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A New **UNDP** for
a New **Myanmar**

ANNUAL REPORT 2013



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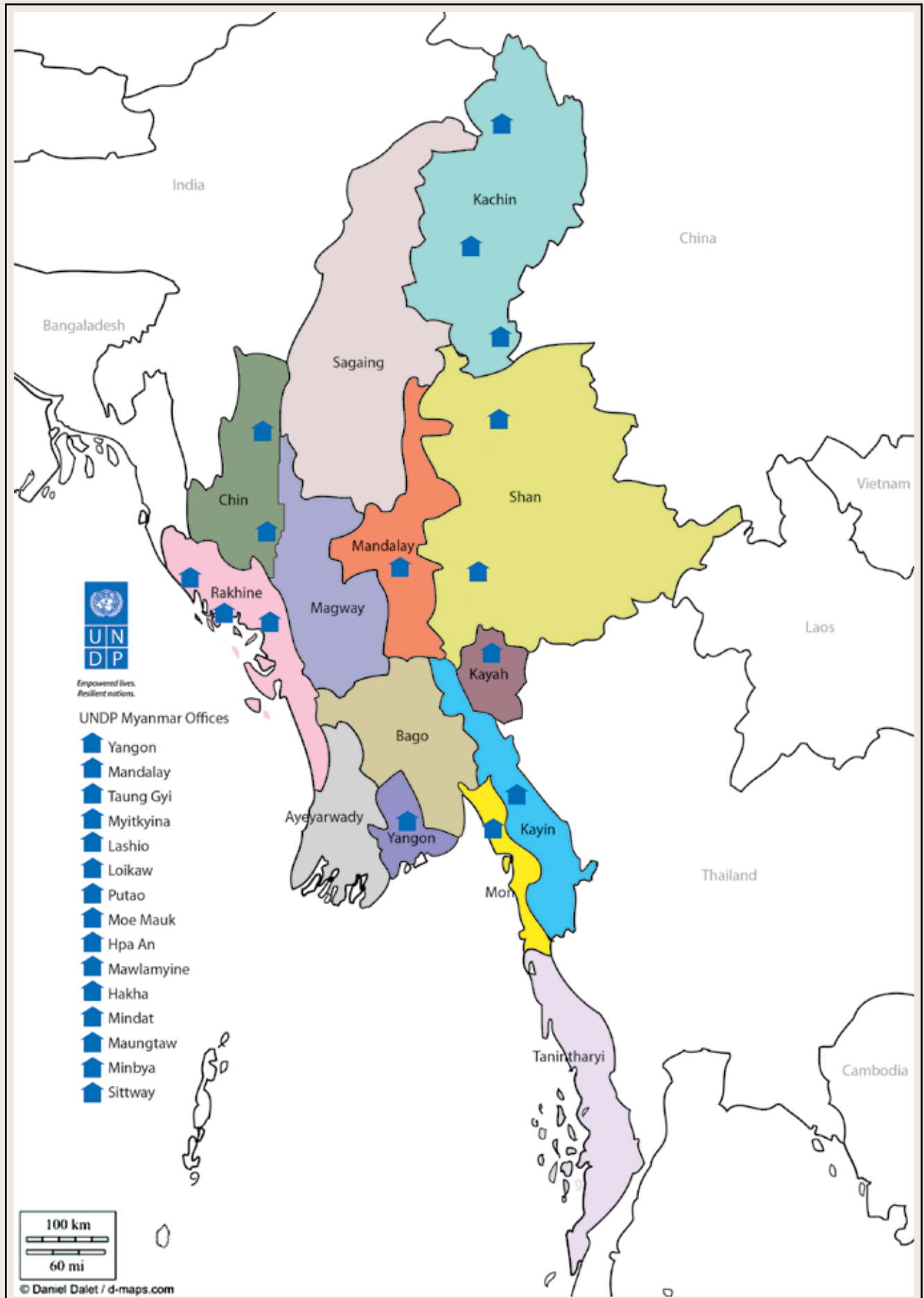
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Annual Report

UNDP Myanmar 2013



A map of Myanmar showing the location of UNDP offices

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Acronyms

BCPR	Bureau for Crisis Prevention and Recovery
CEDAW	Convention to Eliminate all forms of Discrimination Against Women
CPR-TTF	Crisis Prevention and Recovery- Thematic Trust Fund
DG TTF	UNDP Democratic Governance Thematic Trust Fund
GAD	General Administration Department of the Ministry of Home Affairs
GEF	Global Environment Fund
IDLO	International Development Law Organisation
IPU	International Parliamentary Union
LIFT	Livelihoods and Food Security Trust Fund
OCHA	Office of the Coordination of Humanitarian Affairs
RBAP	UNDP's Regional Bureau for Asia and Pacific
SIDA	Swedish International Development Cooperation Agency
UCSB	Union Civil Service Board
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
USAID	U.S. Agency for International Development

Message from the Country Director

In 2013 UNDP in Myanmar underwent a fundamental transformation as the organization's mandate in the country was fully restored and the new country programme – the first one after 20 years of hiatus was approved by the Executive Board. In practice this meant crafting a new organizational identity and model of partnerships in Myanmar: from the Human Development Initiative (in 1993-2012) which encompassed NGO-like interventions and limited UNDP's role strictly to support grassroots communities, to a fully-fledged multilateral development partner and a partner of choice for national stakeholders in their development and reform efforts.



Building on its past achievements under the HDI while at the same time seizing new strategic opportunities, the Country Office established from scratch new working relationships with multiple Government institutions including 10 Ministries, eight State and Regional Governments, both Houses of the Union Parliament, the Supreme Court and the Attorney-General's Office, as well as civil society organizations, media and academia.

A major challenge for the office in 2013 was to move from a geographically widely-spread project implementation model to an institutional capacity-development model. This included building working relations with state entities, as the previous mandate restrictions prohibited direct support to government entities. It also required re-engineering UNDP's operational footprint to align with new programmatic requirements: closing down field offices (from 51 to 16), facilitating previous field staff transition to their next careers (from 900 field staff under HDI to close to 150 staff presently); and repositioning the field presence from support to local communities' basic humanitarian needs to substantive engagement with sub-national authorities on local governance priorities.

The Country Office's work is now focused on capacity development across all three Pillars of the programme and some degree of grassroots' work focused on social cohesion and early recovery in ethnic and cease-fire areas. The policy advocacy role is prominent in Pillar 1 (around social cohesion and participatory local governance agenda), Pillar 2 (disaster risk reduction) and, especially, Pillar 3 (legislative oversight, public administration reform, rule of law and access to justice, and aid effectiveness). To add further vitality and consistency to both roles, UNDP also opened an office in the new capital Nay Pyi Taw, which provides services on programme support, cross-pillar synergies and continuous liaison with the Union Government of Myanmar. This office also houses UNFPA and OCHA.

A handwritten signature in black ink, appearing to read 'Toily Kurbanov'.

Toily Kurbanov
UNDP Country Director



Houses along the road to Northern Myanmar

I. Development Challenges and Opportunities in Myanmar

The reform momentum in the country is expanding beyond big-ticket items such as the “four wave” reform agenda of political and democratic reforms; socio-economic reforms; governance and administration reforms; and reforms for the inclusive development of the private sector.

Parliamentary, judiciary and media institutions played a more prominent role on the public arena in 2013 confirming a stable trend towards greater separation of powers. Since 2012 the quest for the rule of law and people-focused service delivery in public administration has become a priority in public discourse as well as in political statements. It is expected that in order to change the relevant structures, practices and attitudes, this discourse must be reflected in institutional changes and incorporated into budget and planning processes. Reforming the executive branch will also involve structural and legal reforms, policy change, capacity building, research and data collection, and communications strategies.

Significant macroeconomic reforms ushered in by the Government are beginning to yield positive results. Inflation has been lowered to 5.5 per cent (IMF), investments have increased fivefold with over \$1.4 billion in foreign investment, international reserves have gone up, and the fiscal deficit has been reduced. On the other hand, the country continues to be ranked 149 out of 168 countries on the human development index. Economic growth has averaged 5 per cent in recent years with a per capita income of \$702.

With a sharp inflow of foreign direct investment, Yangon and Mandalay are growing at a high pace, marking a difference with other parts of the country. However, regional disparities and inequality are becoming a preoccupation of national policy makers, creating a growing interest on “inclusion”. Poverty levels are currently at an estimated 26 per cent of the population. Poverty in Myanmar is shallow, with the median income only 25 percent above the poverty line. Consequently, small shocks can bring a larger number into poverty. Also, the poverty rate in rural areas is 1.8 times higher than in urban areas, compared to 1.6 times in 2005.

Humanitarian challenges remain in Rakhine and Kachin states with ethnic tension and displaced populations. In Rakhine inter-communal tensions have resulted in more than 200 people killed and about 150,000 people left homeless. In Shan State and southeastern Myanmar armed conflicts have stopped but peace remains fragile, and needs to be reinforced through a political process and post-conflict recovery that can show a tangible peace dividend. This trend represents arguably the biggest challenge to further democratization as the reform process risks being derailed by security threats, societal division and mistrust. The Government’s will and ability to address this fractious situation will determine how effectively these risks can be mitigated.

On the international arena Myanmar has stepped up its efforts to become a recognized regional player having



Chin women on way to their farms. Chin is the poorest state in Myanmar

hosted two successive Myanmar Development Cooperation Fora in 2013 and early 2014, the World Economic Forum on East Asia in August 2013 and will be chairing the Association of Southeast Asian Nations in 2014.

Since 2012 when UNDP's programme was formulated, the country office has steered its programme from a wide array of programming options towards more focused interventions based on a better understanding of our counterparts and our capacity to provide meaningful development assistance. Some areas of programming where UNDP's interventions would have questionable stand-alone impact have therefore been dropped or merged into other programme areas through which there is more strategic possibilities to achieve results. These areas include support for renewable energy and micro-entrepreneurship development.



A staff group visualization of what UNDP Myanmar does

II. What Do We Do?

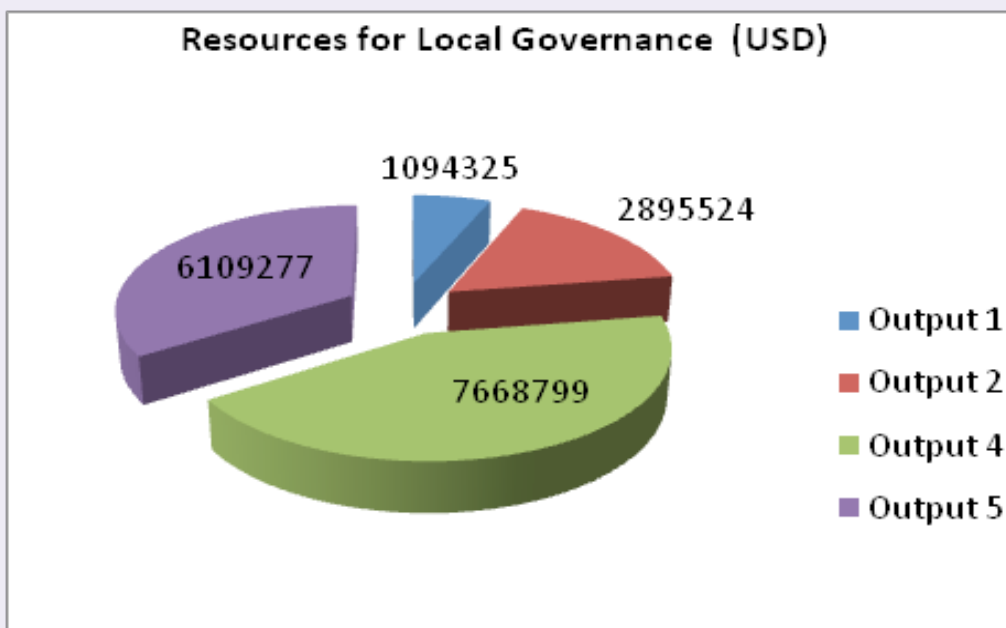
UNDP's programme in Myanmar focuses on three areas: local governance, disaster resilience and environmental governance and democratic governance.

(a) *Local Governance Programme*

The Local Governance team, also known as Pillar I delivers programmes to help strengthen community driven development institutions that support local governance in service delivery; as well as promote inclusive growth and the enhancement of employment opportunities for women and men.

i) Partners of the local governance programme

The Local Governance work is supported financially by the Government of Japan; UNDP Bureau for Crisis Prevention and Recovery; LIFT and USAID (for Micro-Finance project).



Output 1 - Strengthened institutional capacity and organisational management of State/ Division, District and Township administrations for area-related development planning, responsive and effective public service delivery, and conflict prevention

Output 2 - Strengthened institutional capacity of civil society organizations to provide community services including civic and legal awareness and advocacy on human rights

Output 4 - Strengthened institutional capacity to support sustainable livelihoods and reintegration programmes

Output 5 - Livelihood support and social cohesion



An ethnic women's group participating in Yagu (traditional snack) making contest organized as part of promoting social cohesion efforts in Shan State

The Local Governance team worked closely with the following government ministries and departments: Ministry for the Progress of Border Areas and National Races and Development Affairs, Ministry of National Planning and Economic Development, State and Union Government representatives in Rakhine, Kachin, Kayah, Kayin, Shan, Chin and Mon.

The United Nations Capital Development Fund (UNCDF) is a partner for activities relating to local governments and township administrations. The United Nations Education, Scientific and Cultural Organisation (UNESCO) is a partner in delivering media training.

The Microfinance work is implemented through the Pact Institute, GRET, and Save the Children. International and local non government organisations (NGOs) are partners in the livelihoods support for social cohesion work.

ii) Key Achievements of the Local Governance Programme

UNDP convened jointly with the General Administration Department (GAD)/Ministry of Home Affairs the first National Forum on Local Governance, which brought together government, UN, academia, civil society and donors for dialogue and exchange of ideas based on good local governance and people-centered service-delivery practices from the region. The event launched the local governance programme and created new space for dialogue, learning and interaction on relevant regional country examples and best practices and an opportunity to share experience that could inform ongoing government reforms.

A methodology for mapping of subnational governance capacities (tools, timelines, and an advisory committee) was developed with national partners at Union, State and Regional levels in a step by step and participatory approach including women, ethnic groups and vulnerable populations. This was then endorsed at the National Forum. This work was piloted in two states (Mon/ Chin) and was important in introducing the notions of performance, transparency and accountability in public administration.

The local governance forum and the methodology for mapping subnational governance capacities are key milestones of UNDP's plans to strengthen institutional capacity of local governments and township administrations for area-related development planning, responsive and effective public service delivery, organizational management and conflict prevention.

Livelihood institutions

Building on the achievements of Human Development Initiative (HDI), Federations of Self Reliance Groups were established in 28 townships. Capacity development interventions for the federations focused on livelihood and social cohesion. These



Local governance mapping exercise in action: Households were asked about the quality of services, citizens' participation in decision-making, and transparency and accountability of public officials and decision-makers.

federations are led primarily by women and have the potential to become more significant players in local development processes. These federations represent a key milestone of UNDP's plans to strengthen the capacity of institutions required to support livelihoods at the local level. The federations have also opened up space for women to become leaders in institutions that affect the livelihoods of their respective communities.

Livelihood support for social cohesion

As a result of UNDP's early recovery (ER) coordination roll-out both at national level including Rakhine and Kachin, there is increasing recognition by government and development partners of early recovery as a cross cutting element within humanitarian and recovery operations. A South-South knowledge-sharing exercise was facilitated between Myanmar and Indonesia, where experiences on social cohesion from Indonesia were shared with union and state government officials, increasing information exchange and strengthening relations between two key countries in the region on conflict management, conflict prevention and early recovery. These interventions are important in ensuring that populations that maybe excluded from development efforts become active participants in early recovery efforts and pave the way for successful peace building.



Establishing a nursery in Shan State to help protect environment

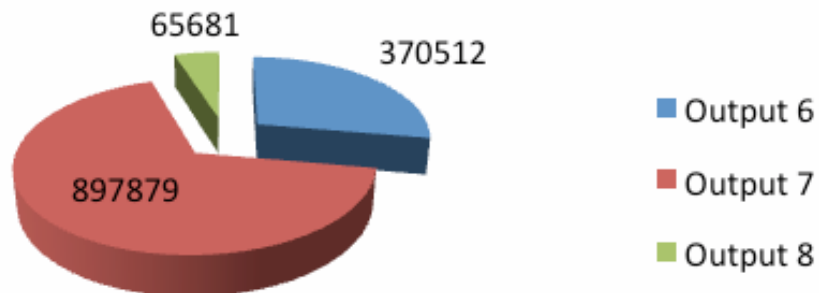
(b) *Climate Change, Environment and Disaster Risk Reduction Programme*

The Climate Change, Environment and Disaster Risk Reduction team, also known as Pillar II carries out programmes to reduce Myanmar's vulnerability to natural disasters and climate change, improve environmental and natural resource management. The programme also initially intended to promote energy conservation through access to affordable and renewable energy in off-grid local communities, however these plans were dropped in view of the involvement of other partners with greater available resources. Renewable energy will be an area that may be developed in the context of UNDP's activities in the area of support for social cohesion under the Local Governance Programme.

i) Partners of the Climate Change, Environment and Disaster Risk Reduction Programme

UNDP Myanmar's work in these areas is supported by Norway, the Global Environment Facilities Fund, UNDP Bureau for Crisis Prevention and Recovery (BCPR), UNDP Democratic Governance Thematic Trust Fund (DG TTF), and UNDP Core funding.

Resources for Climate Change, Environment, and Disaster Risk Reduction (USD)



Output 6 - Capacities to adapt to climate change and reduce disaster risk

Output 7 - Enhanced institutional and communities' capacity for environmental conservation and use of natural resources

Output 8 - Increased access of rural households to renewable energies

Government counterparts provide in-kind and institutional support for the roll out of the UNDP programmes. They include the Planning and Statistics Department under the Ministry of Environmental Conservation and Forestry, the Relief and Resettlement Department under the Ministry of Social Welfare, Relief and Resettlement Department, the Forest Department, the Environmental Conservation Department, the Land Survey Department, the Dry Zone Greening



Planting trees helps fight climate change

Department, the Department of Hydrology and Meteorology, and the Department of Rural Development.

UNDP is the Chair of the Disaster Risk Reduction Working Group, which was formed in 2008 and evolved as 55-member DRR agencies' network, and engaged with the UN agencies, INGOs, and local NGOs who are working for disaster risk reduction and climate change adaptation in Myanmar.

ii) Key Achievements of the Climate Change, Environment and Disaster Risk Reduction Programme

Disaster risk reduction

With UNDP's support, the draft regulations under the Disaster Management Law (2013) have been developed and are being finalised.

UNDP supported the Ministry of Social Welfare, Relief and Resettlement to establish the national disaster loss database system.

It is designed to provide risk information for policy level decision-making and DRR programming and planning at national and sub-national levels. The framework of the database was set up in 2013, and pilot data collection in one district is under way.

UNDP initiated its support to the government in developing the guidelines for recovery planning for ASEAN countries, in fulfilling its commitment to implementation of the ASEAN Agreement on Disaster Management and Emergency Response.

The draft regulations of the Disaster Management Law, the national disaster loss database system and the guidelines for recovery planning for ASEAN countries are key milestones of UNDP's plans to strengthen capacities to adapt to climate change and reduce disaster risk.

Management of natural resources

Under the area of Environmental Conservation, UNDP is currently implementing the "Community-based Inle Lake Rehabilitation Project" in partnership with local NGOs and community-based organizations. The aim of this project is to improve institutional capacities of civil society organization in environmental conservation and management.

With the support of the programme team, the Ministry of Environmental Conservation and Forestry submitted a request for the Inle Lake watershed to be nominated as a Biosphere Reserve by UNESCO. The team was also supported the establishment of an environment and education centre in NyaungShwe and drafted guidelines for a Trust Fund to channel and promote investments designed to protect the watershed in light of growing tourism and real estate development. 1726 community people (female 35%) were trained in organic farming, integrated pest management, participatory forest management, livestock and fishery resource management and soil and water conservation. 1654 households benefitted from environmental friendly community development activities and 5000 students participated in environmental conservation awareness campaigns. 2068 acres of land were



Access to clean water: Four thousand three hundred and seventy six households can now have safe drinking water thanks to the Inle Lake project

transferred to the jurisdiction of Community Based Forest and Conservation Forest lands. Finally 137 households were provided access to improved sanitation, 4376 households to safe drinking water and 650 households were connected to the electricity grid.

On the planning front, UNDP organized four workshops to engage Shan State Government departments and township officials in mainstreaming environmental conservation in the state and township development planning process.

On the policy front, UNDP supported the Government in the formulation of “A Road Map for the Reducing Emissions from Deforestation and Forest Degradation (REDD+)” which is now seeking approval from the Cabinet.

The Inle Lake Project’s interventions focused on strengthening civil society and Government engagement at the State and township and UNDP’s support at the union level to formulate a roadmap to reduce deforestation and forest degradation are key milestones of UNDP’s programme goal to enhance capacities to sustainably manage natural resources.



Helping strengthen capacity of civil servants in Myanmar

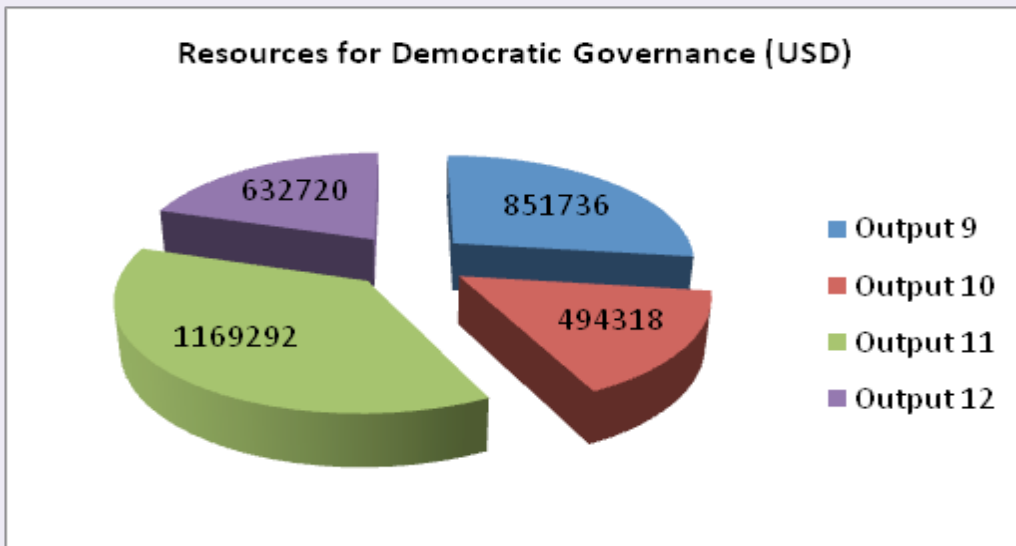
(c) Democratic Governance Programme

The Democratic Governance team, also known as Pillar III carried out programmes to promote democratic governance and the rule of law to strengthen democratic institutions and advance human rights.

2013 was the first year of UNDP's Democratic Governance Programme. A lot of effort was invested in developing the analysis that provide the foundation for UNDP's long term work to support the democratic governance transition in Myanmar. In 2013, UNDP also invested significant human resources in building up mutual trust with government stakeholders, many of whom had not previously engaged with international organizations.

i) Partners of the Democratic Governance Programme

In 2013 UNDP Myanmar’s work in the area of Democratic Governance received funding from the Governments of Japan and Sweden as well as from UNDP.



- Output 9** - Strengthened capacity of national institutions for socio-economic policy-making, planning and development effectiveness with broad stakeholder participation (including women, people with disabilities and HIV/AIDS)
- Output 10**- Transparent and participatory legislative processes are developed to a recognized standard including women's political empowerment
- Output 11**- Justice Institutions and legal framework improved to ensure Rule of Law and Access to Justice for all with a focus on vulnerable groups
- Output 12**- Strengthened capacity for service delivery and improved responsiveness of the public administration reforms



Training of trainers course organized for the staff of the Central Institute of Civil Service

The Democratic Governance team worked closely with the following government ministries and departments: Ministry of Planning (Foreign Economic Relations Department, Planning Department, Directorate of Investment and Companies Administration, Central Statistics Organization); Ministry of Education; Ministry of Health; Union Civil Service Board (UCSB) (Central Institute of Civil Service, Civil Service Selection and Training, ASEAN Resource Centre), Ministry of Home Affairs (General Administration Department, Myanmar Policy Force), Union Office of the Attorney General, Office of the Supreme Court of the Union, Constitutional Tribunal, Myanmar National Human Rights Commission, Pyidaungsu Hluttaw, Pyithu Hluttaw and Amyotha Hluttaw.

The Inter-Parliamentary Union, IDLO and Universities in Myanmar have also been partners.

ii) Key Achievements of the Democratic Governance Programme

Development Effectiveness

UNDP has made headway in helping strengthen capacities for socio-economic policy-making and planning. UNDP supported the

development of the draft National Comprehensive Development Plan by reviewing existing planning systems, organizing participator dialogue within the government and with stakeholders, and providing training on planning concepts and methods. UNDP's technical assistance to the development of the NCDP has built institutional capacity for planning, and enhanced collaboration with sector institutions and state/regional governments in plan formulation. Capacities of government officials have also been strengthened to apply planning methods to develop sector strategies. Discussion sessions with national and sub national government officials as well as other stakeholders are a first move from a centralized planning process to more policy-based and consultative planning. UNDP also made sure that a gender perspective is applied in planning process with support it provided in coordination with other UN agencies to the development of the National Plan for the Advancement of Women. Overall progress in the area of planning was incremental and must build on the basis of existing capacity. Interventions in 2013 will enable future support in strengthening policy formulation, improving integration of statistical data collection into policy making, and promoting integration of national, regional and township level planning.

The government stepped up its efforts to collect and analyse data for policy making. Preparatory work to enhance socio-economic data collection through a series of large-scale data collection exercises was completed. UNDP, in partnership with the Planning Department, launched an economic census, targeting all companies registered in the country's 179 townships. Results of the economic census are expected to inform future data collection regarding national investment statistics. The currently planned economic and population census will provide enhanced sampling frameworks for data collection to measure poverty through the next Integrated Household Living Conditions Assessment.

UNDP contributed to the strategic vision of the Myanmar Government for aid coordination, by hosting a knowledge sharing workshop on Aid Information Management Systems, and developing Guidelines for International Assistance.



Myanmar parliamentarians in a law making workshop

Parliamentary Support

The parliamentary work under UNDP's programme is implemented jointly with the International Parliamentary Union (IPU). The Parliament is still a relatively new institution in Myanmar, and it took significant time for development partners to establish new relationships with the large range of stakeholders from the three chambers.

As a result of work in 2013, the knowledge of Union level parliamentary procedures and processes increased. UNDP organized training workshops, provided technical assistance, a handbook on the lawmaking process and six fact sheets on specific issues regards to lawmaking. Knowledge resources in the Parliament were also increased with the provision of books for the library and ICT equipment. The country office adapted its activities on parliamentary support to focus more on the administration of the parliament, and less on law making with members of parliament. This allowed the programme to work with the Parliament to develop a long term vision for training and a learning centre, which will address the individual and institutional capacity constraints that act as a barrier to lawmaking.

In its focus to mainstream gender into the legislative agenda, the country office contributed to the development of a national Anti-Violence Against Women Law (AVAW Law) in close collaboration with the Department of Social Welfare, Ministry of Social Welfare, Relief and Resettlement (DSW), UNFPA, UN Women, and Gender Equality Network (GEN). The government formed three committees in 2013 to formulate 'AVAW Law' and UNDP provided its technical inputs as a member of the Law Drafting Committee and Advisory Committee.

Rule of Law and Access to Justice

In 2013, UNDP contributed to the development and implementation of long-term strategic frameworks in the justice sector as well as key rule of law policy reforms. UNDP technical advisors supported the Union Attorney General's Office (UAGO) and the Office of the Supreme Court of the Union (OSCU) to reflect internally on capacity challenges and the two institutions set up project planning teams as a result of UNDP advice. UAGO is developing a long term training framework following a three week exposure course on training methodology and core issues such as fair trials and criminal procedures 72 officers of the UAGO attended the course that was carried out in collaboration with IDLO. UNDP has also introduced the concept of Clinical Legal Education to 18 University law departments, trained 48 law professors/lecturers and encouraged them to introduce it as part of their curricula, which at least 2 universities have committed to do in 2014. In connection with the development of the Anti-Violence Against Women Law (AVAW Law) UNDP provided support to strengthen the capacity of the justice sector actors to coordinate and provide legal aid that can make changes in women's life.



Senior civil servants training: Topics such as good governance standards for the public sector, management of public service delivery, strategic planning, policy development, democratic governance and decentralization, social cohesion, gender and early recovery strategies were covered.

Public Administration

In 2013, UNDP built key relationships with public administration stakeholders, especially the Union Civil Service Board and the General Administration Department of the Ministry of Home Affairs. UNDP also started to promote leadership of public administration reforms, and enhanced civil service management by focusing on the improvement of training for civil servants. UNDP completed the first steps of this initiative with a capacity assessment of the training department of the Union Civil Service Board. UNDP helped to launch senior management courses, provided training of trainers support for UCSB training institutes in Phaunggyi and Pyin-Oo-Lwin, as well as regional training centres in Cambodia, Lao PDR and Vietnam. Inputs of UNDP in the curriculum of civil service training and training workshops for senior and middle level civil servants included areas such as gender in development and inclusion of vulnerable populations in planning processes. UNDP developed a four year strategy for e-governance implementation in the UCSB, complemented by basic ICT training and awareness raising on issues of e-governance.



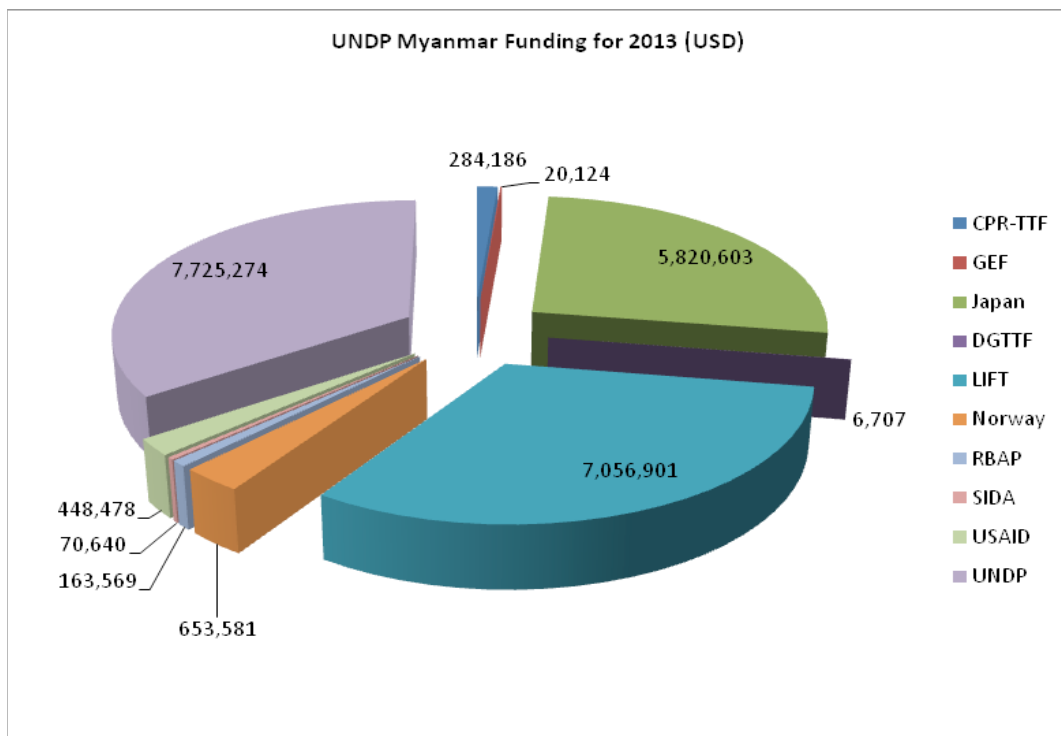
Members of a local savings group review their accounts

III. Budget of UNDP in Myanmar

UNDP Myanmar partners with a number of donors who provide funding for our Country Programme Action Plan. UNDP's core resources are used as seed funding to kick start programmes, demonstrate initial results and to help attract additional funding from our donors.

Through its three Pillars, UNDP Myanmar delivered a total of USD \$ 22,250,063, a little over a third of which was provided by UNDP (USD \$7,725,274). The Government of Japan contributed USD \$5,820,603 towards UNDP's programme delivery, while Norway provided USD \$653,581. A total of USD \$448,478 was received from USAID and US\$7,056,901 from LIFT.

A full breakdown of UNDP Myanmar’s funding sources in 2013 is provided below.



CPR-TTF - Crisis Prevention and Recovery- Thematic Trust Fund

GEF - Global Environment Fund

DGTTF – Democratic Governance Thematic Trust Fund

LIFT – Livelihoods and Food Security Trust Fund

RBAP – Regional Bureau for Asia and Pacific

SIDA – Swedish International Development Cooperation Agency

USAID – U.S. Agency for International Development

UNDP – United Nations Development Programme

IV. Lessons Learned and the Way Forward

In 2012, the restrictions on UNDP's mandate in Myanmar were lifted after more than two decades. UNDP was supposed to respond to the "development context", support the "progress of reforms" and offer "development solutions to partners".

After a year we have learned that there is no single "development context" in Myanmar. The country is too diverse to be described by one set of conditions. On one hand there are Rakhine and Kachin states, where challenges are largely humanitarian: recurrent violence, displaced populations and continued human suffering. Then there are Shan State and south eastern Myanmar, where armed conflicts have stopped but peace remains fragile, and needs to be reinforced through a political process and post-conflict recovery that can show a tangible peace dividend. There are distinct characteristics of regions dominated by the Bamar majority, including rural poverty, land disputes, outward migration, and issues of trust between authorities and communities. When experts refer to a "least developed country", the label is entirely accurate for upper and lower Myanmar. And finally, there are also Yangon and Mandalay: not least developed cities at all, but fast-growing Asian megalopolises facing issues of congestion, access to services and sustainable use of scarce

resources. Given this almost unparalleled diversity of development contexts, policy priorities in Myanmar cannot be examined through a single lens or context. One size fits all simply does not apply. Development terms like poverty reduction, community resilience or inclusive governance will mean different things in different states and regions.

A second lesson is that the “progress of reforms” is not a straight path. Very few reforms take a country straight from point A to point B, and probably none will do so in a linear fashion. As we are seeing in Myanmar, one step is to announce a reform – whether on anticorruption or decentralisation – and another is to start actually implementing it. That there might be a lag between the two does not necessarily suggest a deficit of intentions. Often it takes time to broaden the reform coalitions or indeed to tailor intended policy change to Myanmar’s different development contexts. Once a reform begins being implemented, it may pick up momentum, lose it and get back on track again because of competing agendas or the government’s implementation capacity. As we look into the government’s four waves of reform – political, economic, administrative and private sector – we must recognise the tremendous challenges faced by reform champions. We should allow for non-linear progression, expect the process to go in circles and make room for trial and error as long as the overall direction is not lost and the momentum continues. When it comes to strengthening national institutions, a step by step approach is the only way to build success. For instances establishing a baseline for institutional change is in itself is a multi-year process. The evaluation of the Human Development Initiative (HDI) showed us that we were right to think and plan the transition strategy from the HDI to the new programme.

A third lesson is that in development, “partnerships” matter more than “solutions”. UNDP has expanded its partnerships in Myanmar throughout this year. Working with ministries, parliament, civil society and local governments we have learned to pay more attention to evolving perspectives and develop a more nuanced understanding of the capacity of partners. That Myanmar’s reforms have so far been driven by a relatively small circle of people within and outside the government does pose challenges. Slowly but surely, however, the reform momentum is expanding beyond big-ticket items and outside of the centres of power. Increasingly, it is about the leadership of people.



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