Project period	2013-2016
Keywords	Justice sector reform, institutional capacity building, policy and strategy development, capacity of justice actors, local human rights awareness, women and ethnic minorities
Abstract	<p>The Rule of Law and Access to Justice Output/project has sought to build institutional relationships through which to open conversations about making justice service delivery more functional, accessible and fair. The objective was defined as “Justice institutions equipped to develop and implement frameworks for justice sector reform that reflects the needs of diverse groups, especially women and vulnerable groups.”</p> <p>The evaluation found that the project and its activities have been relevant. Progress has been made in collaboration with counterparts, with incremental steps towards justice sector reforms being realised. This responsiveness and the refinements made are seen as having been both necessary and relevant. They have, however, resulted in a broad diversity of activities that have been observed by stakeholders as in resulting in reforms being somewhat ‘shallow’ or requiring further embedding within partner institutions.</p> <p>The project was seen as being effective (efficient?) in terms of policy-level engagement and relationship building at the Union-level, awareness</p>

	<p>raising, engagement and consultation/dialogue activities, technical support and capacity building, etc. However, longer-term, coordinated support across the justice sector and between implementing organisations/donors is required to 'deepen' and embed initial results and improvements in change management capacity.</p> <p>Given the timing of the evaluation, it is too early to assess sustainability in absolute terms. Progress is being made in a number of areas towards interventions being sustainable in the medium-term. National partners have noted positive levels of ownership. Openness to engage in dialogue on justice reform is an ideal platform on which to develop future engagement strategies that further strengthen ownership by facilitating counterparts to become more active in leading, directing, and managing in the reform process.</p> <p>While there is evidence of change, it is not possible to identify impact on beneficiaries at the time of the evaluation. Substantial progress has been made, and advocacy efforts have begun to increase awareness, recognition, and protection of human rights - in particular for vulnerable groups.</p>
Cross-cutting issues	Gender equality, human rights and social inclusion
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/7974

1.3.6 Durable Peace Programme Baseline Report

<i>Evaluation</i>	<i>Durable Peace Programme Baseline Report</i>
Published (year)	2016
Author/Agency	OXFAM Myanmar
Commissioned by	OXFAM Myanmar
Type of evaluation	Baseline report
Project period	Not available
Keywords	Peace, NGO, non-internally-displaced person
Abstract	<p>The baseline report provides an insight into the current situation facing both IDPs and conflict-affected non-IDP communities in Kachin State. The report forms an initial stage of Oxfam's World Citizens Panel (WCP) approach to impact measurement, which is being used for the Durable Peace Programme (DPP). The DPP was designed by a consortium of seven national and international NGOs, and a further 17 partner organisations, to complement the existing humanitarian response in Kachin through providing support for peace, reconciliation, rehabilitation and development.</p> <p>The main findings of the baseline include:</p> <ul style="list-style-type: none"> • IDPs are substantially worse off than non-IDPs across nearly all indicators, such as socioeconomic status, access to information and overall wellbeing indicators. Overall, the data suggests that displacement is connected to negative outcomes; • There is acute inequality between IDPs, highlighting the extreme vulnerability of the poorest IDPs. This is particularly evident in breakdowns of income, food savings and monetary savings. Inequality is also high, but less pronounced, for non-IDP; • Both IDPs and non-IDPs have very limited information about the peace process and even more limited opportunities to participate in and influence the peace process; • Although the situation experienced by IDPs is reported as largely negative, there appear to be some positives such as IDPs

	<p>indicating a better understanding of gender-based violence (GBV) than non-IDPs;</p> <ul style="list-style-type: none"> • There is a trend of female IDPs being worse off than male IDPs. Attitudes towards and prevalence of GBV are of particular concern; • Overall, IDPs are very uncertain about the future, both in terms of peace and their own household's future development, whereas non-IDPs are more confident about a positive future. <p>Taken as a whole, the survey paints a clear picture of the volatile and precarious situation for IDPs in Kachin and to a lesser degree for non-IDPs. This situation is characterised by a poor socioeconomic situation, widespread fears of armed violence, uncertainty about the future, lack of engagement with authorities (particularly in GCA), exclusion from the peace process and a strong desire to return home. This situation is only likely to deteriorate as the armed conflict continues. At the same time, the effectiveness of the humanitarian response to date is evident in responses on shelter, food consumption (but not long-term food security) and trust between IDPs and Camp Management Committees and religious organisations.</p>
Cross-cutting issues	Gender equality
Link to evaluation	http://policy-practice.oxfam.org.uk/publications/durable-peace-programme-in-myanmar-baseline-report-615957

1.3.7 Peacebuilding, Education and Advocacy Programme in Myanmar. Developmental Evaluation

<i>Evaluation</i>	<i>Peacebuilding, Education and Advocacy Programme in Myanmar. Developmental Evaluation</i>
Published (year)	2016
Author/Agency	Mathias Kjaer
Commissioned by	UNICEF Evaluation Office
Type of evaluation	Developmental evaluation
Project period	Not available
Keywords	Resilience, social cohesion, human security, education
Abstract	<p>The UNICEF Peacebuilding, Education, and Advocacy (PBEA) programme, a 4.5 year (2011–2016) partnership between UNICEF, the Government of the Netherlands, and host country governments to strengthen (1) resilience, (2) social cohesion, and (3) human security through education in 14 conflict affected countries. PBEA design was anchored on another initiative that was already underway - the “Language, Education, and Social Cohesion” (LESC), and sought to address language as a driver of conflict across all five PBEA outcome areas.</p> <p>UNICEF Myanmar joined the programme in 2013. The funding received from the PBEA was mainstreamed across the UNICEF Myanmar regular portfolio, leveraging opportunities to revise activities to be more conflict sensitive, reach children not currently reached, and improve understandings of evolving conflict dynamics to guide future programming. Mon state was selected as the LESOC pilot site based on a number of facilitating factors.</p> <p>The development evaluation was mainly conducted through an outcome harvesting approach that aimed at strengthening the evidence base by capturing higher-level results.</p> <p>The outcome harvest identified four outcomes resulting from the LESOC:</p>

	<ul style="list-style-type: none"> • Increased trust and strengthened relationships between state level MoE and MNEC stakeholders; • Improved collaboration on education issues in Mon in addition to language policy; • Strengthened horizontal social cohesion among education actors in Mon; • Increased awareness on the importance and benefit of using MTB-MLE in early grades. <p>One of the four outcomes, Outcome 4 is most attributable to LESC and holds the potential to have the largest impact nationally. LESC has also had a strong contribution to Outcome 1 although other initiatives both internal and external have also had significant influence. The importance of Outcome 1 is captured by Outcome 2 showing that trust and relationship building resulting from Outcome 1 has helped encourage collaboration between MoE and MNEC on other education issues. While less attributable to LESC, improved collaboration can be seen over the life of LESC on issues such as school grants, teacher trainings, joint township planning, school supplies, and government provision of ethnic language teacher salaries. These outcomes represent significant milestones on the path to creating a more unified, inclusive, and coherent response to meet the education needs of all children across Mon state.</p>
Cross-cutting issues	Conflict sensitivity
Link to evaluation	https://www.unicef.org/myanmar/resources_26085.html

1.4 2015

1.4.1 Equality Myanmar Human Rights Education Programme External Evaluation

Evaluation	<i>Equality Myanmar Human Rights Education Programme External Evaluation</i>
Published (year)	2015
Author/Agency	Maureen O'Flynn
Commissioned by	Stefanus Alliance and Equality Myanmar
Type of evaluation	Programme evaluation
Project period	2014-2015
Keywords	Local activities, human rights awareness raising, community human rights-based actions
Abstract	<p>Equality Myanmar is a NGO that facilitates a broad range of human righted education and advocacy programmes. The Human Rights Education in Burma programme seek to build the capacity of local activities as trainers, advocates, leaders and community organisers; raise awareness of human rights in grassroots communities through participatory education, and; support communities' initiation of human rights based actions. The evaluation sought to identify changes among beneficiaries as a result of project interventions, assess outcomes and sustainability, generate lessons learned and provide recommendations for future planning and implementation.</p> <p>The evaluation found that trainees demonstrated changes in human rights awareness, motivation and/or activism. Trainees who had participated in ToTs had improved their facilitation skills. The community mobilisation projects were found to have generated change to a greater or lesser extent. There are concrete examples of concrete changes in terms of creating further momentum for change; and for holding duty bearers to account, and being able to support national advocacy efforts. The link</p>

Evaluation	<i>Equality Myanmar Human Rights Education Programme External Evaluation</i>
	<p>between human rights education and advocacy seems to be more organic and opportunistic than strategic, however.</p> <p>No documented examples of where the human rights education programme contributing to changes in the lives of beneficiaries in terms of whole groups were found. However, the programme has contributed to changes that might eventually lead to improved quality of life (e.g. human rights violation complaints filed with national mechanisms, compensation received).</p>
Cross-cutting issues	Human rights
Link to evaluation	https://www.norad.no/om-bistand/publikasjon/ngo-evaluations/2015/equality-myanmar-human-rights-education-programme-external-evaluation/

1.4.2 Myanmar Country Programme – Country Programme Action Plan 2013-2017. Independent Midterm Evaluation

Evaluation	<i>Myanmar Country Programme – Country Programme Action Plan 2013-2017. Independent Midterm Evaluation</i>
Published (year)	2015
Author/Agency	Not stated
Commissioned by	UNDP
Type of evaluation	Country programme evaluation
Project period	2013-2015
Keywords	Poverty reduction, sustainable development, DRR, climate change and promotion of economic, social and political reform process
Abstract	<p>The UNDP Country Programme Document (CPD) and associated Country Programme Action Plan (CPAP) support the Government of Myanmar in its objective to achieve democratic transformation and poverty reduction in the country.</p> <p>The evaluation found the overall direction of programme design remains relevant. However, given the broad range and complexity of the economic and social reforms facing the country, a number of the initial output descriptions and performance indicators had to be revised to reflect the pace of change and absorption capacity.</p> <p>Programme management was generally considered to be both efficient and effective. Evidence suggests that the mix of “soft” and “hard” support is appreciated and seen as an important element for building trust, commitment and capacity among stakeholders in many aspects of the programme both at Union and Region/State and township levels. Nevertheless, a significant amount of time and resources is devoted to the three levels of programme governance and this structure appears to reduce opportunities for a more integrated programmatic monitoring and reporting process.</p> <p>There is limited evidence of systematic tracking or tracer studies to assess results, such as how training has contributed to changed behaviour or how a microfinance loan has changed the lives of a family, community or individual. Results are often being delivered through work across outputs and/or outcome level but these are not easily identified and are not necessarily being reported in terms of their contribution at programme level.</p> <p>The orientation training and the on-going exposure visits and knowledge sharing are opportunities to underline the important role that civil society</p>

Evaluation	<i>Myanmar Country Programme – Country Programme Action Plan 2013-2017. Independent Midterm Evaluation</i>
	<p>organisations and the media can play in drawing to the attention of the community the role of parliament as well as an avenue for community aspirations to be better understood by parliamentarians.</p> <p>Future sustainability of the governance work at both Union and regional levels is highly dependent on the continued commitment of the national stakeholders to the full range of governance changes that are underway across the country.</p>
Cross-cutting issues	Gender equality and human rights
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/7978

1.4.3 Inle Lake Conservation and Rehabilitation Project – End of Project Evaluation

Evaluation	<i>Inle Lake Conservation and Rehabilitation Project – End of Project Evaluation</i>
Published (year)	2015
Author/Agency	Hatfield Consultants
Commissioned by	UNDP
Type of evaluation	Project evaluation
Project period	2012-2015
Keywords	Natural resource planning and management, environmental governance
Abstract	<p>The Inle Lake Conservation and Rehabilitation Project was launched in 2012 by UNDP with financial assistance from Norway. The overall objective of the project is to restore the environmental stability of the Inle Lake with the improvement of the quality of life of local communities. The specific objectives were to:</p> <ul style="list-style-type: none"> • Contribute to better planning in natural resources and manage systematically the natural resources with the sustainable manner for long run; • Identify the model villages in all different zones so as to advocate the other organizations and participate in implementing such models in other villages; • Promote environmental governance through CBOs with the increased awareness of all stakeholders. <p>The evaluation assessed the progress achieved in meeting the project's objectives and identified lessons learned.</p> <p>The evaluation found that the project made significant advances in environmental governance related to Inle Lake conservation and rehabilitation; the issue is a high priority for the Government of Myanmar, and is highly relevant to the country as a whole. Establishment of the Lake Authority, and passing of the UN-HABITAT and MOECAAF plans, as well as the successful designation of Inle Lake as a Man and Biosphere Reserve by UNESCO, are all critical positive steps towards Inle Lake conservation and restoration.</p> <p>There were some limitations of the project design that impacted implementation during the first year of the project. The project was outcome-based, and lacked clear statement of the overall objectives. The short two-year duration of the Project impacted effective project implementation at the local level. In such a short project timeframe, with no immediate follow-up activities, momentum will be lost and it will take additional time to re-start a number of the most promising activities.</p>
Cross-cutting issues	Sustainable environmental management

Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/7979
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1.4.4 Myanmar Education Consortium (MEC) Mid-term Review

<i>Evaluation</i>	<i>Myanmar Education Consortium (MEC) Mid-term Review</i>
Published (year)	2015
Author/Agency	Stephen Baines, Sandar Myo, Colin Bangay, and Thomas Parks
Commissioned by	Save the Children
Type of evaluation	Midterm programme evaluation
Project period	2013-2016
Keywords	Education, civil society organisation
Abstract	<p>The Myanmar Education Consortium (MEC) is a programme supporting non-government organisations to improve education access and quality. The bulk of the funding comes from the Australian, UK and Danish governments. It is managed by the Australian Department of Foreign Affairs and Trade (DFAT) and Save the Children Australia. The MEC is implemented through a management team employed by Save the Children International in Myanmar.</p> <p>The programme has drawn together three existing 'Founding Partner' projects (Save the Children's work in ECCD; World Vision's work in ECCD and non-formal education and Burnet Institute's work in monastic schools). In addition, a number of local partner civil society organisations have been receiving three-year grants from the MEC since 2014.</p> <p>The evaluation found that there is no clear consensus about what the MEC is and what it is trying to achieve. The lack of consensus is reflected in the programme's foundation documents, which do not provide a clear and coherent vision for the MEC.</p> <p>The Founding Partner projects have achieved some impressive results in terms of numbers of beneficiaries and services provided. However, these targets were set at a time when the political context determined what was possible. The relatively small scale of the projects has meant that their impact on service delivery has been localised. Political circumstances determined that, for the most part, project sites are located for ease of access in geographically central areas, rather than in areas of greatest need around the periphery of Myanmar. This may, inadvertently, be contributing to an increase in the inequity of provision rather than a reduction.</p> <p>The self-contained nature of the projects has meant that the amount of learning they have generated that could be applicable elsewhere has been limited. Relatedly, there is doubt about the sustainability of the development models adopted. The grants mechanism has been well managed. However, the organisations that succeeded through the process were not exclusively those working with hard-to-reach populations.</p> <p>MEC has responded well to opportunities that have arisen to support civil society engagement in policy discussions. MEC has had more influence than its status as a relative newcomer could be expected to warrant.</p> <p>The programme logframe is not appropriate to the requirements of a grants programme primarily directed at hard-to-reach populations.</p>
Cross-cutting issues	Gender equality, disability, child protection, and conflict sensitivity
Link to evaluation	http://dfat.gov.au/about-us/publications/Pages/myanmar-education-consortium.aspx

1.4.5 Myanmar Centre for Responsible Business Mid-Term Review

<i>Evaluation</i>	<i>Myanmar Centre for Responsible Business Mid-Term Review</i>
Published (year)	2015
Author/Agency	John Bray, Pierre Robert and Kyi Kyi Seinn
Commissioned by	Danish Institute for Human Rights and the Institute for Human Rights and Business
Type of evaluation	Institutional/project evaluation
Project period	2013-2015
Keywords	Responsible business, human rights, private sector development
Abstract	<p>Myanmar Centre for Responsible Business (MCRB) was set up in 2013 as a joint initiative with two parent organisations, the UK-based Institute for Human Rights and Business (IHRB) and the Danish Institute for Human Rights (DIHR). The objective of MCRB is to facilitate locally-owned processes that will imbed international responsible business standards into practice in Myanmar.</p> <p>The mid-term review aimed to assess the relevance of MCRBs strategies objectives and thematic areas of work and the results and achievements towards the stated objectives, as well as identify lessons learned and provide recommendations for the future.</p> <p>The review found that the MRCB's agenda remains highly relevant. The work of the Center has been relevant to the stakeholders. One reason for this was that the Centre's methods were grounded in international standards and that they helped add to the knowledge base in Myanmar.</p> <p>The MRCB has deployed its limited resources to maximum effect, amply fulfilling its stated objectives as defined in its logframe. In particular it has effectively leveraged its won and its "parent" organisations' expertise in impact assessment to carry out Sector Wide Impact Assessments, turning these into door-openers for its outreach work towards government, the private sector and civil society.</p> <p>Many of the Centre's outputs contribute to its overall sustainability, in the sense that many of the changes the Centre has helped bring along are likely to be lasting. They include rights-specific language in legislation and regulations, as well as good practices promoted by the Centre and adopted by some companies on issues such as grievance mechanism and the fight against corruption.</p> <p>Institutionally, the Centre has made substantial progress towards sustainability as it developed effective management and internal accountability mechanisms, and developed a skilled team of professional staff. However, the Centre will depend for the foreseeable future on donor support.</p>
Cross-cutting issues	Human rights
Link to evaluation	https://www.ihrb.org/focus-areas/myanmar/report-mid-term-review-myanmar-centre-for-responsible-business

1.5 2014

1.5.1 Evaluation Report Assistance to Burmese Conflict-Affected and Displaced Persons

<i>Evaluation</i>	<i>Evaluation Report Assistance to Burmese Conflict-Affected and Displaced Persons</i>
Published (year)	2014
Author/Agency	John Cosgrave, Dina Sinigalla, Tana

<i>Evaluation</i>	<i>Evaluation Report Assistance to Burmese Conflict-Affected and Displaced Persons</i>
Commissioned by	AusAID
Type of evaluation	Programme evaluation
Project period	2012-2014
Keywords	Camp activities, health care, basic education, vocational skills
Abstract	<p>There are approximately 120,000 people residing in the nine border camps along the Thai-Myanmar border. Australia has supported the border camps over a long period of time. The evaluation covers the funding channelled to five partner organisations (ADRA, IRC, PU/AMI, Save the Children and The Border Consortium) over the period 2013-2015. The objective of the programme was to (i) ensure that refugee men and women have a leading role in camp management and are informed and actively engaged in preparedness for potential return and decisions regarding their future, (ii) refugees maintain good health status and health workers are trained in curriculum recognised in Burma, and (iii) girls and boys are educated and refugees have vocational skills and increased self-reliance in preparation for potential voluntarily return to Burma.</p> <p>The evaluation found that DFAT's assistance and approach to the protracted refugee crisis was appropriate to the context and need of the refugees.</p> <p>The programme makes some contribution to preparedness, but this could be stronger. Partners have been reluctant to vigorously promote preparedness; however some initiatives have been undertaken, such as convergence (with the Myanmar system) in education and health, to remove barriers to individual decisions to return. There is scope for further strengthening cross-border links by having complementary programming on both sides of the border.</p> <p>The evaluation found that the programme is largely on track at the project level, where targets are more specific. It is more difficult to make an assessment at the programme level as targets for the contribution projects are for activities and outputs rather than outcomes. This is complicated by the number of different actors in the camps, and by DFAT's partners having multiple sources of funding.</p> <p>Operations in the camps were efficient. The assumption of responsibility by the refugees for managing and delivering services makes the operation cheaper than it would otherwise be increasing efficiency. The temporary nature of the camps has limited efficiency to some extent.</p> <p>The needs in the border camps are likely to continue for some time. The evaluation found that this is a well-managed efficient programme that is largely appropriate and effective. It is addressing real needs in an environment where other donors are shifting their funding to inside Myanmar.</p>
Cross-cutting issues	Social inclusion
Link to evaluation	http://dfat.gov.au/about-us/publications/Pages/assistance-to-burmese-conflict-affected-and-displaced-persons.aspx

1.5.2 Breaking the Silence Programme on Gender Based Violence. Final Evaluation Report

<i>Evaluation</i>	<i>Breaking the Silence Programme on Gender Based Violence. Final Evaluation Report</i>
Published (year)	2014
Author/Agency	Olof Nunez, Maurizio Raineri and Khin Oo Zin

Evaluation	<i>Breaking the Silence Programme on Gender Based Violence. Final Evaluation Report</i>
Commissioned by	Norwegian Church Aid
Type of evaluation	Programme evaluation
Project period	2012-2014
Keywords	Gender-based violence, civil society mobilisation, awareness raising, legal aid, evidence-generation
Abstract	<p>The Breaking the Silence programme was implemented from 2012-2014 by the Norwegian Church Aid in cooperation with four local partner organisations. The five objectives of the programme were to: increase awareness, commitment and specific strategies to address gender-based violence among Myanmar students (future leaders); mobilise faith-based organisations to provide an enabling environment to address gender-based violence causes and reach out to rights holders and victims; increase community level awareness on gender-based violence and access to services by victims; improve gender-based violence evidence and related information, and; increase legal capacity and access to legal services for gender-based violence.</p> <p>The evaluation found that the programme had been extremely relevant to the context in Myanmar. It includes some very good locally driven initiatives, with roots in civil society and Myanmar's diverse cultures and faiths. The programme was also deemed to have been successful in adapting to new realities of reforming country, and in some case been in a strategic position to influence developments.</p> <p>On the whole, the objectives of the programme have been achieved. The programme has contributed to change in attitudes, change in practices and ultimately in breaking the silence on gender-based violence albeit within confined geographic areas and social sphere.</p> <p>The programme has contributed to capacity building of partners and other civil society organisations, and even some state authorities. However, a clear weakness has been the lack of partner participation in and ownership of programme design.</p>
Cross-cutting issues	Gender equality
Link to evaluation	https://www.kirkensnodhjelp.no/contentassets/2951dc157c2442fcad66478ceb68bf97/breakingthesilence-finalevaluationreport.pdf

1.5.3 Evaluation of the Raoul Wallenberg Institute's project "Strengthening Human Rights in Myanmar"

Evaluation	<i>Evaluation of the Raoul Wallenberg Institute's project "Strengthening Human Rights in Myanmar"</i>
Published (year)	2014
Author/Agency	Henrik Alffram and Ali Dastgeer, Indevelop AB
Commissioned by	Sida
Type of evaluation	Project evaluation
Project period	2012-2014
Keywords	National Human Rights Commission and key partners, training, study tours, scholarships
Abstract	The overall objective of the project was to strengthen the Myanmar National Human Rights Commission and its key partners to more effectively implement their mandates to promote and protect human rights in Myanmar. The evaluation included an assessment of results achieved,

Evaluation	<i>Evaluation of the Raoul Wallenberg Institute's project "Strengthening Human Rights in Myanmar"</i>
	<p>predominantly at the output level, and provided suggestions for furthering effective results achievement.</p> <p>According to the evaluation report, the project has contributed to increasing the understanding of human rights and the role of national human rights institutions among the MNHRC commissioners and staff members. Through the project, the Raoul Wallenberg Institute has also been able to assist in the development of the Myanmar National Human Rights Commission Law. This combination of trust and a basic understanding of international human rights law and the role of NHRIs, as well as the establishment of a largely sound legal framework have laid the foundation for future delivery of reasonable project outcomes.</p> <p>At the same time, the originally envisaged project activities or approaches were not deemed to be sufficient to attain expected project results. Adjustments are necessary to create a credible link between activities and results. It should be reassessed if the emphasis on general awareness raising will be relevant when working with an organisation where the organisational development needs are so great. There are also reasons to question the validity of training individuals in one-off activities in an organisation going through such rapid changes and staff turn-over as is MNHRC. Furthermore, the appropriateness of "supply side" approach to communications and knowledge management needs to be revisited, especially as the Commission has not demonstrated a firm commitment to engaging with other actors apart from government officials.</p>
Cross-cutting issues	Gender equality
Link to evaluation	http://rwi.lu.se/2015/06/evaluation-of-myanmar-programme-2013-2014/

1.5.4 Evaluation of Sida's Core Support to the Euro-Burma Office (EBO): Promotion of Human Rights and Democracy in the Union Burma/Myanmar

Evaluation	<i>Evaluation of Sida's Core Support to the Euro-Burma Office (EBO): Promotion of Human Rights and Democracy in the Union Burma/Myanmar</i>
Published (year)	2014
Author/Agency	Kevin Kelpin, Henrik Alffram, Ian Christopolos, and Jessica Rothman, Indvelop
Commissioned by	Sida
Type of evaluation	Programme evaluation
Project period	2009-2013
Keywords	Democratisation, peace, reconciliation and good governance
Abstract	<p>The Euro-Burma Office The Euro-Burma Office (EBO) was established in 1997 for the purpose of assisting the Burmese democracy movement to prepare for a transition to democracy and to keep the international community informed about Burma. Since 2008, EBO is officially registered as a branch of a Canadian NGO. Although democratisation, peace, reconciliation and good governance remain EBO's main focus, occupies a central mediating role in the ongoing peace process, working especially with the ethnic armed groups and their interactions with the government and the military, as well as operating as a small donor by sub-granting limited funds to individuals and organisations who see civil society capacity strengthening as a developmental goal. Sida has supported EBO since 2005.</p>

Evaluation	<i>Evaluation of Sida's Core Support to the Euro-Burma Office (EBO): Promotion of Human Rights and Democracy in the Union Burma/Myanmar</i>
	<p>The evaluation found that the work of EBO is highly relevant to the current peace process in Burma. EBO plays a central role in mediating this highly complex and fluid situation. The EBO role has been especially critical in mediating the involvement of the ethnic armed groups, and has assisted them in coming to consensus positions in advance of their meetings with other actors who are involved in the peace process.</p> <p>In recent years, as political developments have opened up new opportunities, EBO has also successfully contributed to increased dialogue between the government and the ethnic armed groups.</p> <p>At the same time, the evaluation highlights that EBO will need to respond to the changing nature of civil society in Burma through its programming support. This in turn will need a much improved understanding of its strategic objectives, the linkages between these objectives and its programming activities and, finally, a monitoring system that can help EBO understand if it is working with the right organisations to accomplish its objectives as a small funding organisation.</p> <p>While EBO's programming approach has been somewhat unstructured and broad, it has produced measurable outcomes among both individuals and organisations inside Burma and in trans-border communities and organisations in exile.</p> <p>EBO lacks a structured methodology for encouraging its partner organisations to apply the principles of a human rights-based approach to their own internal governance structures. EBO makes no structured organisational assessments of partners and has no written criteria relating to partners' governance systems that could provide guidance as to which organisations are eligible for support. EBO, however, has no detailed criteria to guide its decisions and help it prioritise among competing demands.</p>
Cross-cutting issues	Gender equality and human rights
Link to evaluation	http://www.sida.se/Svenska/Publikationer-och-bilder/publikationer/2014/februari/evaluation-of-sida8217s-core-support-to-the-euro--burma-office-ebo-promotion-of-human-rights-and-democracy-in-the-union-b/

1.5.5 Mid-term Review of the Quality Basic Education Programme in Myanmar

Evaluation	<i>Mid-term Review of the Quality Basic Education Programme in Myanmar</i>
Published (year)	2014
Author/Agency	Stephen Baines, Nu Nu Wai, Coling Bangay, Jim Ackers
Commissioned by	Government of Myanmar, Multi-Donor Education Fund, and UNICEF
Type of evaluation	Programme evaluation
Project period	2012-2014
Keywords	Early childhood development, teaching and learning, planning, management and monitoring, second chance education, gender mainstreamed
Abstract	The Myanmar Quality Basic Education Programme (QBEP) is a joint partnership between Australia, the European Union, the United Kingdom, Denmark and Norway, collectively known as the Multi-donor Education Fund (MDEF), and UNICEF. The programme purpose is to ensure that an

Evaluation	<i>Mid-term Review of the Quality Basic Education Programme in Myanmar</i>
	<p>increased number and proportion of children access and complete quality basic education in targeted townships.</p> <p>The evaluation found that the programme has had a visible impact of QBEP on schools, early childhood development facilities and non-formal education centres in the target areas. Amongst government implementers QBEP activities are generally regarded as meeting needs and having positive effects. The in-service training provided for teachers, in particular, was regarded as making a major contribution. At the centre, QBEP support to the Comprehensive Education Sector Review (CESR) has had a major influence on the direction of policy discussions.</p> <p>At the same time, the evaluation found that significant aspects of the programme had to be improved. The programme design documents for QBEP provided a poor guide to the programme and how it is being implemented. There was a need to revise the basic foundation documents, the theory of change and the logframe.</p> <p>QBEP is a complex programme, operating at different levels across a widely scattered geographical area. The number of townships covered by the different QBEP components varies. This has resulted in a patchwork of disconnected geographical targets, which has expanded over time.</p> <p>The evaluation found that the design of the programme, which involves geographically scattered target townships, meant that QBEP operating costs are high and it loses out on efficiency gains that come with economies of scale. Efficiency was further compromised by development Partner restrictions on channelling funds direct to central government. UNICEF is consequently required to manage fund flows to individual townships, a process that imposes a heavy administrative burden on both UNICEF and the government.</p> <p>Although the evaluation did not thoroughly examine the efficiency of procurement, anecdotal evidence was found suggesting that QBEP procedures are cumbersome and insufficiently nimble to cope with the need for rapid action.</p>
Cross-cutting issues	Social inclusions, gender equality and disability
Link to evaluation	http://dfat.gov.au/about-us/publications/Pages/quality-basic-education-program-in-myanmar.aspx

1.5.6 Improving Health Service Delivery in Myanmar: UN Joint Program on Maternal, Newborn and Child Health

Evaluation	<i>Improving Health Service Delivery in Myanmar: UN Joint Program on Maternal, Newborn and Child Health</i>
Published (year)	2014
Author/Agency	Kathy Attawell, Health Resource Facility for Australia's Aid Program
Commissioned by	AusAID
Type of evaluation	Programme
Project period	February 2012 - May 2013
Keywords	Health, maternal, newborn, child
Abstract	The programme goal was to contribute to national targets for reducing maternal, new-born and child death through maintaining and scaling up support to deliver low cost, high impact MNCH interventions. Implemented by UNFPA, UNICEF and WHO with the Ministry of Health (MOH) from February 2012 to May 2013, the joint program was based on the existing

Evaluation	<i>Improving Health Service Delivery in Myanmar: UN Joint Program on Maternal, Newborn and Child Health</i>
	<p>country programmes of the three agencies; Australian funding made a significant contribution to addressing gaps in these programmes.</p> <p>The main emphasis of the evaluation was on engaging key stakeholders in identifying lessons learned and recommendations for strengthening future UN support to the MOH in MNCH.</p> <p>The evaluation found that the programme provided critical support for child health, delivery and new-born care and birth spacing services through procurement and training. Assessing the extent to which this increased access to appropriate case management for children, skilled attendance at birth and new-born care, and birth spacing services is difficult because data for these key program indicators was not yet available.</p> <p>The programme also contributed to improvements in the enabling environment through support for development or revision of a range of evidence-based policies and guidelines, as well as to upstream policy dialogue.</p> <p>The program supported existing coordination forums for maternal health and child health – the National Child Survival Forum and Reproductive Health Committee – but was less effective in supporting overall MNCH coordination.</p> <p>The programme improved collaboration, contributing to greater engagement between UN agencies, stronger working relationships between technical staff and improved understanding of their respective programmes. It also provided the basis for joint planning, both by the agencies and with the MOH, and for standardisation of equipment specifications and training guidelines. The program has also provided the foundation for future joint work, including joint engagement with the 3MDG Fund.</p>
Cross-cutting issues	Gender equality
Link to evaluation	http://dfat.gov.au/about-us/publications/Pages/improving-health-service-delivery-in-myanmar-un-joint-program-on-maternal-newborn-and-child-health.aspx

1.5.7 'Standing On Our Own Feet' CARE International in Myanmar's Cyclone Nargis Operation 2008-2013 Ex-Post Evaluation

Evaluation	<i>'Standing On Our Own Feet' CARE International in Myanmar's Cyclone Nargis Operation 2008-2013 Ex-Post Evaluation</i>
Published (year)	2014
Author/Agency	Deborah Rodes and Marianne Jago-Bassingthwaighte
Commissioned by	CARE International
Type of evaluation	Impact, ex-post
Project period	2008-2013
Keywords	Cyclone Nargis, natural disaster, response and recovery assistance, local resilience, disaster management
Abstract	Cyclone Nargis, which made landfall in Southern Myanmar on 2 May, 2008, was a catastrophic climatic event which caused the deaths of 140,000 people, the displacement of 800,000 people, and severely affected the lives of 2.4 million more. CARE was one of many international and local organisations which responded to communities' emergency and recovery priorities after the Cyclone. CARE commissioned an evaluation of its response, five years after the event (2013).

Evaluation	<i>'Standing On Our Own Feet' CARE International in Myanmar's Cyclone Nargis Operation 2008-2013 Ex-Post Evaluation</i>
	<p>The evaluation found that over the five years since May 2008, communities in the affected areas have increased their levels of resilience, and that CARE's efforts made a significant contribution to this. CARE's work contributed to: saving lives in the emergency phase; steady recovery of livelihoods across phases; improved participation by women in village leadership; increased confidence among women and more respect for women's role in decision-making at household and community levels; a perception of increased resilience, particularly among women and individual households; greater self-sufficiency at village level, through formation and support for Village Development Committees; and increased women's and men's empowerment, albeit mixed with low levels of increased dependency.</p> <p>Overall, CARE's activities across food and water supply, livelihoods, infrastructure, disaster risk reduction and community development reached more than 288,000 people over four phases from May 2008 to June 2013.</p> <p>In terms of long-term impact, it is recognised that livelihoods have not yet recovered to pre-Nargis levels, largely due to changed weather patterns since Nargis, and in some areas, lingering salination. Increased household debt levels post-Nargis continues to be an issue, despite the creation of a new government microfinance scheme to help address this.</p> <p>The evaluation notes that the sustainability of the impact of CARE's efforts is not easy to gauge just a few months after the cessation of program funding, but there are clear signs of positive village level changes which are likely to continue to contribute to ongoing resilience in many, though not all villages. These include village committee structures, community funding systems such as VDFs, infrastructure and maintenance systems, warning systems, preparedness processes and others. Beyond communities' own continuing efforts, the evaluation found that government budgetary allocations for local government services were unchanged over the period covered and thus there are ongoing limitations in government service delivery.</p>
Cross-cutting issues	Gender equality
Link to evaluation	https://www.care.org.au/document/standing-two-feet/

1.5.8 Ex-post Evaluation of Japanese ODA Loan "Social and Economic Development Support Loan"

Evaluation	<i>Ex-post Evaluation of Japanese ODA Loan "Social and Economic Development Support Loan"</i>
Published (year)	2014
Author/Agency	Toshihisa Iida, OPMAC Corporation
Commissioned by	JICA
Type of evaluation	Ex-post, Sector (loan)
Project period	2013
Keywords	External debt, macroeconomic management, development policy, social sector governance
Abstract	The purpose of the programme was to resolve the external debt areas issue that had plagued Myanmar for many years, and to support ongoing reforms in the field of macroeconomic management, social sectors and governance. The support was provided as a loan tied to a policy matrix

Evaluation	<i>Ex-post Evaluation of Japanese ODA Loan "Social and Economic Development Support Loan"</i>
	<p>containing 16 expected actions in these areas. The evaluation assessed the relevance, effectiveness, impact and sustainability of the support.</p> <p>The evaluation found that the programme was relevant to the country's development strategy and needs and that the policy matrix was appropriate, covering a broad field and prepared through a consultative process involving all relevant stakeholders.</p> <p>It is noted that all policy actions which needed to be achieved prior to the loan provision were completed. Most of the policy actions were monitored and/or have been implemented and reform activities in each policy agenda have continued.</p> <p>The implementation of the policy actions were deemed to have resulted in progress being made in laying a foundation to achieve the policy agenda, and some positive impacts resulting from the implementation were observed. Subsequent policy dialogues contributed to underpinning the progress of reform.</p> <p>The clearance of debt arrears through the programme and others has enabled the donor community, including Japan, to provide financial and technical support to reforms. The government's borrowing capacity has also been improved, which raises the likelihood of the government being allowed to borrow development funds necessary for future reform activities.</p> <p>At the time of the evaluation, the economic indicators related to reform had improved and/or remained stable. It is also noted that the reform momentum has not changed and reforms have continued, which promotes sustainability.</p>
Cross-cutting issues	Not covered by the evaluation
Link to evaluation	https://www2.jica.go.jp/en/evaluation/pdf/2014_MY-C1_4.pdf

1.5.9 Myanmar: Reengagement and Reform Support Program ICR Review

Evaluation	<i>Myanmar: Reengagement and Reform Support Program ICR Review</i>
Published (year)	2014
Author/Agency	Mark Sundberg, World Bank Independent Evaluation Group
Commissioned by	World Bank Independent Evaluation Group
Type of evaluation	Independent Implementation Completion and Results Review
Project period	2013
Keywords	Reforms, public sector governance, financial and private sector development, economic management
Abstract	<p>The World Bank Reengagement and Reform Support Programme sought to (i) support Myanmar's reforms for strengthening macroeconomic stability, improving public financial management, and improving the investment climate, which will in turn help grow the economy, create jobs, and reduce poverty; and (ii) to facilitate the clearance of Myanmar's arrears to IDA, which is required in order to restore normal relations between Myanmar and the World Bank. The evaluation assessed the relevance of objectives and design, achievement of objectives and outcomes, and the management of the programme.</p> <p>The evaluation found that the programme was highly relevant. The programme objectives were to clear arrears with IDA and selectively address key constraints to sustainable growth in order to reengage with the World Bank and global economy. Without the arrears financing,</p>

	<p>engagement with the Bank would not be possible. Also, the main macroeconomic, financial management and investment reforms are considered essential to an open, modern market economy. Floating the exchange rate and introducing new market driven adjustment mechanisms, for example, are essential to eliminating exchange rate manipulation and allowing market forces to determine key prices. The design of the program to clear arrears, with carefully timed bridge financing worked out in tandem with the Asian Development Bank and Japanese Government authorities, was highly relevant and efficient.</p> <p>The achievement of objectives was assessed in three areas: macroeconomic stabilization, public financial management, and investment climate strengthening.</p>
Cross-cutting issues	Not covered by the evaluation
Link to evaluation	http://lnweb90.worldbank.org/oed/oeddoclib.nsf/DocUNIDViewForJavaSearch/8525682E0068603785257CCB0064CF0A?opendocument

1.6 2013

1.6.1 Paung Ku: “Leading from behind”. Phase 2 Evaluation report

Evaluation	Paung Ku: “Leading from behind”. Phase 2 Evaluation report
Published (year)	2013
Author/Agency	Susan Garner, Lucia Nass, U Khin Maung Lwin and Daw Moe Moe
Commissioned by	AusAID
Type of evaluation	Programme evaluation
Project period	2010-2012
Keywords	Civil society strengthening, networking, advocacy, service delivery, social capital
Abstract	<p>The evaluation assessed the achievements against the Paung Ku programme objectives for the period January 2010 to December 2012, i.e. the second phase of the programme. The objectives were to build capacity of civil society organisations, improve practice by consortium members and the international development community, facilitate networking for learning, sharing and influencing wider change, and enhance advocacy of civil society with policy actors.</p> <p>Overall the evaluation found significant achievements in terms of the capacity building, networking and advocacy objectives of the programme. It was seen by stakeholders as very effective as an identifier, facilitator and catalyst for change, pro-active, responsive and flexible in dealing with CSOs.</p> <p>The small grants provided by the programme have gone a long way in communities and are well supported as a mechanism for capacity building. Mentoring was also seen as an important aspect to build community organisational capacity and networking/advocacy capacity of civil society. The community-based mentors are working effectively with CBOs and moving to help CSO’s develop peer to peer mentoring capacity for their own CBO members.</p> <p>Involvement of the international development community in Paung Ku became fragmented over the second phase of the programme, with changes in the level and type of involvement of consortium and on-consortium members and concomitant changes to the Board.</p> <p>The potential of influencing the wider development community practice of civil society strengthening was not realised during the second phase, but</p>

	<p>reinforced the importance of strengthening and adequately funding and resourcing Paung Ku in Phase 3.</p> <p>Paung Ku is well positioned to continue its civil society development work but a certain level of flexible core funding must be sustained to underpin the transition and enable operations in the first years as an independent NGO.</p> <p>The key lesson learned from the evaluation of the programme is that Paung Ku has evolved to be a dynamic and respected player in civil society strengthening in Myanmar, and in many ways beyond the expectations of a small project. Adopting an innovative and responsive approach to Myanmar civil society strengthening activities was the core of its inspirational success.</p>
Cross-cutting issues	Gender equality
Link to evaluation	http://dfat.gov.au/about-us/publications/Pages/paung-ku-leading-from-behind-phase-2-evaluation-report.aspx

1.7 2012

1.7.1 Myanmar Final Evaluation of the Three Diseases Fund

Evaluation	Myanmar Final Evaluation of the Three Diseases Fund
Published (year)	2012
Author/Agency	Greet Peersman, Gillian Fletcher, Anita Alban, Phone Saing and Khynn Than Win, Euro Health Group
Commissioned by	The Three Diseases Fund (3DF)
Type of evaluation	Impact
Project period	Mid-2007 until the end of 2011
Keywords	Health, HIV, National Tuberculosis and Malaria Programme
Abstract	<p>The Three Diseases Fund (3DF) (2006-2011) was established to reduce the burden of communicable disease mortality and morbidity for HIV/AIDS, Tuberculosis (TB) and malaria in Myanmar. The Fund had a particular focus on people with limited or no access to public health services. The final evaluation of the 3DF aimed to document lessons learnt to inform future health funding and the evaluation of the Three Millennium Development Goal (3MDG) Fund.</p> <p>The evaluation found that the 3DF reflects an impressive donor response in both scale and timing considering the difficult local and international circumstances under which it was introduced and sustained. After the Global Fund withdrawal from Myanmar, no single donor could have filled the gap in the way 3DF did in terms of the extent of the scale-up of HIV, malaria and tuberculosis (TB) related services.</p> <p>Without the 3DF, the health needs of thousands of Myanmar people would have gone unmet. The 3DF was the single largest contributor to all three disease areas in Myanmar during the period 2007-2011 (compared to other funding sources). Overall, the 3DF contributed between about one third to two thirds of total national targets for the three diseases. The Fund also raised national awareness of the needs of marginalised populations such as sex workers, men who have sex with men and people who inject drugs.</p> <p>The 3DF achieved its results with reasonable effectiveness. However, questions arose during the evaluation in relation to the Fund's effectiveness in actual reaching, and engaging, those <i>most</i> in need. A deficit approach to programming, focusing on health deficits rather than assets, was common among IPs supported by the 3DF. The skills,</p>

	<p>resilience and knowledge of community members were not utilised to the fullest extent possible. In addition, 3DF effectiveness was hampered by a lack of coherent articulation of strategy, definitions, and programmatic logic.</p> <p>3DF M&E focused mostly on reporting for accountability purposes. Insufficient attention was paid to learning and using data for programme improvement (e.g., best practice application, ensuring reaching those _left behind'). There was a Lack of a 3DF definition or strategy in relation to capacity development.</p>
Cross-cutting issues	Social inclusion and gender equality
Link to evaluation	http://dfat.gov.au/about-us/publications/Pages/final-evaluation-of-the-three-diseases-fund-myanmar-final-report-15-october-2012.aspx

1.8 2011

1.8.1 End of Programme Evaluation Report of the Second UNFPA Programme of Assistance to Myanmar 2007-2011

Evaluation	<i>End of Programme Evaluation Report of the Second UNFPA Programme of Assistance to Myanmar 2007-2011</i>
Published (year)	2011
Author/Agency	Edmund Attridge, PSM
Commissioned by	UNFPA
Type of evaluation	Country programme evaluation
Project period	2007-2011
Keywords	Health, HIV, population and development, gender equality, humanitarian assistance
Abstract	<p>The second UNFPA Programme of Assistance to Myanmar 2007-2011 aimed at promoting the reproductive health status of women and men, including adolescents and youth, in selected project areas. As a result of the Cyclone Nargis in 2008, resources were reallocated to humanitarian response (phased out in 2010).</p> <p>The evaluation found that UNFPA had provided highly relevant assistance to Myanmar. Programme design was assessed as generally valid, sound and realistic. At the same time, the evaluation calls for stronger focus on results based management. Performance indicators were deemed poor.</p> <p>The UNFPA reproductive health strategies have included supporting services in 132 townships, which have recorded increases in contraceptive prevalence rates and increases in the proportion of births attended by skilled personnel. While this contributed to reducing maternal mortality rates, Myanmar was found to be lagging behind other countries in the region and far from achieving MDG 5.</p> <p>The percentage of the population between 15 to 24 years of age who are HIV positive was found to be declining. Establishing the precise effect of UNFPA's support on adolescent reproductive health, and the level of behavioural change, was found to be problematic in the absence of a recent valid survey. UNFPA was recommended to focus more on youth at risk and improve communication strategies to reach out to larger audiences.</p> <p>In part because of UNFPA outreach activities, access and utilisation of mother and child health, birth spacing and other reproductive health services have increased.</p> <p>UNFPA encouraged the advancement of gender equality in Myanmar, including by supporting the drafting of the National Plan of Action for the</p>

Evaluation	End of Programme Evaluation Report of the Second UNFPA Programme of Assistance to Myanmar 2007-2011
	<p>Advancement of Women 2011-2015. UNFPA also contributed to gender awareness raising and evidence-based advocacy.</p> <p>The support provided by UNFPA in the aftermath of Cyclone Nargis in May 2008 was highly responsive and efficient. The packages of support services and equipment met the urgent reproductive health, HIV and gender needs of a large number of women and their families.</p> <p>More effective and inclusive partnership management is called for. The evaluation suggests that UNFPA could re-focus assistance to better support the Ministry of Health through upstream strategic, policy, advocacy and equity-related support.</p> <p>UNFPA was also recommended to rescale and shift support for reproductive health provision to particular geographic areas and to vulnerable populations.</p>
Cross-cutting issues	Gender equality
Link to evaluation	https://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=75

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