

BRACED Myanmar Alliance

Final Evaluation Report

Stewart Gee Consulting, 27th February 2018

Table of Contents

ACRONYMS	3
EXECUTIVE SUMMARY	5
BACKGROUND	9
METHODOLOGY (INCLUDING LIMITATIONS)	12
FINDINGS PER DAC CRITERIA	15
RELEVANCE	15
EFFECTIVENESS	25
EFFICIENCY	47
SUSTAINABILITY	52
IMPACT	59
CONCLUSIONS	62
EQ1 - TO WHAT EXTENT HAVE PARTICULAR PACKAGES OF INTERVENTIONS DELIVERED IN TERMS OF STRENGTHENED RESILIENCE?	62
EQ2 – FOCUSING ON UNDERSTANDING ‘MECHANISMS’, HOW AND WHY HAVE PARTICULAR INTERVENTION PACKAGES LED TO OBSERVED RESULTS AND CHANGES?	66
LESSONS LEARNED/RECOMMENDATIONS	69
EQ3 – BASED ON YOUR ACCUMULATED KNOWLEDGE AND UNDERSTANDING, WHAT KEY RESILIENCE STRENGTHENING LESSONS CAN BE LEARNED AND REPLICATED FROM YOUR PROJECT?	69
ANNEXES	72
ANNEX 1. BRACED ALLIANCE MANAGEMENT RESPONSE ON MID-TERM REVIEW (MTR) RECOMMENDATIONS AND PROGRESS – DECEMBER 2017	72
ANNEX 2: BRACED ADVOCACY MESSAGES PROGRESS	80

Acronyms

AA	Action Aid
ADB	Asia Development Bank
ACU	Alliance Coordination Unit
ADMER	Asian Disaster Management and Emergency Response
ASEAN	Association of South East Asian Nations
BBC MA	British Broadcasting Corporation Media Action
BoQ	Bill of Quantities
BRACED	Building Resilience and Adaptation to Climate Extremes and Disasters
CC	Climate Change
CCA	Climate Change Adaptation
CDA	Community Development Association
CRA	Community Resilience Assessments
CRSA	Climate Resilient Sustainable Agriculture
DAC	Development Assistance Committee
DfID	Department for International Development
DMC	Disaster Management Committee
DMH	Department of Meteorology and Hydrology
DRD	Department of Rural Development
DRR	Disaster Risk Reduction
ECD	Environmental Conservation Department
EIA	Environmental Impact Assessments
EQ	Evaluation Questions
ESIA	Environmental & Social Impact Assessments
EWS	Early Warning System
FGD	Focus Group Discussion
GAD	General Administration Department
HARP	Humanitarian and Resilience Programme
ICMO	Intervention Context Mechanism Output
IEC	Information, Education, Communication (tools)
IP	Implementing Partner
KII	Key Informant Interview
KPI	Key Performance Indicator
LIFT	Livelihoods and Food Security Trust
MAPDRR	Myanmar Action Plan for Disaster Risk Reduction
M&E	Monitoring and Evaluation
MCCA	Myanmar Climate Change Alliance
MCCR	Myanmar Consortium for Community Resilience
MCCSP	Myanmar Climate Change Strategy and Action Plan
MEI	Myanmar Environment Institute
MoU	Memorandum of Understanding
MRTV	Myanmar Radio and Television
MTR	Mid Term Review
NCDRF	National Community Disaster Resilience Framework
PMT	Project Management Team
PRA	Participatory Rural Appraisal

PSA	Public Service Announcement
RRD	Relief & Resettlement Department
SC	Steering Committee
SHG	Self Help Group
TDMC	Township Disaster Management Committee
TDMP	Township Disaster Management Plan
TEA	Township Environmental Assessment
TEMP	Township Environmental Management Plan
THI	Targeted High Intensity
TMI	Targeted Medium Intensity
ToC	Theory of Change
ToR	Terms of Reference
UK	United Kingdom
VDMC	Village Disaster Management Committee
VSLA	Village Savings and Loan Association
WASH	Water, Sanitation and Hygiene
WG	Working Group
WV	World Vision
HDI	Human Development Index
4CR	Child Centered Climate Change and Resilience
UNEP	United Nations Environment Programme

Executive Summary

The BRACED (Building Resilience and Adaptation to Climate Extremes and Disasters) Project is a three-year international initiative funded by the UK Department for International Development (DfID) in 13 countries (15 projects), spanning East Africa and the Sahel and South and South-east Asia. Myanmar has been one of the countries selected for assistance through BRACED.

The expected overall impact is *“Improved well-being and reduced losses and damages of vulnerable populations despite climate shocks and stresses”*. Three main outputs are associated with this:

1. Communities, especially women and children, are equipped with the knowledge and skills to mitigate the risks of and recover from climate shocks and stresses;
2. Institutions are co-ordinated, responsive, accountable and inclusive in their management of climate risk; and
3. The evidence base is strengthened and learning on managing climate extremes is disseminated to inform and influence the resilience related policy strategies and agenda at sub-national, national and global levels.

The expected overall outcome is that *“Vulnerable communities in Myanmar, driven by women and children, and supported by effective institutions are more resilient to climate shocks and stresses by 2017”*.

This report details the findings of the final external evaluation of the project. The evaluation is based on the five standard Development Assistance Committee (DAC) criteria of relevance, effectiveness, efficiency, sustainability and impact. Each of the criteria has been allocated a score based on the analysis of qualitative and quantitative information available. This report details the rationale for each of the scores given, recognizing that the scores for sub questions are not all given equal weighting and that this weighing is subjective. The high level scores are given below.

Evaluation Criteria	Unsatisfactory	Poor	Satisfactory	Good	Excellent
Relevance				✓	
Effectiveness				✓	
Efficiency		✓			
Sustainability			✓		
Impact				✓	
Overall Score				✓	

Table 1: Overall scores for each of the DAC criteria.

Relevance: There are six sub-questions under this criteria. The project received two scores of ‘excellent’ and four of good. The excellent scores were for having a project that was in line with organisational strategic plans and for being well aligned to the priorities of the target groups. All of the remaining questions.

Effectiveness: There are seven sub-questions under this criteria. Questions one and seven were

given a much higher weighting than the others as these relate directly to achievement of objectives. The project achieved all of its objectives at output level, but had mixed results at outcome level. The composite resilience scores at household level demonstrated a significant increase in resilience scores in target communities (21% to 26%) versus non-target communities (17% to 20%). This equates to a 24% increase in overall resilience in target communities compared with just under 18% in non-target communities – or a 6% treatment effect.

When broken down by township, results vary substantially. In Kyaing Ton the average resilience score for the target villages significantly increased over time, whilst the average resilience score for the non-target villages decreased over time. In Meikhtila the average resilience scores increased significantly for both target and non-target villages, but increased by a significantly larger amount for the target villages. In Taungup, Kyauk Phyu and Hpa-An the resilience scores increased for both the target and non-target villages by a similar amount. In Dagon Seikkan and Laputta, there was no significant change in the KPI resilience composite in either target or non-target villages. In Mawlamaine there was no significant change in the average resilience score for the target villages, but a significant increase in the resilience scores for the non-target villages; giving a negative treatment effect. In terms of numbers reached, Outcome Indicator 1.1, also known as Key Performance Indicator (KPI) 4, demonstrates that the project managed to improve the resilience of almost 35,500 people. This is an impressive figure, but equates to just 58% of the target set.

The data for Outcome indicator 1.2 also demonstrates significant success. Success here was measured using institutional score cards at both community and township level. There were significant improvements at both levels of institutions (52% to 68% at community level and 25% to 44% at township level) and targets were exceeded. However the overall target was to improve the scores of just 60 institutions in total over baseline (46). Given the project planned to have intensive interventions with 155 community level institutions alone it is not clear why such a conservative target was set, or why it was not revised upwards during implementation.

Outcome indicator 1.3 was fully achieved with learnings from the project being incorporated into four major Climate Change/Resilience programmes both nationally and internationally.

Efficiency: This criteria has received the lowest score. It is important to note that on cost efficiency the project did well. In terms of achievement of objectives the project was slow to get started, but picked up pace in year two and almost all objectives were completed by the end of the project. Management was able to re-prioritise activities on an ongoing basis to reflect learnings and constraints in the project and this worked quite well. The rationale for awarding a 'poor' score here centers on the weaknesses in application of best practices in terms of systematic technical supervision of infrastructure, WASH and agricultural interventions in particular. There were also inefficiencies in some aspects of the project that could have been addressed through stronger project management systems. It is recognised that the project faced significant challenges, both internal and external, which influenced the decisions made. These included high staff turnover internally and within target institutions and huge demands in terms of monitoring and evaluation. The project has had significant achievements in spite of these but it was felt that stronger internal

systems could have significantly improved project performance.

Sustainability: In a three year project achievement of sustainability will always be a challenge. The CRA process was very good and has resulted in a significant number of proposals being submitted by communities on their own. The inclusion of proposal writing training must be commended here. While this is very positive it is unclear if communities will continue to review their plans and re-prioritise without support going forward. The Self Help Groups and Village savings and Loans associations will continue to benefit their members. It is not expected that these will expand in number without external support. Micro Finance interventions will continue to expand their membership long after the project is completed. The Public Service Announcements have been very successful and the national TV stations (MRTV) have begun developing their own PSAs in line with those developed through the project. Interventions targeted at township and state/regional institution level are likely to be less sustainable. This is primarily due to the high staff turnover in these institutions and the limited resources available to them. The exception here is in relation to Early Warning Systems and weather forecast information. This is widely accessed from household to national level and the systems in place are robust.

Impact: The impact of the project has been good. There is much stronger coordination between township institutions and communities as evidenced by the funding of community priorities through state budgeting structures. The widespread uptake in accessing weather forecasting information and in the institutionalisation of the Early Warning System will continue to grow and impact on households and institutions at all levels of society. The effect on township level institutions has been good so far, but with the high levels of turnover in the public service it is not clear if this will be sustained into the future. It is also unlikely that these institutions will continue with interventions in which they see real benefit (such as the Monsoon Forums) without external support in the future. Some of the interventions targeted at township level were not completed until late in the project. This has left very limited time for recommendations to be integrated into institutional planning processes. In terms of the Community Resilience Assessment process itself, this has already been included in multiple programmes internationally and nationally and has been rightly recognised as a valuable resilience planning tool that can be adapted to multiple contexts. The increased understanding of resilience nationally is likely one of the most significant impacts of the project.

These five criteria are discussed in terms of three overarching Evaluation Questions (EQs) that have been predetermined by The BRACED Knowledge Manager in London. These are summarised below:

EQ1: To what extent have particular interventions led to anticipated changes and results?

The Community Resilience Assessment (CRA) process followed has resulted in more resilient communities. 64% of target communities interviewed during the end line stated that they were 'better' (47%) or 'much better' (17%) able to cope with shocks compared to the previous year. This is compared to 29% in non-target communities. Preliminary findings from the end line study indicate that those households that were involved in four or more interventions have increased

their resilience scores much more than those who were involved in fewer interventions. This indicates that a package of interventions to a smaller group of people may be much more effective than trying to reach a larger group with less interventions. The biggest positive changes are seen in access to communication and access and use of information and in improved decision making and planning.

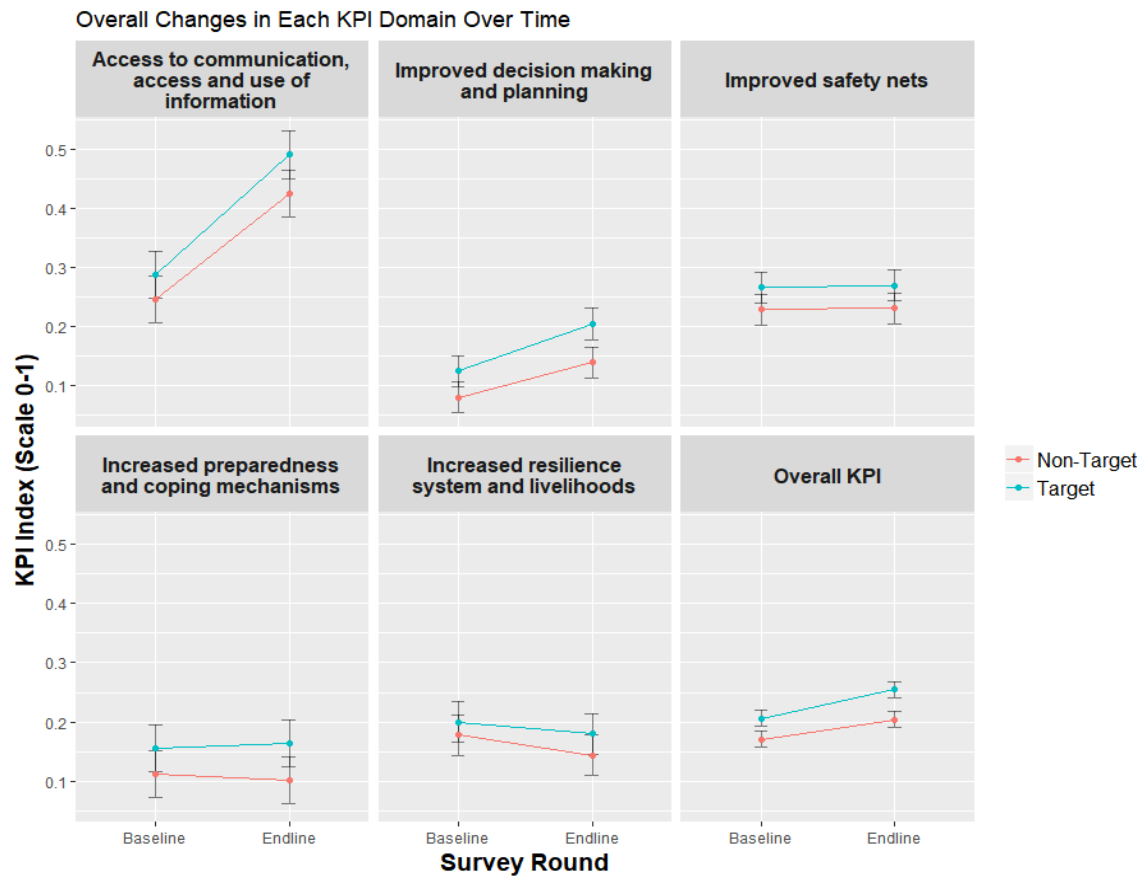


Figure 1: Overall changes in each of the five dimensions of resilience in target and non-target communities.

At institutional level similar trends are observed. Community level institutions showed the most positive change in capacity in their ability to take into account climate change information and to incorporate learning from previous disasters in their planning process which increased by 24% and 29% respectively over the project timeframe. Women’s participation in the planning process also increased by 19% over baseline in target communities.

EQ2: How and why have particular intervention packages led to observed results and changes?

The CRA process was highly inclusive and resulted in priorities being identified that were agreed by the entire community through a robust and transparent prioritization process. The community planning process was linked to local Township planning processes. This resulted in significant contributions of technical expertise and in kind support from local government. The variety of the priorities meant that implementing partners and/or government did not always have the technical staff to ensure best practice was followed. This has resulted in some questions over

sustainability of interventions. Activities related to Early Warning Systems (EWS) have been very successful and stakeholders at all levels are actively seeking out and using weather forecast and early warning information to make decisions as evidenced by the fact that this domain of the resilience scores showed the most positive change. Information is predominantly accessed through smart phones. Public Service Announcements (PSAs) developed for TV and radio have proved hugely successful with reports that over 50% of those who get access to them take actions based on what they have seen/heard.

While strong relationships have been built between communities and Township authorities Interventions focused on building responsive institutions at other levels have been less successful. This is a result of a combination of factors. These include a weak understanding at the beginning of the project of which institutions should be targeted with which information; the high degree of staff turnover in the public sector; the slow start to the project; and inefficient sequencing of activities. The institutional score cards do show significant improvement in some areas but in terms of the institutions plans addressing climate extremes/disaster risks there has been just a 6% improvement over baseline.(28% to 34%).

EQ3: What key resilience strengthening lessons can be learned and replicated from the project?

The evaluation makes several recommendations that it hopes will be applicable to future resilience projects in Myanmar and elsewhere. The recommendations are broken into two distinct categories; technical and management and reflect the weaknesses identified in the project. The key overall finding of the project is that it has shown that community based resilience planning as one of a package of interventions targeted at community level, can have significant benefits in terms of strengthened resilience. The evaluation findings are based on quantitative data supplied by the project team and a qualitative field assessment conducted by the external evaluator in November 2017.

Background

Plan International UK is the contract holder. Plan International Myanmar is the lead organization in Myanmar supporting the Alliance Coordination Unit (ACU) that coordinates the activities under the guidance of the Steering Committee that is composed of CDs from all participating consortium members agencies. Separate Memorandums of Understanding (MoUs) were established between Plan UK, ActionAid, BBC Media Action, World Vision and UN Habitat. Plan Myanmar signed a subsequent MoU with the MEI and its local implementing partner, the Community Development Association (CDA). World Vision, in turn, also signed a MoU with Vision Fund International, the latter being responsible for some of the Microfinance activities envisaged through BRACED.

Three agencies – ActionAid, Plan together with CDA and World Vision – are Implementing Partners (IPs), providing direct support to communities on the ground. The remaining three (MEI, UN-Habitat and BBC Media Action) provide a series of crosscutting support to communities, townships, government bodies, the media and others to build an enabling environment for resilience planning and decision making.

ActionAid	Plan/CDA	WV	MEI	UN-Habitat	BBC Media Action
Coverage					
56 villages	70 villages	23 villages and 6 town wards	8 Townships	7 states/regions, and 8 townships	National level
Broad Project Activities					
Community resilience assessment and action planning and implementation.	Community resilience assessment and action planning and implementation.	Community resilience assessment and action planning and implementation	8 Township Environment Assessment Reports	8 Township Disaster Management Plans	Climate Asia Study.
School-based child-centred resilience.	ToT for child-centred resilience	School-based child-centred resilience	MONREC consultation on environmental management plans (EMPs)	Training and capacity building for township level on disaster management course	Public Service Announcement
Women's leadership training and Self Help Groups (include VSLA activities)	Women's leadership training	Women's leadership training	National workshop to share EMPs	Safer construction training for carpenters and mason	Training for MRTV and township government officials on climate change communication
Climate resilient sustainable agriculture	VSLAs	Micro-finance and VSLAs		Monsoon forums	
Township and national level policy forums and capacity building workshops	Community drill	Community drill		Climate information and application training	
				Research and policy dialogue	

Table 2: Breakdown of project coverage and activities by Implementing Partner

The project aimed to provide support to over 350,000 beneficiaries, focusing primarily on women and children from selected townships and communities. Project beneficiaries are categorised into two types: targeted and high intensity (T&HI), and targeted and medium intensity (T&MI).

GROUP	EXPLANATION
Targeted and High Intensity	Around 17,000 vulnerable community members with at-risk livelihoods from 155 villages will receive assistance in the form of microfinance, climate resilient agriculture or resilience building interventions

Targeted and Medium Intensity	Around 160,000 community members from 155 villages will benefited from receiving assistance through the resilience model
	Around 172,000 community members in 8 targeted township will be exposed to BBC Media Action media output

Table 3: BRACED Target Groups

In addition, 2,000 national and sub-national officials/journalists were expected to receive targeted high intensity supports including training and capacity building. Table 2 presents the communities engaged through this project.

Implementing Partner	State / Region	Ecological Zone	Township	Urban / Rural	# Target Communities
ActionAid	Kayin	Coastal	Hpa An	Rural	10
	Ayerwaddy	Coastal	Laputta	Rural	16
	Mandalay	Central Dry	Meihktila	Rural	30
Plan and CDA	Rakhine	Coastal	Kyaukphyu	Rural	30
	Rakhine	Coastal	Taungup	Rural	40
World Vision	Shan	Hill	Kyentung	Rural	19
	Yangon	Coastal	Dagon Seikan	Urban & rural	5
	Mon	Coastal	Mawlamyine	Urban	5
Total	7	3	8		155

Table 4: Target communities by implementing partner, state and ecological zone.

This programme came at a time of considerable change in Myanmar. Elections were being organised and subsequently held in 2015 corresponding with the project start up. On-going tensions and security issues has meant that access to field sites in some locations has been limited or restricted.

As part of the in-country organisational structure, a Steering Committee (SC), comprising Heads of all agencies, was established to provide oversight and management of BRACED. Reporting to the SC is the Alliance Coordination Unit (ACU), currently comprising of five people: a BRACED Alliance Co-ordinator, a Monitoring and Evaluation (M&E) Manager, a Resilience Specialist (since August 2015), a Finance Manager and a Research/Data Associate since 2016. Programme Management Team (PMT) comprising Programme Managers from each IPs, M&E Working Group comprising M&E Officers or focal points from each IP, and Finance Working comprising finance officers or focal points from each IPs meet on a regular basis. The project was technically supported by Plan International UK in London with a Programme Officer, a DRR & Resilience Advisor and a Grants Finance Officer.

Methodology (including limitations)

The evaluation was designed in line with guidance from the Knowledge Management team in London (M&E Guidance Note 7), which outlines how evidence and learning generated by the project will feed into and support evidence and learning at the BRACED programme level and beyond.

The final evaluation has incorporated some aspects of a realist evaluation approach. The realist approach emphasises the fact that people in different contexts can benefit in different ways from interventions. A realist evaluation is a theory-driven evaluation approach that seeks to identify what works under which circumstances and for whom. The context-mechanism-outcome (CMO) configuration is used as the main structure for realist analysis. This has been incorporated into the design of the final evaluation. The evaluation has aimed to assess if the ToC pathways and assumptions about the context were relevant in project design. It also assesses if there have been changes in the context and how these may have influenced project success.

The evaluation has been designed to answer three key *Evaluation Questions*¹ (EQ). These three questions cover the first dimension of the evaluation in that they are specific aspects tailored to the BRACED theory of change and the conceptual focus on resilience. The second dimension of the evaluation is covered by assessing the project’s success in terms of the five core DAC criteria of Relevance, Effectiveness, Efficiency, Sustainability and Impact. The table below illustrates how these two dimensions have been incorporated in the evaluation.

This report includes an analysis of the project against each of these five criteria in the **results** section. The three overarching evaluation questions are discussed in the conclusions section.

Evaluation Question (Conclusion Section)	DAC Criteria (Results Section)	Explanation
EQ1: To what <i>extent</i> have particular interventions led to anticipated changes and results (evidence of results delivered against the results / changes anticipated in their theory of change)?	Effectiveness Impact	Measure planned versus actual changes in knowledge, capacity and practice at output, outcome and impact level (as defined in the log frame). Quantitative data will come from the end line survey and other project monitoring documents. The evaluation will focus on the qualitative assessment of the linkages between packages of interventions and understanding why changes did or did not take place in the specific context.
EQ2: How and why have particular intervention packages	Relevance Efficiency Sustainability	Assessing the appropriateness of the interventions; the efficiency of how they were implemented and; the degree of sustainability of the

¹ The overarching evaluation questions were provided by the Knowledge Management Team. See the evaluation matrix in the inception report for more details.

led to observed results and changes?		systems/processes put in place will all contribute to understanding how and why the planned changes did (or did not) occur.
EQ3: What key resilience strengthening lessons can be learned and replicated from the project?	Relevance Effectiveness Efficiency Sustainability Impact	Key lessons learned in relation to each of the five criteria will help answer this EQ.

Table 5: Illustration of how the two dimensions of the evaluation will be incorporated in the evaluation.

Choice of Methods

The evaluation included a combination of literature review, Key Informant Interviews (KIIs), Focus group Discussions (FGDs) and field visits to gather qualitative data. Quantitative data was collected as part of the end line study that ran concurrently to the final evaluation. Quantitative data was also available from the project’s internal monitoring systems and has been used throughout this report. Data from the end line report has primarily been used to assess the effectiveness of the project in achieving its stated objectives at outcome and output level. Data from the project’s Key Performance Indicator (KPI) 1 database and regular M&E has been used to evaluate whether or not the project achieved its targets in terms of activities completed and persons (men, women, boys & girls) reached. This quantitative data will primarily be used to answer **EQ1**, with qualitative data used to triangulate the results.

A combination of desk review of key documents, key informant interviews and focus group discussions will be used to answer **EQ2** (relevance, efficiency & sustainability). This will cover the ‘how’ and ‘why’ related questions. A reflection on the evidence and insights emerging from EQ1 and EQ2 will inform the lessons learned from the project – **EQ3**.

Below is a summary of the methodology used during the evaluation. A detailed description of the sampling framework and planned methodology can be found in Section 3 of the Inception Report.

1. Desk review and inception
 - a. Key documents were provided by Plan. These were reviewed and fed into the design of the inception report, which detailed the scope of the evaluation. This included the agreed list of key questions to be answered by the evaluation.
 - b. This phase also included some Skype conversations with key staff in the ACU.
2. Initial Key Informant Interviews (KIIs) in Yangon.
 - a. A list of proposed stakeholders to visit was detailed in the inception report. This list was augmented by the ACU and a schedule of meetings arranged.
 - b. These helped to understand the national and regional context and the roles of the various stakeholders in the project.
3. Field visits
 - a. The process for selecting sites to be visited followed a stratified random sampling approach. This is detailed in the inception report. The aim was to assess four of the eight targeted townships and at least two villages in each of these.

- b. The list proposed to the ACU was assessed in terms of logistics and time available. This resulted in some changes to the selected locations.
 - c. The Focus Group Discussion (FGDs) were interspersed with KIIs at the township/state level in order to gain a clear understanding of the context and project partners.
4. Debrief
- a. A debrief was held in Yangon with representative staff from all of the alliance partners and the ACU before the consultant departed Myanmar. The de-brief was structured around the five DAC criteria and the list of agreed key questions under each criteria. The consultant had awarded preliminary scores (on a scale of 1 to 5) for each question. The rationale for each of these scores was debated and further clarifications provided to the consultant. The scores attributed in this report take account of the robust discussions held during the de-brief and further information that was provided by the ACU after the debrief.
5. Final Report
- a. Quantitative data against the project's indicators had not been supplied by the end of the field visits. This was incorporated into the draft report once received.
 - b. Feedback was received from the team. This was incorporated into the final report, which was signed off on 31st January 2018.

Limitations

The limitations in terms of the evaluation design are detailed in the inception report (p20). These are not repeated here, however key limitations are mentioned below. Inevitably field work often does not go to plan and some further limitations were observed during the field work. These include:

- It was not possible for the consultant to visit Rakhine state due to the ongoing conflict in the area. This was known before the consultant's trip and did not affect plans for field visits. One M&E staff from each of UN Habitat and Action Aid accompanied the consultant on his other field visits to shadow and participate in the evaluation process. A standardised checklist of evaluation questions was also developed and supplied to these staff. After the on the job training they conducted the evaluation process in Rakhine state (Plan/CDA target area) on behalf of the consultant. The notes of their evaluation were shared and the consultant had time for a short debrief with them before leaving Myanmar.
- The inception report detailed a four stage process to be followed at township/village level. These were:
 - **Stage 1** - Local IP to present an overview of project activities at both township and village level, highlighting successes and challenges.
 - **Stage 2** – FGD with Township level committees involved in the various project activities. KIIs with key local government officials was also included here.
 - **Stage 3** – Field visits to at least two villages in four of the eight targeted townships. These were to include direct observation of interventions where

possible as well as KIIs and FGDs with project participants. Gender disaggregation of the FGDs and KIIs was allowed for.

- **Stage 4** – A debrief with the local IP team.

This process was not fully followed. Only in Rakhine did the evaluation receive an initial presentation of project activities. This meant that the consultant did not get an understanding of the broader project and local context (challenges/successes etc.) prior to meeting with communities/officials. Practical, logistical and administrative challenges faced by staff on the ground were difficult to assess. Debriefs with the local IP team also did not take place. These were supposed to provide an opportunity to discuss observed challenges and successes, again giving the consultant a greater understanding of the local context in which the project was implemented. It was possible to gain some information from the local field staff participating in the actual site visits, but there was limited availability of management staff to meet with the consultant.

- Only in one location was the consultant able to hold a FGD with a township level local government committee. On that occasion there was a lot of confusion on the information provided as the key individual had roles at both township and state level and it was not always clear which of his roles he was referring to. In the other townships visited only KIIs or very small FGDs were possible. In many cases the people being interviewed were new to their posts or were unfamiliar with the project. This highlighted the very high levels of movement within the civil service with few staff staying in key roles for more than two years. All of this resulted in the consultant getting a very limited understanding of activities at township and state level.

Findings per DAC Criteria

Scores for each of the evaluation sub questions and for each of the five DAC criteria have been given at the start of each section. These scores are subjective. The consultant has tried to balance both the positives and negatives and to provide a rationale for each score given.

Relevance

Key Question	Unsatisfactory	Poor	Satisfactory	Good	Excellent
1. To what extent the project's theory of change and implementation strategy remained relevant and appropriate through the project period?				✓	
2. Was the project relevant to local and national government development strategies/priorities?				✓	
3. To what extent was the project in line with organizational/country strategic plans of alliance partners?					✓
4. Was the project in line with the priorities of the target group(s)?					✓
5. Were the chosen interventions (and combinations of interventions/				✓	

mechanisms) relevant for the target groups?					
6. Do men, women and children (and other vulnerable/minority groups) participate equally?				✓	
Overall Score				✓	

Table 6: Summary scores for key questions under Relevance.

1. To what did extent the project’s theory of change and implementation strategy remain relevant and appropriate through the project period?

The BRACED Myanmar project theory of change is essentially three inter-linking pathways of change, all of which are required to achieve the project’s expected overall outcome of “*Vulnerable communities in Myanmar, driven by women and children, and supported by effective institutions are more resilient to climate shocks and stresses by 2017*”. Each of the three pathways corresponds exactly to one of the three project outputs.

ToC Pathway	Related Assumption to be Tested	Relevance throughout the Project
Pathway 1: Communities, especially women and children, are equipped with the knowledge, skills and resources to mitigate the risks of and recover from climate shocks and stresses.	Assumption 1: Project interventions aimed at increasing knowledge, skills and access to resources, especially for women and children, has enabled them to better mitigate risks and recover from climate shocks and stresses.	Women and children have been specifically targeted for some project interventions such as access to credit and women’s empowerment sessions. Children have also been specifically targeted mainly through interventions at the school level. A significant proportion of actions (11.4% ²) prioritised in the CRA plans directly relate to children.
Pathway 2: Institutions are coordinated, responsive, accountable and inclusive in their management of climate risks.	Assumption 2: Project interventions aimed at increasing the capacity of institutions have resulted in institutions that are coordinated, responsive, accountable and inclusive in their management of climate risks.	This ToC is logical and no adjustments have been made during implementation. The anticipated change at institutional level has only partially been achieved. Significant resources in terms of money and time have been invested by government institutions in the management of climate risks. However, intra and inter departmental coordination remains weak at township, district and state level. Institutions have limited capacity in terms of financial and human resources to manage climate related risks. The exception here is the EWS, which is well coordinated and very responsive.
Pathway 3: The evidence base is strengthened and learning on managing	Assumption 3: The project has generated evidence that has informed and influenced	By the time the project started in 2015 Myanmar was in the early stages of developing a policy on climate change

² Figures calculated from data provided in the Resilience Action Monitoring Sheet. 75% of all priority actions implemented related to construction/renovation of infrastructure. These projects benefit the entire community including women and children. The 11.4% represents priorities that had children’s access to services as the main reason for selecting the priority issue.

climate extremes is disseminated to inform and influence resilience related policy strategies and agendas at sub national, national and international levels.	resilience related policy strategies and agendas at sub national, national and international levels.	and also a community resilience framework. A DRR policy was already in place. Strategies for implementing these policies have not been developed or are in a nascent state. The lessons learned from the project focus on how to operationalise risk based planning in national policies, especially at sub national level. The project developed and rolled out resilience measurement system was profiled as one of the leading methodologies in different international/national forums, working papers and publications.
---	--	--

Table 7: Project ToC and related assumptions.

The project’s implementation strategy was to use a unique model of policy, action and media outreach and a diverse collaboration amongst local and international partners to combine Disaster risk Reduction (DRR), Climate Change Adaptation (CCA), environmental, community-development, policy, gender and livelihoods expertise, to improve community and institutional understanding of climate risk, drive increased responsiveness, and promote scale-up and replication of resilient practices in the face of climate extremes. This is quite a mouth-full and in practice was too ambitious for a three year, pilot project. The strategy remains relevant, but much more time will be needed to fully increase institutional understanding and responsiveness before scaling up of resilient practices can be achieved. The use of a broad range of partners has enabled the engagement of a diverse array of stakeholders across the development sector. Linking with multi stakeholder platforms on DRR and Climate Change has helped raise the profile of the project.

2. Was the project relevant to local and national government development strategies/priorities?

The ‘opening up’ of Myanmar over the past number of years has led to the development of a number of national strategies and policies including the Myanmar Action Plan for DRR (MAPDRR), the Myanmar Climate Change Strategy and Action Plan (MCCSAP), the Myanmar National Climate Change Policy and the National Community Disaster Resilience Framework (NCDRF). The BRACED project is in line with all of these policies/strategies and aims to tie them together with a focus on resilience based planning at community, township and state level. As one respondent put it, *“the government has a real appetite for risk/resilience based planning”*. This was evident in discussions with key government personnel at state level, particularly within the Relief and Resettlement Department (RRD), the Department of Meteorology and Hydrology (DMH) and the Department for Rural Development (DRD). All of these commented on the project filling gaps in knowledge and/or capacity within their own departments. Local government’s commitment to the project is also reflected in the amount of resources they have contributed to delivering community level priorities. Technical expertise has been widely supplied in the design (and in some cases

construction) of infrastructure projects. Earth moving equipment has also been supplied in some instances as has technical support in agriculture initiatives.

The project aimed to integrate its activities into the government’s decentralised disaster management system at community, township and state level. The various levels of Disaster Management Committees (DMC) do have a key role in disaster response and preparation, but they are not the only planning structures at Township and State level. This system was a logical entry point for the project as disaster management was a key component of the project, but resilience programming is about much more than disaster preparedness and response. The General Administration Department (GAD) are the gatekeepers for all planning and coordination at all levels of decentralised government. This department has received limited attention through the project other than requests for permission to implement the project’s activities.

3. To what extent was the project in line with organizational/country strategic plans of alliance partners?

Each of the alliance members’ strategic plans was relevant to a project focused on resilience as illustrated in the below table. Not all members had country level strategic plans for Myanmar. Where these did not exist the organisations global strategy was used.

Relevance of Strategic Plan				
Organisation	Level of SP	Focus Areas	Target Groups	Target Areas
ActionAid Myanmar	Country, 2011-2017	Sustainable Livelihoods & DRR Women’s Rights Governance Youth & Education	The most vulnerable people, particularly women, youth and children.	Priority accorded to areas of greatest need based on (i) geo-ecological context, for example the Dry Zone and the Ayeyarwaddy Delta, and (ii) remote and disadvantaged ethnic areas where there has been limited development assistance to date.
BBC Media Action	Global	Governance Health Resilience & Humanitarian Response	The public Journalists & Broadcasters Policy Makers	National level broadcasts.
Myanmar Environmental Institute	Not available	Training on environmental science and management Environmental (Social) Impact Assessments (E(S)IA) Research projects on environment, biodiversity and socio-economic aspects related to environment	Public & private institutions and companies. Research institutions	Nationwide

Plan International Myanmar	Country	Water, Sanitation and Hygiene (WASH), Disaster Risk Management: including building resilience in communities, promoting safe schools and preparing for future emergencies.	Focus on poverty and IDPs, especially children and women	Five states including Ayerwaddy, Rakhine and Mandalay.
UN Habitat	Country	Participatory urban planning, management and governance Improving human settlements and enabling seamless recovery Environment, DRR and climate change	Not Available	Not Available
World Vision	Country 2014-2016	Education Health, Economic Development Vulnerable Children Humanitarian and Emergency Affairs	Focus on poor and vulnerable groups especially women and children	Operational in both urban and rural contexts in 13 of 14 states.

Table 8: Relevance of Alliance Members strategic plans to the BRACED project.

4. Was the project in line with the priorities of the target group(s)?

At community level the project was very much in line with the target group’s priorities. The CRA process put great emphasis on a participatory, community led planning process. In all communities visited interviewees were clearly able to explain why they chose the particular priorities they had and who was involved in the selection process. Women’s involvement in decision making has certainly improved since the start of the project, but men still dominate the decision making process, especially in rural areas. While participation in the selection process is high, people tend to agree with whatever priorities the chairperson (almost always male) suggests. This is not to say that these are not the correct priorities, but more women in key positions might affect the choice of priorities. Children were the focus of some project activities, but their participation in decision making was limited outside of their school environment. Where child focused interventions were prioritised this seemed to coincide with teachers being key influencers in the decision making process. Having older children or ‘children’s champions’ involved in the decision making process may well be a more effective way of including them than expecting children to participate in community meetings. In terms of participation of the poor, this seems to have been good. The MTR found that participation of the poor was weak. The refresher training on the CRA process seems to have addressed this issue. In rural areas the target communities were poor. These communities are very close-knit and it was clear that the communities had made good efforts to engage as broad a section of the community as possible in the decision making process. In urban areas the town wards targeted were selected based on poverty status. Here also there was strong representation from within these wards.

Implementing Partner	No specific Target Group	Women specifically targeted	Children Specifically Targeted
-----------------------------	---------------------------------	------------------------------------	---------------------------------------

AA	87.13%	10.89%	1.98%
Plan/CDA	94.29%	0.00%	5.71%
WV	66.67%	0.00%	31.82%
Grand Total	83.54%	4.64%	11.39%

Table 9: Proportion of CRA priority projects specifically targeting women and children (n=237)

Almost all communities identified the elderly and disabled as members of the most vulnerable groups. These individuals are generally supported by their families, but there are usually one or two individuals who remain marginalised. It is a challenge to any project to engage this sub-group due to their low numbers and high level of dependency. Nonetheless, a project that aims to target the most vulnerable should include provisions to engage this sub-group.

At township level activities relating to disaster preparedness and planning were very much in line with local priorities. Any intervention that aimed to build local capacity was very much appreciated. Masonry and carpentry trainings at township level were very much appreciated by the participants as well. In one of these trainings two women were included. While the effort to include women is applauded the relevance of this is questioned. Neither of the women intended to start a business or to gain employment from the training. Freeing up the space to active tradespeople who might use their new skills would seem more appropriate.

At the state level, interventions on capacity building were very much appreciated. The Monsoon Forums were particularly well received and attended. The relevance of targeting specific departments with interventions at state and township level does need to be questioned when there are no staff of the relevant department at the appropriate level. In relation to the Township environmental Assessments (TEAs), it was stated that where representatives of the Environment Department were in place it made their work much more straight forward as this is the key department with which they engage. Yet in some instances, the Environment Department had no staff in the target townships/states. In the absence of staff in key departments at state/township level it is not clear what use the interventions will be.

5. Were the chosen interventions (and combinations of interventions/ mechanisms) relevant for the target groups?

Intervention	Mechanism	Relevance to Target Groups
OUTPUT 1: Communities skills, knowledge and capacities to uptake resilience activities and practices.		
1. Community Resilience Assessments: Strengthening of CBOs/VDMCS to adopt and implement plans (DRR/CCA, Env and water management, CRSA)	Project implementing partners, local government and community members have worked together to increase capacity of village institutions to build resilience and to plan and manage climatic shocks at the local level.	Participatory planning has been key to identifying the communities' own priorities and addressing these. Various government departments have supported implementation of activities with technical and in-kind support. The inclusion of vulnerable groups has helped to ensure their priorities are addressed.
2. Financial safety nets: SHGs/Microfinance/V SLAs	Project implementing partners, local government, community members and micro finance institutions	Community level interventions to increase access to credit have proven very successful in increasing economic resilience, especially for women. Data on the preparedness and coping

	<p>have worked together to increase capacity of village level credit systems to provide services to vulnerable HHs.</p>	<p>mechanism dimension of resilience shows that women have increased their resilience scores by 31% in target communities compared to just 6% for men. FGDs showed that access to credit has increased HH assets and contributed to children’s education. SHGs, VSLAs and Micro Finance activities all center on the premise that the groups are self-forming. Evidence of the engagement of the most vulnerable is limited. Vision Fund uses proxy indicators to assess its target group. About 13% of their clients are from the \$1.25pppd poverty group with a further 78% in the \$2.50pppd category.</p>
<p>3. Inclusion: Women's empowerment and child centered resilience</p>	<p>Project implementing partners, local government and community members have worked together to increase the participation of women and children in decision making of village institutions.</p>	<p>Evidence from FGDs with SHGs, VSLAs, micro finance groups and VDMCs/CBOs indicate that women’s participation in decision-making has increased. This is backed up with data from the end line, which shows an 83% increase in women’s participation in decision making compared to just 67% for men (in target communities). This is more evident in urban than rural areas. The project did directly engage children on CC education and disaster preparedness. Expecting children’s voices to be heard in the local planning process was ambitious, but there is some evidence to show it has succeeded through children’s’ advocates such as teachers with 11.4% of community level priorities specifically focusing on children’s needs.</p>
<p>4. Communicating resilience and risk information: to increase skills and capacities to integrate risk information – Community IEC, PSA’s, EWS, Climate profiles</p>	<p>Early Warning Systems (via media) provide actionable information for both institutions and individuals.</p>	<p>FGDs & KIIs indicated that weather forecasts are regularly checked by community members. Government officials reported that EWS are functional right down to community level.</p> <p>82.9% of the surveyed household in 2017 end line survey reported that they have access to weather forecasts/risk information compared to 54.6% in 2015 baseline. Of them, flowing respondents have used weather forecasts/risk information for making key livelihood decisions:</p>

		Use of weather forecasts or risk information in key livelihood decision making		
		Baseline	End line	
		A Lot	6.4	18.1
		Don't know	2.5	3
		Used A Little	18.6	27.3
		Not Used	72.5	51.7

The data collected indicates that 52% of those who watched the PSAs stated that they or their families have taken an action as a result.

It is not clear what effect the climate profiles have had on township/state level institutions as no township level environmental plans have as yet been put in place.

Use of weather forecasts or risk information in village level planning responded by HHs		
	Baseline	End line
A Lot	4.4	16.5
Used A Little	19.4	29
Not Used	67.2	49.1
Don't know	9	5.4

End line data shows that 56% target village fully took account of climate change/ disaster risk information during community resilience planning, 24% partially used compared to 0% fully and 56% partially in 2015 baseline survey.

OUTPUT 2: Institutional support at Township level		
5. Township planning for Resilience: Including Township Disaster Management Plans (TDMPs) and Township Environmental Management plans (TEMPs)	Project implementing partners, local government and community members have worked together to increase capacity of institutions to build resilience and to plan and manage climatic shocks at township level.	TDMCs are comprised of a diverse range of government departments. The broad range of stakeholders and the absence of staff from some key departments at township level has made coordination very difficult. TEMPs have not been put in place in any Townships, though the assessments and recommendations have been presented. The Environment Dept. has only presence up to state and region level, and very limited presence at Township level. This dept. was the key partner in these assessments. This has resulted in a lack of clarity on how the information will be converted into actions. The chosen mechanism was relevant, but was not effective due to a lack of available information on the decentralization process at

		the start of the project and the rapidly changing context.
6. Fostering networks and sharing between government, communities and projects	<p>1. Project implementing partners, local government and community members have worked together to increase capacity of institutions to build resilience and to plan and manage climatic shocks at township level.</p> <p>2. Early Warning Systems provide actionable information for both institutions and individuals.</p>	<p>1. There has been some sharing of information in relation to EWS and the CRAs between township and community level as evidenced in the engagement between both on implementation of priorities. There have been a lot of events held at township level to facilitate consultations on specific topics such as township level drills and TEAs. These have built networks at township level, but it is less clear how these have built networks between government and communities.</p> <p>2. The EWS system is working well. The DMH and RRD staff in particular are very clear on their roles at all levels. Simulations/drills at township level have helped build coordination, where they have been supported. Both men and women are accessing EWS information at HH level, mainly through TV, radio and the internet (apps and Facebook).</p>
7. Access to scientific CC and weather information: and transfer of Capacity and skills development – carpenters and masons, CC and weather forecasting and translation, communicating climate change Monsoon forums, climate profiles.	<p>1. Project implementing partners, local government, CBOs and community members have worked together to increase capacity of institutions to build resilience and to plan and manage climatic shocks at township level.</p> <p>2. Early Warning Systems (via media) provide actionable information for both institutions and individuals.</p>	<p>The trainings of carpenters and masons has been relevant as it has targeted practicing tradespeople in the main.</p> <p>The monsoon forums have been greatly appreciated at state/regional level especially by the DMH and RRD, who were the main departments involved. It is not clear how the CC profiles have been used to influence planning at the state/regional level. Data from the institutional scorecard highlights a significant increase in perceived ability of township level institutions to use climate data to assist in decision making (9% at baseline to 41% at end line).</p> <p>In terms of EWS, township level institutions are receiving, using and disseminating EW data on a regular basis. EWS data comes through official channels (emails, phone calls) and unofficial channels (social media, text messages).</p>
OUTPUT 3: Knowledge development, Governance and advocacy nationally		
8. Research: Climate Asia, decentralized risk informed planning, early warning information	The project has instituted a communication and knowledge management system that enables lessons learned to be documented and disseminated through effective and targeted advocacy campaigns.	The Climate Asia research is very interesting, but as with the CC Profiles and TEAs it is not clear how this has been incorporated in decentralized planning processes and who the findings of the research have been targeted at. A ‘Communications for Advocacy Strategy’ was developed in late 2016. A comprehensive knowledge management system has not been put in place to best target and utilise the

		information generated by the project.
9. Advocacy and sharing events to encourage uptake of BRACED resilience approaches and activities into policy strategies and wider projects.	The project has instituted a communication and knowledge management system that enables lessons learned to be documented and disseminated through effective and targeted advocacy campaigns.	The project does not have a communication and knowledge management system. However, a communications for advocacy strategy developed in December 2016 has been implemented. Several events have taken place to share lessons learned with a broad range of stakeholders. The advocacy objectives of these events have not been clearly documented. The final event to take place was a joint lessons learned workshop at national level with broad participation from government, UN agencies and NGOs. A total of 39 recommendations were made at this event. Most of these recommendations need to be assigned to responsible persons/institutions and will require significant follow-up.

Table 10: Relevance of each of the packages of interventions to the target groups.

6. Do men, women and children (and other vulnerable/minority groups) participate equally?

Participation of both men and women was good. The end line data shows that in target communities 25% of respondents felt women were fully represented in the planning process compared to 13% in non-target communities. Separate interviews with both men and women indicated that women are much more likely to participate in the decision making process than prior to the project. Data on the total proportion of women members on the community level committees was not available, but differences were observed between peri-urban and rural communities. Women were much more vociferous in meetings in peri-urban communities with men often taking a back seat in FGDs. In one female FGD in a peri-urban area women stated that they felt they could share their opinions much more freely than before and that they believe that in the future a woman could be the chairperson of the committee. In one rural community visited all 16 members of the committee were men. In another, just one woman was on the committee. The CRA process ensured that when decisions on community priorities were being made a broad section of the community were present, not just the committee members. It is not clear how much community members would be willing to challenge the senior members of the community (the committee) whether they be men or women. The members of the various committees are not elected and in most cases rules on terms of office are not in place. Members join of their own free will based on their own interest and commitment. No adverse effects of the lack of institutional norms was observed, but the potential for marginalisation of some groups and the centralisation of power in the absence of these was noted.

Activities around increasing access to credit have been actively targeted at women. Of participants in SHGs/VSLAs, 92% are women. Participation in these groups has definitely helped build women's self-esteem and encouraged them to participate in decision making both at household and community level, whether or not they are members of the committees. One lady related during a female only FGD that while she was not on the VDMC she felt that other women

in the community looked up to the members of the SHG and came to them for advice. This sentiment came up several times with members of VSLAs/SHGs in particular.

The elderly and disabled were universally identified as especially vulnerable groups. The elderly were invited to participate in the decision making process in some communities, but not all. The disabled were not invited to participate in any of the communities visited and there was no evidence that they or their carers had been consulted.

In the majority of locations the project has targeted communities that are vulnerable to hazards. Accurate assessment of engagement with the poorest and most vulnerable within these communities requires a coordinated attempt to assess their participation in the project. The most vulnerable groups in each community were identified as part of the CRA process, but data was not collected on their engagement. Vision Fund uses proxy indicators to assess their target groups. About 13% of their clients are from the \$1.25pppd poverty group with a further 78% in the \$2.50pppd category.

Effectiveness

Key Question	Unsatisfactory	Poor	Satisfactory	Good	Excellent
1. To what extent did the project achieve its intended outputs and outcomes?				✓	
2. Was the alliance approach effective, why/why not?				✓	
3. Have different groups benefitted in different ways from the project interventions? How and Why?				✓	
4. What were the major factors influencing the achievement or non-achievement of the objectives?				✓	
5. Are these reasons different in different communities/target groups?				✓	
6. To what extent did the assumptions/risks identified impact on the achievement of objectives/outcomes, if at all?				✓	
7. To what extent have particular packages of interventions delivered in terms of the project objectives and outcomes and how have mechanisms contributed to the changes observed?			✓		
Overall Score				✓	

Table 11: Summary scores for key questions under Effectiveness.

1. To what extent did the project achieve its intended outputs and outcomes?

The below table details all of the planned and achieved results of the project in terms of each of its impact, outcome and output indicators as defined in the project log frame. The project achieved or exceeded almost all of its targets in terms of outputs. In terms of outcomes the performance has been more mixed. The overall figures for Key Performance Indicator (KPI) 4 show that target communities increased their resilience scores by 5% while non-target communities the

scores increased by just 3%. This demonstrates a small, but significant positive effect of the project. There was a wide degree of variation between target Townships and within the five dimensions of resilience measured. For a detailed analysis of the changes affected by the project please refer to the Endline Report. Only preliminary findings of this report were available for incorporation into this evaluation.

Indicator		Baseline (2013)	Milestone 1 (Jan 2015-Mar 2016)	Milestone 2 (Jan 2015-Mar 2017)	Target (Jan 2015-Mar 2018)
Impact: improved the well-being and reduced loss and damages of target populations in Myanmar despite climate shocks and stresses					
1. Myanmar Human Development Index (HDI) value in reporting year compared to previous year.	Planned	0.524	0.534	0.544	0.554
	Achieved	No data	0.552	0.556	No Data
	Analysis: The source of this data is the UNDP national level statistics. Given the scale of the project any changes in the HDI cannot be attributed to the project.				
2. Percentage of BRACED target sub groups that show improvement in wellbeing data by the end of the contract BRACED period.	Planned	0	30%	40%	60%
	Achieved	No data	0	25%	25%
	Analysis: Monitoring of impact level indicators was not initially planned. This was changed after year one when the project was requested to report on this indicator. The targeted sub-groups have been defined as each of the eight targeted townships. Twenty five percent (25%) indicates that a quarter of these have demonstrated improved wellbeing. Data from the projects outcome level indicators on resilience has been used to assess this.				
Outcome 1: Vulnerable communities in Burma, driven by women and children, and supported by effective institutions are more resilient to climate shocks and stresses by 2017					
1. Number of THI and TMI people whose resilience has improved as a result of BRACED support (KPI4)	Planned	TOTAL: 0	20,059	49,253	60,559
		Men: 0	6,188	16,168	20,360
		Women: 0	8,973	17,320	22,535
		Girls: 0	2,675	8,001	8,989
		Boys: 0	2,223	7,765	8,676
	Achieved	TOTAL: 0	0	20,001 (41%)	35,489 (58%)
		Men: 0	0	7,640	11,878 (58%)
		Women: 0	0	5,856	13,497 (60%)
		Girls: 0	0	3,709	5,716 (64%)
		Boys: 0	0	2,796	5,313 (61%)
	Analysis				
This indicator measures the number of respondents who reported a positive change in at least one of the five dimensions of poverty as having improved their resilience. Targets are calculated as 70% of Targeted and High Intensity beneficiaries (70% of 19,798) and 30% of Targeted and Medium Intensity beneficiaries (30% of 159,428) in 155 target communities, disaggregated by sex and child/adult. Increased resilience of targeted beneficiaries is measured using the composite resilience indicator assessed at baseline and end line. There is strong statistical evidence that the overall average KPI composite indicator increased by more in the target villages than the non-target villages. The average KPI composite resilience score was higher at the end line for both the target and the non-					

Indicator	Baseline (2013)	Milestone 1 (Jan 2015-Mar 2016)	Milestone 2 (Jan 2015-Mar 2017)	Target (Jan 2015-Mar 2018)	
	<p>target villages (+5% and +3% respectively). This demonstrates that the project had a modest, but significant positive effect (2%) on resilience at HH level, though another way of looking at this might be to say that the increase in resilience in target communities was 40% higher than in non-target communities over the project time frame. When broken down by township, results vary substantially. In Kyaing Ton the average resilience score for the target villages significantly increased over time, whilst the average resilience score for the non-target villages decreased over time. In Meikhtila the average resilience scores increased significantly for both target and non-target villages, but increased by a significantly larger amount for the target villages. In Taungup, Kyauk Phyu and Hpa-An the resilience scores increased for both the target and non-target villages by a similar amount. In Dagon Seikkan and Laputta, there was no significant change in the KPI resilience composite in either target or non-target villages. In Mawlamaine there was no significant change in the average resilience score for the target villages, but a significant increase in the resilience scores for the non-target villages; giving a negative treatment effect.</p>				
2. Number of key targeted institutions supported by BRACED are in better position to protect the lives and livelihoods of most vulnerable, particularly women and children, from climate extremes	Planned	46	66	86	106
	Achieved	46	0	94	119
	Source				
	<p>Total number of institutions targeted by the project was 200. Thi includes 155 village level institutions (from 155 targeted villages), 40 townships level institutions and 4 National level institutions and Myanmar TV. At the beginning of the project baseline data was not available and the project set out to build the capacity of 20 more institutions each year (totalling 60 over baseline). It is not clear why such a low target was set or why it was not revised upwards during implementation. At a minimum it could have been expected to increase the capacity of all of the 155 village level institutions targeted, plus a proportion of the township level ones, given the resources being expended. Figures are calculated based on the results of the institutional score cards completed at baseline and end line with a sample of institutions. These score cards are based on member's perceptions.</p> <p>For village level institutions there was an increase from 52% to 68% on their institutional score cards. This 16% increase was significantly higher than the 4% reported in non-target communities. At township level the figures increased from 25% of institutions at baseline to 44% at end line having improved their score cards. There was no control group at Township level.</p>				
3. Number of new and existing national/sub-national climate change adaption and DRR programmes whose design and/or implementation approaches are informed by the evidence from the BRACED Project.	Planned	0	0	2	4
	Achieved	0	1	2	4
	Analysis:				
	<ul style="list-style-type: none"> • A new Myanmar National Framework for Community Disaster Resilience was elaborated in early 2016. Reference was made in this to the resilience definition developed and promoted by BRACED Myanmar. • World Vision used the BRACED model to develop its new resilience project. • Two of Plan International's regional programmes have used the BRACED model • UN Habitat have included the masons and carpenter trainings and the TDMP process in some of their priority projects in Myanmar. 				

Indicator		Baseline (2013)	Milestone 1 (Jan 2015-Mar 2016)	Milestone 2 (Jan 2015-Mar 2017)	Target (Jan 2015-Mar 2018)	
Output 1: Communities, especially women and children, are equipped with the knowledge, skills and resources to mitigate the risks of and recover from climate shocks and stresses						
Output Indicator 1.1: Number of people supported to cope (ICF KPI 1): Targeted High and Medium intensity – disaggregated by sex and age	Planned - A: Targeted High intensity	TOTAL: 0	5,252	14,498	18,315	
		Men: 0	1,731	4,944	6,358	
		Women: 0	2,538	6,031	8,134	
		Girls: 0	591	1,908	2,058	
		Boys: 0	392	1,615	1,765	
	Achieved - A: Targeted High Intensity	TOTAL: 0	10,017 (191%)	17,115 (118%)	18,466 (101%)	
		Men: 0	3,332	5,584	6,367	
		Women: 0	4,141	7,732	8,044	
		Girls: 0	1,352	2,046	2,176	
		Boys: 0	1,192	1,753	1,879	
	Planned - B: Targeted Medium intensity	TOTAL: 0	54,608	130,348	331,162	
		Men: 0	16,588	42,356	145,663	
		Women: 0	23,988	43,660	135,539	
		Girls: 0	7,536	22,218	25,160	
		Boys: 0	6,496	22,114	24,800	
	Achieved - B: Targeted Medium intensity	TOTAL: 0	31,606 (58%)	458,850 (352%)	529,907 (160%)	
		Men: 0	9,235	214,515	238,343	
		Women: 0	11,101	213,531	238,295	
		Girls: 0	5,622	15,100	26,465	
		Boys: 0	5,648	15,704	26,804	
Analysis						
The target figures for THI were adjusted during year two to reflect the over achievement of targets in year one. The TMI data has greatly exceeded expectations due to the much greater reach of the PSA's than expected. The PSAs have been broadcast more frequently than initially planned and have thus reached a much wider target audience.						
Output Indicator 1.2: Number of women and children with improved level of knowledge on CCA/climate resilience to engage in decision making on resilience & resilience building activities	Planned: Women	Women: 0	1,795	4,650	5,240	
	Achieved: Women	No Data	2,986 (166%)	5,357 (115%)	5,547 (106%)	
	Planned: Children	TOTAL: 0	915	2,200	3,347	
		Girls: 0	482	1,157	1,724	
		Boys: 0	433	1,043	1,623	
	Achieved: Children	TOTAL: 0	1,985 (217%)	2,678 (122%)	3,568 (107%)	
		Girls: 0	987	1,377	1,839	
		Boys: 0	998	1,301	1,729	
	Analysis					
	This indicator tracks the number women and children directly participating in project interventions. The target figures for were adjusted during year two to reflect the over achievement of targets in year one.					

Indicator		Baseline (2013)	Milestone 1 (Jan 2015-Mar 2016)	Milestone 2 (Jan 2015-Mar 2017)	Target (Jan 2015-Mar 2018)
Output Indicator 1.3: Percentage of target village population with access to one or more resilience services ³ through BRACED disaggregated by sex and age	Planned	0	10%	20%	40%
	Achieved	0	0	20%	33%
	Analysis				
The original target for end line was 70%. This was reduced after the midterm in discussions with the Fund Manager (FM). Key community resilience services are DRM services, financial services, ecosystem services and livelihoods services (e.g. extension services).					
Output Indicator 1.4: Number of gender inclusive, consolidated, Community Resilience Assessment (CRA) Plans, and Township Environmental Management Plans (TEMPS) and Disaster Risk Management (DRM) Plans in place with resource allocations	Planned: CRA Plans	0	49	119	155
	Achieved: CRA Plans	0	49	155	155
	Planned: TEMPS	1	1	6	8
	Achieved: TEMPS	1	1	4	8
	Planned: Township DRM Plan	0	0	4	8
	Achieved: Township DRM Plan	0	0	2	8
	Analysis				
All 155 target villages completed their CRA plans. The TEMPs referred to in this indicator are the lists of recommendations included in each of the TEA reports. These lists of recommendations are not actually TEMPs as there is no indication of who is responsible for completing them by when. Neither is there any indication as to whether or not the recommendations have been accepted. The baseline figure of zero for Township level DRM Plans is not accurate. The FGD with the TDMC in Mawlamyine indicated that a DRM plan was in place for several years before the project, but that it existed only on paper. Where old plans were in place they were not active. The project has updated and operationalised these plans.					
Output 2: Relevant Institutions are coordinated, responsive, accountable and inclusive in their management of climate risks					
Output Indicator 2.1: Number of capacity building activities targeted to stakeholders internal and external to BRACED conducted where >50% participants rated the activity positively	Planned	1	60	259	370
	Achieved	1	112 (187%)	402 (155%)	507 (137%)
	Analysis				
The initial target of 280 was increased when IPs were requested to conduct assessments at all trainings. This had not initially been planned. Training/capacity building activities were rated using a sliding scale (1/Not useful; 2 partially useful; 3 good; 4 very good; 5 excellent). Post training assessments where >50% of participants gave the training a score of 3 or higher are counted here. While this indicator does measure satisfaction with the training it does nothing to measure the level of coordination, responsiveness, accountability or inclusiveness in the institution.					

³ Resilience Services Classified as: VSLA, CRA Plan and Implementation, Micro Finance, SHGs, Child centered resilience, Community drills, Climate Resilient Agriculture, BBC MA PSA, etc.

Indicator		Baseline (2013)	Milestone 1 (Jan 2015-Mar 2016)	Milestone 2 (Jan 2015-Mar 2017)	Target (Jan 2015-Mar 2018)
Output Indicator 2.2: Number of local Institutions including CBOs and local administrations trained and mobilized to address shocks and stresses to disaster and climate change	Planned	TOTAL: 11	202	469	471
		CBOs (existing):0	8	8	8
		SHG/VSLA: 0	34	87	87
		VDC/VDMC: 0	64	155	155
		Local Admin/Gov't dept: 11	52	80	82
		School DMC/SMC /CL: 0	35	80	80
		Local NGOs: 0	9	59	59
	Achieved	TOTAL: 11	212 (100%)	496 (106%)	496 (105%)
		CBOs (existing):0	18 (20%)	32 (21%)	32 (21%)
		SHG/VSLA: 0	2 (6%)	87 (69%)	87 (69%)
		VDC/VDMC: 0	83 (198%)	155 (182%)	155 (178%)
		Local Admin/Gov't dept: 11	11 (31%)	92 (115%)	92 (115%)
		SDMC/SMC/CL: 0	59 (655%)	69 (117%)	69 (117%)
		Local NGOs: 0	39 (433%)	61 (265%)	61 (265%)
	Analysis				
<p>The initial overall target figure was 588. This was revised downward after the MTR as the target numbers of VSLAs were reduced due to access issues in Rakhine state. Some double counting during initial target setting was also noticed at this time and the targets revised downwards accordingly. This data reflects the number of institutions trained. There is no measurement included here on how these institutions have 'mobilised to address shocks'. Evidence from the field and regular monitoring data indicate that all 155 VDCs/VDMCs have mobilised resources to implement community resilience action plans. It is less clear how SHGs/VSLAs have mobilised to address shocks. Certainly they are contributing to the economic resilience of their members and most have a social fund, but there was limited evidence that the groups have mobilised to address shocks. In terms of government departments their ability to mobilise varies. There is ample evidence of individual government departments mobilising resources to support community resilience plans. There was also evidence of coordinated responses to shocks in Mawlamyine.</p>					
Output Indicator 2.3: Number of resilience messages and products (CC/weather/environment information/ EWS) produced	Planned: PSAs broadcast	0	0	16	28
	Achieved: PSAs broadcast	0	0	16	28

Indicator	Baseline (2013)	Milestone 1 (Jan 2015-Mar 2016)	Milestone 2 (Jan 2015-Mar 2017)	Target (Jan 2015-Mar 2018)	
and broadcast at national and sub national level	Planned: Regional Monsoon Forums	1	1	10	24
	Achieved: Regional Monsoon Forums	1	1	10	24
	Analysis				
	Initially only 17 PSAs were planned along with some short dramas. Discussions between the FM, ACU and BBCMA resulted in an increase in the number of PSAs and the dropping of the short dramas. This was done as the PSAs were being well received. Over half of those who saw the PSAs claimed that they or their families had acted on the information received. MRTV continues to air the PSAs long after the license with BBC MA has expired. One Regional Monsoon Forum was facilitated during the project design phase. The Director of the DMH noted that monsoon forums started at the national level in 2007 and then in 2011 moved to twice per year before being implemented at state/regional level. She stated that only seven state/regional level forums had taken place, while the project has facilitated 24.				
Output Indicator 2.4: Number of representatives of national and sub-national institutions trained to improve their knowledge and skills to interpret, translate, manage and use resilience information	Planned	0	10	461	596
	Achieved	0	20 (200%)	531 (115%)	615 (103%)
	Analysis				
	The figures here relate to the number of participants in the Monsoon Forums. The institutions prioritized were MRTV (via its journalists), private sector, government departments, regional DMH, CSOs, media engaging in Monsoon Forum , as well as Townships and private sector associations gaining skills in climate forecast translation and application. No data was collected on changes in participant’s ability or knowledge at these trainings/events.				
Output Indicator 2.5: Number of partnership between organizations of different types built to deliver the interventions.	Planned	0	8	9	11
	Achieved	0	7	10	11
	Analysis				
	This indicator covers both internal and external partnership to the consortium. It is not clear how this output contributes to improved resilience.				
Output 3: The Evidence Base is strengthened and learning on managing climate extremes is disseminated to inform and influence policies, strategies at sub national, national and international levels.					
Output Indicator 3.1: Number of coordination and advocacy meetings related to CCA, DRR, gender, inclusion and vulnerability between	Planned	0	12	33	56
	Achieved	0	13 (108%)	43 (130%)	56 (100%)
	Analysis				

Indicator	Baseline (2013)	Milestone 1 (Jan 2015-Mar 2016)	Milestone 2 (Jan 2015-Mar 2017)	Target (Jan 2015-Mar 2018)	
BRACED and Township and national authorities and stakeholders where BRACED products/evidence are discussed	The original target was 68. The ACU cut its budget for 2 pieces of research due to exchange loss, and UNH was requested not to do 3 planned researches in May 2017 due to lack of time to implement. Workshops/meetings planned to share research findings at national and subnational level were also cut.				
Output Indicator 3.2: Number of evidence studies and documents produced on inclusive CCA & DRR climate extremes disseminated in relevant workshops, platforms and forums.	Planned	1	7	20	25
	Achieved	0	3 (43%)	13 (65%)	25 (100%)
	Source				
The initial target was 27. The cuts to targets in output indicator 3.1 had knock on effects here.					

Table 12: Planned v. achieved results by log frame indicator.

2. Was the alliance approach effective, why/why not?

While the effect on overall resilience has been limited, the alliance approach has been effective. Having six formal partners and a number of collaborative partners, each with their own networks has enabled the project to become widely known in Myanmar. Partners such as UN Habitat and BBC MA have helped the project gain access to key government personnel as well as the national media. It has also enabled the project to build on the long term development strategies employed by organisations like ActionAid and World Vision and to incorporate key competencies in environmental assessments (MEI) and micro finance (Vision Fund). The MTR found that there was very limited awareness of BRACED within the government structures. Some issues still remain with understanding of BRACED at Township level, mainly due to staff rotation in government departments. At state and national level, awareness of the project seemed to be quite good. This was evidenced by the high levels of participation (c.150 attendees) in the lessons learned workshop in December 2017.

This was a pilot initiative and the alliance approach allowed the project to test the theory that resilience based programming could be effective in multiple different climatic zones and contexts (peri-urban and rural). The approach was effective in terms of applicability of the CRA approach. The project has proven this approach can be implemented in multiple contexts. The targeting of interventions and support in relation to maximising the reach of the project through PSAs was also effective, as were intervention in promoting the EWS and access to weather forecasting information. The effectiveness of the alliance approach in terms of integrating climate information into township level planning has been much more limited. However, it is felt that these limitations have been more due to inefficiencies in project implementation rather than the use of the alliance approach. Overall, for a pilot initiative, the alliance approach has been effective, but there were issues around efficiency (discussed in the next section), which would need to be addressed in any future project before choosing an alliance approach again.

3. Have different groups benefitted in different ways from the project interventions? How and Why?

a. Focus on women, children and vulnerable groups.

It is not clear if it has been the women's empowerment training, the inclusion of **women** in the decision making process, their economic empowerment, or a combination of all of these, but all women reported a positive change in their ability to participate in decision making at community level. Whether members of the VDC/VDMC or members of VSLAs/SHGs women felt that they were leaders in their community and role models for other women in particular. There was also evidence of increased economic independence in the home with men in some communities stating that if women can contribute to earning HH income that is good for the HH. One woman interviewed noted that when her youngest child was just six months old she lost her husband, but that being a member of an SHG enabled her to support all her children to matriculation. Activities around access to credit were universally successful across all target areas. These activities deliberately targeted women as opposed to men.

As can be seen in the example above, **children** are benefitting directly from women's access to credit. There were no reports of hazards affecting schools during the project period so it is difficult to assess the outcomes of school based resilience/disaster planning. In one target area it was related that local Education Department are keen to include the Child Centred Climate Change and Resilience (4CR) sessions facilitated as part of the project, in the curriculum, if funds permit. As with other trainings in the project, there has been limited follow up to assess the outcomes of the trainings provided in schools. This makes it difficult to assess exactly how children have benefitted. The end line data reported that in 18% of target communities children were fully represented in the planning process. This compares to 0% in non-target communities 11% of priorities in the CRA action plans were directly targeted at children. These included improvements to school buildings, provision of child safe areas and capacity building on child protection.

Vulnerable groups have been identified in all target communities. These have primarily been identified as the poor, elderly, disabled and pregnant women. The poor have been included in decision making through the initial selection of the target communities and then through the selection of representatives on the VDC/VDMCs. VSLAs, SHGs and micro finance groups were self-selecting but there is evidence from Vision Fund that about 13% of their clients come from the less than >\$1.25pppd group with the bulk (c.78%) coming from the >\$2.50pppd group. It is likely that the SHG/VSLA membership mirrors these figures. There was evidence during the qualitative assessment that the elderly have been included in decision making in some areas, but not all. Evidence of the inclusion of disabled and/or their representatives was not found and while pregnant women were identified in many communities as vulnerable groups, they seem to have been largely forgotten as a group during decision making.

Initial data from the end line survey indicates that there was a sub-group within the TMI that demonstrated a marked decrease in their resilience. This group were characterized as being typically poorer (in terms of assets) than other treatment households and not having Myanmar as their first language. This group was not observed during the qualitative evaluation and did not come out in the FGDs. This may indicate that they have been marginalised from the project.

When analysing the types of priorities selected through the CRA planning process it was interesting to note that just 4.6% were focused solely on women (Women's Empowerment

Training – all through ActionAid) and that the vast majority of priorities selected were related to infrastructure construction or renovation (75%). It was also interesting that in rural areas where the vast majority are involved in agriculture, only a small proportion of priorities were related to resilient agriculture. This is likely due to the focus on the need for projects that would benefit the largest number of community members and the historical bias/understanding of DRR as opposed to resilience.

Priority Selected	ActionAid	Plan/CDA	World Vision	Grand Total
Access to Energy/Electricity	2%	0%	0%	1%
Agriculture	16%	0%	2%	7%
Bridge renovation/Construction	5%	11%	2%	6%
Culvert Renovation/Construction	1%	0%	11%	3%
Dam Renovation/Construction	5%	3%	2%	3%
Drainage Renovation/Construction	2%	4%	6%	4%
Evacuation Shelter Renovation	0%	13%	6%	5%
Other (incl. Women's Empowerment)	33%	0%	12%	17%
Road Renovation/Construction	21%	24%	24%	23%
School Building Renovation/Construction	1%	4%	12%	5%
Water Source Improvement/Construction	15%	40%	26%	25%
Total Construction/Renovation	50%	100%	88%	75%

Table 13: Categories of priorities implement as a result of CRA planning in communities (n=237)

4. What were the major factors influencing the achievement or non-achievement of the objectives?

Delays in getting the project up and running (detailed in the MTR) has meant that interventions at township and state level in particular have not had the time to be institutionalised. The CRA training had to be repeated in many communities because it was not effective the first time around. This has limited the amount of time the CBOs/VDMCs have had to institutionalise the planning and review process required to continually update these. On the positive side the major factor that has resulted in most of the projects objectives, at least in terms of outputs, being met is the fact that the alliance took on board the findings of the MTR and made significant changes to improve delivery. The MTR recommendations are included in Annex 1 along with updated responses from the ACU. Another factor that has significantly contributed to project successes is the fact that each of the IPs has had long experience working in the target communities. This has allowed them to build on existing relationships and previous experiences of implementation in the target areas.

All of the output indicators and two of the three outcome indicators have been achieved or exceeded. This has been in spite of some major challenges to the project through the operating context in Myanmar. These include:

- High staff turnover both in IPs and government departments. It was reported that there had been 70% staff turnover within the Alliance members alone. This was noted during the MTR as a serious constraint and discussions within the Alliance did not result in any significant changes to HR policies. This is likely because these issues are decided at

organisational rather than country level. The political context has resulted in a trend in local government to move people around at least every two years. This is a serious challenge to institutionalisation and was evidenced during the evaluation when it was difficult to find staff in key departments at Township level who were familiar with the project.

- A young and very dynamic political environment. In some ways this could be seen as a positive influence on project performance. The government was/is open to developing new policies that will enable Myanmar to develop. However, the pace of change is rapid and the current government is still partly civilian and partly military. This can prove a challenging work environment as key departments such as the GAD are still controlled by the military and are less open to advocacy efforts than their civilian counterparts. Government is still very much top down. This is a hangover from the military days and will likely take many years to change.
- Lack of clarity on decentralisation and how it will be operationalised. This is very much linked to the above point. The top down nature of government means that even though the government is trying to decentralise decisions on resources are all made at the higher levels (national and state levels) and local officials have practically no scope to (re)allocate resources. The decentralisation system was not well understood by the project from the outset, partly because there was little information available at the time. This has resulted in a missed opportunity to engage more with the GAD, who are the gatekeepers of coordination and resources at almost all levels of government. The project has had some success in engaging with decentralisation and the local planning process, but this has not been systematically incorporated in the project.

5. Are these reasons different in different communities/target groups?

The reasons outlined under question four above are applicable across all target areas and target groups, but outcome two was likely more affected than the others. Outcome two focuses on the capacity building of institutions at township in particular. The high levels of staff turnover within the civil service meant that in many instances it was difficult to find a person in a key government department (RRD, DRD, DMH, ECD etc.) who had been engaged by the project since the start. Several of the personnel interviewed had been recently promoted or had just been moved to a new location. On top of this key departments such as the ECD do not have any staff at Township level and only have staff in some states. This made the implementation of activities around the Township Environmental Assessments (TEAs) very difficult.

6. To what extent did the assumptions/risks identified impact on the achievement of objectives/outcomes, if at all?

The project had just one key assumption. It assumed that target communities/institutions have a sustained commitment to climate resilience project activities, resulting in the adoption and replication of BRACED practices. The assumption has partially held up. There has been definite interest and commitment at community and institutional level, but evidence of adoption and replication is limited. A number of proposals from community level have been supported through local government and/or private sector. This is promising. Follow up sessions on re-prioritising

within existing targeted communities and with other non-target communities has also been facilitated by IPs. However, this follow-on planning process was not conducted independently by the CBOs/VDMCs themselves. Neither government nor communities currently have access to the resources required to replicate/adopt resilience based planning. The assumption that activities will be replicated and adopted is strongly linked to the sustainability and impact of the project and is further discussed in those sections. It has not affected the achievement of project objectives as defined in the log frame.

The project proposal also identified a set of risks and associated management practices to mitigate them.

Risk	Management	Impact on Objectives
Project emphasis on women’s leadership and economic empowerment may lead to increased social tensions and protection concerns.	Regularly updated power analyses to monitor gender impacts and mobilise male champions to create a supportive environment for women’s participation in decision-making processes.	No evidence that power analysis was regularly updated after the CRA process. Men reported that if women were able to help bring in more HH income they were happy about that. One interviewee mentioned that a village leader had said that women were now much more likely to argue for their rights. This had made his job as a mediator of local HH disputes much more difficult as his decisions were not always accepted. The empowerment of women had a positive effect on project outcomes with an 83% increase in participation in decision making and planning reported by women in target communities compared to just 67% in non-target communities.
2015 general elections’ acceleration or complete stalling of governmental reforms, generating social instability slowing implementation, or ‘political candidates hijacking’ project investments to further political agenda.	Partners will develop scenario-based analyses with contingency strategies to maintain project gains post-2015 elections. Protocols for partner activities during the campaign period to be set to ensure standard approach to the elections in target areas. Thorough context analysis and operational sensitivity when working with local actors will be followed.	The general elections affected some activities with restricted movements in some areas for several weeks. The biggest effect was on the media component where MRTV dragged their feet for almost a year before engaging fully with BBC Media Action. Baseline survey was delayed for around 3 months as the government did not allow to run any survey before, during and after the election period. Overall, the elections contributed to the slow start to the project. This has been documented in the MTR.
Inter-communal violence in project areas, due to the resurgence of ethno-nationalism and sustained episodes of inter-communal violence throughout the country.	Project conflict sensitive approach developed whereby staff/ partners are trained in conflict sensitivity, context assessments undertaken, and on-going internal reviews. With tensions likely to remain high and high risk of further inter-communal violence – a conflict sensitivity check list has been designed in the PDG to be applied by all partners. A flexible approach adapting implementation	No incidence of inter-communal violence has been reported during the project.

	to the changing contexts for partners to avoid supporting dividers that exacerbate tensions, and safeguarding targeted beneficiaries.	
Sensitive situation in Rakhine and increasingly negative perception of INGOs within Rakhine communities risk the intervention being perceived as biased or unfair. This risk also exists outside of Rakhine, particularly in conflict affected areas.	Clear communication of project objectives, selection criteria and exit strategy to the communities will reduce likelihood of misunderstandings and internal competition. Training key staff in communication with local communities, authorities and media, combined with a communications strategy directly addressing conflict sensitivity.	Interventions in Rakhine and Shan states have been hampered by tensions in these areas. Government has been less willing to allow senior staff to visit targeted communities in these areas. This has made it difficult to both implement and verify activities on the ground. While this has been an inconvenience, it is not felt that it has significantly negatively affected the projects outcomes.
Medium/High impact of natural disasters	The entire project approach is geared towards ensuring that communities and Government can better cope by preparing for/ mitigating climate extremes. Plan, AA and World Vision have in-country humanitarian teams ready for deployment, and established emergency response programmes. Potential temporary postponement of BRACED activities may occur.	Localised disasters have occurred throughout the project. These have been low impact and have not necessitated the redeployment of project resources. They have not affected the achievement of project objectives.
Changes to partner's permission to operate in target areas	MOUs in place with government bodies for operational work. Partners' proactive engagement with government departments and stakeholders for permissions renewal.	There have been no issues with permission to operate. There have been some issues with permission for expatriate staff to visit some project areas to review progress. This may have had a negative effect on township/state level interventions with some staff not able to travel to backstop activities.
Community resilience activities pose environmental/ safety (engineering) risk.	All community resilience activities overseen by qualified technical personnel, and informed by EIAs carried. Partners trained on EIA checklist, reviewed by PMT & MEI.	Initially, not all project infrastructure was overseen by qualified engineers. In some cases the engineers have not visited the construction sites at all and were only involved in design and completing the Bill of Quantities (BoQ). There has been no mention of EIAs during interviews. Technical oversight did improve during the project lifetime. Some of the infrastructure observed was already showing signs of disrepair after just two years. It is not clear if the lack of oversight has posed any safety risks. If it has, they are likely to be minimal. The effect on sustainability is likely the more pressing concern.
Fraud	Plan conducted partners' due diligence and will undertake a similar process for all technical partners	One incident of fraud was reported, investigated and resolved in coordination with the Fund Manager.

	<p>receiving funding. Large procurements reviewed by Alliance Finance Manager and Plan Myanmar's Operations Manager. Regular financial reporting both in-country and by Plan UK/Asia Office. External project audit to be conducted.</p>	
--	--	--

Table 14: Impact of project assumptions on project objectives.

7. To what extent have particular packages of interventions delivered in terms of the project objectives and outcomes and how have ‘mechanisms’ contributed to the changes observed.

The below table has been supplied by the ACU and has been updated by the consultant. A key finding of the end line report is that the impact on the KPI score of a household increases with the intensity of support they received. Those households that participated in four or more interventions showed the biggest positive changes in their KPI scores. At the time of writing data was not available on the effect of each of the below packages on KPI scores.

OUTPUT 1: Communities skills, knowledge and capacities to uptake resilience activities and practices.	
Intervention	1. Community Resilience Assessments: Strengthening of CBOs/VDMCS to adopt and implement plans (DRR/CCA, Env and water management CRSA)
Mechanism	Project implementing partners, local government and community members have worked together to increase capacity of village institutions to build resilience and to plan and manage climatic shocks at the local level.
Expected Outcome	<ul style="list-style-type: none"> • Community knowledge and awareness of experienced and expected shocks and stresses supports decision making in planning at different levels and across community including Community, household and individual. • Prioritised resilience activity implementation supports resilience strengthening across 5 dimensions of resilience. • Community resilience action plans are owned by communities and updated regularly to incorporate new and updated risk information. • Households are adopting resilience practices such as Disaster preparedness activities and diversified livelihoods and income sources.
Actual Outcome & How Mechanisms contributed to them?	<ul style="list-style-type: none"> • 64% of target communities interviewed during the end line stated that they were ‘better’ (47%) or ‘much better’ (17%) able to cope with shocks compared to the previous year. This is compared to 29% in non-target communities. 62% of target communities stated that weather forecast information was used to inform decisions/actions compared to 47% of non-target communities. • 75% of resilience assessments prioritized activities were very focused on small scale infrastructure – bridges, roads, evacuation shelters). In total just over 11% of prioritised activities were related to resilience of livelihoods (Agriculture and Women’s Vocational Training). All 155 communities had extensive support on decision making and planning through the CRA process. The remaining two dimensions of resilience (Safety Nets and Communications and Access to Information) were not included as priorities during the CRA planning process. However, VSLA/SHG groups include a ‘social fund’ that can be used as a safety net. Access to information has also been addressed in all communities through work on access to weather forecasts and early warning information. The end line data does not show significant differences in access to weather information between target and non-target communities. • Knowledge and awareness of communities and ownership of plans is varied amongst project partner communities. One finding is that regular engagement with the community is essential to ensure that ideas, approaches and activities are up-taken and that

	<p>community takes ownership of the project activities and community plans. Communities where volunteers or champions in the community have been identified and supported to facilitate the process seem to have a better level of engagement and ownership. All communities are accessing and using weather information and EWS are working well in all areas. While 22 communities have submitted proposals for further funding, there is no real evidence that communities are accessing updated risk information and incorporating this in their plans. The focus seems to be on seeking support to implement priorities that the project was unable to support. It was reported that in some communities CRAs have been updated but this was not the case in any of the communities visited during the final evaluation.</p> <ul style="list-style-type: none"> • Community activities need to be filtered down to HH level to ensure HH preparedness activities and planning for livelihoods, food and water security. This requires a balance between community and household focused activities. This is challenging when considering resource and time requirements to engage at HH level. The end line data indicates that there has been a weak positive effect of the project in terms of preparedness and coping mechanisms as well as resilience of livelihoods systems.
Intervention	2. Financial safety nets: SHGs/Microfinance/VSLAs
Mechanism	Project implementing partners, local government, community members and micro finance institutions have worked together to increase capacity of village level credit systems to provide services to vulnerable HHs.
Expected Outcome	<ul style="list-style-type: none"> • Community members (especially the most vulnerable groups) are able to access financial services either through VSLAs or from Microfinance. • Additional finances are being used to protect assets, diversify income sources and contribute to other resilience strengthening activities (directly or indirectly). • Access to financial services encourages up scaling of financial service provision – new VSLA and increased demand for MF services.
Actual Outcome & How Mechanisms contributed to them?	<ul style="list-style-type: none"> • Data for VSLAs/SHGs shows that in total they had saved £55,604 by October 2017, but that they had given out a total value of just over £66,133 in loans to their members. Membership of VSLAs/SHGs currently totals 1,987 individuals. Vision Fund is also operating in some areas. Whereas Vision Fund activities have potential to expand and grow their client base, the approach to establishing VSLAs/SHGs has not envisaged growth in the number of groups going forward. Even still, in at least one case the members of an SHG plan to give seed funding for a new group once they have saved up enough to do so. • There has not been any systematic analysis as yet on what loans and share out from VSLAs/SHGs are used for. Interviews with participants indicate that in rural areas loans are often taken to invest in livestock such as pigs, which can then act as a coping mechanism and can be very profitable. In peri-urban areas loans are more likely to be taken to engage in trade of some sort. Across all locations money was used to help improve household construction and school expenses. Vision Fund data shows that a significant proportion (c.13%) of their client base is in the very poor category (<\$1.25pppd). The project does not have data on the proportion of HHs in each community in this category so it is not possible to say if this is proportional, biased towards the most poor or otherwise. For Vision Funds clients it has been assessed that 79.8% of BRACED microfinance loans investment directly contribute to improve resilience of the clients against climate extremes and disasters. 73.7% of clients used the loan for agriculture/livelihood, small-business development and diversification.

	<ul style="list-style-type: none"> There is definitely a demand in communities for new VSLA/SHG groups. Two of the three implementing partners provided seed funds to their groups. Evidence from around the world⁴ shows that seed capital is not necessary to start these groups. Human resources in the form of ‘village agents’ are required. In World Vision target areas ‘Village Volunteers’ have been trained with the aim to support the VSLAs going forward. Vision Fund has indicated that when they started in some areas there were one or two MF institutions offering services where now there are ten or more. This has hampered them in their growth, but they are still seeing strong demand.
Intervention	3. Inclusion: Women's empowerment and child centered resilience
Mechanism	Project implementing partners, local government and community members have worked together to increase the participation of women and children in decision making of village institutions.
Expected Outcome	Vulnerable groups including women and children are participating in community resilience assessments, involved in prioritization activities (and activities that benefit them are selected) and these groups are taking a more active role in community decision making and implementation of community activities.
Actual Outcome & How Mechanisms contributed to them?	<ul style="list-style-type: none"> There was not much evidence found during the MTR of significant involvement of women and children in the first round of community action planning. The training received by Alliance partners at Yangon level in Year 1 and development of a women’s empowerment toolkit had not yet trickled down to community level. A second round of onsite training direct to field staff on site will encourage uptake of the women’s empowerment toolkit and roll out of approaches to communities. The end line asked both target and non-target communities about the time taken by men in village meetings and there was very little difference between the two sets of communities. However, in terms of the perceived ‘full participation’ of women and children in target versus non-target communities the figures showed a marked difference. 25% of respondents in target communities stated women had full participation in the planning process compared to just 13% in non-target communities. For children it was 18% in target communities and 0% in non-target communities. This evidence was backed up during FGDs with communities where both men and women stated that women were much more involved than previously. It was not possible to interview any groups of children but several teachers were interviewed as part of the VDMCs and children’s voices were raised through these.
Intervention	4. Communicating resilience and risk information: to increase skills and capacities to integrate risk information – Community IEC, PSA’s, EWS, Climate profiles
Mechanism	Early Warning Systems (via media) provide actionable information for both institutions and individuals.
Expected Outcome	Communities have access to regular and reliable information about hazards and risk and have the skills and knowledge to incorporate this information into their daily activities and longer term plans (including ability to respond rapidly to fast onset disasters)

⁴ See the International Rescue Committee and CARE manuals on VSLAs. See also FAO’s Good Practice Principles for ... VSLA in the Drylands of the Horn of Africa (http://www.fao.org/fileadmin/user_upload/drought/docs/1_Good%20practice%20principles%20on%20groups%20savings%20and%20loans_2%20Nov%202011.pdf)

<p>Actual Outcome & How Mechanisms contributed to them.</p>	<ul style="list-style-type: none"> • There was ample evidence in all sites visited at both township and community level of a functioning EWS. Several communities had purchased loudspeakers to help disseminate information and all responsible persons interviewed stated that they knew where to get information on early warning on their own AND how it came down through the formal EWS. The community and township level drills were very useful and in general, people (including school children and teachers) had a good understanding of what to do should a warning be initiated. A series of community IEC materials, posters and visibility materials were developed and reprinted for mass circulation to encourage better understanding of resilience. These are supported by ongoing community engagement, trainings and awareness events including in schools and with women and vulnerable groups. It is unclear how useful these were as most people got their information through mobile phones. The official Facebook page of the DMH was very popular as were various weather apps. Along with radio and TV broadcasts. • 83% of target population under high and medium intensity reported that they have access to weather forecasts/risk information in 2017 compared to 56% in 2015. 43% of target population under high and medium intensity reported that they have access to early warning information for extreme events in 2017 compared to 26% in 2015. 17% of target population under high and medium intensity reported that they used weather forecast/risk information to make decisions with groups and for the village ‘a lot’ and 29% used a little in 2017 compared to 8% ‘a lot’ and 35 % used a little in 2015 baseline survey. BBC MA’s Public Service Announcements on resilience and preparedness have proved very popular on MRTV and it has been reported that 52% of viewers or their families have taken actions after viewing the PSAs. BBCMA is planning to do a follow up qualitative assessment to determine if these figures are accurate, as they seem almost too good to be true. • The climate profiles were used during the CRA process, but the data was not really been incorporated in community action plans. Communities are preoccupied with shorter-term resilience issues and do not generally think on a multiyear basis, let alone long term. This type of information is much better suited to the Township and even the State and national levels where decisions on issues such as construction of new houses in delta regions or agricultural policy are more likely to take into account the longer term strategic view.
<p>OUTPUT 2: Institutional support at Township level</p>	
<p>Intervention</p>	<p>5. Township planning for Resilience: Including Township Disaster Management Plans (TDMPs) and Township Environmental Management plans (TEMPs).</p>
<p>Mechanism</p>	<p>Project implementing partners, local government and community members have worked together to increase capacity of institutions to build resilience and to plan and manage climatic shocks at township level.</p>
<p>Expected Outcome</p>	<ul style="list-style-type: none"> • Township authorities have a clear and actionable framework for how to address natural disasters and environmental issues that starts to identify wider CC and other shocks and stresses. Plans are clearly linked to resilience issues (community basic services and systems (ecosystems/food/water/energy/health). • Township authorities have better knowledge of hazards and risk and environmental issues and are integrating risk information into their development planning activities. • TDMA and TEA implementation plans are clearly linked to each other and implementing bodies coordinated to avoid any duplication and ensure leverage of activities

<p>Actual Outcome & How Mechanisms contributed to them.</p>	<ul style="list-style-type: none"> • It has been reported that each township has completed a Township Disaster Management Plan (TDMP). In practice these seemed to be in varying stages of completion/implementation with many officials unaware of the plan or of their role in it. Recommendations have been included in each of the TEAs but no township visited had a clear and actionable framework in place for how to address environmental issues. There was no evidence of linkages between action plans. No Township has both plans in place. Township level environmental management committees have not been formed or are inactive. The Environment Conservation Department (ECD) is the focus department for this activity, but they do not have staff in all districts, let alone townships. There is limited buy in from other departments. Some TEAs have only been presented in the last few months of the project. This has limited the potential for action plans to be developed using the information in them. In one township the TEA recommendations have been accepted and an action plan was developed on waste management, but the Township has no resources to allocate to the initiative. • The findings of the TEAs have been presented and Township authorities have received significant investment in terms of awareness raising and capacity building on resilience. The linkages to the CRAs and plans has been greatly appreciated, as have the efforts on increasing access to and understanding of EWS information. The high levels of staff turnover in the civil service and the absence of ECD staff at township and some state levels will likely mean the TEAs are not used in the near future. • TDMPs are in various stages of development. In five townships TDMPs have been developed and meetings are taking place at least twice a year. In other Townships government staff interviewed were either not aware of a TDMP or claimed that it was not in place. This is surprising given the level of consultation involved in the development of the TDMPs and may well be a reflection of the high degree of staff turnover in government departments.
<p>Intervention</p>	<p>6. Fostering networks and sharing between government, communities and projects</p>
<p>Mechanism</p>	<ol style="list-style-type: none"> 1. Project implementing partners, local government and community members have worked together to increase capacity of institutions to build resilience and to plan and manage climatic shocks at township level. 2. Early Warning Systems provide actionable information for both institutions and individuals.
<p>Expected Outcome</p>	<ul style="list-style-type: none"> • Communities have the access and networks to link to appropriate sub national authorities to access required services and technical support to strengthen community resilience • Township authorities are able to access community plans and risk assessments and have better linkage to community stakeholders to better understand resilience needs and requirements • Township authorities are designing and implementing (with budget allocation) risk informed development activities based on the needs of communities (including BRACED communities)
<p>Actual Outcome & How Mechanisms contributed to them.</p>	<ul style="list-style-type: none"> • Township level FGDs and KIIs indicated that authorities are aware of and support the CRA process. Township authorities have limited or no control over budgeting and are happy to support planned activities at community level when it does not require cash. This support has come in the form of technical expertise (e.g. engineers & Ag. extension) and access to earth moving equipment and inputs for infrastructure projects. • Proposal writing training has equipped communities with the skills to develop proposals to submit to local authorities to apply for community service projects. Twenty-four proposals have been accepted and projects are in various states of completion. The total

	<p>value committed so far is over £4,000. Most of this has been committed by government departments, but donors and the private sector have also been successfully approached.</p> <ul style="list-style-type: none"> • Township Authorities do not set budgets. They can submit their proposals to the District level, which then is submitted to state/region level where decisions are made on allocations. Allocations are often made according to population density so more rural areas are less likely to be targeted. The timing of submission of proposals for support and the presentations of findings of TEAs are not coordinated with the annual planning/budgeting processes at Township or state level. The project should have targeted state level institutions to ensure budget allocations reflected a greater focus on resilience.
Intervention	7. Access to scientific CC and weather information: and transfer of capacity and skills development – carpenters and masons, CC and weather forecasting and translation, communicating climate change Monsoon forums, climate profiles.
Mechanism	<ol style="list-style-type: none"> 1. Project implementing partners, local government, CBOs and community members have worked together to increase capacity of institutions to build resilience and to plan and manage climatic shocks at township level. 2. Early Warning Systems (via media) provide actionable information for both institutions and individuals.
Expected Outcome	<ul style="list-style-type: none"> • Institutions (Township authorities/service providers) and civil society organisations have better access to climate and weather information and the skills to be able to incorporate information into decision making • Township authorities are incorporating risk information into development plans and implementation • Communities are using Scientific climate information in risk assessments and development planning
Actual Outcome & How Mechanisms contributed to them.	<ul style="list-style-type: none"> • The township level institutional scorecard indicates significant improvements in institutional capacity to take account of observed climate data increasing from 16% to 69% between baseline and end line. Capacity to interpret and use climate /risk information including scenario planning, risk framework, vulnerability assessment increased from 31% to 53% over the same period. • As mentioned under package five, risk information has not been incorporated into development plans as yet (it has been included in Disaster Management Plans). The development planning process was not initially well understood by the project and clear entry points for influencing this were not identified in time. Disaster management planning and Development planning are not the same. The project did not differentiate these two planning processes initially. Attempts have been made to redress this in the final year of the project, but these have come too late for this project. • This information has been made available to communities and most people interviewed seemed to have a basic understanding of what CC is. Vulnerable communities do not make medium and long-term plans when their concerns are generally focused on immediate or seasonal issues as can be seen in Table 10.
OUTPUT 3: Knowledge development, Governance and advocacy nationally	
Intervention	8. Research: Climate Asia, decentralized risk informed planning, early warning information
Mechanism	The project has instituted a communication and knowledge management system that enables lessons learned to be documented and disseminated through effective and targeted advocacy campaigns.
Expected Outcome	New knowledge and understanding of resilience practices, approaches and tools provides evidence for development of advocacy messages to take to policy and decision makers to encourage uptake of better practice in resilience building

Actual Outcome & How Mechanisms contributed to them.	<ul style="list-style-type: none"> • Climate Asia study was finalized and is being circulated in a number of forums. Formative research has also been carried out to help develop PSA's for radio and TV. The first waves of PSA's have been broadcast and a tracker survey has been carried out. Initial findings have shown some limitations in reaching target communities but have also indicated a very high rate of actions taken by those who have seen/heard the PSAs with 52% of respondents claiming that either they or their families have taken an action as a result of seeing/hearing the PSAs. • The study on risk information used in decentralized planning processes has uncovered some important information on the status of current formal planning frameworks and the use of risk information which is currently extremely limited. The study importantly highlighted a need to engage with additional government departments including the Dept. of Rural Development. This study has helped to update and retarget advocacy efforts. It has further helped to reinforce the message that development partner cooperation is vital in the medium term to ensure a common message of resilience is promoted to encourage active engagement and uptake in formal planning processes.
Intervention	9. Advocacy and sharing events to encourage uptake of BRACED resilience approaches and activities into policy strategies and wider projects.
Mechanism	The project has instituted a communication and knowledge management system that enables lessons learned to be documented and disseminated through effective and targeted advocacy campaigns.
Expected Outcome	<ul style="list-style-type: none"> • Policies, regulations, strategies are incorporating new knowledge about resilience generated by BRACED research and implementation activities. • New projects and programme are integrating knowledge generated by BRACED or adopting BRACED approaches and activities
Actual Outcome & How Mechanisms contributed to them.	<ul style="list-style-type: none"> • Given the significant political transition in Myanmar during 2015/2016 initial advocacy work targeted at government departments was postponed to allow the new government to 'settle'. However, the BRACED Myanmar Alliance has made considerable efforts and successes in establishing the Alliance as a knowledge and sharing platform for resilience through the DRR working group and wider development partners. A communication strategy was developed, but there is no systematic knowledge management outside of the regular reporting required by the Fund Manager. The communication strategy identifies key messages for each outcome of the project, but these are not always reflected in communications. There are plans in place to share information with the Myanmar Information Management Unit (MIMU) after the project has been completed. • The BRACED community resilience assessment and the resilience measurement process has been widely acknowledged as an appropriate tool by the Livelihoods and Food Security Trust (LIFT)/HARP and the ADB community disaster resilience framework. A national sharing workshop was held in Nay Pyi Taw and relations with government departments have significantly improved since the MTR. A presentation of BRACED at the International Day for DRR in Yangon and NPT have increased exposure of the BRACED project to government counterparts and a number of requests for information and support have been received from RRD including a request to support training for civil society organizations in Mandalay. • BRACED/Plan International Myanmar have been selected as the focal point in an Association of South East Asian Nations (ASEAN) ASEAN Disaster Management and Emergency Response (ADMER) Partnership Group project on peer to peer learning for resilience

and will be co-facilitating (with Oxfam) a series of studies and workshops in Myanmar which has been selected as a deep dive country (1 of 4).

- A number of new projects and programmes designed by Alliance partners (Plan/WV) have adopted the BRACED resilience framework including a funded resilience programme in Indonesia. The Myanmar resilience framework and measurement approaches have been shared in a number of international events and conferences (APAN/ Adaptation Futures/ MEL COP) and BRACED was invited by UNEP & ICIMOD to input into the Lima Adaptation Knowledge Initiative (LAKI) assessment of barriers to adaptation in the Hindu Kush region in Colombo.

Table 15: The extent to which mechanisms have contributed to outcomes and objectives for each package of interventions.

Efficiency

This criteria has received the lowest score. It is important to note that on cost efficiency the project did well. In terms of achievement of objectives the project was slow to get started (see MTR) but picked up pace in year two and almost all objectives were completed by the end of the project. Management was able to re-prioritise activities on an ongoing basis to reflect learnings and constraints in the project and this worked quite well. The rationale for awarding a 'poor' score here centers on the weaknesses in application of best practices in terms of systematic technical supervision of infrastructure, WASH and agricultural interventions in particular. There were also inefficiencies in some aspects of the project that could have been addressed through stronger project management systems. It is recognised that the project faced significant challenges, both internal and external which influenced the decisions made and has had significant achievements in spite of these (Q4, Effectiveness).

Key Question	Unsatisfactory	Poor	Satisfactory	Good	Excellent
1. Were activities cost-efficient?				✓	
2. Were objectives achieved on time?			✓		
3. Have project interventions been implemented according to standard operating procedures and/or accepted best practice?		✓			
4. Was the project implemented in the most efficient way compared to alternatives?		✓			
Overall Score		✓			

Table 16: Summary Scores for key questions under Efficiency.

1. Were activities cost-efficient?

Activities varied in their efficiency. The ADB commissioned a study on the resilience dividends of community-led interventions and used BRACED sites as the case studies. In all the case studies, estimated economic benefits over a 10-year period (typically based on 12-18 months of post intervention data) are significantly greater than estimated costs over this period. The ratio of discounted benefits to costs varies from 2.4 to 11 (discount rate of 12%). Very similar results are obtained with lower discount rates (e.g. 6%). The highest returns were from relatively small-scale infrastructure investments planned with communities and local government, drawing on BRACED finance with community contributions of labor. Community and local government contributions to CRA priorities amounted to 37% of total costs of implementation (almost €193,000). The high level of co-funding enabled the project to maintain its planned scope even with significant losses due to the exchange rate.

VSLAs/SHGs have definitely illustrated value for money. Two of the three IPs provided seed funding for the VSLAs/SHGs while one did not. The VSLA/SHG groups have saved a total of £55,604 and have given out a total value of just over £66,133 in loans to their members. With an initial investment of about £25,000, this means that in the space of about two years the intervention has increased its investment by almost 500%. These groups are expected to continue to function for the foreseeable future. One of the SHGs interviewed had been established before the start of

this project. It had been functioning quite well on its own without a seed grant. The project then decided to give the group a cash injection of about £300. It is not clear how many groups had already been established before the project, but this practice is not cost efficient. The group stated that they planned to set up another group on their own once they had saved enough for the seed grant.

The PSAs developed by BBCMA were also very cost efficient. The overall reach of the PSAs was just under 26% of the target population, but this data was only collected from target townships and the PSAs were broadcast nationally. The PSAs continue to be broadcast by MRTV long after the license with BBCMA has expired so they continue to reach new target audiences. Given that just over three-quarters (78%) of those reached say that the PSAs have improved their confidence in taking action to help prepare for an extreme weather event (*10% improved a lot, 68% improved a bit*), this activity can be seen as very efficient.

Activities in relation to building more resilient institutions and systems (Outcome 2) have been less efficient. This is largely due to the fact that there is such high turnover of staff in the various government departments and that knowledge/capacity retention is so limited. This is not something that the project could have controlled, but has affected efficiency. The TEAs took between three and five weeks each to complete for each of the eight townships. While it is understood that MEI has extensive networks and contacts that were important for project success it would likely have been more efficient to enter into a contract arrangement for deliverables than a three year partnership.

Were objectives achieved on time?

The project achieved almost all of its objectives in terms of the project log frame. This is commendable considering the criticisms in the MTR report, which highlighted that the project was slow to get started and that there were long delays in signing some of the MoUs. The introduction of a monthly outputs tracking sheet after the MTR has definitely helped to get activities back on track, but it is not clear why this was not in place from day one. CRA activities did get underway in year one, but many of these had to be repeated due to weak staff understanding on resilience and high staff turnover within the IPs. SHG/VSLA activities only really took off in year two. The first TEAs were only completed in March 2017 with the final ones being completed in September. This has left no time for this information to be utilised by Townships. This explains why of the target 140 recommendations from the TEAs that the project had planned to have accepted and implemented, just 11% has been achieved. Disaster management trainings were provided to all eight townships, but just five TDMPs were completed at the time of the field visits and all of these in 2017. Similarly for capacity building to regional and district Disaster Management Committees, eight trainings were planned, but only five completed at the time of the field visits, all in 2017. In a project of just three years it was imperative that activities aimed at building the capacity of local institutions in decision making were completed as early as possible in the project. In many instances this has not happened and the effectiveness of the project has been affected as a result.

2. Have project interventions been implemented according to standard operating procedures and/or accepted best practice?

The CRA process developed was excellent and could be said to be 'best practice', at least in Myanmar. The approach is based on the long known, but often neglected, principle of understanding the local context and addressing issues identified by the communities themselves. Participatory planning at the local level is key to successful implementation and this project has done that very well. Vulnerable groups have been identified and in the main they have been included in the planning process. The project has also shown that a relatively standardised planning process can be applicable across very different contexts (peri-urban, rural, dry plains, coastal, hilly etc.).

However, not all activities were implemented according to best practice. There are differing opinions on the need for seed grants for VSLAs/SHGs⁵. The project felt that due to the short timeframe the grants would enable members to immediately start taking loans from the group and this did happen. Twelve of the VSLAs established did not receive any seed funding and seem to have worked well. The project had planned to study which approach was more effective/efficient but this did not happen. Whether or not seed grants are given, in establishing a VSLA project, 'Village Agents' should be trained to help establish and facilitate group meetings. Initially this is done with support from field staff, but over time the village agents become paid agents of the groups and continue to establish new groups after the project has closed. World Vision was the only IP to train village level volunteers to act as village agents in some of the target areas. It was not clear at the time of writing if the plan was for these to become paid agents, working autonomously of the project. This approach is highly recommended and would enable the benefits of the groups to spread long after the project finished.

Of all the CRA priorities addressed 75% were related to infrastructure improvement or development. Initially the project had no stipulations that engineers should be required to sign off on designs and/or supervise construction. As the project progressed qualified technical staff were engaged either through the IPs or through local government departments. Interviews with VDMCs highlighted that while in some cases qualified staff did supervise construction, in other instances they never actually visited the site and only developed the drawings and BoQs. Maintenance plans for infrastructure have also not been rigorously instituted. Exit/Phase out plans have been developed in the past few months of the project but in many cases the community has stated that better off people will help out if something goes wrong. This is not acceptable practice. Maintenance plans should be included in the design of infrastructure and communities should be supported to establish strong maintenance systems over an extended period in order to ensure sustainability. There was some evidence of maintenance planning from the field visits (maintaining evacuation boats) but in terms of physical infrastructure there was very little evidence that the community would be able to replace/repair infrastructure in the future.

⁵ The SHGs established as part of this project really only differ in name to the VSLAs

About a quarter of all CRA priorities were related to improving access to drinking water, mainly through improved infrastructure. The reasons for selecting water infrastructure as a priority generally included a lack of access to enough potable water and the issue of waterborne disease. It is widely accepted that software interventions are often more cost effective than hardware interventions in terms of WASH and that if hardware is to be provided, it must be accompanied by software. Some software interventions were implemented in World Vision sites, but not at the other sites. In one community, where a new dam had been constructed to retain water for consumption, the local community nurse had visited and given some software trainings, but these were not coordinated with the project. The reasons for not including software in the intervention package was cited as a lack of resources – if we did that we would not have been able to reach as many people. In the consultant's view, this is not an acceptable response, best practice should always be followed, and otherwise long documented failures will be repeated. SPHERE standards in terms of water provision have not been used to drive the design of water interventions. Standard access and water quality indicators have not been used and there was no evidence during field visits of water quality testing on a regular basis. WASH experts were not engaged in the design of infrastructure or of broader WASH interventions. The rationale for water infrastructure was often reported to be to reduce waterborne disease. Building infrastructure may or may not have been the most cost efficient way of addressing this issue. Interventions focused on behaviour change tend to be much more cost efficient at reducing water borne disease than just enabling access to potable water. Having access to a WASH expert during the design phase would likely have helped to bring interventions on water infrastructure in line with international standards (SPHERE).

The agricultural demonstration plots were criticised in the MTR for not being properly established. Only one demo plot was visited during this evaluation and it seemed that little had changed since the MTR. The demo plot visited was demonstrating a new drought resistant cotton variety. The new variety had demonstrated excellent yields, almost three times the normal yield, but there was no direct comparison on the plot with other varieties. Given the huge number of variables in agriculture (localised weather, soil conditions, pests etc.) it is vital that realistic comparisons are conducted on demo plots. The farmer kept no records and has received no training on gross margins analysis, a cornerstone for analysis on demo plots. The farmer was of the opinion he would be able to buy the seed next season, but consultations with the local department of agriculture officials indicated that only a small amount of seed is produced annually and that much of this is distributed directly to local farmers through the extension system. While the department stated that five farmer field days take place on each plot each year the farmer himself said that none had taken place but people had come to chat to him. Five visits should take place per season by dept ag office, but the farmer had only had two visits from the extension staff with a further one from the IP field staff. IP field staff should be visiting a demo plot at least once per week during the growing season.

3. Was the project implemented in the most efficient way compared to alternatives?

This was a pilot project. In terms of its design it was testing an alternative or new approach in Myanmar. It would be expected that a pilot project would have inefficiencies and this project was

not an exception. As has been discussed above, not all activities have been equally successful, yet the project has achieved, if not exceeded many of its goals.

This does not mask the fact that in terms of management systems the project has had its challenges. Dividing the overall budget of £5 million amongst the six main partners as well as Vision Fund, CDA and the ACU meant that each partner received about £750,000 for a three year project. Taking staff costs into account this is not a lot of money, especially given the reporting requirements. These were onerous in the first place and were not helped by constant changes in templates and information requested by either the BRACED Fund Manager and/or the Knowledge Manager based in the UK. An example here is that a midline survey was requested in year two when this had not initially been planned.

A large proportion of the MTR recommendations related to inefficiencies in coordination and planning. In the main these have since been addressed. It must also be remembered that the alliance approach was new to most of the partners and staff within the alliance. Some of the key inefficiencies observed are highlighted below.

- MoUs took too long to sign (two in particular) and this delayed implementation significantly. Given the six months allowed for proposal development it may have been possible to have these MoUs in place and ready to sign as soon as the grant was approved. One of the reasons for the delay was the demands placed on local organisations in terms of due diligence etc. A consultancy contract for this piece of work may have been a more efficient approach.
- Monitoring of ongoing project implementation was weak in the first year of the project. The rollout of the output and activity tracking sheet has dramatically improved delivery. Many of the M&E tools were designed at the start of the project, but were not operationalised until year two. This should have been done much sooner.
- Activities under output two in particular were slow to get started. The fact that these activities were centred on the development of coordinated and responsive institutions at township level should have seen them prioritised at the start of the project as institutional support takes time to reap results. No capacity needs assessments were conducted for the target institutions. The institutional score card is a very simple tool for monitoring changes in institutional capacity in relation to resilience. It is based on respondent's perceptions. This assumes respondents have a good understanding of what a strong institution should look like. Agreeing capacity benchmarks with the relevant institutions and monitoring progress towards these would be a much stronger method for monitoring progress. A more robust tool that could be used more frequently might have focused implementation on actual outcomes rather than perceptions of change, which are susceptible to bias from the respondents.
- Reporting templates are too detailed. For example, the year two annual report is over 156 pages long. In addition, information has been collected that is not relevant to the project. The baseline, midline and end line surveys contain huge numbers of questions that are 'nice to know' but not 'need to know'. The team stated that each of the end line

surveys will take approximately 60 minutes. With thousands of HHs in the sample and huge amounts of data that are unlikely to be analysed, this does not seem to be an efficient use of time.

- To cope with the demands for information placed on the project, it was felt necessary for each of the three IPs to have a full time Project Manager as well as a full time M&E Officer. This was operationalised for all IPs half way through the project. Given the size of the grant (about £250,000 per annum to each IP), this does not seem efficient. Project Managers should have been able to cope with any demands for information, with an M&E person in the ACU compiling the various data. High levels of staff turnover and the M&E demands placed on the project were cited as reasons for having two people in place so one could cover if the other left. It is also recognised that the M&E Officer role was much broader than just M&E and included administration and logistics support as well. The ACU were clear in stating their belief that the project would not have been a success without the extra staff. This was primarily down to the huge burden in gathering and cleaning data for KPI1 (each and every one of the c.18, 000 THI beneficiaries had to be counted with no double counting). The inefficiency here seems to stem more from the huge M&E demands placed on the project (and the frequent changing of templates etc.) rather than on the number of staff. For KPI1 for example, it would have been much more efficient to develop an estimation tool to give ‘good enough’ data by assessing the proportion of return participants in a number of events and using this as an estimate going forward.

Sustainability

Key Question	Unsatisfactory	Poor	Satisfactory	Good	Excellent
1. What were the major factors which influenced the achievement or non-achievement of sustainability? What has helped or hindered the package of activities to work and/or bring about change?			✓		
2. Will the interventions continue to positively affect target groups after the project has ended?			✓		
3. Are you clear on whose resilience you are building and whose you are not? Did that require any modification to the intended outcome? How and why?				✓	
Overall Score			✓		

Table 17: Summary scores for key questions under Sustainability.

1. **What were the major factors which influenced the achievement or non-achievement of sustainability?**
 - a. **What has helped or hindered the package of activities to work and/or bring about change?**

The positive and negative influences on sustainability are discussed for each of the nine workpackages in Table 18. A few general influencers of sustainability were also observed.

The fact that in almost all cases the IPs already had a previous history of implementing in the target communities (over 10 years in some cases) meant that valuable time was not lost in developing trust and relationships with communities and townships. Building on what was already there has undoubtedly contributed to sustainability at the community level in particular.

High staff turnover in both the Alliance (estimated at 70%) and in government departments has been a huge challenge throughout the project. This has hindered the institutionalisation of processes and systems across the project and has reduced the potential for sustainability significantly.

Package	Positive Influencers of Sustainability	Negative Influencers of Sustainability
OUTPUT 1: Communities skills, knowledge and capacities to uptake resilience activities and practices.		
1. Community Resilience Assessments: Strengthening of CBOs/VDMCS to adopt and implement plans (DRR/CCA, Env and water management, CRSA)	Internal <ul style="list-style-type: none"> The participatory approach grounded in tried and tested Participatory Rural Appraisal (PRA) tools has created ownership and buy-in by the target groups. Relationships built with local government departments. Proposal writing training has resulted in significant amounts of funds being accessed outside of the project. Access to credit through VSLAs/SHGs/micro finance. 	Internal <ul style="list-style-type: none"> Technical supervision of infrastructure projects was not rigorously implemented across all sites. WASH infrastructure projects completed with inconsistent provision of software interventions and technical supervision by WASH experts (Only WV implemented software interventions). Weak implementation of agricultural demonstration plots.
2. Financial safety nets: SHGs/Microfinance/VSLAs	Internal <ul style="list-style-type: none"> Every SHG/VSLA group visited is disbursing loans and facilitating savings for its members. All members, without exception see a real benefit to being a member of the group. These groups will continue indefinitely. Data from VSLAs/SHGs shows that the initial investment has increased by almost 500% in just two years. Vision Fund plans to remain operational in the target areas as long as there is demand. The benefits of the initial capital investment will continue to be felt and will grow into the future. 	Internal <ul style="list-style-type: none"> Most SHG/VSLA and micro finance interventions did not get underway until year two of the project, giving limited time for systems and processes to be internalised by the groups.
3. Inclusion: Women's empowerment and child centered resilience	Internal <ul style="list-style-type: none"> Any intervention that aims to balance the distribution of decision making powers between men and women should have 	Internal <ul style="list-style-type: none"> Local Administrators are key arbitrators in community disputes. Targeting these key individuals could have helped to ensure that the men

Package	Positive Influencers of Sustainability	Negative Influencers of Sustainability
	<p>long lasting effects.</p> <ul style="list-style-type: none"> The focus on child-centered resilience in schools has potential to influence the thinking of children for the rest of their lives. <p>External</p> <ul style="list-style-type: none"> There was anecdotal evidence that one district level education department was keen to include this in the curriculum for all schools going forward. 	<p>making decisions are also aware of the benefits of women's empowerment.</p>
<p>4. Communicating resilience and risk information: to increase skills and capacities to integrate risk information – Community IEC, PSA's, EWS, Climate profiles</p>	<p>Internal</p> <ul style="list-style-type: none"> Targeting stakeholders at all levels of the EWS has ensured access to information and a functioning system right down to HH level. Recognizing the importance of mobile technology and social media and harnessing its potential to disseminate messages. Coordinating messages and well researched PSAs has resulted in effective messaging and actions at HH level. 	<p>Internal</p> <ul style="list-style-type: none"> IECs observed on community noticeboards were already faded and difficult to read. <p>External</p> <ul style="list-style-type: none"> Townships were likely not the best target level for this data as they have limited ability to make decisions. This information was included in monsoon forums at state level where it was more appropriate. Annual reports detail many instances where weather forecasts (short and medium term) from DMH have been used to make decisions at state/region level.
OUTPUT 2: Institutional support at Township level		
<p>5. Township planning for Resilience: Including Township Disaster Management Plans (TDMPs) and Township Environmental Management plans (TEMPs)</p>	<p>Internal</p> <ul style="list-style-type: none"> Integrating project activities in an established government system that was/is comparatively more decentralized than most (i.e. the Disaster Management System). <p>External</p> <ul style="list-style-type: none"> The presence of key departments and motivated staff greatly influenced the success of initiatives, especially in respect of the TEAs. 	<p>Internal</p> <ul style="list-style-type: none"> The fact that none of the TEAs were completed until 2017 has meant limited time to have recommendations incorporated in the planning process. A lack of understanding of the decentralization process and who the key decision makers are meant interventions were not always properly targeted. The project did attempt to address this issue. With respect to TEAs, these were implemented in some townships where the key government partner (ECD) had no staff at either township or district level. Timing of the presentation of the TEAs to coincide with Township planning/budgeting processes would likely have increased the uptake of recommendations in the TEAs.

Package	Positive Influencers of Sustainability	Negative Influencers of Sustainability
		<p>External</p> <ul style="list-style-type: none"> • High staff turnover at township level means that even after just three years many of the staff that participated in project activities are no longer there.
<p>6. Fostering networks and sharing between government, communities and projects</p>	<p>Internal</p> <ul style="list-style-type: none"> • The CRA process has fostered linkages between township and community level institutions. • This has worked well for the EWS, where individuals and institutions at all levels understand their roles. The EWS is a relatively well structured and understood system with documented roles and responsibilities. • In almost all FGDs/KIIs respondents stated that they knew who to contact if they needed to and that they had their numbers. <p>External</p> <ul style="list-style-type: none"> • Communities have received in kind support from local government departments. This will encourage them to request this in future. 	<p>Internal</p> <ul style="list-style-type: none"> • High staff turnover within IPs means that even after just three years many of the staff that participated in project activities are no longer there. • The slow start to some activities has meant limited time to institutionalise lessons learned. • A lack of understanding of the decentralization process and who the key decision makers are meant interventions were not always properly targeted. <p>External</p> <ul style="list-style-type: none"> • High staff turnover at township level means that even after just three years many of the staff that participated in project activities are no longer there.
<p>7. Access to scientific CC and weather information: and transfer of Capacity and skills development – carpenters and masons, CC and weather forecasting and translation, communicating climate change Monsoon forums, climate profiles.</p>	<p>Internal</p> <ul style="list-style-type: none"> • The Monsoon Forums were hugely popular, particularly with national and state level stakeholders. They helped to build buy in at these key levels of government. • Most of the carpenters and masons trained are already utilising their skills in their day to day work and will continue to do so. 	<p>Internal</p> <ul style="list-style-type: none"> • The slow start to some activities has left limited time to institutionalize lessons learned or knowledge gained. • A lack of understanding of the decentralization process and who the key decision makers are meant interventions were not always properly targeted. The project did attempt to address this issue by refocusing efforts away from township and towards District/State/Region level. • As described by one carpenter, participants with certificates from national level trainings will likely move to the cities or overseas for work as it pays better and work on large building projects is more predictable than local level work. While this will be good for their

Package	Positive Influencers of Sustainability	Negative Influencers of Sustainability
		<p>families, it will not contribute to sustainability amongst the target communities. This does not affect participants in the Township level trainings.</p> <p>External</p> <ul style="list-style-type: none"> High staff turnover in government institutions means that many of the staff that participated in project activities have already moved on.
OUTPUT 3: Knowledge development, Governance and advocacy nationally		
8. Research: Climate Asia, decentralized risk informed planning, early warning information	<p>Internal</p> <ul style="list-style-type: none"> This information has been incorporated in the project as it went on and has fed into other forums and networks. 	<p>Internal</p> <ul style="list-style-type: none"> The adaptive management approach used by the project resulted in some planned research being cancelled.
9. Advocacy and sharing events to encourage uptake of BRACED resilience approaches and activities into policy strategies and wider projects.	<p>Internal</p> <ul style="list-style-type: none"> The development of a communication strategy helped to define a coordinated approach to messaging from the project. 	<p>Internal</p> <ul style="list-style-type: none"> The communication strategy was not fully utilised. In some ways, the project was designed so that advocacy would be done after the project was completed and lessons learned had been consolidated. <p>External</p> <ul style="list-style-type: none"> The project attempted to engage with DfID in country through LIFT and HARP, but could not find a common platform from on which to build advocacy efforts. This has reduced the capacity of the project to open doors and gain access to key decision makers.

Table 18: Positive and negative influencers of sustainability of each work package.

2. Will the interventions continue to positively affect target groups after the project has ended?

Output 1: At community level the various committees/CBOs formed or strengthened have shown real commitment to implementing the priorities identified through the CRA process. The proposal writing training has enabled many of these to submit proposals to get other priorities on their lists implemented. One example of this was where the community had worked with a local business man and their local parliamentarian to develop a rubbish collection system in their community. At the time of the visit, this was working quite well, but was very much dependent on the contributions of the local businessman to sustain the service.

It was reported that a number of the VDCs/VDMCs had updated and reprioritized their action plans, but none of those interviewed had put in place institutional norms such as terms of office and election procedures and none had yet revised their action plans. It is not clear if these structures will be sustainable in the long term. What is evident is that they are currently highly motivated and that they will likely continue for the next few years. While maintenance/sustainability plans have been put in place for community infrastructure this has only been done in the past few months and many of them rely on better off community members to chip in if needed. There are serious questions to be answered around the quality of construction of infrastructure. Poorly designed/constructed infrastructure with weak or non-existent maintenance plans are the backbone of failed infrastructure projects the world over. Management did try to remedy the problem of the lack of technical oversight.

On the positive side the SHGs/VSLAs and micro finance interventions will continue to benefit their member (mainly women) long into the future. The quite small investment in Vision Fund has already grown substantially and is likely to continue to grow and spread its benefits into the future for as long as Vision Fund continues to operate in Myanmar.

Interventions around the development of PSAs and building the capacity of MRTV have proved to be very sustainable. MRTV has continued to broadcast the PSAs long after their license agreement has run out. They have been timing these broadcasts to coincide with early warnings in the cyclone season in particular. MRTV has also developed new content on its own that mirrors the content developed by the project and is a huge improvement over the previous types of informational programming they have done.

Output 2: Most government institutions interviewed stated that they would like to continue with activities such as the monsoon forums, Township Environmental Assessments (TEAs) and the disaster simulations/drills. However, every positive response received was caveated with, 'if we get support'. It is unlikely that any of these activities will continue without further external support. Carpenter and masons training have benefitted both the trainees and their clients in their own communities. For those trainees that attended the national level course and gained a certificate it is likely these will move to the cities or overseas to gain higher wages and more permanent work. Those who did not get certificates will likely continue to use their new skills in their own communities. The end line data on use of weather/EWS information is interesting in that there is not much difference between target and non-target communities – both have access to the information and both use it. Interviews with all project participants indicated that everyone is familiar with where to get weather information and with the EWS. DMH is receiving significant investments in its existing infrastructure and technology from multiple donors so it is expected that the accuracy and usage of weather and EWS data will only get better over time. The TEAs will not be sustainable into the future. The likelihood of these reports being used in Township level planning processes next year without continued pressure from project partners is slim. The ECD has stated that it plans to integrate the TEAs into their overall departmental master plan. It will be interesting to see if and how this happens, as it would constitute a great success for the project.

Output 3 is very much focused on lessons learned and their dissemination at both national and international level. The CRA process has already been taken up by Plan in one of its other international projects. Several events have taken place where BRACED experiences have been highlighted. These include the:

- United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) Regional resilience week workshop report - <http://www.unescap.org/events/regional-learning-platform-disaster-risk-reduction-and-resilience-building-ensuring-coherence>
- The Strengthening Community Resilience through Peer-to-Peer learning This is a regional research project implemented by ASEAN in partnership with Oxfam, specifically with the ASEAN Committee on Disaster Management, Plan International through the BRACED Myanmar Alliance Coordination Unit (ACU) was the country focal point for Myanmar and facilitated a national resilience champions learning workshop and case study collection and refinement -<http://www.braced.org/resources/i/Community-stories-of-resilience-in-ASEAN/>
- Article in South East Asia Disasters net - http://www.rcrc-resilience-southeastasia.org/author_publisher/braced/
- Rockefeller Foundation paper on Resilience Measurement – MEL approaches in practice - <http://www.itad.com/reports/resilience-measurement-mel-approaches-practice/>
- BRACED paper on resilience measurement - <http://www.itad.com/reports/laying-foundations-measuring-resilience/>

This evaluation and the projects end line report will be incorporated with learnings from the other BRACED projects around the world by the KM in London and will be used to influence programme design and possibly policy design going forward.

3. Are you clear on whose resilience you are building and whose you are not?

a. Did that require any modification to the intended outcome? How and why?

At the outset, the project was clear on whose resilience it was building. The primary target was to build resilient communities with a focus on women and children. The project has been quite successful in its aims at community level. Women's empowerment through access to credit and increased financial independence has been particularly successful and will be sustainable for those that have already been reached. The school level interventions were focused more on disaster preparedness and response than on broader resilience issues.

The project proposal was much less clear on which institutions it planned to target at Township/District/State level for capacity building or advocacy purposes (Outputs two and three). The output states 'relevant institutions' rather than being specific on which ones. This is also reflected in some of the indicators where numbers of departments or institutions participating are often referred to with no specifics on which departments. The project was clear that government departments such as the DMH, RRD and ECD would need to be engaged with and an emphasis was placed on building on the existing (at least on paper) DMCs, especially at Township level. Given the levels of decentralisation at the start of the project, the DMCs were as good an entry point as any for the project. However, the focus on these institutions has meant that the

focus tended to be more on the disaster management component of resilience. This was highlighted in the MTR and is not a problem only with BRACED. The recognition within the project of the need to include climate information in planning processes beyond those of Disaster Management has helped to highlight this issue at the national level. In the absence of a clear understanding of the decentralised planning process the project has ended up targeting multiple departments at Township, District and State level. All of the departments are relevant, but there is limited evidence of a coordinated approach. The exception here is on the EWS, where the project clearly targeted all levels of the DMH and RRD from national, right down to Township level. This is likely because the DMH had a clear mandate and a system in place for disseminating information that was easy to link into. Other departments have much more ambiguous planning systems and are less well staffed.

Issues of high staff turnover and the nascent state of decentralisation have contributed to the complexity of the existing ‘systems’. The project has learned valuable lessons on who the key decision makers are and how better to target interventions throughout the project and has made every effort to pivot towards these individuals and institutions where possible.

In terms of output three, the project has been a bit more focused. Efforts have been centralised on influential groups such as the Myanmar Climate Change Alliance (MCCA), Myanmar Consortium for Community Resilience (MCCR) and the Livelihoods and Food Security Trust Fund (LIFT). The alliance was a member of technical working groups within some of these and was able to leverage these networks to build its profile nationally.

Impact

Key Question	Unsatisfactory	Poor	Satisfactory	Good	Excellent
What has changed as a result of the project?				✓	
What real difference has the project made to the target groups?			✓		
What are the consequences - anticipated or unanticipated?				✓	
Overall Score				✓	

Table 19: Summary scores for key questions under Impact.

1. What has changed as a result of the project?

Community Engagement with Township level institutions and vice versa has definitely changed. The inclusion of the CRA priorities in the local development process has helped build relationships between the two levels. Local government contributions in machinery, labour or other inputs have been really appreciated by communities. A level of trust has been built between the two levels that was not there before. This has been further embedded through the proposal writing training. This has enabled many communities to start to engage not just with Township level authorities, but even with parliamentarians to advocate for resources to achieve their priorities. The fact that over twenty such proposals have received support has encouraged community institutions to continue to try to engage with their local authorities.

EWS has now been institutionalised from HH up to national level. Majority of them are aware of how to access both weather information and early warning information. They are not only aware of the information, but they are using it. One Vision Fund client told of how he checks the weather forecast before baking snacks, which he sells on the street/in the market. He knew that if there was going to be rain it would be a slow day so he would bake less. The proliferation of smart phones in Myanmar has meant that access to weather and EWS information has become much easier as at least one or two people in every community has a phone. DMH’s Facebook page has become one of the most popular sources of weather/EWS information. The rapid expansion in followers can be attributed to the project. It was at one of the Monsoon Forums where it was suggested to make changes to the DMH page so it was a ‘sponsored’ page. This resulted in the number of subscribers jumping from tens of thousands to over 1.1 million in a very short period of time.

BBC MAs work with MRTV has also led to significant changes in how MRTV operates. Training of MRTV staff has resulted in MRTV developing their own PSAs in line with the style used for the project. The previous PSAs were very heavy on dated graphics and numbers. The new one developed is much more focused on the story of real people and is much more engaging (even for a non-Myanmar speaker!).

The institutional score card data for both township and community level indicates a significant improvement in the capacity of institutions at both levels. The most significant change at village level was the ability of CBOs/VDMCs to incorporate lessons learned from previous disasters in the planning process. This increased from 53% at baseline to 82% at end line for target communities. At township level the most significant positive changes were in the institutions ability to use observed climate data including variability and trends and any other risk information for planning/decision making. This increased from 16% at baseline to 69% at end line. The extent to which institutions participate in institutional mechanisms for coordination of resilience building interventions to climate extremes and disasters risks across sectors also increased significantly from 34% to 69%.

	Baseline	Endline	Variance
Target Township Institutions	25%	44%	19%
Target Village Institutions	52%	68%	16%
Non Target Village Institutions	10%	14%	4%

Table 20: Institutional Score Card Results for Village and Township level institutions.

2. What real difference has the project made to the target groups?

It is likely that the HHs and communities who have been targeted by the project will continue to benefit from the interventions well into the future. The potential for these benefits to spread to other individuals and communities is limited. Under output one, the CRA process may be adopted as standard practice by each of the IPs. Plan has already started a project in the Philippines using the CRA handbook. ActionAid already used a similar process called the ‘Village Book’ in all of its projects. The CRA process has been included in this in Myanmar, but there was no indication that the book would be revised to include the resilience components for other countries. World Vision

has multiple internal policies and processes. The Resilience Programme Advisor from the World Vision UK office is assisting the Myanmar office to develop a proposal to replicate the current BRACED practices. The government of Myanmar has shown interest in the approach and is keen to promote it. In the absence of tangible resources being committed by donors in support of the approach the CRA is not likely to become the standard planning process at community level across Myanmar in the near future.

Vision Fund will continue to operate in Myanmar for the foreseeable future. The modest capitalisation provided will continue to grow over the coming years and many more clients will benefit from this. The EWS are likely to continue to function for the foreseeable future, benefitting all those who are affected by shocks. Work with MRTV has resulted in them developing new PSAs on their own while continuing to use the ones developed during the project. If the figures are proved to be true and over half of those that heard/saw the PSAs have taken action as a result, the potential impact of these is huge.

Impact of interventions under output two will be much more limited. The fact that most of those targeted by interventions are not in a position to make decisions over resource allocations means that while their knowledge has increased their ability to translate this into actions is hampered. There is evidence of proposals being submitted by communities receiving funding through the formal government systems. Most of these proposals were based on priorities identified in the CRA process that were not able to be funded by the project. As part of the phase out activities IPs have been working with communities on their CRA plans. It has been reported that some communities have identified new activities for inclusion in their plans going forward. None of the communities visited had revised their plans so it is not clear if they will continue to submit proposals or not. Another limiting factor here is that planning decisions at government level are primarily made based on population density. This means that the most marginalised rural communities are less likely to have proposals accepted and implemented. The links built between communities and Townships are quite good, but with the high turnover of staff at Township level it is not clear how well these networks will stand the test of time. The impact of the TEAs will be very limited. Most of these were completed in the final year of the project and there has been limited time to incorporate recommendations into budgeting/planning processes with the result, very few recommendations have been implemented (11%) so far. Without follow up to encourage decision makers to incorporate recommendations in next year's budgeting process it is unlikely these recommendations will be remembered. Work done in building capacity of TDMCs through drills and provision of supplies will continue to benefit those affected by shocks into the medium term at least. Government staff in Kyen Tung stated that the community and township drills were being rolled out across all villages and townships in the state. Most Townships stated that they would not host drills in the future without external support and none of those interviewed at Township level recalled any provision for replacing/buying new equipment to ensure kits were kept up to date. Similarly for the Monsoon Forums, the DMH stated that while they find these hugely beneficial, they have not made any provision in next year's budget to host them on their own.

3. What are the consequences - anticipated or unanticipated?

The most important consequence of the project is that resilience is now firmly on the agenda at the national level. Prior to the project the focus at national level was very much on DRR and on livelihoods and food security. The efforts of the alliance to engage with various levels of government has resulted in resilience programming being seen as a potential approach to bring together efforts around livelihoods and food security as well as DRR under the existing planning process.

An improved understanding of decentralisation and of where decisions on resources are made is one of the main consequences of the project. This understanding has been evolving throughout the project and while it is still not crystal clear some key issues have been clarified:

- Township level institutions make decisions on development priorities according to departmental mandates and population densities. They have little or no say in what actually gets funded and have no leeway to make decisions on resource allocations within their own Township.
- District level government also has limited ability to make decisions on resource allocations.
- State and national level departments/ministries and parliamentarians have significant influence on where resources are allocated.

BBCMA's interaction with MRTV has led to the breaking down of preconceptions on both sides. The BBC does not have a great reputation in Myanmar for historical reasons as well as coverage of the current situation in Rakhine. At the mention of the BBC in one interview with government officials they laughed, before it was clarified that we were discussing the PSAs, at which they were all very pleased with the work. MRTV was very sceptical of working with BBCMA, particularly around the elections, and activities were delayed for almost a full year because of this. Similarly, NGOs and the international community have been sceptical about the role of MRTV and have often viewed it as a propaganda tool. Since the engagement and the capacity building support to MRTV the relationship is now much stronger. MRTV is a trusted source of information for the vast majority of Myanmar's population and engaging with them has resulted in the project having a much larger reach than might otherwise have been possible.

Conclusions

EQ1 - To what extent have particular packages of interventions delivered in terms of strengthened resilience?

In this section the findings of the evaluation are analyzed in terms of the five dimensions of resilience as identified by the BRACED. The below table summarises the treatment effect⁶ of the project on the overall resilience indicator as well as each of the five dimensions of resilience in

⁶ 'Treatment Effect' = Difference in the change between the baseline and end line estimates between the target and non-target villages.

each of the target townships. Overall there is evidence of a statistically relevant, positive treatment effect, but there was a wide variation between the treatment effects of each of the different domains in each of the target townships.

While there is strong evidence of a positive treatment effect overall, this treatment effect was small. Target communities increased their overall resilience scores by 5% (21% to 26%) while non target communities increased theirs by 3% (17% to 20%). A key finding of the end line report is that the impact on the KPI score of a household increases with the intensity of support they received. Those households that participated in four or more interventions showed the biggest positive changes in their KPI scores.

Domain	Overall	Dagon Seikkan	Hpa-an	Kyaing Ton	Kyauk Phyu	Laputta	Mawla myaing	Meikhtila	Taung up
1. Access to communication, access and use of information	++			+++				+++	
2. Improved decision making and planning	+			+++			---	++	+
3. Improved safety nets				++		+			
4. Increased preparedness and coping mechanisms	+			++					++
5. Increased resilience system and livelihoods	+							++	
Overall KPI	+++			+++			--	+++	

Table 21: Treatment effects of the project disaggregated by each of the five dimensions of resilience.

+++	Strong Evidence (p<0.001) of Positive 'Treatment Effect'
++	Evidence (p<0.005) of Positive 'Treatment Effect'
+	Weak Evidence (p<0.05) of Positive 'Treatment Effect'
	No Evidence (p>0.05) of 'Treatment Effect'
-	Weak Evidence (p<0.05) of Negative 'Treatment Effect'
--	Evidence (p<0.005) of Negative 'Treatment Effect'
---	Strong Evidence (p<0.001) of Negative 'Treatment Effect'

1. Preparedness and Coping Mechanism

Sixty-four percent of target communities interviewed during the end line stated that they were 'better' (47%) or 'much better' (17%) able to cope with shocks compared to the previous year. This is compared to 29% in non-target communities. This illustrates how the **CRA process** has helped build resilience at community level. At Township level the **simulation drills** have worked well. The simulation in Mawlamyine resulted in the TDMC recognising that it was taking too long for evacuation trucks to make it to the target areas and they have been able to rectify this problem. In Kyentung it was reported that the community and Township level drills are being slowly rolled out by RRD across the entire Shan state so that everyone is prepared should a major earthquake hit. Activities implemented at school level also focused heavily on disaster preparedness and evacuation plans.

Three quarters of all of the community priorities implemented as part of the project were infrastructure related. Many of these focused on improving drainage and access. A significant number of evacuation sites have been either renovated or constructed and many communities have invested in loud speakers to assist in communicating **Early Warning** messages.

In terms of coping mechanisms **access to credit**, especially for women has enabled them to build up HH assets. In rural areas these assets are often in the form of livestock, which can be sold on if there is a shock to the HH.

2. Resilience of System and Livelihood

Improving access by constructing roads and bridges helps make the livelihoods of all those who use the infrastructure more resilient as it improves access to markets and reduces costs (paying for transport by boat for instance). However, only a small proportion of the CRA priorities related to improving the resilience of people's livelihoods. Most of these related to **women's vocational training** and to improvements in **agricultural practices/technologies**. No women who had participated in vocational training were met during the evaluation, but one demonstration farmer was. He had achieved almost triple the 'normal' yield for his cotton crop by simply using a drought resistant variety provided by the local Department of Agriculture. It was not clear if access to this seed would be sustainable into the future but there is huge potential here. On the day before when asked why so few of the communities' priorities related to agriculture, when almost everyone in the community was engaged in it as their main source of income, the same farmer had said, 'there is nothing we can do to improve our farming...' It is not clear why the CRA priorities are so focused on infrastructure rather than more resilient livelihoods.

Improving **access to credit**, especially for women, has had a huge impact on their economic resilience. Men and women who had access credit through SHGs, VSLAs or micro finance all reported that a significant portion was reinvested to grow their businesses. This builds economic resilience as well as economic independence of women.

Many of the **PSAs** focused on topics such as how to dry fruit so it will last longer. It is impossible to know how many of those who have seen/heard the PSAs have taken actions that could be said to increase the resilience of their livelihoods.

3. Establishment of Safety Nets

The project has placed minimal emphasis on safety nets. SHGs and VSLAs both have '**social funds**'. These are small amounts of money put aside at each meeting for community members who may need it. This money is used to support HHs who might need money for medical expenses or a funeral. Decisions to disburse the money are made by the group and the money is not expected to be paid back. Many of the SHGs/VSLAs interviewed were keen to point out that the groups themselves had become a go to resource for other women in the community who might be having issues at home. In this way, they may well be fulfilling a role as a psychosocial safety net.

4. Communication Access and Use of Information

There was a lot of emphasis on access to information, understanding that information and translating that knowledge into actions on the ground. There has been varied success in the project on this.

At community level the **CRA process** relied heavily on local information combined with some external knowledge to develop community priorities. This has worked well with communities almost universally prioritising short-term resilience measures. Interventions on the **EWS** have also worked very well with clear communication of information down the chain. Weather forecast information is accessed by individuals, predominantly on their phones and the number of followers of DMHs Facebook page has exploded to over 1.1 million over the course of the project. **PSAs** have also proved hugely successful for those who have access to TV/Radio. Over 90% found the information in the PSAs useful and over half claimed they or their families had taken action based on the information in the PSAs.

Interventions at Township/District/State level have had more mixed results. The **Monsoon Forums** have proved very successful and hugely popular. The inclusion of topics on how to interpret meteorological data were particularly useful. Even though the DMH found the forums hugely useful, they have made no provisions to continue them into the future.

TEAs have only resulted in 11% of recommendations being implemented. Given that most of the TEAs were only completed in 2017 it is possible that more recommendations will be included in next year budgeting process, but without continued advocacy by the project the potential here is limited.

5. Decision Making and Planning

At community level the CRA process has been participatory and inclusive. Decisions made are transparent and supported by the broader community. In terms of the perceived 'full participation' of women and children in target verses non-target communities end line figures showed a marked difference. Twenty-five percent of respondents in target communities stated women had full participation in the planning process compared to just 13% in non-target communities. For children it was 18% in target communities and 0% in non-target communities.

At Township level, those targeted with information were not always those best placed to make use of it resulting in very limited plans being made at this level. TDMPs were in various stages of completion and there was no evidence of any TEMP's having been developed. Interactions between township and community level planning has increased significantly. Community level priorities were included in township planning processes. The provision of technical and in kind support to communities to implement their priority project has helped build relationships and trust between the two levels. This was not there prior to the project.

EQ2 – Focusing on understanding ‘mechanisms’, how and why have particular intervention packages led to observed results and changes?

In this section the mechanisms for each of the nine work packages are first discussed. After these some overarching programmatic ‘mechanisms’ that have affected multiple packages are also discussed.

The CRA process has worked well for several reasons. The process itself is based on the principle that to implement a successful project the local context must be understood in detail and planning must be participatory. This principle is well understood but rarely implemented in development programmes. The other reasons it has worked well are:

- IPs were present in the communities prior to the project and had built strong relationships with them.
- The local planning process was integrated with the township planning process and linkages were built between townships and communities. This helped build buy in at township level, which resulted in the contribution of expertise and/or in kind support.
- The priority selection process was robust and inclusive. This resulted in projects that the community really wanted being implemented.

Financial Safety Nets: This package has been particularly effective because the groups were allowed to self-form. This meant that there was a high level of trust between the members from the outset. Creating access to VSLAs/SHGs/MF was hugely popular because it made credit available at affordable prices. This was not available elsewhere. The group dimension also helped to build social solidarity and provided an opportunity for women’s empowerment both socially and economically. While not following best practice exactly, these activities did stick quite close to it. This has resulted in very effective groups.

Inclusion: Women’s empowerment has worked well, particularly in relation to their economic empowerment, but also in their participation in decision making. The mechanisms that have influenced this are detailed above. To maximize the impact of done on women’s empowerment the project could have identified the key male influencers at community level and targeted these with women’s empowerment training also. Men reported that in terms of women’s economic empowerment they were all for anything that meant the man was not the sole provider for the HH. Women’s involvement in decision making varied between peri urban and rural areas. In one rural area visited there were no women on the VDMC, while in per-urban areas they made up almost half of the members and men had limited opportunity to speak, even though the chairpersons were male. Children’s inclusion was less than that of women, as would be expected, but was still significantly higher in target communities than in non-target communities (18% v. 0%). Child focused interventions amounted to 11% of priority issues in the CRA plans. FGDs indicated that the IPs focus on children and the presence of school teachers on the decision making bodies were key enablers for the inclusion of child centered priorities. These two things often went hand in hand. If an IP had been working on education interventions previously, then school teachers were highly likely to be elected to the VDMC.

Communicating Resilience and Risk Information: The mechanism here focused on EWS. The success of this package was driven largely by the fact that the project had a well-structured system to engage with. It was relatively straightforward to identify who the key players at various levels of the system were and how to support them. The proliferation of smart phones and the frequency provided both demand and opportunity among end users. PSAs have been effective because they are based on a detailed assessment of the local context and are meeting an identified demand amongst 'consumers'. Using a professional media organisation to develop the PSAs based on project implementation ensured the messages resonated. Targeting climate profile information at HH and community level was likely ineffective. People at this level (at least in the target communities for this project) are more concerned with short term risks and shocks than medium and longer term ones. Decisions informed by CC profiles will likely be made at National and state level initially, before trickling down to communities.

Township Planning for Resilience: At the time of the field visits five of the planned eight TDMPs had been completed. Due to the difficulty experienced in meeting Township level officials, especially as a group, it was difficult to assess the quality or understanding of local officials in relation to the TDMPs. Many of those interviewed during the evaluation had either not heard of the TDMP or were not involved in its development. Issues around high staff turnover both within the alliance and within the civil service likely have a role to play here. Building relationships with key individuals is difficult when individuals keep changing. Another factor here is the perceived serious levels of understaffing in key departments. A district level RRD staff revealed that the RRD should have 6,000 staff, but currently only has 600. A key influencer at Township level is the local GAD representative. The GAD is the gatekeeper in terms of all coordination of activities. If this department is on board with the intervention things generally run much more smoothly. No Township had developed a TEMP by the end of the project though a small number of recommendations from the TEAs were being implemented. The absence of ECD staff at township and in some cases at District and State level greatly inhibited this activity. This was the key department that to work with and in the absence of staff to work with it was difficult to coordinate activities. By first checking if ECD staff were present in the target Townships the project might have saved a lot of time and refocused its efforts elsewhere. The potential success of this activity was further hampered by the fact that none of the TEAs were completed until 2017, leaving limited time for recommendations to be incorporated. The presentation of recommendations was not timed to coincide with the local budgeting/planning cycle. This might have helped to ensure the implementation of recommendations.

Fostering Networks and Sharing: In terms of linking communities and Township authorities the inclusive nature of the CRA process has worked to build trust between these two levels. Integrating priorities into the existing government planning process has helped leverage significant contributions in terms of expertise and in kind inputs to implement activities. The building of networks coupled with proposal writing training has enabled communities to successfully submit proposals for funding not just to local authorities, but also to other NGOs and the private sector. To date this has leveraged an impressive sum of around £455,000. This has been hugely encouraging to communities.

Access to scientific CC and weather information: The carpentry and masonry trainings targeted practicing tradespeople in the main and built their skills in safer construction techniques with the aim that these would be used locally. Assessments have showed that 50% of participants are now earning more than before. Interviews with one participant in the training highlighted the fact that participants in trainings are more likely to get higher paying jobs either in the cities or overseas and would be likely to move away from the target areas in the future, especially those who have national level certificates. Several trainings and events have been facilitated with the aim of building capacity of state and national level stakeholders in climate forecast interpretation and application and in strengthening institutional capacity in DRM. Below are some examples of actions that have been taken as a result of these events:

- The Department of Agriculture Regional Office in Mandalay reported in the 2nd Regional Monsoon Forum (16 November 2016) that they were able to receive DMH forecast of 10 day, monthly and seasonal scales. DoA reported that in early 2016, they received information from DMH on the persisting El Nino condition, which was translated by DOA into potential for higher temperatures. This prompted DoA to prioritize cultivation of crops that can tolerate higher temperatures. This decision has resulted in good productivity in most areas in the Dry Zone for the main cropping season of 2016, despite experience of extreme temperature within the period.
- Monthly forecast was received by GAD in Meiktila, during the 2016 Southwest Monsoon Season. Water storage in dam/reservoir was optimized in the township, for supporting winter and summer crops.
- The IWRUMD Regional Office was able to receive monthly forecast, and forecast for the peak monsoon period. Based on the forecast they anticipated the potential for flooding during the season. Persisting El Nino information was also received in early 2016, based on which, IWRUMD convened a district level meeting with DOA where they decided to reduce irrigation water supply to farmers. Disseminated to farmers, this decision prompted many not to plant summer paddy and instead sow crops with less water requirements, such as sesame. The reduction in irrigation supply was decided to divert some of the stored water for domestic use.
- The Department of Fisheries (Yangon Region) received 10 day, monthly and seasonal forecast, during the 2016 Southwest Monsoon Season. Based on the forecast received (potential for severe weather events that could form), they prepared safe zone for fish and designated evacuation areas for fishermen who were out at sea – during occurrence of inclement weather, they were able to move fish to designated safe zones.
- The DIWRUMD Office in Mon, as reported during the 4th Regional Monsoon Forum on 1 November 2017, indicated that they received weather forecasts and cyclone warnings regularly from DMH and they were able to management dam operations effectively, during the monsoon/wet season. This capacity for understanding forecasts was also enhanced through their participation in the National and regional Monsoon Forum events. Use of information is not only during the rainy season, but also expanded to

untimely rainfall forecast, during the dry season, for managing heavy rainfall, for dam management;

Research has also been done to understand the gaps in using climate risk information in decision making, but this has not yet been disseminated, as it did not start early enough. These trainings have not been well coordinated and it is unclear who the target institutions actually are. The fact that the work package details all expected outcomes at the Township level while many of the trainings focused on District, State and National level institutions is indicative of the lack of clarity surrounding this work package. In turn this is reflected in the results.

Research / Advocacy and Sharing: Not all of the planned research was completed. This was due to delays in starting the activities as well as some re-budgeting due to exchange rate losses. The project was supposed to develop a communication and knowledge management system to ensure research and lessons learned were documented and shared effectively. A communication strategy was developed in December 2016, and much of this has been implemented (annex 2). The project has built a very good profile nationally. Now that the project is completed it is not clear how or where lessons learned will be disseminated and/or used.

Overarching Mechanisms Affecting the Project

The project experienced very high staff turnover (c.70%). This played havoc with institutional knowledge retention. All of the alliance members are familiar with the working context in Myanmar so it is not clear why this was not identified as a risk at the outset and plans made to mitigate it. One mitigating measure might have been to plan for refresher trainings for alliance staff from the outset.

While the overall budget for the three year project was substantial at £5 million the amount allocated to each Alliance member was not (about £250,000 per annum). The consultant got the impression, especially among the larger organisations, that the project was more trouble than it was worth. It is felt that this is one of the main reasons PSC member's often deprioritised meetings and sent more junior staff with less decision making power. The high demands placed on the project in terms of information requirements from the KM and FM and the constant changes in reporting templates created further frustration.

Lessons Learned/Recommendations

EQ3 – Based on your accumulated knowledge and understanding, what key resilience strengthening lessons can be learned and replicated from your project?

1. The inherent challenge of having a project based on participatory and inclusive planning at community level is that the implementing organisation(s) needs to have access to the technical capacity to implement the priorities identified according to best practice, whatever they may be. Consideration of this should take place at design stage. Budgets must remain flexible and organisations should consider engaging both the government

and the private sector as service providers in order to deliver initiatives on time and according to best practice.

2. The project aimed to give key decision makers access to critical information on climate change, weather and risks so they could make informed decisions. Access to information is great, but what happens when there are no resources to act on the information received? The project did not adequately understand the decentralisation process and/or who the key decision makers are. Decisions on resource allocation are generally made at national and to some extent state level not at district and township level. A detailed analysis of potential target institutions and planning systems is required if information is to be converted into tangible actions.
3. Consolidation of community action plans and needs should be submitted to local authorities timed against annual planning schedules. This will encourage budget allocations. Having pre-defined actions at community level serves as a strong tool for local government engagement as actions that can be supported under departmental budgets are already identified.
4. Proposal writing training has proved very effective and should be included in any future projects that aim to build community capacity to plan and manage their own development.
5. When establishing VDMCs/VDCs/CBOs or any other local representative institution, organizational norms must be established. These include rules and regulations around terms of office, frequency of elections, quota of male and female members, office holders, monitoring responsibilities, frequency of meetings, how to remove ineffective leadership etc.
6. VDMCs/VDCs/CBOs must hold annual review meetings to assess progress and make plans for the future. Risk is not static and plans need to reflect this.
7. Where evidence is being generated with the aim of influencing policy/planning decisions a clear and practical advocacy strategy with measureable benchmarks should be put in place. If the advocacy agenda is known at the start of the project, this strategy should be developed at kick-off. If advocacy is to be based on research generated during the project it should occur as early as possible or be incorporated at the start of a follow on project. An Advocacy strategy will require resource allocation. This must be included in the budget from the outset.
8. The successful use of media to disseminate key messages and influence behavior change in this project (though verification of the data is still needed) through television and radio should serve as a model for future projects. Engaging a specialist organisation to develop effective PSAs instead of trying to do this 'in house' is highly recommended.
9. Providing access to affordable credit where it does not exist before the project should be a core component of any resilience project. VSLAs, SHGs and micro finance are all viable options. Building the economic resilience of households will enable sustainability of other interventions (e.g. a farmer will be able to afford a new drought tolerant seed variety, children will be able to go to school etc.).

10. When developing interventions on women's empowerment/child protection consideration should be given to working with men's groups or with individuals in leadership/influential positions.

In addition to the above technical recommendations and in light of the management and coordination challenges highlighted in this and the MTR report below are some recommendations to be considered in project design/implementation in future. Following standardised project management methodologies used extensively in the private sector will help ensure smooth project delivery in future. These include:

11. A more robust risk analysis including both internal and external risk categories. A risk register is developed. Risks are categorised and ranked (monetized in some cases). They are then actively managed. Had internal risks been identified the issue of high staff turnover might have been better managed through budgeting for refresher trainings.
12. A comprehensive Stakeholder Analysis would have helped to identify key institutions to be targeted at Township, District, State and National level. This is not just a list of interested stakeholders. It includes an analysis of influence and interest and a ranking process to ensure the key stakeholders are actively managed.
13. Critical Path Analysis. After the list of project activities is developed these need to be sequenced and dependencies between activities identified. This process would have helped ensure activities such as the TEAs were done early on in the project so recommendations could be implemented and followed up on.
14. Linked to the critical path analysis is resource allocation. This process enables the project manager to determine what resources are required when. This helps to ensure the project is run efficiently and that resources are available when they need to be. Using this process in this project might have helped to identify that the TEAs only required a one year partnership instead of a three year one.
15. Documenting the project control mechanisms. This is particularly important in a consortium or alliance scenario. The control mechanisms identify how changes in project are triggered, documented and signed off. It recognises that changes to any one of the scope, cost or schedule will have knock on effects on at least one of the other two and may also affect quality of implementation. These changes require an understanding of consequences and sign off procedures. Having this in place might have helped minimise changes to reporting templates and requests for changes to the project.
16. For large complex projects/programmes such as consortia or alliances it is recommended that a qualified Project Manager is engaged as early as possible in the design/implementation process. It is just as important to have strong project management skills to deliver a project as it is to have technical understanding of the sector, if not more so.

Annexes

Annex 1. BRACED Alliance Management Response on Mid-Term Review (MTR) Recommendations and Progress – December 2017

MTR Recommendation	Comments (Post MTR)	Actions Completed (or in progress) by Dec 2017
<p>1. REVITALISE THE BRACED STEERING COMMITTEE WITH IMMEDIATE EFFECT.</p>	<p>The Steering Committee (SC) Terms of Reference (ToRs) have been revised and endorsed by the SC I. The ToRs include clear inputs for decision-making processes. Furthermore, an alternate decision making lead from each agency with decision making powers has been appointed. The Programme Management Team (PMT) ToRs have also been revised focusing on responsibilities and partner participation (now to include CDA and Vision Fund). Furthermore, the Alliance Coordinating Unit (ACU) ToR has been revised in light of responsibilities to both SC and PMT.</p>	<p>The members and delegates are defined in ToRs. Where member turn up we have moved ahead and made decisions/agreement in the absence of the SC member. There have been on-going chats with SC members attending SC meetings.</p>
<p>2. STEERING COMMITTEE NEEDS TO ENSURE STRONGER OVERSIGHT AND COMPLIANCE.</p>	<p>Above points apply.</p> <p>At present, taking into consideration MTR review process priorities Plan International will be SC Chair to establish continuity. Each Country Representative will nominate a designated senior level alternate. This individual will be empowered to make decisions on behalf of their organisation at the SC meeting. The SC will meet on a monthly basis until the end of 2016 to continual support the implementation of the revision process. ACU BRACED Alliance Coordinator (AC) will continue with responsibility for agenda, minutes and follow-up. Plan International UK will be in copy of all SC agenda and minutes and provide feedback as requested.</p>	<p>See above points. According to the minutes shared by the ACU only two meetings of the SC took place between July and December 2017 and a further three meetings in 2017. Action points are documented, but responsibilities are vague (e.g. IP/ACU will...). Deadlines are not always included and there is no evidence of follow-up and sign off of action points or minutes in following meeting.</p>
<p>3. THE ACU NEEDS TO STRENGTHEN ACTIVE CO-</p>	<p>The ToRs of the ACU, PMT and Working Groups have been revised. It was agreed between partners to delete the Communication Working Group</p>	<p>No action required.</p>

<p>ORDINATION BETWEEN ALLIANCE PARTNERS.</p>	<p>and integrate its responsibilities within the PMT. The ACU will review its staffing needs, job descriptions and internal work plans to identify gaps and immediate needs particularly with regards to supporting partners in field M&E data collection and in communications. ACU is reviewing all planned workshops, trainings, and research proposals advising how all activities, particularly at township level, can be coordinated among partners to represent BRACED. The ACU has also initiated a new extended PMT where only technical and content issues are discussed. This meeting is open to all extended experts and sub-grantees to discuss BRACED programming issues</p>	
<p>4. THE ACU SHOULD ENSURE POLICY ENGAGEMENT IS FROM A BRACED – NOT AN INDIVIDUAL OR A PARTNER – PERSPECTIVE.</p>	<p>Partners have been asked to merge their individual national advocacy events with planned BRACED project national events. The PMT have discussed and tentatively agreed on specific dates and arrangements to conduct those joint events during the extended PMT meeting. At township level, UN Habitat, BBC MA, MEI, and presiding implementing partner will hold joint climate information events. A BRACED national workshop schedule, supplemented by regular monthly PMT meetings, will support in the coordination of partner policy advocacy events.</p>	<p>All partners have held regular joint coordination meetings and climate workshops in each township with government, community members and local stakeholders. These are jointly organised by Alliance partners through a focal point designated in each township. At national level all partners coordinated and jointly organised a national learning event held in December with MCCR and MCCO. Another national event was the national sharing of the toolkits and environmental assessments by MEI targeted at ECD.</p>
<p>5. A POST-MTR PROGRAMME AND BUDGET REVIEW SHOULD BE CARRIED OUT OF WHAT HAS WORKED THUS FAR AND WHAT HAS NOT BEEN ACHIEVED.</p>	<p>An Alliance post-MTR programme and budget review was conducted in September 2016 taking into consideration the MTR recommendations. These steps included two day workshop review AND one-on-one partner discussions. It should be noted that upon release of the first draft of the MTR, each agencies underwent their own individual partner review, which was brought forward to the Alliance post MTR review and re-reviewed again and infused into revised action and budget plans for Year 2 and Year 3.</p>	<p>Due to time and resources detailed minutes have not been kept for these meetings. Many are based on informal agreements in partner meetings. Only where a serious issue with budgets or spending has been found has formal written minutes and action points been documented.</p>
<p>6. ALL TECHNICAL PACKAGES SHOULD BE REVIEWED IN TERMS OF THEIR APPROPRIATENESS AND THE REQUIRED LEVEL OF TECHNICAL ASSISTANCE REQUIRED TO ACHIEVE GOALS.</p>	<p>ACU has requested each partner to provide a summary sheet on their technical package. I.e. CRSA, Child Resilience, VSLA, etc. ACU through the PMT will agree upon a common presentation format. ACU will support and develop with the PMT a common BRACED advocacy message for each technical package. BRACED township level meetings will include</p>	<p>The summary sheets for technical packages were discussed in monthly PMT meetings and it was decided that this required significant additional resources so was not done. Work packages were documented and a decision to focus on the thematic research and planned technical documentation was made.</p>

	representation and discussions with representatives from each of the villages served by the project.	E.g. the CRSA fact sheets, the SHG manual and the climate information research. A communication strategy was developed, but it is not clear if progress was ever reviewed.
7. STAFFING ISSUES NEED TO BE ADDRESSED WITHIN AND AMONGST PARTNERS.	At its next meeting, the Steering Committee will discuss staffing issues, including the turn over and exchange of staff between partners. During the MTR review process, partners have been strongly encouraged to review their staffing structure based on the workload for the remaining project time period.	Partners agreed that you couldn't prevent the movement of staff between agencies. However out of courtesy and to prevent a staffing any movement of staff will be discussed and an agreed handover period allocated to prevent gaps in implementation. Dedicated M&E staff was recruited to ensure these were present at each IP.
8. INFORMATION FLOW BETWEEN AND WITHIN ALL ALLIANCE PARTNERS NEEDS TO BE IMPROVED.	The PMT will meet a minimum of once every six weeks to ensure regular feedback to the ACU and share information among partners. The Alliance Coordinator will also work from each partner's office once a month to ensure greater communication outside of formal reporting and meetings.	PMT meets at least monthly. The partner office working mode will not happen. Communication and regularity of meetings has significantly improved since MTR.
9. RENEWED EFFORTS SHOULD BE MADE BY ALL ALLIANCE PARTNERS TO ENSURE GOOD AND INFORMED WORKING RELATIONSHIPS WITH KEY GOVERNMENT AGENCIES.	The BRACED Alliance is now entering the phase in which data has been consolidated on climate profiles enabling partners to come together to hold township meetings with all government stakeholders. In addition, partners are "reintroducing" themselves to their government counterparts who have been replaced in the government human resource transition process. One week after the MTR visit a national advocacy workshop was held with key government representation from Relief and Resettlement Department (RRD) and other relevant Departments. At least two national level workshops will be held between now and the end of the BRACED project including a phase out/handover workshop to encourage sustainability of approaches. ACU and PMT will continue discussions on identifying means to consistently engage with government at levels with the BRACED identity.	Local level engagement has occurred through regular township coordination meetings and close out workshops in each T.S. At national, level there is workshop fatigue so it was decided to hold one joint workshop with wider consortia partners at the end of the project. Additional efforts at engaging government have happened through DRRWG led events such as MAPDRR workshops

<p>10. REPLICATE OR SCALE-UP CERTAIN SUCCESSES</p>	<p>Confirmed. Best practices as identified in MTR will be continued and scaled-up where applicable. Particularly those identified as supporting community resilience such as the proposal writing skill development.</p>	<p>This recommendation was not found to be overly realistic activities given the budgeting and timeframe for the project. Proposal writing training was re-emphasised across partners but activities at the point were being defined by community assessments.</p> <p>The activities which were showing greater benefits – including Agriculture supports, community small scale infrastructure, community resilience planning - were included into BRACED extension proposals with an aim to scale up. Unfortunately, BRACED extension proposals were not approved for additional funding.</p>
<p>11. AN OVERARCHING PLAN FOR FUTURE TRAININGS SHOULD BE DEVELOPED THROUGH THE ACU.</p>	<p>During the review process, partners were guided to prioritize some training over others. In particular, a focus will be made on further field training on women’s empowerment and on field practical trainings on resilience assessments and community action planning. The PMT ToRs have been reviewed to include discussion on technical packages, training/action plans and research during extended PMT meetings. ACU has emphasised to partners that all training modules must be accompanied with an action plan with subsequent follow-up reporting on achievements.</p>	<p>The ACU sent its resilience specialist to field site refresher training for all IPs on resilience assessments.</p> <p>Following MTR – AA experts provided additional township women’s empowerment assistance to around 5 townships. UNH has been encouraged to better identify participants in weather and field trainings and monsoon forums including BRACED partners.</p> <p>Due to volume of trainings it has not been possible to track action of all trainings but ACU has supported UNH to track impacts of carpenters trainings and subsequent skills uptake,</p>
<p>12. FIELD PROJECTS PROMOTING RESILIENCE NEED TO BE BASED ON, AND IMPLEMENTED WITH, HIGH LEVELS OF TECHNICAL INTEGRITY.</p>	<p>At the MTR report review workshop all partners discussed the resilience assessment process and agreed upon key steps to be taken and conducted by all partners. In addition, ACU will provide field technical training and support. Resilience quality tool analysis will continue to be applied to all resilience assessments encouraging partners to review the resilience implementation process. Finally, at the Steering Committee, it was agreed that before resilience assessment activities are implemented two key checks would be implemented. First and foremost, each partner will undergo community verification meetings on their action plans. This will ensure that buy-in is across the village population and not concentrated among selected individuals. Second, each partner will have discussions with ACU on the resilience action plans and prioritised</p>	<p>During the Dec 2016 SC meeting it was agreed that: ‘All partners will include technical review and specifications in their project budget and planning. A formal sign off by engineers will be discussed in the next SC meeting. World Vision will share a technical checklist used in other projects and ACU will circulate to partners’</p> <p>It was agreed in PMT that any activity that cannot ensure technical inputs and quality <u>should not be implemented under BRACED</u> another activity should be selected’</p>

	<p>activities before implementation. Also, each partner is encouraged to follow best practice and have a technical expert be a part of the action plan implementation particularly for infrastructure development i.e. civil engineer for bridge, road rehabilitation, etc.</p>	<p>The checklists were not received, but all activities have been reviewed by engineers and lists of activities shared with ACU and agreed with the resilience specialist.</p>
<p>13. ACU SHOULD CONVENE A LEARNING EVENT FROM THE COMMUNITY RESILIENCE ACTION PLANNING PROCESS.</p>	<p>The ACU is currently reviewing the action plans with the resilience quality checklist and will provide feedback to implementing partners. Further field support on the process will be provided to each partner by ACU. A learning event will be organized in 2017 to highlight best practices and lessons learned in undergoing the entire resilience assessment process</p>	<p>Due to time and resource limitation the learning event did not happen. It was combined with the national learning event as it was thought this would have more value in exploring linkages with wider resilience planning processes.</p> <p>All checklists were received and each CRA reviewed and final plans approved by ACU.</p> <p>Experiences of CRA implementation have been shared in multiple forums (BRACED global annual learning event, Nepal cross learning and in our annual review workshops)</p>
<p>14. ORGANISE AND DELIVER A SECOND ROUND OF TRAINING ON PARTICIPATORY TOOLS FOR COMMUNITY RESILIENCE ACTION PLANNING.</p>	<p>The ACU Resilience Specialist will go to a field location of each implementing partners to provide practical technical support on the resilience assessment process. This technical support will be tailor made to support each NGO according to their needs.</p>	<p>The ACU Resilience Specialist provided Onsite support rather than formal trainings.</p>
<p>15. UNDERTAKE A CRITICAL REVIEW OF ALL COMMUNITY RESILIENCE ACTION PLANS TO ENSURE THAT THESE ARE TECHNICALLY SOUND, ARE INFORMATIVE WITH RESPECT TO WOMEN'S AND CHILDREN'S RIGHTS, AND ARE</p>	<p>The ACU is reviewing the Resilience Community Action plans and will provide feedback to implementing partners. The Alliance Resilience Specialist will provide further support to field staff along with Action Aid Gender Specialist to ensure the inclusion of women and children's considerations. It should be noted that three of the Alliance partners, World Vision, Action Aid and Plan are child rights based organisations and after MTR review will refocus how to mainstream BRACED school based/youth activities into the their community resilience plans.</p>	<p>Covered under number 11 above.</p>

REPRESENTATIVE OF COMMUNITY NEEDS.		
16. ORGANISE A SERIES OF VILLAGE MEETINGS WHERE FIELD TEAMS SHARE ANALYSIS OF EACH ACTION PLAN AND DISCUSS PRIORITISED ACTIVITIES.	<p>This process was agreed during the MTR review workshop. Each partner will conduct community meetings to share the analysis and action plans in each of the villages.</p>	<p>Most villages have reviewed and updated action plans following</p>
17. ENABLE RESILIENCE KNOWLEDGE BUILDING BY FACILITATING AWARENESS AND UNDERSTANDING OF RESILIENCE.	<p>The community resilience assessment process rollout enables resilience knowledge building. The emphasis is on resilience being practical and applicable to the community – not on theoretical definitions. Community resilience action plan dissemination should be planned as a regular activity a discussion point when discussing resilience as a concept and an activity in the community. The Alliance is consolidating IEC’s and materials to reinforce messages at community level.</p>	<p>No action required.</p>
18. MORE FOCUS NEEDS TO BE GIVEN TO WOMEN’S EMPOWERMENT AND LEADERSHIP ACROSS BRACED.	<p>After MTR review, it has been agreed with Action Aid, the partner technical lead in women’s empowerment that like the resilience assessment review process, there will be a technical specialist visiting all sites and tailoring support as needed. One site per agency will be selected between agency, Action Aid and ACU agreed upon by the PMT. In addition, in MTR review discussions all partners have re-committed to ensure that process and activities have women and children are at the forefront in project activities.</p>	<p>Covered in 15 above.</p>
19. SELF-HELP GROUPS NEED CONTINUED SUPPORT.	<p>Further investment in self-help groups has been included in their revised work plans and budgets.</p>	<p>AA led self-help groups are linked with other livelihood activities AA’s other on-going project to provide further supports. This was emphasised in BRACED X proposal</p>

<p>19. VSLA ACTIVITIES NEED TO BE CLEARLY AND MEANINGFULLY LINKED WITH RESILIENCE ACTIVITIES.</p>	<p>Each partner conducting VSLA activities will work on linking with community resilience action plans. In addition, VSLA participants will be provided with an overview not only of VSLA, but resilience as defined by village action plans.</p>	<p>This was evident in community meetings with VSLA. Efforts have been made to ensure that livelihoods diversification and loans are utilized for resilience. Training provided to all VSLA groups on resilience and climate change provided.</p>
<p>21. MICRO-CREDIT LOANS NEED TO BE FOCUSED ON LOW RISK INTERVENTIONS AND CLEARLY LINK WITH RESILIENCE BUILDING AT HOUSEHOLD AND COMMUNITY LEVELS.</p>	<p>Vision Fund is committed to providing micro-loan clients with resilience training. Linkages to resilience assessment plans and women's empowerment package will go beyond quantitative data collection on female clientele.</p>	<p>All VF clients provided with community resilience training and support provided – MFI small-scale survey showed 65.8% of clients identified that they had been trained on climate resilience.</p>
<p>22. AWARENESS SESSIONS SHOULD BE (RE-) ORGANISED IMMEDIATELY FOR TOWNSHIP LEVEL GOVERNMENT DEPARTMENTS WITH ALL BRACED RELATED PARTNERS.</p>	<p>All partners have put a series of Township level trainings, meetings and workshops into the revised work plan. ACU will coordinate these activities and monitor the results and subsequent follow-up actions.</p>	<p>Coordination meetings held in all townships regularly following the revised work plan, especially where there were no staffs transferred to townships.</p>
<p>23. COMMUNITY RESILIENCE ACTION PLANS MUST BE REFLECTED IN SEAs AND TDMPs.</p>	<p>During the MTR review, partners agreed that this action would take place. Subsequent meetings will be coordinated by ACU to review all BRACED reports outputs and data as part of the desk review of these studies and to further engage partner in consultation workshops.</p>	<p>No action required.</p>
<p>24. DEVELOP A SERIES OF CLEAR INFORMATION PACKAGES – POWERPOINT OR SIMILAR – FOR SHARING WITH ALL BRACED RELATED GOVERNMENT AGENCIES.</p>	<p>ACU is coordinating through the extended PMT to develop common materials and IECs for communities, township authorities and national government.</p>	<p>IECs have been developed.</p>

<p>25. SECURING SUPPORT FROM SCHOOL PRINCIPALS IS ESSENTIAL TO INTEGRATING CHILD-CENTERED RESILIENCE IN SCHOOLS.</p>	<p>Will proceed as advised in all areas partners working with schools. After half waypoint in the project more activities planned with youth and schools on climate change education and activities. This will be linked as much as possible to the school resilience plans and community resilience assessments. Note that majority of village action planning activities undertaken by all partners take place with youth representatives.</p>	<p>A significant portion of CRA priorities are focused on Child evidence from field visits indicates that activities have taken place in schools.</p>
<p>26. BETTER AND MORE APPROPRIATE IEC MATERIALS ARE REQUIRED FOR SCHOOLS.</p>	<p>IEC materials will be reviewed by the ACU and PMT. Common BRACED key child resilience advocacy messages will be mainstreamed across all operation areas. ACU will compile from partners their IEC child resilience materials.</p>	<p>Covered in 24 above.</p>
<p>27. A SUPPLEMENTARY APPROACH IS NEEDED TO ENHANCE WOMEN'S EMPOWERMENT AND LEADERSHIP TRAINING AS WELL AS CHILD-CENTRED RESILIENCE.</p>	<p>As aforementioned, Action Aid, the technical lead in this area will provide field support tailor made to each organisation. These field visits to each partner will include a report that outlines findings on toolkit implementation and needed modifications in approach.</p>	<p>Covered in 16 above.</p>
<p>28. TRAINEE SELECTION AND FOLLOW-UP NEED TO BE MORE RIGOROUS.</p>	<p>BRACED partners will provide training plan to ACU, which will include a summary on trainee selection as well as an action plan, and, a follow-up on how action plans have been implemented.</p>	<p>Construction Skill Training Assessment report is one example of this happened. This did not happen for all trainings.</p>
<p>29. DEVELOP A FORWARD LOOKING ADVOCACY STRATEGY</p>	<p>The PMT and technical focal points will be working on key advocacy messages as they pertain to their sector. ACU will oversee BRACED Alliance advocacy coordination with partner support in dissemination.</p>	<p>A communication strategy was developed at the end of 2011 included key messages under each of the project's three outcomes. It is not clear how much of this strategy was implemented or how progress was reviewed.</p>

Annex 2: BRACED Advocacy Messages Progress

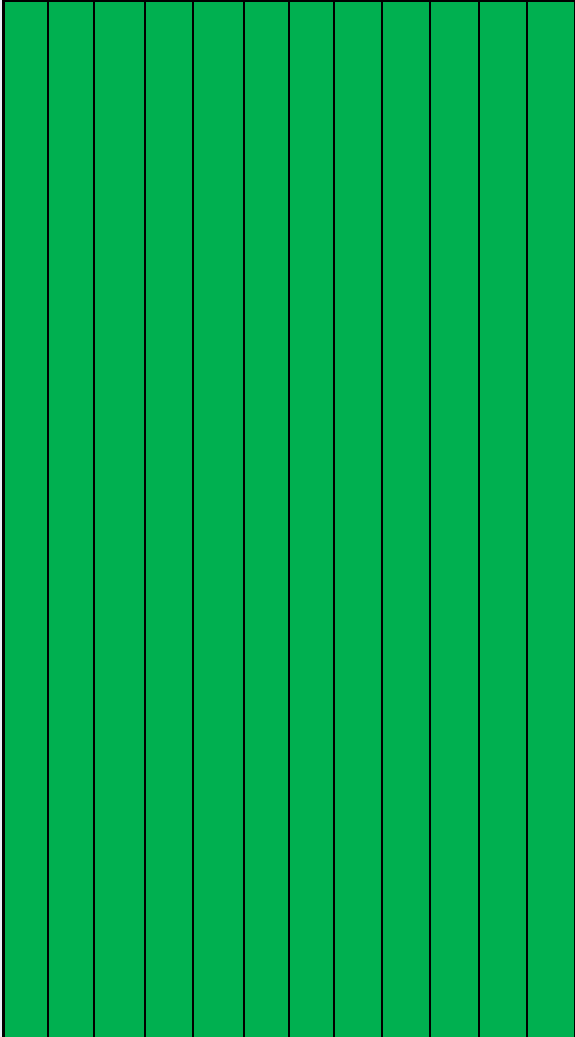
BRACED Advocacy messages	Targeted Activities	Targeted Audiences	Roles and responsibilities	YEAR 3												Evidence materials and supporting documents	PROGRESS
				Q1			Q2			Q3			Q4				
				J	F	M	A	M	J	J	A	S	O	N	D		
Objective 1: To raise awareness of climate and disaster related hazards and risks and effective practices of building resilience through targeted materials and packages:																	
Increased knowledge and awareness of community members, local government and service providers (including private sector) is essential to better understand risk through development	Information Education Communication (IEC) materials preparation, production and dissemination - PSA, IECs, Posters	Communities across Myanmar Local government (DRD, RRD, Agriculture Planning etc) Service providers	BRACED Alliance IPs												BRACED IECs/Posters, BBCMA PSA's	Complete	
	Trainings and awareness sessions and follow up to all communities		BRACED alliance IPs												Child centered resilience, CRA and women's empowerment training outlines and materials	Complete	

t of skills to interpret risk information into decision making.	Improved project visibility - activity plaques sign boards and transparency boards		BRACED alliance IPs															Posters, Plaques etc	Complete
	Support to DRRWG to standardise and consolidate DRR/Resilience curriculums for township officials and communities		ACU and BRACED Alliance Partners																Child centered resilience, CRA and women's empowerment training outlines and materials
The voice of the most vulnerable groups in community planning and decision making is essential to ensure that resilience and development activities are reaching		NSPA DRD, Ministry of education																Women's empowerment toolkit, and child centered tools and materials	Complete longer term advocacy ongoing following development of research study on effects of women's empowerment

those most vulnerable to shocks and stresses.																			
Objective 2: Fostering network and sharing between communities, decision makers, service providers and civil society, profiling the BRACED Alliance programme as a key platform for exchange, learning and advocacy for resilience building in Myanmar:																			
Better Linkage between planning levels will ensure sub national planning frameworks are being developed around community needs and requirements and that local development funds are being adequately channeled into resilience building	Township coordination meetings and regular engagement between stakeholders	VDMCs, Village Tract administrators, CBOs and committees (VSLA /water education etc), DRD Planning department																Complete	
	Bringing participant champions from the communities and townships to national events																		
	Establish and online library/access point beyond project period																	BRACED website, and all partner documents, case studies and reports	In process – MIMU granted permission to use online storage platform

activities and resilient services.																				
Improved coordination and sharing between development partners (Dialogue and cooperation and tools and approaches) will bring together the many different development partner projects which have led to overburden and confusion amongst communities and government departments . Better	BRACED Support to Peer 2 Peer learning for resilience project event and case study development	Development partners and donors DFID,LIFT,USAID, ADB, UNDP, DRRWG, MCCA,MCCR, MCDRR and other development partners and projects	All Partners															BRACED Case studies and reports	Complete and report finalized and distributed	
	More regular dialogue and meetings between key development partners and formation of a roundtable on resilience																			Roundtable not established but more discussion and access to resilience information through DRRWG

<p>development partner coordination on generating evidence and disseminating advocacy messages can be achieved through a round table platform and increased dialogues between donors and implementers</p>																		
<p>Objective 3: BRACED learnings, lessons and evidence of good practice are consolidate into materials, messages and information sources to encourage decision makers and planners to uptake and integrate resilience practice into formal planning framework and to scale up horizontally and vertical into new programmes and funding opportunities</p>																		

<p>Improved generation and consolidation of risk data and hazard information and skills development to translate into actions will increase access to different stakeholders to emerging risk information including weather and climate forecasts. Validation and verification between sources of data will also reduce uncertainty in predictions.</p>	<p>Ensure consolidation and handover of all documentation including Climate profiles, climate Asia and M&E results, community resilience plans, TDMPS and SEAs through Coordination meetings Sharing workshops</p>	<p>RRD, DRD DMH DRRWG Local NGOs and civil society organisations</p>	<p>Alliance Partners – identify appropriate stakeholders to engage and handover ACU – coordinate handover at national level</p>		<p>All partner reports</p>	<p>Complete</p>
---	--	--	---	---	----------------------------	-----------------

<p>The Community resilience Assessment and implementation process has shown measured improvements in resilience however Sustained resilience activities require longer term investments and more time to allow approaches and activities to be fully embedded into community and institutional systems and processes</p>	<p>BRACED community resilience assessment learning event to review action planning and interventions</p>	<p>BRACED Alliance partners and external resilience stakeholders - DRRWG/LIFT/MCCR/MRCS etc</p>	<p>ACU and All Myanmar partners</p>													<p>Community resilience reports and action plans</p>	<p>This was reviewed during the final learning event and recommendation made in conjunction with MCCR and MCCA</p>
--	--	---	-------------------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--

<p>Strategic guidance for risk management into sector and thematic development strategies and programmes should come with legislative mandates to incorporate risk into development plans at all levels.</p>	<p>Dissemination of cost benefit analysis study and risk informed decentralized planning study to inform policy development and legislation</p>	<p>Existing and new donors – DFID (through KPMG and KM) ADB and National government departments</p>			<p>CBA and risk informed development study</p>	<p>Dissemination workshop with national stakeholders in YGN – no follow up from ITAD for government dissemination which will take place with final handover – results shared in national learning event</p>
<p>Encourage new investment and uptake of BRACED approaches and activities to scale up the number of communities targeted and replication of activities</p>	<p>Advocacy and attendance of high level events and conferences where potential donors may be present</p>		<p>Alliance Partners – identify appropriate stakeholders to engage and handover</p>		<p>All BRACED reports and materials</p>	<p>Significant number of events attended and presented at</p>
	<p>BRACED KM annual learning event</p>					<p>Complete</p>

and approaches in new projects and programmes	BRACED National Sharing workshop																			Complete
	Integration of BRACED approaches into new project proposals and activities	New Donors	Partner HQ and business development teams																	M&E framework, CRA handbook, Costs benefit analysis, risk informed