



United Nations Peacebuilding Support Office (PBSO)/Peacebuilding Fund (PBF)

IRF PROJECT DOCUMENT

Project Title: Establishment of the Center for Diversity and National Harmony (CDNH)	Recipient UN Organization(s): UNOPS
Project Contact: Sanjay Mathur Address: UNOPS Myanmar Telephone: +95 9448019505 E-mail: SanjayM@unops.org	Implementing Partner(s) – name & type (Government, CSO, etc): Center for Diversity and National Harmony (CDNH) (Type: independent think-tank/research institute)
Project Number: <i>To be completed by UNDP MPTF Office</i>	Project Location: Yangon (head office), Sittwe and Mandalay
Project Description: <i>One sentence describing the project's scope and focus.</i> The project will fund, implement and monitor staff recruitment, procurement and operations in order to establish the Center for Diversity and National Harmony (CDNH), which is crucial to conceptualise, inform and enhance the debate on social violence and its prevention, ensuring a stable and peaceful Myanmar characterized by sustainable development, human rights, rule of law, democracy and collaborative security.	Total Project Cost: \$2,790,122 Peacebuilding Fund: \$ 2,538,122 UNDP BCPR TTF: N/A Government Input: In-kind contribution of building in Yangon for CDNH head office Other: \$252,000 from CDNH Total: \$2,790,122 Outside project: Government of Norway: Initial USD 1,000,000 for staff salaries over 3 years UK (DFID) (through Peace Support Fund): USD 400,000 (TBC)
Gender Marker Score¹: 1 <i>Score 3 for projects that have gender equality as a principal objective. Score 2 for projects that have gender equality as a significant objective. Score 1 for projects that will contribute in some way to gender equality, but not significantly. Score 0 for projects that are not expected to contribute noticeably to gender equality.</i>	Proposed Project Start Date: 01 February 2015 Proposed Project End Date: 31 July 2016 Total duration (in months): 18 months

¹ PBSO monitors the inclusion of gender equality and women's empowerment all PBF projects, in line with SC Resolutions 1325, 1888, 1889, 1960 and 2122, and as mandated by the Secretary-General in his Seven-Point Action Plan on Gender Responsive Peacebuilding.

Project Outcome Statements:

1. Enhanced comprehension of the current situation of violence, its nature, the local context and trends through systematic information gathering and research
2. The mitigation of risks is enhanced and responses to threats of social violence are improved through the setting up and maintenance of an early warning system.
3. Local capacities for conflict resolution are enhanced and acceptance of differences through public outreach, awareness raising and training is increased and a growing constituency for social harmony is created and fostered.
4. CDNH is recognised as an effective institution for reducing community tensions in Myaumar and its continued existence is assured

PBF Focus Areas² which best summarizes the focus of the project: Promote coexistence and peaceful resolution of conflicts (Priority Area 2) - (2.1) National reconciliation

<i>(for IRF-funded projects)</i>	
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Director & Representative, UNOPS <i>Date & Seal 10.02.2015</i>	Deputy Representative of National Authorities - Ministry 4 <i>Date & Seal 02.1.2015</i>
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Assistant Secretary General for Peacebuilding Support Peacebuilding Support Office, NY <i>Date & Seal</i>	Resident and Humanitarian Coordinator, Myanmar <i>Date & Seal 16.02.15</i>
Department of Political Affairs <i>Peggy Nambiar</i>	Center for Diversity and National Harmony (CDNH) <i>Kyaw Yin Hlaing</i>
Special Adviser to the Secretary General on Myanmar <i>Date & Seal 09.02.2015</i>	Director <i>Date & Seal 13-02-2015</i>

² PBF Focus Areas are:

1. Support the implementation of peace agreements and political dialogue (Priority Area 1);
2. Promote coexistence and peaceful resolution of conflict (Priority Area 2);
3. Revitalize the economy and generate immediate peace dividends (Priority Area 3);
4. (Re) establish essential institutional services (Priority Area 4);
5. PBF management and administration

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PROJECT COMPONENTS:

I. Peacebuilding Context and Rationale for PBF support

- a) **Peacebuilding context:** *This section summarizes the key findings of the conflict analysis, including the major conflict issues and triggers and capacities for peace, as well as the critical current needs. It should also mention if there are any peacebuilding strategies in place and their focus.*

Rakhine State, also known as Arakan State, is one of the poorest and least developed regions in Myanmar, with more than 40% of the population living under the poverty line,³ compared to a national average of 25%.⁴ The region consists of approximately 60% Rakhine Buddhists, 30% Muslims and 10% Chin, with a total population of around 3.2 million⁵.

There has been a long history of tensions between Muslim and Buddhist communities in Myanmar going back to the colonial period. In June 2012, intercommunal violence broke out between the two communities, triggered by a murder and subsequent retaliations. Violence spread further and mobs attacked everything from households to community buildings, and several townships suffered from lawless conditions. A state of emergency and the dispatch of additional troops to the region partly restored order in the following months. However close to 100 people are believed to have been killed and another 123 injured, more than 5,000 homes destroyed⁶ and almost 75,000 were displaced in the initial riots⁷. From October 2012 onwards, violence again erupted, this time appearing more coordinated and directed towards broader communities. At least another 89 people were killed, 136 injured and more than 5,300 homes and religious buildings were destroyed.⁸ Since the second wave was curtailed at the end of October 2012, it is estimated that as many as 120,000-140,000 people are currently displaced from their homes, with hundreds of thousands more currently living in villages with restricted movements and thus livelihoods⁹. Other parts of the country also saw violence occur, particularly targeted at ethnic and religious minorities.

Although the Government of Myanmar has announced that it will try to take all necessary measures to end the violence, events in Rakhine and Central Myanmar last year, as well as more recent incidents in Thandwe and Maungdaw in Rakhine State, have shown that

³ *Rakhine State*. Tech. UNICEF, 3 May 2014. Web.

<http://www.unicef.org/myanmar/Rakhine_State_Profile_Final.pdf>.

⁴ Schmitt-Degenhardt, Stephan. *A Regional Perspective on Poverty in Myanmar*. Rep. UNDP, Aug. 2013. Web. <<http://www.se.undp.org/content/dam/sweden/Rapporteur/A%20regional%20perspective%20on%20poverty%20in%20Myanmar.pdf>>.

⁵ *Myanmar: The Politics of Rakhine State*. Rep. International Crisis Group, 22 Oct. 2014. Web. <<http://www.crisisgroup.org/~media/Files/asia/south-east-asia/burma-myanmar/261-myanmar-the-politics-of-rakhine-state.pdf>>.

⁶ *Final Report of Inquiry Commission on Sectarian Violence in Rakhine State*. Rep. Republic of the Union of Myanmar, 8 July 2013. Web. <http://www.burmalibrary.org/docs15/Rakhine_Commission_Report-en-red.pdf>.

⁷ "One Year On: Displacement in Rakhine State, Myanmar." *UNHCR News*. UNHCR, 7 June 2013. <<http://www.unhcr.org/51b1af0b6.html>>.

⁸ *Rakhine Response Plan*. Rep. UNOCHA, 12 Aug. 2012. Web.

<http://www.unicef.org/eapro/2013_Aug_12_Snapshot_Rakhine_OCHA.pdf>.

⁹ *Ibid.*

prevention and mitigation measures aimed at preventing and responding to inter-communal and interreligious violence are still sorely needed.

Although there are existing misunderstandings and distrust between members of the two communities, grievances sufficiently strong to fuel inter-communal violence are not a systematic phenomenon. However, a minority comprised of violent rioters have indiscriminately assaulted other individuals. Hence the most vulnerable groups in the society such as women and children were those most affected by the riots. The government's plan to address the problems with potential victims overlooked the gender dynamics of violence. For instance, the information about victims collected by the government rarely reflected the ratio of women and children. As such, government security apparatuses were never prepared to provide special protection to women and children.

These events have shown that (a) the Government of Myanmar does not have an early warning system that would allow it to take appropriate action; (b) trends and early warning signs cannot be discerned in a credible and scientific manner, as tools such as centralized data collection and a safe depository are lacking; (c) there is little capacity within the security forces and administrative offices to make appropriate use of such information in order to react to it in a timely manner; (d) neither the government nor civil society organizations have managed to bring the alienated communities together. Furthermore, most data used up to now for such interventions prioritizes security concerns, rather than social issues or peace-building measures.

Given the consequences of these forms of violence, action must be taken swiftly to avoid them becoming a major hurdle for the implementation of the reforms and peacebuilding processes in Myanmar. Conversely, there is a risk that some of the important steps in the reform process may become triggers for further social violence, which can be mitigated through appropriate early warning systems and response at the Union, regional/state and civil society levels.

- b) Mapping of existing peacebuilding activities and gaps:** *This section summarizes the existing peacebuilding interventions by different actors (government, International Organizations, including the UN system, NGOs, civil society organizations, bilateral donors, etc.) and financial and programmatic 'gaps'. Please use the table below for the mapping. There should be a link between the identified gaps and the conflict analysis section above.*

Table 1: Mapping of peacebuilding activities and gaps

Project outcome	Source of funding (Government/ development partner)	Key Projects/ Activities	Duration of projects/activities	Budget in \$	Description of major gaps in the Outcome Area, programmatic or financial
<i>Myanmar Peace Center (MPC)</i>	<i>PBF/Govt. of Myanmar</i>	<i>Serves as the Myanmar government's focal point on ceasefire negotiations and political dialogue for international partners and civil society organisations on issues related to the peace process.</i>	<i>Feb 2013 to present</i>	<i>USD 477,426</i>	<i>None of the projects mentioned deals with the urgent needs that CDNH seeks to address: that of social and religious conflict. The projects or activities mentioned here have other outcomes, e.g. governance, or are one-off events. UNESCO's project deals with inter-community understanding, which is one facet of the much larger problems that CDNH attempts to address.</i>
<i>Contribution to Myanmar Peace Dividend Projects in Mon and Kayin States</i>	<i>PBF</i>	<i>Supports the Myanmar peacebuilding process by building responsive governance in Mon and Kayin state, strengthening peaceful co-existence in the conflict-affected communities and engaging women, youth and media as critical stakeholders for peace.</i>	<i>Nov 2013 to present</i>	<i>USD 1,600,000</i>	
<i>Promoting Responsible Business in times of transition - towards inclusive job creation and sustainable development</i>	<i>PBF</i>	<i>Organization of a High level event on Promoting Responsible Business in times of transition – towards inclusive job creation and sustainable development</i>	<i>July 2012 to present</i>	<i>USD 16,588</i>	
<i>Effective Implementation of the 1612 Action Plan agreed between the Government of Myanmar and the CTFMR</i>	<i>PBF</i>	<i>Supporting the effective implementation of the Action Plan signed between the government of Myanmar and the Country Task Force on Monitoring and</i>	<i>Dec 2012 to present</i>	<i>USD 1,536,179</i>	

		<i>Reporting on grave child rights violations to stop and prevent recruitment and use of children by the Tatmadaw and to identify, verify, register and discharge underage recruits as well as to support their reintegration back into their communities</i>			
<i>Integrating peacebuilding in the Comprehensive Education Sector Reform process</i>	<i>UNICEF</i>	<i>Developing 'whole' state approach in Mon to support inclusive, conflict sensitive education planning, management and service delivery - Early Childhood Development textbooks are conflict sensitive and promote peace building (story books for peace)</i>	<i>October 2012 to present (expected end in Dec 2014)</i>		
<i>Conflict/co-existence projects in northern Rakhine</i>	<i>UNHCR</i>	<i>Small-scale co-existence projects (Community Service Development Centres, Agricultural Service Centres, markets, schools, bridges, jetties, shelters, dams and ponds) in communities to foster interaction between Rakhine and Muslim communities</i>	<i>January 2014 - December 2014</i>	<i>USD 1,553,173</i>	
<i>Peace Education Project in Northern Rakhine State</i>	<i>UNESCO / Government of Belgium</i>	<i>The project will support local leaders, teachers, students, parents and civil society to facilitate constructive civic dialogue that promotes inter-cultural awareness and peaceful co-existence.</i>	<i>2014-2015</i>	<i>USD 200,000</i>	

<i>Humanitarian aid to IDPs</i>	<i>Nippon Foundation, GoJ</i>	<i>Provided emergency aid to support education and health care development in rebel-controlled areas</i>	<i>December 2012 to present</i>	<i>USD 3,000,000</i>	
<i>Providing effective support to the peace process and MPC with relevant technical assistance</i>	<i>Center for Humanitarian Dialogue</i>	<i>Provides technical support to facilitate the peace process, including research to help negotiators on both sides, conducting technical workshops on ceasefire monitoring, and facilitating dialogue where necessary</i>	<i>July 2014 to June 2015</i>	<i>USD 800,000</i>	
<i>Supporting Myanmar democratic reform process (Several projects)</i>	<i>ACTED (NGO)</i>	<i>Provided humanitarian assistance, disaster risk reduction, support to livelihoods and governance to support a successful transition and ensure that benefits reach the most vulnerable populations. ACTED focuses on support to internally displaced persons in the South East and to potential returnees from Thailand, as well as contributing to long-lasting solutions for Kachin displaced populations</i>	<i>2012 to present</i>	<i>Several projects and partners</i>	
<i>Myanmar Peace Support Initiative (MPSI) (Several Projects)</i>	<i>Peace Donor Support Group</i>	<i>Norwegian-led MPSI provides immediate support for the ceasefires agreed between non-state armed groups and the Myanmar Government, as well as pilots in providing funding for ceasefires implementation including in the areas of demining, food, livelihoods and shelter to INGO and Local Implementing Partners.</i>	<i>June 2012 to present</i>	<i>Overall support approx. USD 5,500,000</i>	

<i>Conflict Transformation & Peacebuilding (social cohesion & reconciliation)</i>	<i>UNHCR / Multidonor</i>	<i>Projects of construction and renovation of markets, schools, bridges, jetties, shelters, dams and ponds in communities where Rakhine and Muslim people live, which contribute for peaceful coexistence</i>	<i>01/01/14-12/31/14</i>	<i>USD 1,110,000</i>	
<i>Integrated support to spontaneous returnees</i>	<i>UNHCR</i>	<i>Reintegration support provided in coordination with partners to refugees and IDPs returning to locations previously affected by conflict in the south-east, and to the communities receiving them, addressing protection-related risks, reducing the risk of competition over resources in return areas, and building confidence in the peace process. Project to be rolled out to other locations as returnee locations are identified.</i>	<i>1/2014 - 12/2014</i>	<i>USD 964,701</i>	

- c) **Rationale for this IRF:** *This section explains the rationale for the PBF intervention, referencing the above context and gaps. How can this project make a peace relevant difference? Why is now the right time? Why is PBF the right mechanism? What catalytic effects are envisaged? If there are other PBF projects in the country or if this IRF submission is being submitted with others, explain their coherence and vision. IRF packages should be accompanied by a joint results framework that clearly states how the individual projects contribute to common outcomes in an integrated fashion. Those submitting IRF packages should use the PRF results framework template for their submission.*

The creation of the Center for Diversity and National Harmony (CDNH)

Given the inter-communal conflict in Rakhine State, which has witnessed outbreaks of violence since 2012 and most recently in March 2014, the creation of the CDNH is pertinent to ensure such violence does not impede implementation of the reforms and peacebuilding processes in Myanmar. In order to respond to the identified gaps, the establishment of the CDNH is proposed with the overall objective of enhancing social harmonization, peaceful coexistence and mitigation of violence. The mission of the CDNH is “to conceptualize, inform and enhance the debate on social violence and its prevention in Myanmar in order to support policy formulation and decision-making at every level. Using its in-depth knowledge of the actors and its unique position as liaison between the estranged communities and between them and the government at all levels, it can help constitute a constituency for social harmony and support local and national confidence building measures”¹⁰. **Annex I: CDNH Concept Paper** explains in detail the objectives and approaches of the CDNH and should be read in conjunction with, and as part of, the current Project Document outlining IRF support.

Currently the CDNH has a building and a few staff members but little else. In this project UNOPS will establish the centre through support the procurement of essential equipment (to be procured by both UNOPS and CDNH, depending on value of item) and oversee the recruitment of start-up personnel. UNOPS will also act as a conduit for grant funding to the CDNH for activities such as research and training, while employing appropriate monitoring and verification controls. UNOPS will thus help establish CDNH and support its initial operations. For more details on the implementation modality of the project, please see **II. Objectives of PBF support and proposed implementation.**

The PBF agrees with the decision of the Office of the Special Adviser to the Secretary General (OSASG) regarding the pre-selection of the CDNH (in consultations with the office of the Resident Coordinator) as the recipient entity of one or several grant and/or contract awards by UNOPS. The OSASG states that such a decision complies with applicable United Nations Regulations and Rules. The parties acknowledge that UNOPS carries no liability for the performance of the CDNH. This notwithstanding, UNOPS shall be responsible for delivering the relevant outputs that it has agreed to deliver as per the Project Document.

UNOPS activities shall be implemented in accordance with the 1946 Convention on the Privileges and Immunities of the United Nations.

By establishing solid and transparent administrative and financial practices, UNOPS will build capacity enhancing the sustainability of the organization. By ensuring outputs are

¹⁰ From CDNH Concept Paper (Annex I)

delivered in an efficient and timely manner, UNOPS also contributes to, but is not directly involved with, the intended outcomes of the overall project. The broader outcomes of the project are to be monitored by the CDNH itself, with the support of the Resident Coordinator's Office (RCO) and OSASG. In order to ensure that these outcomes are monitored and reported on, this project has therefore budgeted for M&E capacity in the CDNH, RCO and OSASG. UNOPS is tasked with following up that the Project Board regularly convenes to provide strategic direction to the CDNH and provides guidance on how to meet project outputs and outcomes. The board should also alert the PBSO in timely manner on the project meeting its targets, objectives and outcomes. These outcomes are focused on three key areas¹¹.

A) Research and Training:

1. Research on social (inter-communal and interreligious) violence, vectors, actors and drivers using social science methodology, which is gender sensitive. Particular attention will be paid to how women are actors or enablers as well as victims of violence.
2. Training of government officials and security sector actors on how to use the data and to react in an appropriate, culturally adapted and gender-sensitive manner, taking into consideration the particular roles women are expected to and could play

B) Early warning system:

1. Establishment of a functioning early warning system to respond to and to mitigate the risks of social violence with a particular focus on the consequences for women;
2. Direct liaison with the Government's Crisis Management Team, to enhance the Government's response and ensure coordinated interventions and reactions to the early warning signs;
3. Liaison (coordinate, train and advocate) with community based organizations (including women's organisations), the security forces, the communities and all other stakeholders, such as State government, interest groups and relevant leaders (male and female), so as to maximize a coordinated data input and enhance their capacities for conflict resolution and harmonious socialization. The members of the early warning team will be composed of both men and women so as to ensure a gender-sensitive analysis of the data received;

C) Public outreach, awareness raising and training¹²:

1. Organize conferences, forum and training to promote tolerance and social harmony. particular efforts will be made to reach out to female and male stakeholders to ensure that they understand their gender-specific roles and responsibilities;
2. Developing appropriate and gender-sensitive teaching and training materials on tolerance and social harmony, with an emphasis on gender-specific roles.

Through the support to the CDNH, the United Nations Country Team (UNCT), through UNOPS, will contribute to the ongoing yet fragile peace processes in Myanmar. The IRF of the PBF is an appropriate funding mechanism for this intervention, as it addresses situations where peace-related 'shocks' (in Myanmar's case, outbreaks of inter-communal violence) have

¹¹ For more details on the activity areas and their outcomes refer to Annex I: Concept Paper by CDNH.

¹² Based on discussion and prioritization between UNOPS and CDNH, the decision was made to exclude the Outreach component from this project. However this is a future activity of CDNH that will be enabled by the support provided in this IRF project. Negotiations are underway with other donors to support these initiatives.

occurred. It also suits situations like Myanmar where a major transition process is underway. The time frame of the IRF is suitable, as PBF, with support from RCO, UNOPS and OSASG, aim to support the start-up of the CDNH. It is essential that—in the interests of sustainability—CDNH functions by itself going forward. The 18 month IRF period is therefore an ideal time frame.

There are other PBF-funded projects in Myanmar, as follows:

1. *PBF/IRF-53 Promoting Responsible Business in times of transition - towards inclusive job creation and sustainable development*
2. *PBF/IRF-62: Effective Implementation of the 1612 Action Plan agreed between the Government of Myanmar and the CTFMR*
3. *PBF/IRF-64 Start-up of the Myanmar Peace Center (MPC)*
4. *PBF/IRF-75: Contribution to Myanmar Peace Dividend Projects in Mon and Kayin States (Myanmar)*

These projects are not a coordinated IRF package and each has different outcomes, timeframes and funding. They do represent, however, the Resident Coordinator's definition of the key peacebuilding needs in Myanmar on behalf of the UNCT. The CDNH aims to tackle an area that is unaddressed by these projects: social and religious violence and conflict.

There are currently several activities in the planning phase on peacebuilding in Rakhine, exemplified by a number of concept notes developed for the PBF. The promotion of mutual understanding and strengthening of local capacity is a high priority. One planned project involves training on conflict sensitivity and peacebuilding, and supports the implementation of peace agreements and political dialogue. As stated in its concept note to the PBF, the project is a wide UN collaboration with ILO, IOM, OHCHR, RCO, UNDP and UNESCO, and UNFPA have shown interest in providing support. In a wider context, the objectives of the CDNH and the peacebuilding training go hand in hand in building understanding, enhancing social harmonization and promoting a peaceful coexistence between different ethnicities.

Additionally, a nationwide effort with special emphasis on Rakhine is underway, focusing on the peaceful resolution of conflicts and promotion of co-existence. A concept note to the PBF has been developed with the title 'Community Dialogues', as an inter-UN agency collaboration between UNDP, UNHCR, UNFPA, IOM and UNESCO. The RCO has also expressed interest in providing technical and implementation support. The major tool will be direct or indirect UN facilitation of inter-community dialogues, promoting peace and understanding through empowerment of local groups. As such, this effort is also aligned with the objectives of the CDNH in that both projects look to increase peaceful interaction, and by extension mitigate social violence.

The Multi-Dimensional Inter-Agency Development Project for Rakhine further adds to possible PBF projects in the state, accelerating the peace process through focus on development response and multi-sector recovery.

Catalytic Effects:

1. The potential catalytic effects of establishing the CDNH include **launching an initiative**

that allows for longer-term or larger peacebuilding efforts. By creating deeper knowledge and analysis of social violence issues in Myanmar, CDNH aspires to become a hub for information sharing and, as the only organisation of its kind operating in Myanmar, coordinate the national and international response to social violence. This is especially the case regarding the Early Warning System that CDNH plans to establish.

2. The CDNH also undertakes an **innovative intervention using untried approaches that address conflict factors and includes actors otherwise unwilling to support** such peacebuilding processes. The Early Warning System would be the first of its kind in the country and thus has the potential to prevent violent conflict before it erupts or escalates, thereby focusing on pre-emptive measures.
3. At present, options for funding for CDNH are limited. The government has little funding and such funding would in any case be undesirable, due to CDNH's need for neutrality. Although the IRF is currently the only substantial option, other donors have expressed interest in supporting the CDNH soon. The Government of Norway is funding staff salaries not covered by the IRF and the UK's Department for International Development (DFID) is also keen to support the centre, especially its outreach activities that this IRF will not include. The support of the IRF is essential for inspiring donor confidence in country and to triggering funding. This funding will not be channelled through the same project but the local beneficiary will be the same. Once the CDNH is operationalized, we believe other donors are also likely to commit funds once they observe the operational success of the centre. Such a trend of PBF triggering peace-related financing occurred in the case of Myanmar Peace Center (MPC) and can be reasonably predicted for CDNH.

As it wishes to be an independent organization, CDNH will not rely on the government as a main source of funding. Instead, for the first three years, it will rely mainly on funding from different aid agencies. If the PBF funding is approved, it will become the primary funding agency for 18 months. When this assistance ends, CDNH will seek funding from USAID, Australia, DFID, the Norwegian government, the Swiss government, Nippon Foundation and European Union. Most of the said funding agencies have shown serious interest in funding CDNH. In fact, the Norwegian government and the Swiss government have already supported the activities of CDNH in the last several months. The Norwegian government has promised to provide funding to CDNH for three years. Australia has shown interest in providing funding for individual projects that will be undertaken by CDNH. DFID has undertaken to provide financial assistance to CDNH through the Peace Support Fund. The Swiss government will provide technical assistance for the Early Warning System through Swiss Peace in the coming two years. The founders of the CDNH will also establish a private university in the near future and CDNH will be integrated into the university. In about three year time, the university should be financially viable enough to allocate parts of its budget to CDNH. In order to manage these donor coordination and resource mobilisation activities that are crucial for the longer term operational capability of CDNH, a budget for a full time Resource Mobilisation Manager is included.

II. Objectives of PBF support and proposed implementation

- a) **Project outcomes, theory of change, activities, targets and sequencing:** *For each of the outcomes identified above, this section provides an overview, including the following: (i) a clear Outcome Statement; (ii) a 'Theory of Change' explaining the underpinning logic and causal link chain for the change this outcome is seeking; (iii) expected content of the support, including the scope and scale of support, target groups, geographical scope, focus of support, envisaged modalities of support/ implementation approach, with a justification for the proposed approach. In preparing this section, teams should refer back to Section 3.4 of the PBF Guidelines on considerations regarding gender equality, including a gender analysis in the assessment and planning. Teams should also consider any Do No Harm issues in selecting specific target groups and geographic areas.*

In order to deliver effectively on outcomes, it is crucial that a sound and transparent administrative structure is set up with qualified personnel. This needs to be established, along with the procurement of equipment and supplies. Support will be given to the main CDNH office in Yangon and the two other offices in Sittwe (Rakhine State) and Mandalay (the second largest city in Myanmar). Together, these three hubs of the CDNH will drive forward the mission and mandate of the centre. Over time, CDNH will be recognised as an effective institution for reducing community tensions in Myanmar and its continued existence will be assured, as a result of increased donor confidence and support.

The establishment of the centre will enable it to conduct research, training and set up an Early Warning System. These activities aim to promote social harmonization, peaceful coexistence and mitigation of violence and the active participation of all stakeholders (including men and women), as well as capacity building for government of Myanmar officials (union and state/regional level), community based organisations, security forces and local communities. The focus is Rakhine State initially, as that is where the greatest social violence and interreligious tensions have occurred, although the centre is not exclusively focused on Rakhine.

UNOPS as the RUNO will closely monitor and evaluate all project activities and provide reports for PBF as required. The RCO and OSASG will work closely with the CDNH and assist UNOPS with monitoring of the outcomes of the CDNH's work. This will contribute to six-monthly reports and RCO and OSASG will work with CDNH and UNOPS to determine mechanisms by which qualitative (and perhaps quantitative) data can be collected on shifting perceptions and behaviour of key population groups and institutions.

The scope for the project will include the following priority areas:

1. **Personnel** – Funding for 49 members of the personnel of CDNH. Details on the positions can be found in **Annex C: Budget**.
 - All personnel will be CDNH personnel on CDNH contracts in accordance with local Myanmar laws.
 - UNOPS will support the CDNH during the recruitment of the first 3 positions, to establish human resources capacity in CDNH, after which the centre will recruit the remaining personnel. The recruitment of the initial 3 personnel is intended to act as a model for CDNH in terms of methodical, gender-sensitive, open and transparent recruitment. These 3 personnel are also CDNH personnel on CDNH contracts.
 - The recruitment process will make every effort to encourage women and minorities to apply for the positions. Efforts are on-going to ensure an equal opportunity policy to

allow for both male and female leadership, as well as to empower some of the women to take on more leadership and management roles.

- UNOPS will create Standard Operating Procedures (SOP) that will act as rules for the CDNH to recruit staff. These SOPs will comply with national laws and will include gender-sensitive provisions. The SOPs are a major tool for capacity development of the centre in human resources.
 - Most of the recruitment and staffing will take place in the first 6 month period (38 of 49 staff), with lesser amounts in the following 12 months.
2. **Procurement** – Procurement of equipment and supplies necessary for establishing CDNH and enabling its research and training activities. Detailed items can be found in **Annex C: Budget**.
- The items include office furniture, IT equipment, office supplies, etc.
 - For items below USD 2,500, CDNH will procure the goods by themselves using funds transferred by UNOPS to CDNH. UNOPS will verify the purchases, receive receipts, etc.
 - For items above USD 2,500, UNOPS will conduct the procurement itself.
 - In exceptional cases, when there is a clear and valid reason for operational efficiency, CDNH will procure goods and services in excess of total USD 2,500 (e.g. telephone lines). These cases are clearly highlighted in the budget, which will be an annex to the legal agreement to be signed between UNOPS and CDNH.
 - Irrespective of who does the procurement, all procurement will be in accordance with the rules and regulations of UNOPS as the RUNO.
 - To ensure this is the case, UNOPS will create Standard Operating Procedures (SOP) that will act as rules for the CDNH to procure equipment. The SOPs are a major tool for capacity development of the centre in procurement.
3. **Activities** – Provision of funds through grants to CDNH that will enable the centre to conduct workshops, forums, research, training and travel, etc.
- The CDNH will be established as a Non-Governmental Organisation by the Ministry of Home Affairs, in accordance with the laws of the Union of the Republic of Myanmar.
 - CDNH will therefore be an NGO grantee and funding will be awarded to the centre through the grants modality.
 - For individual events such as workshops and conferences, CDNH will organise the event itself, procuring necessary supplies in line with the aforementioned SOPs.
 - UNOPS will create Standard Operating Procedures (SOP) that will act as rules for the CDNH to conduct official travel and missions.
 - UNOPS will receive receipts and verify the events took place for the purpose intended.

UNOPS will provide funding to the CDNH for the above activities in 6 month tranches, with the exception of procurement to be conducted by UNOPS itself, as explained in 1. above.

Funding may be provided through grant support in accordance with the relevant UNOPS Financial Rules and Regulations, policies and procedures. Grant related activities shall be carried out under specific grant support agreements concluded between UNOPS and CDNH and in accordance with the applicable UNOPS regulations, rules and procedures (including pre-selection).

Funding is subject to the CDNH acquiring legal status. Currently it has 'temporary legal status', which is being evaluated to see whether it is adequate (See **Annex H**). CDNH has applied to the Ministry of Home Affairs for registration as an NGO, in order to acquire legal status. This process is ongoing. Until this is finalized, no funding award(s) can be made to the CDNH by UNOPS. Once the process is completed, evidence of registration will be provided by the Ministry of Home Affairs. Documentation received so far on the legal status of CDNH is found in **Annexes D, E, F, G and H**.

Direct funding to the CDNH is the preferred option but should there be significant delays in CDNH acquiring legal status, alternative possibilities for supporting the CDNH's start up shall be explored for the interim period before legal status is obtained. These could include identifying possible 3rd party organisations/individuals in Myanmar that can receive funds on behalf of CDNH, UNOPS conducting recruitment of initial personnel on UNOPS contracts, and so on. These measures would be discussed in full consultation with CDNH, PBF, RCO and OSASG. Should a different entity need to be identified in order for it to be awarded contracts by UNOPS, the OSASG shall be required to pre-select the appropriate entity in accordance with the regulations applicable to the OSASG for this type of matter. Moreover, the OSASG should inform UNOPS that given that the selection of the pre-selected entities was left outside of UNOPS' control, UNOPS shall carry no liability for the performance of the pre-selected entity(ies). Alternatively, UNOPS will be required to conduct a process in accordance with UNOPS Organizational Directives and Administrative Instructions to identify a suitable awardee.

Table 2: Outcomes, Theory of Change, Support and Justification

Outcome Statement	Theory of Change	Content of Support	Justification
1. CDNH produces and shares with key stakeholders various analyses and publications on the ongoing communal conflict situation that are objective, credible and based on a sound social research methodology that increases social cohesion and reduces social conflict	If CDNH is able to produce information that is accurate and credible, it will improve the conflict sensitivity of decisions of key stakeholders such as local governments, community actors, national authorities and security forces, reducing the risk of violence	<ul style="list-style-type: none"> - Staffing (49) - Various equipment and supplies - Funding for research and training 	There is no organisation in Myanmar with a mandate to address social and inter-religious conflict. The establishment of the CDNH will directly address this gap.
2. CDNH enhances the mitigation of risks and improves responses to threats of social violence through the establishment of an early warning system	If credible early warning is provided to local governments, community actors, national authorities and security forces, they will react in ways which are conflict sensitive and prevent violence.		The supportive approach taken allows UNOPS to support and monitor the process of establishing the CDNH to ensure a sustainable long-term focus, whilst still building national capacity for the future
3. Local capacities for conflict resolution are enhanced and acceptance of differences through public outreach, awareness raising and training is increased and a growing constituency for social harmony is created and fostered.	If CDNH is established and functions successfully, it will conduct various trainings for government, security forces, CBOs, communities (e.g. nationalist Rakhine communities). This, combined with the research publications it will produce, will raise awareness of peace issues and capacities for conflict resolution.		

4. CDNH is recognised as an effective institution for reducing community tensions in Myanmar and its continued existence is assured	If CDNH performs in accordance with its mandate and contributes to the reduction of community tensions, it will be recognised as an important and effective institution and key partners and donors will ensure its sustainability beyond the initial period.		
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The work of the CDNH will impact on men, women and children, as families from different communities will benefit from the overall peaceful coexistence that the centre aims to promote. CDNH will strive to analyse and demonstrate how gender influences perceptions and the discourse around social harmony at a local and a national level. To do so, CDNH will seek gender expertise as well as have in-house support to help us develop a strategy for addressing gender related issues and to ensure that gender dynamics are integrated into the work that it produces. By including gender sensitive approaches into our analysis, CDNH will be able to better persuade partners to give credence to gender dynamics when programmes are implemented.

Similarly, when the centre carries out consultations with stakeholders, it will do so in an inclusive manner, where the voices of all relevant parties, including women and sexual minorities, are adequately represented. Doing so will allow it to better gauge public perception as well as its impact on social relations and tolerance across various sectors of the society. More importantly, gender-sensitive stakeholder consultations will allow for women's voices to be heard, as compared to general stakeholder consultations that do not take into consideration gender dynamics.

The CDNH operates separately from the Myanmar Peace Center (MPC), which is also a recipient of PBF funding implemented by UNOPS (00085918 PBF/IRF/64; *Procurement for the Start-up of the Myanmar Peace Centre (MPC)*). The MPC focuses on ceasefire negotiations and ethnic conflicts in the country whereas the CDNH is focused on the interreligious conflict and social violence. Although located in the same area in Yangon and seemingly similar entities, there is no operational link and the two centres do not share reporting lines. The MPC is semi-governmental whereas the CDNH is separate from government.

- b) **Budget:** Provide the envisaged project budget, using the two tables below: (1) activity by activity budget and (2) UN Categories budget. Provide any additional remarks on the scale of the budget and value-for-money, referring to the Value for Money checklist.

Table 3: Project Activity Budget¹³

Outcome 1: CDNH produces and shares with key stakeholders various analyses and publications on the ongoing communal conflict situation that are objective, credible and based on a sound social research methodology that increases social cohesion and reduces social conflict				
Output number	Output/ activity name	Output/ activity budget by RUNO	UN budget category (see table below for list of categories)	Any remarks (e.g. on types of inputs provided or budget justification)
Output 1.1	Recruitment of research and operations personnel	307,879	1. Staff and other personnel, 4. Contractual services	Management fee split evenly between outputs. See footnote 6 for further details
Output 1.2	Procurement of equipment for successful CDNH start-up	426,538	2. Supplies, Commodities, Materials, 3. Equipment, Vehicles and Furniture, 7. General Operating and Direct Costs	
Outcome 2: CDNH enhances the mitigation of risks and improves responses to threats of social violence through the establishment of an early warning system				
Output 2.1	Missions conducted between CDNH and conflict areas	733,590	1. Staff and other personnel, 5. Travel, 7. General Operating and Direct Costs	
Output 2.2	Training sessions for staff and local communities on EWS	733,590	1. Staff and other personnel, 5. Travel, 7. General Operating and Direct Costs	
Output 2.3	Procurement of communication equipment for early warning system	336,525	3. Equipment, Vehicles and Furniture, 7. General Operating and Direct Costs	
Outcome 3: Local capacities for conflict resolution are enhanced and acceptance of differences through public outreach, awareness raising and training is increased and a growing constituency for social harmony is created and fostered.				<i>This outcome does not have any associated RUNO outputs</i>
Outcome 4: CDNH is recognised as an effective institution for reducing community tensions in Myanmar and its continued existence is assured				
	SUM	2,538,122		

¹³ Budget allocated to each output was conducted by comparing budget categories and outputs. Total budget for each category was then evenly divided between the number of outputs related to it, and each output then had the amount from relevant categories allocated to it.

Table 4: Project budget by UN categories

PBF PROJECT BUDGET		
CATEGORIES	Amount Recipient Agency (UNOPS)	TOTAL (USD)
1. Staff and other personnel	794,675	794,675
2. Supplies, Commodities, Materials	87,120	87,120
3. Equipment, Vehicles, and Furniture (including depreciation)	182,870	182,870
4. Contractual services	15,480	15,480
5. Travel	484,410	484,410
6. Transfers and Grants to Counterparts	0	0
7. General Operating and other Direct Costs	807,522	807,522
Sub-Total Project Costs	2,372,077	2,372,077
8. Indirect Support Costs*	166,045	166,045
TOTAL	2,538,122	2,538,122

* The rate shall not exceed 7% of the total of categories 1-7, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and procedures.

- c) **Capacity of RUNO(s) and implementing partners:** *This section should provide a brief description of the RUNO capacity in the Country, including the overall annual budget (regular and emergency) and the staff. It should include its peacebuilding expertise, its previous experience with joint programming and an outline of its strengths/ value-added, which will be put to use in the project implementation. It should also outline the M&E capacity. This section should also outline any additional implementing partners, including their role and experience and how the RUNO will provide quality assurance. Please use the following table for the RUNO budget and add rows if more than one RUNO.*

c) (i) UNOPS

UNOPS has been working in Myanmar since 1996 and currently supports health and food security initiatives throughout the country. Through management of some of the largest development programmes in the country, UNOPS has contributed to achievement of the goals of a wide range of international and national partners, including bilateral donors, international agencies including the UN, and Government of the Republic of the Union of Myanmar. With its extensive networks and local knowledge, UNOPS has gained a reputation in Myanmar as a reliable, cost-effective and low-profile service provider for our diverse partners.

UNOPS Myanmar is the Principal Recipient for the Global Fund to Fight AIDS, Tuberculosis, and Malaria for Myanmar and the Fund Manager for the Three Millennium Development Goal Fund (3MDG) and the Livelihoods and Food Security Trust Fund (LIFT). UNOPS also manages several smaller projects. UNOPS Myanmar has the expertise in-country to undertake large scale sustainable project management, procurement and

infrastructure, providing support to partners in implementation, transactional, and advisory services. In performing these tasks, UNOPS utilises the skills of its 300+ highly qualified employees in Myanmar, drawing upon additional capacity and expertise available from its global practices or through its cooperation with industry leaders in the private sector.

In order to deliver projects that are well-designed, well-implemented and well-coordinated, UNOPS employs a project management methodology that is specifically tailored to the development environment with particular emphasis on:

- Strong internal controls
- Systematic stakeholder management
- Local and national ownership
- Good governance
- Benefits/Impact Management and Sustainability

UNOPS Myanmar consistently employs international best-practices and meets the strictest industry standards in project delivery, transparency, and environmental sustainability. This fact has been repeatedly recognized through prestigious certifications from third-party organisations like SGS (ISO 9001, ISO 14001), the Project Management Institute (PMI), the Institute of Internal Auditors and the International Aid Transparency Initiative.

Table 5: UNOPS Myanmar Portfolio

Project	Donor/Partner	Funding (US\$)
Principal Recipient – The Global Fund to Fight AIDS, Tuberculosis and Malaria (2011-16)	The Global Fund to Fight AIDS, Tuberculosis and Malaria	365,700,000
Three Millennium Development Goals Fund (3MDG) (2012-16)	Australia, Denmark, EU, Sweden, Switzerland, UK, US,	334,000,000
Livelihoods and Food Security Trust Fund (LIFT) (2009-18)	Australia, Denmark, EU, France, Ireland, Netherlands, New Zealand, Sweden, Switzerland, UK, US	204,000,000
Support to UN Secretary General's Good Offices Presence (UNDPA) (2013-2014)	Executive Office of the Secretary-General	1,176,197
Project Management Capability of the Ministry of Agriculture and Irrigation (2014-2015)	International Fund for Agricultural Development (IFAD)	500,000
Medicine Procurement for International Rescue Committee (IRC) (2014-2015)	International Rescue Committee (IRC)	239,400

Peacebuilding Experience:

Myanmar Peace Centre: With funding from the PBF, UNOPS provided essential procurement support for the acquisition of vehicles, communications equipment and office equipment to assist the establishment of the Myanmar Peace Centre (MPC) in Yangon. The MPC will serve as the Myanmar government's focal point for international partners and civil society organizations on issues related to the peace process. The funding for the procurement activities described and being undertaken by UNOPS, essential to the successful and quick set-up of the MPC, have been provided by the UN Peacebuilding Fund's Immediate Response Facility.

3MDG Fund: UNOPS is currently fund manager for the *Three Millennium Development Goal Fund* (3MDG), which supports the provision of health services in Myanmar and will contribute towards the country's efforts to achieve the three health-related Millennium Development Goals. As one of the largest funds in the Health sector in Myanmar (over \$330 million), 3MDG prioritizes accountability, equity and inclusion, acknowledging that delivery in areas previously or currently affected by conflict could be improved through more robust assessment of the possible and likely impact of its programs upon peace and conflict dynamics and a more thorough understanding of the different social, political and institutional situations in these areas. The 3MDG's conflict sensitivity and peacebuilding component aims to review, analyse, and assess main conflict drivers, key actors, and their motivations while incorporating regional/state conflict analyses into 3MDG programming and building knowledge of conflict sensitivity, peacebuilding and Do No Harm principles amongst 3MDG Fund Board, Fund Manager, staff and implementing partners. Specifically examining where health sector interventions could, or do, have either a negative or positive impact upon conflict and peace dynamics, the 3MDG Fund Conflict Sensitivity and Peacebuilding Strategy and Action Plan further includes recommendations to scale up interventions across States/Regions in Myanmar by identifying emerging opportunities at the State/Regional level, and where health service delivery under 3MDG can contribute towards maximizing peacebuilding.

Table 6: UNOPS Myanmar Portfolio

	RUNO	Key Source of Funding (government, donor etc.)	Annual Regular Budget in \$	Annual emergency budget (e.g. CAP)
Previous calendar year	UNOPS	Donor-funded projects and UNOPS Admin Budget	\$3,345,310	
Current calendar year			\$3,949,516	

c) (ii) Office of the Special Adviser of the Secretary-General

The Special Adviser to the Secretary General on Myanmar, Vijay Nambiar, maintains an office in Yangon. This is in line with the mandate from the General Assembly that calls upon the Secretary-General to continue to provide his good offices and to pursue his discussions on the situation of human rights, the transition to democracy and the national reconciliation process with the Government and the people of Myanmar, involving all relevant

stakeholders, including democracy and human rights groups, and to offer technical assistance to the Government in this regard.

Given the complex and multi-dimensional nature of the situation in Myanmar, the SG's Good Offices consistently engages with the Myanmar authorities and other relevant stakeholders to achieve progress in five areas:

- (i) the release of political prisoners;*
- (ii) a broad-based dialogue between the Government and relevant parties to the national reconciliation process, including those represented within Parliament as well as those outside;*
- (iii) the creation of conditions conducive to ensuring an inclusive and credible political and electoral process;*
- (iv) an improvement of socio-economic conditions through strengthening UN-Myanmar partnership; and*
- (v) regularizing the pattern of engagement and cooperation between Myanmar and the United Nations in the good offices process*

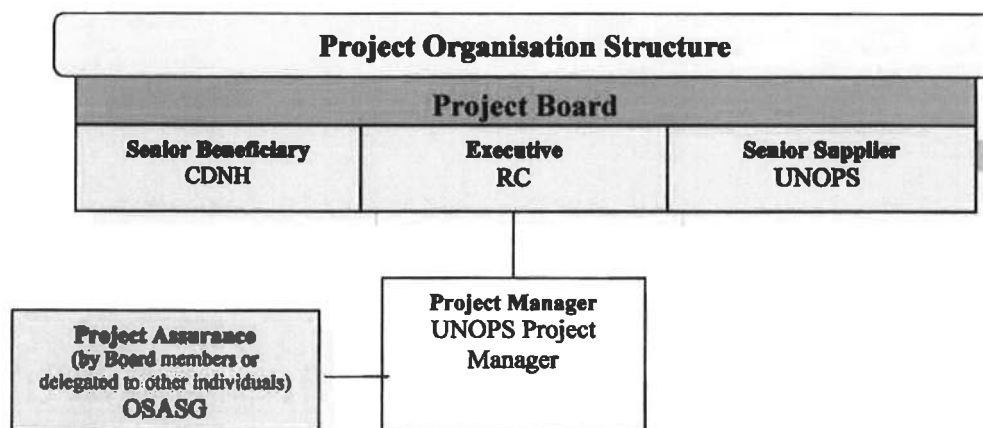
Since its establishment, the Secretary-General's Good Offices on Myanmar has engaged with the Myanmar authorities and other relevant stakeholders to achieve progress with respect to advancing various elements of the GA mandate. The office:

- Keeps a low key presence to assist in the multitude of peace processes to advance national reconciliation and political reforms
- Continues close dialogue with the main stakeholders in Myanmar's many peace processes, including travel to ethnic areas and dialogue with the Myanmar Peace Center and relevant government representatives
- Builds networks within the civil society and keep close contacts with political stakeholders in Myanmar, also outside the two main parties. Identify areas in the reform process where the Good Office's assistance and advice will be most useful
- Serves as the Special Advisers representative on the ground and execute all necessary liaison duties for the SA, including arranging for his visit and travels to Myanmar in cooperation with Good Office's in New York
- Reports directly to the Special Adviser on all relevant issues with regard to the Good Office's work in Myanmar
- Continues dialogue with the Resident Coordinator and the UN family in Yangon on behalf of the Good Office

III. Management and coordination

- a) **Project management:** *This section identifies the oversight structure or mechanism responsible for the effective implementation of the project and for the achievement of expected results. If there are other UN peacebuilding projects or other PBF funded projects, this section should also state how coordination/coherence between them will be ensured. If need be, an organogram can be included to help understand the structures.*

The CDNH project is structured as follows:



The project will be governed by a Project Board in accordance with the PRINCE2 project management methodology that UNOPS employs in its projects. The Project Board has overall responsibility for the smooth management and implementation of the project. The board will meet every quarter to assess progress, identify risks and issues, and recommend their appropriate mitigation.

The **RC** will act as the Executive of the project and will maintain overall oversight. The RC will formally submit the project to PBF on behalf of the UNCT. As the overall representative of the project in Myanmar, the RC will also review semi-annual, annual and final reporting for PBF on the project by UNOPS, recommending any amendments as required.

The **CDNH**, as the Senior Beneficiary, is the local partner for the project, whose establishment and operationalization is its primary focus. CDNH will provide monitoring and evaluation of the project outputs and outcomes.

The **OSASG** provides project assurance, advice and, as explained in III c) below, will assist with monitoring the broader outcomes of the project.

UNOPS is the Senior Supplier to the project and has been requested to serve as the Recipient UN Organization (RUNO). UNOPS is responsible for all project management, verification of funds disbursement, monitoring and evaluation of project outputs, and reporting.

The Project Board's primary contact is the Director of the CDNH (Senior Beneficiary), Kyaw Yin Hlaing. The Project Board does not intend to interact formally with the CDNH

Board of Trustees and is not involved with the selection or management of Board of Trustee members.

As explained in 1. c), other donors in Myanmar such as Norway and UK are expected to fund the centre. This funding will not come through the UNOPS-managed PBF project but will be channelled separately. These donors do not therefore sit on this Project Board. However, in the interests of aid effectiveness, development partner coordination and a harmonised approach to peacebuilding interventions in Myanmar, UNOPS will work closely with other donors to establish a coordination mechanism between donors supporting CDN. This will incorporate lessons learned from multi-donor support to other nascent organisations in Myanmar, e.g. Myanmar Peace Center. This mechanism will review progress on respective support projects to CDN and share information on the CDN's work in relation to its mandate. This will be in cooperation with the RCO and OSASG. While the activities of this coordination mechanism will be illuminative for PBF reporting, UNOPS will not report on this mechanism to PBF formally and it remains separate to the PBF project.

CDN Structure

The CDN will have five branches, of which three are programmatic and two are operational:

1. Training and Research Program
2. Early Warning Program
3. Outreach and Public Diplomacy Program;
4. Finance Department
5. Administration and Logistics Department.

The Director of the CDN will be responsible for the overall management and orientation of the CDN and will answer to the Board of Trustees. He will be assisted by 2 Associate Directors, one for the operational and one for the support programs, as well as by a small number of Special Advisors (3-5). UNOPS' initial point of contact will be the Director of CDN but as CDN's procurement and HR positions are established, these personnel will become the working level contacts. For further details and organogram on the CDN internal structure, refer to **Annex I: Concept Paper by CDN**.

Effective and smooth coordination between all stakeholders will be essential for the successful implementation of the project. This is especially so when we conduct monitoring and evaluation of project progress.

UN Peacebuilding and PBF-funded Projects:

As described in sections I b) and II c), there are numerous projects that address peacebuilding in Myanmar. The RC has determined that the existing projects address the key peace-related needs in Myanmar. The CDN however covers a glaring gap in existing projects, and would address issues of social violence that remain unaddressed. As such, the project would ensure a more coherent and comprehensive approach to the peacebuilding process in Myanmar.

b) Risk management: *This section sets out the main risks that may jeopardize project implementation, their likelihood, severity, and risk management, including responsibility for risk management/ mitigation. Risks should include those of a political and external nature as well as those of programmatic nature. Use the table below for risk mapping.*

Table 7: Risk management matrix

Risks to the achievement of PBF outcomes	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
<u>Political and security risks</u> 1. Research outputs could be misused for partisan or political gain or to stoke more intercommunal violence 2. Increased politicization of the environment leads to disruptions in the research and dysfunctioning of the early warning system 3. Political authorities do not promote or provide political backing for behaviour change by key institutions in line with early warning recommendations	Medium Medium Medium	Medium High High	1. Since the work of CDNH requires interaction with stakeholders at Union, regional/state, and civil society levels, the centre must retain its non-partisan, non-political identity through appropriate communication, messaging, and visibility with the PBF and UNOPS. 2. The Office of the Special Adviser of the Secretary-General to Myanmar and the Office of the Resident Coordinator shall remain informed of the project's activities and seek to advise and support the CDNH. 3. High level political engagement through OSASG and RCO supports the work of CDNH in general, and advocates for political buy-in and backing for early warning recommendations in particular.
<u>Managerial risks</u> 1. Unknown capacity and performance of staff as CDNH is a new structure 2. The probability of achieving successes immediately is low - delays	Medium High	Medium Medium	Rapid support from the UN (UNCT and through PBF) as well as other donors will be critical in ensuring that the CDNH is enabled as quickly as possible to start producing results in order to respond to social conflict, and in order not to dampen the current momentum of peacebuilding processes.
<u>Operational risks</u> 1. Miscommunications due to high number of stakeholders 2. Inability to follow set budget and timeframe while observing due process 3. Lack of supply/ availability for procurement	Medium Medium Low	Variable High Low	1. UNOPS to provide and budget for sufficient project management capacity to manage and monitor the project, while mentoring CDNH in formal recruitment and procurement processes as needed. 2. CDNH and UNOPS to thoroughly define all requirements before procurement process commences, and to conduct market research once requirements have been confirmed.
<u>Financial risk</u> 1. Inability to secure long-term funding prohibits the centre from continued operations and activity	Medium	High	1. An ongoing and continuous dialogue with future possible donors such as UK DFID, as well as the effect of PBF funding in itself

- c) **Monitoring & evaluation:** *This section sets the M&E arrangements and responsibilities for the project, including the persons who will be responsible for the collection and analysis of data, the kind of means of verification envisaged and the budget being set aside for M&E.*

Overview:

UNOPS applies results-based monitoring and evaluation (M&E) to track project progress and demonstrate the impact of projects. To effectively implement the M&E plan, UNOPS will, with partners, use an M&E system that will provide timely and high-quality data collection and analysis regarding the peace-relevant outcomes of this project. Precision, reliability and timeliness will be key principles in the M&E.

The M&E system is built on the following underlying principles:

- M&E is integrated in the project cycle (design, planning, implementation, closure)
- M&E reflects UNOPS policies, procedures, and international M&E standards
- M&E shall be kept simple and cost-effective

Outputs, Outcomes and Indicators

To measure project progress, UNOPS will use project outputs, outcomes and indicators. UNOPS is responsible for delivering all outputs mentioned in the Annex B logframe. By doing so, UNOPS will establish CDNH. In accordance with the Theory of Change described in Section II a), CDNH will, as a result, develop the capacity to achieve the stated outcomes concerning broader peace dividends. UNOPS is therefore responsible for the achievement and monitoring of the project outputs but is not directly responsible for the achievement of the outcomes; this is the role of CDNH. CDNH, RCO and OSASG will monitor and support CDNH to achieve those outcomes in line with their respective mandates.

Given the timeframe of an IRF project, it is expected that the achievement of some CDNH outcomes will occur within the lifetime of this project but that the overall impact and other outcomes may not be achieved in 18 months and will thus come afterwards; CDNH must first be established and become a robust organisation in order to perform its peacebuilding role in the longer term. Bearing this in mind, and given the possibility of challenges in the establishment phase, this project will seek to both gauge progress in the establishment of the centre and also aim to gauge how CDNH is evolving and developing its organisational capacity to perform its role in promoting diversity and national harmony successfully and in achieving the outcomes in its logframe. CDNH has committed to reporting against its full logframe outcomes in **Annex I: Concept Paper by CDNH**.

Monitoring and Evaluation Plan

Regular data collection on indicators and outputs will be conducted by UNOPS in cooperation with CDNH to monitor and analyse project progress. To ensure analysis is empirical, this will involve the collection and verification of a range of documentation by UNOPS, e.g. procurement-related documents, Vacancy Announcements, Terms of Reference, selection records, invoices, receipts, etc. It will require regular discussion between CDNH and UNOPS. Focal points for different areas (e.g. Procurement, HR, etc.) will be identified by CDNH to ensure smooth and timely communications.

One of the high priority issues is to equip the CDNH with M&E capability itself. Once that is achieved, one of the first tasks for the M&E Manager, in cooperation with RCO and OSASG personnel, will be to conduct a Baseline Study. This is expected within the initial 6 months. In the logframe in Annex B, some baselines and targets for outcomes are currently blank due

to the paucity of data at this time. These will be entered by CDNH in the early stages of its establishment and operations. The logframe targets may be adjusted as the project progresses and all parties get a clearer idea of the evolution of the centre.

For monitoring project outcomes, which are primarily the responsibility of CDNH, RCO and OSASG, it will be important to ascertain views of beneficiaries and stakeholders and include techniques such as participatory appraisal, focus group interviews, direct observation, survey and case study collection, etc. Thus while UNOPS will be looking at quantitative data to monitor outputs, our partners will include qualitative approaches too, with an emphasis on progress against key outcomes, perception-based changes within communities and key vulnerable groups, and secondary and/or unintended outcomes, of which there will likely be several. UNOPS will collect this data from the partners and include it in reporting to PBSO.

Reporting

UNOPS will, every 6 months, conduct reviews to assess the outputs under the outcomes, as well as quality of project delivery. This will require significant additional UNOPS resources every 6 months, as UNOPS will coordinate with, and collate information from, M&E-related personnel in CDNH, RCO and the M&E consultant in the OSASG. UNOPS will compile a single report using PBF templates to track the project's progress. This report will incorporate assessment of project outcomes, outputs and indicators based on M&E and reporting inputs on outcomes of the project from the M&E personnel in CDNH, RCO and OSASG. During this process, UNOPS will: (i) examine validity of indicators, (ii) examine the logic behind the original expectation and connection between theory of change contents, (iii) identify blockages affecting the implementation process and the realization of the theory of change; (iv) assess the quality of reporting from CDNH.

Monitoring and Evaluation Budget

In order to provide for significant M&E capability, which is crucial in the establishment of a new centre like this, CDNH will be funded to recruit a full time M&E Manager, who will be the primary focal point for all M&E and reporting in CDNH. The project will also fund a portion of the RCO Expert, a position that will play a key role in monitoring the activities and outcomes of the centre. In addition, the project will fund a consultancy for the OSASG, to enable it to perform its role in monitoring broader outcomes of the CDNH. This is part time, 5 work days every 6 months. Together, the CDNH, RCO and OSASG will be responsible for the reporting on outcomes, which will coincide with the UNOPS reporting on outputs for PBF every 6 months.

Of the USD 2,538,122 for the project, approximately USD 202,999 is allocated for M&E purposes¹⁴. This includes the following components:

- M&E Manager, CDNH
- M&E Consultant, OSASG
- Adviser, RCO
- Project Manager and Project Associate, UNOPS
- Travel, coordination meetings, etc.

¹⁴ It is important to note, however, that identifying M&E costs is based on estimates, as it is impossible to delineate exactly between M&E and project management, for example. This is especially the case for UNOPS personnel who will be managing and monitoring the project interchangeably throughout its lifetime.

- **Final Evaluation:** The project will include an independent evaluation at the end of the project, to evaluate the overall success, for which USD 50,000 is allocated.

There is thus a strong focus on M&E in this project, in terms of the overall budget allocated to it and the different M&E actors involved. This is designed to measure whether the CDNH is developing as intended and achieving its goals. The complex, multi-stakeholder nature of the project (with 6 signatories to this Project Document alone) necessitates a highly transparent and robust approach to monitoring. In addition, a strong focus on results and the ability of CDNH to measure its own work quantitatively and qualitatively will be extremely advantageous for the centre in the future, in terms of mobilising extra support from development partners. New donors will be far more confident and willing to support a centre in the knowledge that it has been the subject of thorough M&E itself, and if it has conducted effective M&E of its target/beneficiary communities.

In addition, please use the table annexed to this template (Annex B) to set out the Results Framework. For additional information on Results Frameworks, see Section 7 of the PBF Guidelines. Please attach a separate M&E Plan using Template 4.1 ONLY if the project will have an evaluation (please see Section 7 of the Guidelines for information on when an independent evaluation is a requirement).

- d) Administrative arrangements** (This section uses standard wording – please do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

AA Functions

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

- Bi-annual progress reports to be provide no later than 15 July;
- Annual and final narrative reports, to be provided by 15 November every year;
- Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.
- Unspent Balance at the closure of the project would have to been refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).