



HELVETAS

MYANMAR

COUNTRY STRATEGY FOR MYANMAR, 2018 – 2021

PHWINT PHYO PADAYTHAR 1



Place / Date:

Yangon, February 2018

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List of Abbreviations

ACTED	Agency for Technical Cooperation and Development	MOHA	Ministry of Home Affairs
ADB	Asian Development Bank	MoU	Memorandum of Understanding
ASEAN	Association of South-East Asian Nations	MSD	Market System Development
A4P	Arts for Peace	NAG	Network Activities Group
BANCA	Biodiversity and Nature Conservation Association	NEP	National Economy Policy
CDE	Centre for Development and Environment	NESD	National Employment and Skills Development
CESVI	Cooperazione e Sviluppo	NGO	Non-Governmental Organization
CESR	Comprehensive Education Sector Reform	NLD	National League for Democracy
CLCMGoMP	Community-Led Coastal Management Project in the Gulf of Mottama	Norad	Norwegian Agency for Development Cooperation
CSO	Civil Society Organization	NSA	Non-state Armed Group
CSPM	Conflict Sensitive Program/Project Management	NSSA	National Skills Standard Authority
CSR	Climate Smart Rice (Project)	OCHA	UN Office for the Coordination of Humanitarian Affairs
CVT	Center for Vocational Training	ODA	Official Development Assistance
DAG	Disadvantaged Group	PEACE	Promoting Equitable and Accountable Civic Engagement
DAP	Development Assistance Policy	PIN	People in Need
DFID	Department for International Development	PPP	Phwint Phyo Padaythar 1
DRD	Department of Rural Development	PTF	Partnership for Transparency Fund
EU	European Union	RDSF	Rural Development Strategy Framework
FAO	Food and Agriculture Organization	REC	Rural Economy
FDI	Foreign Direct Investment	SDC	Swiss Agency for Development and Cooperation
FSWG	Food Security Working Group	SDE	Skills Development and Education
GCRI	Global Climate Risk Index	SEZ	Special Economic Zone
GDP	Gross Domestic Product	SDG	Sustainable Development Goal(s)
GEN	Gender Equality Network	SECO	State Secretariat for Economic affairs
GoMP	Gulf of Mottama Project	S4E	Skills for Employment
GoP	Governance and Peace	S4RLD	Skills for Rural Livelihood Development
GSE	Gender Equality and Social Equity	TVET	Technical Vocational Educational Training
HDI	Human Development Index	UN	United Nations
IFAD	International Agricultural Development Fund	UNDP	United Nations Development Programme
INGO	International Non-Governmental Organization	UNEP	United Nations Environment Programme
IUCN	International Union of Nature Conservation	USD	United States Dollar
LIFT	Livelihood Food Security Trust Fund	VSD	Vocational Skills Development
LRC	Local Resource Center	WAPRO	Water Efficiency Project
M4P	Markets for the Poor	WB	World Bank
MoALI	Ministry of Agriculture, Livestock and Irrigations	WHH	Welthungerhilfe
		YAU	Yezin Agriculture University

1. Summary

HELVETAS is a non-partisan and non-religious international development organization. It started first activities in Myanmar in 2012. This first country strategy of HELVETAS Myanmar for its Program “Phwint Phyto Padaythar 1” covers the period 2018 – 2021 and represents both, Helvetas Swiss Intercooperation (registered in Switzerland) and Helvetas Intercooperation Gmbh (registered in Germany). Its vision is a just world in which all men and women determine the course of their lives in dignity and security, using environmental resources in a sustainable manner. HELVETAS’s theory of change is to reach its vision through three intervention approaches, namely development projects, thematic advice and policy dialogue.

Based on a context analysis HELVETAS Myanmar has defined three goals: 1) Improve the livelihoods of individuals, 2) Empower actors (partners) and 3) Contribute to conducive frame conditions. To this end, HELVETAS currently implements four projects in three working areas:

1. Skills for Employment Project in the working area Skills Development and Education
2. Gulf of Mottama Project belonging to the working area Rural Economy
3. Promoting Equitable and Accountable Civic Engagement as part of the working area Governance and Peace
4. Regional BioTrade project falling under the working area Rural Economy.

HELVETAS Myanmar is committed to respect in all its activities gender and social equity. It follows a partnership approach by building capacities of local actors and engages in evidence based advocacy. These are the three transversal themes of HELVETAS globally, too.

Geographically, HELVETAS Myanmar puts a focus on three areas, namely the Dry Zone (Magwe, Mandalay and Sagaing Regions), the Gulf of Mottama with Mon State and Bago Region and Southern Shan. This assures that HELVETAS reaches an adequate share of ethnic minority groups, too. HELVETAS remains open to intervene in other areas too, depending on the intervention logic of projects and identified needs.

HELVETAS Myanmar defines its primary stakeholders as small-scale farmers and fisherfolk, young men and women and migrants. At least half of them shall be women. At least 30% of them shall belong to Disadvantaged Groups, which are defined along criteria of assets, income, education, identity, access and ability.

The interventions of HELVETAS in Myanmar are fully aligned to the Sustainable Development Goals and national policies. Through its interventions HELVETAS is committed to reach in the strategy period the following strategic targets:

- 100’000 primary stakeholders have improved their livelihood sustainably
- 10’000 primary stakeholders have increased their income
- 10 partners have strengthened their capacities
- 3 systemic changes – in policies, curricula, approaches – have been triggered.

In line with its partnership approach, HELVETAS Myanmar keeps its own resources (currently 30 staff) lean. It aims at a moderate growth in terms of number of projects and the program’s financial volume.

HELVETAS Myanmar always strives for top-quality implementation. A spirit of continuous learning, sound monitoring and evaluation methods and annual external audits assure the quality of HELVETAS’ work in Myanmar.

2. Introduction to the strategy

HELVETAS' activities in Myanmar go back to 2012. A first draft country strategy was developed in 2015 and passed the approval process at head office. The current strategy for the Program “Phwint Phyo Padaythar 1” (PPP) coincides with the period of the Memorandum of Understanding with HELVETAS' governmental partner, the Department for Rural Development (DRD) under the Ministry for Agriculture, Livestock and Irrigation (MoALI) and largely builds on the mentioned draft country strategy. “Phwint Phyo Padaythar 1” stands for “Sustainable and Growing Development”¹.

«HELVETAS Myanmar» is a registered International Non Governmental Organization (INGO) with the Ministry of Home Affairs and represents both, Helvetas Swiss Intercooperation (registered in Switzerland) and Helvetas Intercooperation GmbH (registered in Germany).

2.1. Purpose of the Country Strategy and period covered

The purpose of the HELVETAS' Myanmar Country Strategy is to guide the further development of HELVETAS' activities in Myanmar and to set priorities. Primarily it is a guidance for HELVETAS Myanmar staff. At the same time, it also serves to inform partners of HELVETAS Myanmar about its activities and priorities. Summary versions are shared openly in order to inform any interested person or organization about HELVETAS Myanmar.

The strategy period is 2018 – 2021 in line with the mentioned Memorandum of Understanding with DRD.

2.2. Process of elaboration of the strategy and involved persons and institutions

HELVETAS Myanmar's first Country Director (2015 – 2017) took the responsibility to prepare the draft country strategy, which was discussed by the Programme Commission of HELVETAS in November 2015.

In 2017 the key elements of the strategy were reviewed and further developed by the second Country Director and the Program Manager in collaboration with the HELVETAS Myanmar Management Team in various meetings. At the occasion of a team retreat in December 2017 the center piece of the strategy – the results framework – was shared and discussed with the entire HELVETAS Myanmar team.

3. Actual situation and trends in the country context

Myanmar² is a Southeast Asian country neighboring India and Bangladesh to the North West, China in the north east, Thailand and Laos to the southeast, and the Andaman Sea and the Bay of Bengal to the south west. The most recent 2014 Census³ officially counted a population of nearly 51.5 million, of which men account for just over 24.8 million and women 26.6 million. Myanmar has 15 States and Regions, with States (seven) occupied primarily by ethnic minorities, and Regions (eight) populated by Myanmar's ethnic majority – the ‘Bamar’. There are officially eight major ethnic minority groups, with over 135 recognized ethnically diverse sub-groups. While Myanmar may be the largest country in mainland Southeast Asia, it also ranks as poorest, with aims to graduate off the Least Developed Countries (LDC) list in 2021. Since 2011, when Military rule transitioned to a Parliamentary Government, the country officially known as the

¹ Phwint Phyo = Development; Padaythar is a Pali word for an “offering tree” which symbolizes sustainable and multiplying growth). For non-Burmese speakers, the following transcription may help to pronounce the program name: “Phue Phioh Pathetha”

² Myanmar vs. Burma inside the country both names are used, however different countries have opted to use one or the other name officially, namely the USA uses Burma while Switzerland uses Myanmar.

³ 2014 Census www.dop.gov.mm

Increased income through demand oriented skills development



In 2017, Hnin Su Wai, 30 years old, attended as the first woman a motorcycle repair skills training in Magwe region financed by HELVETAS in the frame of its Skills for Employment Project. A private trainer-employer, who runs his own workshop, taught a small group of apprentices practical skills on the job. Instructors from a nearby government-run Technical Highschool complemented the training with theoretical knowledge. Today, Hnin Su Wai earns more than the minimal wage as a vehicle inspector. She saves money to fulfill her dream: to run her own shop for motor-cycle spare parts. Hnin Su Wai is not only a role model for other young people in the region to make their own aspirations becoming true; she is also an activist in a local youth organization.

Republic of the Union of Myanmar is undergoing sweeping social, political and economic reforms, including a prolonged and complex peace process negotiation toward a national ceasefire between the government and non-state armed groups (NSA).

Politically, the country is very dynamic but struggling. Despite the government's commitments to a 'People Centered' development, shifting from an authoritarian to a pluralistic mind set and from opposing to constructive engagement between state, parliament, non-state actors and citizens is still nascent and not without contradictions. A sound legal framework and in turn effective enforcement remain elusive. Political will between so called hardliners and progressives is being tested, while collusion of interests and cronyism persist. 2015 saw a landslide victory of Aung San Su Kyi's National League for Democracy (NLD). Caught in a delicate power balance the new government tries its best to reach impossibly high expectations, with both enthusiasts and cynics at opposite ends of the pendulum.

Socially, the country faces embedded internal and cross-border conflicts. Internally displaced persons (IDP) and refugee camps line its borders. The mass exodus of more than 600'000 mostly Muslim people from Northern Rakhine to Bangladesh brought Myanmar in 2017 to the global attention and caused a humanitarian crisis. Social disparities are further exacerbated by pervasive poverty gaps in particular between urban and rural areas where 70% of the population resides and lacks access to basic services and infrastructures. Gender equality and quality education remain evasive despite a National Strategic Plan for the Advancement of Women and a Comprehensive Education Sector Reform (CESR). According to the 2016 Human Development Index (HDI) report⁴, Myanmar ranks 145 out of 188 countries overall showing substantial improvements compared to 1990, and 83 out of 144 countries in gender inequality⁵. Considering the country's history, Myanmar avails a surprisingly large, active and diverse Civil Society with an estimated number of 10'000 civil society organizations. This is partly explained by the deeply rooted Buddhism and is reflected in Myanmar holding the first rank in the World Giving Index⁶. Prominent civil society leaders however are concerned to observe a shrinking space for civil society organizations since the 2015 elections.

Economically, the country ranks as a lower-middle income country according to the World Bank (WB) with an average GDP growth of 8.5% in 2014/2015⁷. The Asian Development Bank (ADB) expects a GDP growth of 7.7% in 2017⁸ which would be highest among all ASEAN countries. Agriculture is still the most important economic sector. Inflation is substantial, and disparities between rich and poor as well as between

⁴ http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/MMR.pdf

⁵ <https://www.weforum.org/reports/the-global-gender-gap-report-2017>

⁶ <https://www.cafonline.org/about-us/publications/2017-publications/caf-world-giving-index-2017>

⁷ <http://www.worldbank.org/en/country/myanmar>

⁸ <https://www.adb.org/countries/myanmar/economy>

urban and rural living standards are apparent. While the country has opened up to both official development assistance (ODA) and foreign direct investment (FDI), lack of infrastructure, skilled workforce, enabling environment for local private sector and related reliable business, finance, labor services, and finally a sound legal framework each contribute to poor market access, and underperforming value chains and trade development. Myanmar ranks 171 out of 190 economies for Ease of Doing Business⁹. A recent representative public opinion poll¹⁰ showed that “unemployment” is considered the single most important problem. Another obvious factor is migration, both internal and external. According to the Ministry of Labour, there are approximately three million Myanmar migrants working abroad. According to the 2014 Census, Thailand hosts approximately 70%. While a recent internal migration study carried out by HELVETAS Myanmar confirms that internal migration is heavily relied on as a coping strategy for poorer households unable to make ends meet in leaner seasons.

Environmentally, the country is richly diverse in bio diversity, ecological landscapes and natural resources. This affords both opportunities and challenges, especially when weighing economic development against social and environmental impacts. Like many underdeveloped countries, Myanmar’s natural collateral is relied on as much for daily subsistence in rural areas for food, income and energy, as it is for GDP capital in way of timber, minerals and increasingly hydropower and oil trade. Special economic zones (SEZ) and corridors are cross-cutting and changing landscapes. According to the 2014 Global Climate Risk Index (GCRI)¹¹, Myanmar is listed as the second most climate vulnerable country after Honduras.

Regarding **Overseas Development Assistance (ODA)** the country still being in transition presents both a timely opportunity for engagement as it does a challenge to reconcile the broad range of needs and related possible areas of intervention. The United Nations Development Program (UNDP) estimates ODA for 2017 to amount to 2,062 million USD (compared to a Foreign Direct Investment of 6,450 million USD). This is the third highest amount in South East Asia (after Vietnam and Indonesia). In 2015 the amount per capita was equal to 21.68 USD (ranking number four in South East Asia after Laos, Cambodia and Vietnam)¹². There are more than 100 international NGO (INGO) registered as members of the INGO Forum and a growing number of large and competent local development organizations. This situation requires HELVETAS to carefully position itself and seek lasting partnerships.

Capacity building and a small grant to empower local actors



January 6, 2018 is a memorable day for Daw Kwant Mile (right on the picture). She signed a contract for a small grant of Euro 2’000 for her “Naung Hlaing Women Group” located in a remote village with the same name in Lashio Township, Northern Shan. The grant was issued in the frame of the “Promoting Equitable, Accountable Civic Engagement” Project that HELVETAS implements with partners. It’s the first grant ever for this group. To reach there, the group leaders attended a capacity building program where they learned what civic engagement entails and how to manage a project. With the grant money the women group intends to engage with the local authorities on questions such as land expropriation.

⁹ <https://tradingeconomics.com/myanmar/ease-of-doing-business>

¹⁰ <https://www.slideshare.net/aung3/survey-of-myanmar-public-opinion-march-9-april-1-2017iri-releases-survey-of-burmese-public-opinion>

¹¹ <https://germanwatch.org/en/download/8551.pdf>

¹² Undp: «Myanmar budget 2017 – 18 & ODA trends», presented in Nay Pyi Taw on June 14, 2017

4. Past experiences and lessons learned

HELVETAS engagement in Myanmar dates back to 2012; the opening of a first Program Office in 2013 and starting a first project in 2014 (Skills for Rural Livelihood Development). In 2017 the country program consisted of five projects:

- **Skills for Rural Livelihood Development**, Phase 1 2014 – 2017, main objective is to create income and employment for young rural people. The project is implemented in Magwe Region (Dry Zone). The main donor is HELVETAS. In 2017 the project underwent a reorientation towards vocational education in off-farm professions. A second phase under the new name “Skills for Employment” was planned with the goal that 1,500 young women and men obtain decent income and employment. The project works with private entrepreneurs and their association, that are ready to train young people; private and public training institutions and the Magwe Youth Network, a civil society organization to mobilize youth. 2
- **Community led Coastal Management in the Gulf of Mottama Project**, Phase 1 2015 – April 2018. The Gulf of Mottama in the South East of Myanmar is home of a globally unique eco-system, a vulnerable community that struggles to maintain its livelihood from coastal fishing and the wintering space for migrating birds at the edge of extinction. This project of the Swiss Agency for Development and Cooperation (SDC), implemented by consortium led by HELVETAS, aims at “Vulnerable women and men in targeted coastal areas of the Gulf of Mottama have improved livelihood security through effective fisheries value chain development, livelihoods diversification and equitable and sustainable management of resources”. The implementing partners are the Network Activities Group (a strong local implementation NGO), the International Union of Nature Conservation (IUCN) and the local Biodiversity and Nature Conservation Association (BANCA). In a multi-stakeholder approach, the project collaborates with government authorities from local to national level, private sector companies and civil society organizations. In 2017/18 the second phase (2018 – 2021) was planned.
- **Promoting Equitable and Accountable Civic Engagement (PEACE)**, 2016 – 2020, funded by the European Union (EU), aims at supporting 1,000 local Civil Society Organizations to engage in local development and decision-making processes. HELVETAS leads a consortium whereas the main implementer is the Local Resource Center, Myanmar’s most important civil society umbrella

Conducive framework for nature protection: Myanmar’s fourth Ramsar Site in the Gulf of Mottama



The national media reported about this event on May 30th, 2017 in Su Pa Nu village, Mon State: Dr. Min Kyi Win (wearing the white jacket), the Minister of Natural Resources and Environmental Conservation of Mon State, is planting a symbolic tree at the occasion of the inauguration of the fourth Ramsar Site of Myanmar. The partners of the Community-led Coastal Management in the Gulf of Mottama Project facilitated the process to create awareness about the importance of the gulf’s mudflats as a globally unique intertidal ecosystem and to support the Government of Myanmar to submit a successful application to the Secretariat of the UN Convention on Wetlands (“Ramsar Convention”) to designate a substantial part of the gulf’s coast as Ramsar Site. With this Myanmar commits to comply with the “Ramsar wise use” of natural resources, which guarantees both, the protection of the unique natural resources and a decent livelihood for the people living there.

organization. The third partner is the international NGO Partnership for Transparency Fund (PTF).

- The regional **BioTrade** project is a project of the Swiss State Secretariat for Economic Affairs and covers Vietnam, Laos and Myanmar. The project's key idea is to contribute to bio diversity by establishing global value chains for the ingredients of indigenous and culturally typical plants. Key partners are private sector companies.
- The **Regional Training Facility** financed by the International Fund for Agricultural Development (IFAD) on value chains / Market System Development covers Myanmar, too. Since it is managed directly by head office it is not further dealt with in this strategy.

The three main insights for the future are as follows:

1. HELVETAS Myanmar has a highly interesting but also diverse project portfolio covering three out of five working areas of HELVETAS globally; namely Skills and Education, Rural Economy and Governance and Peace. All projects span from local implementation to national level policy dialogue. The unique selling points are top quality implementation, strong partnerships and a deliberate multi-stakeholder approach including the state, the civil society and the private sector in project specific constellations. All projects have the potential to contribute to systemic changes.



Maintain.

2. In the last few years the program grew fast and stable funding can be anticipated until 2020. However, the size of the program in terms of number of projects and financial volume is still critically low. The organizational set-up is designed to foster synergies between projects and there are examples where this works well; yet there is room for improvement.



Aim at moderate growth and synergies between projects.

3. Both, program and team are young and nascent. An organizational identity and standard procedures need to grow and to be further developed. The competition among INGO is high and the labor market for qualified development professionals is highly competitive.



Offer attractive employment conditions and actively foster staff satisfaction.

5. Strategic orientation

5.1. From analysis to action

The context analysis and lessons learned from the first few years of engagement in Myanmar suggest the following areas of intervention and attention for HELVETAS Myanmar in the strategy period:

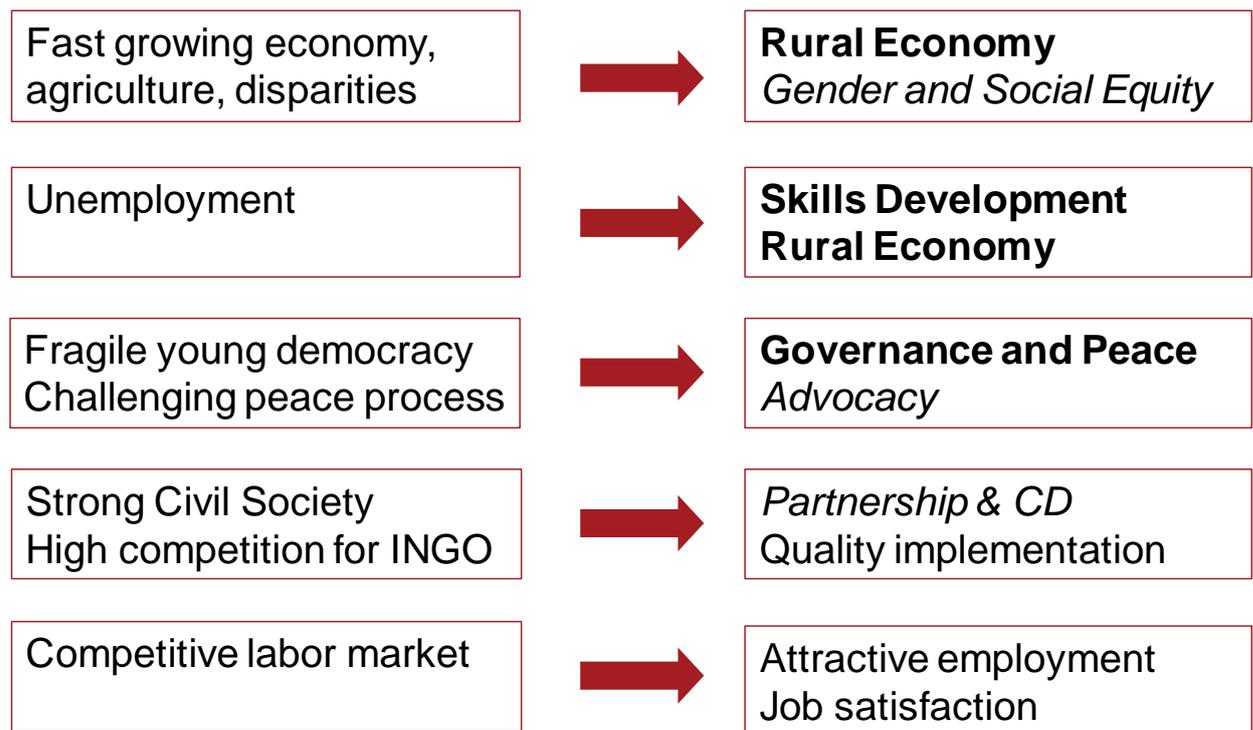


Figure 1: Summary of areas of intervention and attention based on the context analysis

Terms in bold letters under the heading “Areas of Intervention / Attention” refer to HELVETAS’ Working Areas; terms in italics to Transversal Themes and terms in normal letters to areas of attention.

5.2. Organizational vision and mission

Our vision is a just world in which all men and women determine the course of their lives in dignity and security, using environmental resources in a sustainable manner.

5.3. HELVETAS’ global and HELVETAS’ Myanmar Theory of Change

The figure below depicts the theory of change of HELVETAS globally. In order to contribute to systemic change for a life in dignity HELVETAS intervenes on three complementary axes, namely through 1) development projects, 2) thematic advice and 3) policy dialogue. HELVETAS concentrates on five working areas: 1) Water & Infrastructure, 2) Skills Development & Education, 3) Governance & Peace, 4) Rural Economy and 5) Environment & Climate Change. Three transversal themes are relevant for all interventions of HELVETAS: 1) Gender and Social Equity, 2) Partnership & Capacity Development and Advocacy.

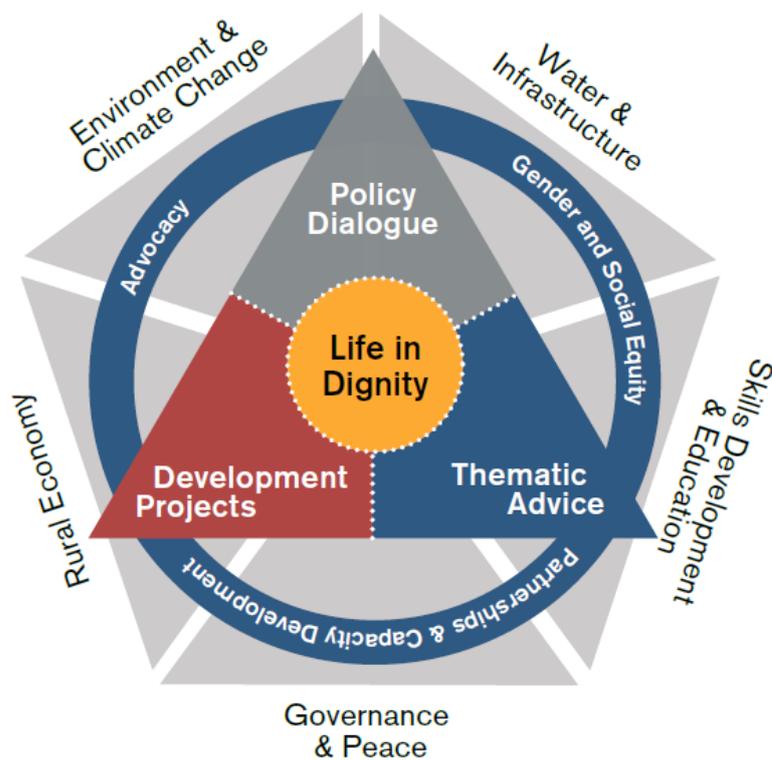


Figure 2: HELVETAS' Theory of Change

HELVETAS Myanmar fully aligns to this theory of change with the following specifications:

- The key intervention of HELVETAS Myanmar are the implementation of development projects. However, in view of the strong local partners HELVETAS' role increasingly moves towards the provision of thematic advice. As and when there are opportunities, HELVETAS Myanmar seeks to acquire short-term advisory services mandates, too. Policy Dialogue is an inbuilt element in all development projects and of the program as a whole (see chapter on “Advocacy”).
- In view of the limited human and financial resources HELVETAS Myanmar concentrates its activities on three working areas, namely Skills Development & Education, Governance & Peace and Rural Economy. Development projects may include elements of other working areas, too. Depending on opportunities and synergies, HELVETAS Myanmar may engage in thematic topics of the two remaining working areas, too.
- HELVETAS' Myanmar work includes all the three transversal themes. In addition, HELVETAS Myanmar emphasizes the themes of “Conflict Sensitive Project Management” and the two thematic accents of “Youth” and “Urban Engagement”, too.

5.4. HELVETAS' Myanmar strategic goals

Goal 1: Disadvantaged women, men and youth, HELVETAS' Myanmar primary stakeholders, have improved their livelihoods in a sustainable and resilient manner.



Improved livelihoods of individuals

Goal 2: Primary stakeholders, key partners of HELVETAS Myanmar are empowered actors who are able to claim their rights and have gained equitable access to resources and services.



Empowered actors (partners)

Goal 3: HELVETAS Myanmar and key partners have contributed to conducive frame conditions for inclusive and sustainable development.



Conducive frame conditions

Figure 3: HELVETAS' Myanmar Strategic Goals

The figure above shows HELVETAS' Myanmar goals in brief. The three illustrated text boxes embedded in earlier parts of the document provide an example each for what the terms “improved livelihoods”, “empowered actors” and “conducive frame conditions” mean in reality.

The box below shows the targets that HELVETAS Myanmar is committed to reach in the strategy period.

Improved livelihoods

By 2021, 100'000 primary stakeholders have improved their livelihoods sustainably

By 2021, 10'000 primary stakeholders have increased their income

Empowered actors

By 2021, 3'000 primary stakeholders have improved their knowledge and skills as consequence of vocational skills development by HELVETAS and its partners

By 2021, HELVETAS Myanmar has strengthened the capacities of ten strategic partners and partners

By 2021, HELVETAS Myanmar has supported the advocacy efforts of four partners

Conducive frame conditions

By 2021, HELVETAS Myanmar has contributed to pro-poor policy processes in its three working areas
(REC, SDE and GOP)

By 2021, HELVETAS Myanmar has triggered at least one systemic change – e.g. of policies, curricula, quality standards, methodologies - in each of its working areas

Figure 4: Indicators of HELVETAS' Myanmar Strategic Goals

Table 1 below presents HELVETAS' Myanmar results framework in an overview including selected key indicators and references to contributions to the Sustainable Development Goals (SDG).

Annex 1 provides HELVETAS' Myanmar full results framework for the strategy period in an overview, including all indicators.

Vision: Our goal is to ensure a just world in which all people live independently in dignity and security, use the natural resources in a sustainable manner and protect the environment.			
Goal 1 (improved livelihoods): Disadvantaged women, men and youth, HELVETAS Myanmar primary stakeholders, have improved their <u>livelihoods</u> in a sustainable and resilient manner.	Goal 2 (empowerment): Primary stakeholders, key partners of HELVETAS Myanmar are <u>empowered</u> actors who are able to claim their rights and have gained equitable access to resources and services.	Goal 3 (conducive framework): HELVETAS Myanmar and key partners have contributed to conducive <u>frame conditions</u> for inclusive and sustainable development.	
Outcome 1 (Sustainable Agriculture): Women and men in the project areas, especially small-scale farmers, have improved access to natural resources and markets and apply economically viable and sustainable cultivation methods. Farmers' organizations and service providers have improved their competences and are supported by improved policies	By 2021, 7'000 farmers and fishers involved in the programme have improved their livelihoods through sustainable practices	SDG 1, 2, 12, 14, 15	
Outcome 2 (Market System Development): Poor and disadvantaged women and men engaged in agricultural and non-agricultural market systems increase their income and employment situation in a sustainable manner. For this purpose, public and private market actors have the incentive and capacity to provide relevant services in these market systems and create a conducive business environment	By 2021, 6'000 primary stakeholders got new/additional income through interventions on Market System Development.	SDG 1, 8, 12, 17	
Outcome 3 (Skills Development): Disadvantaged women and men, especially youths, have access to practice- and demand-oriented quality skills development services provided by competent public and private actors and supported by Technical and Vocational Education and Training policy reforms, leading to employment and income	By 2021, 2'000 graduates found new or additional self- or wage employment	SDG 1, 4, 8	
Outcome 4 (Governance): HELVETAS Myanmar has contributed to empower individual women and men and civil societies to claim their rights and meaningfully engage in development and policy processes, and has strengthened the capacities of local governments/committees to discharge their duties in a responsive, pro-poor and efficient manner	By 2021, 200 civil society organisations / networks have been supported in their advocacy work / policy dialogue	SDG 10, 16	
Outcome 5 (Conflict transformation): HELVETAS Myanmar contributes to social cohesion for peaceful co-existence by linking conflict transformation and cultural spaces for the non-violent expression of ideas	By 2021, 1500 people - in particular women and youth - have been reached through cultural events supported by HELVETAS Myanmar	SDG 10, 16	
Outcome 6 (Migration and Development): HELVETAS Myanmar supports and contributes to the protection of the rights of women and men migrants, minimizing the risks and costs of migration and maximizing migration's impact on local, social and economic development	By 2021, 700 migrants and their families have been supported through interventions on Migration and Development	SDG 1, 4, 8, 10	
Outcome 7 (Gender and Social Equity): HELVETAS Myanmar's projects are designed to meet the needs of disadvantaged women, men and youth with a particular focus on equitable access to socio-economic services	Over the period 2018-2021, at least 50% of the primary stakeholders reached are women, 30% are youth and 30% belong to disadvantaged groups	SDG 5, 10, 16	
Outcome 8 (Partnership and Capacity Development): HELVETAS Myanmar increases its engagement with strategic partners and establishes equitable partnerships with partners and contributes to enhanced capacities and empowerment of its partner organizations	By 2021, HELVETAS Myanmar has analyzed, together with strategic partners and partners, the partnership relations and elaborated context-specific partnership development plans	SDG 17	
Outcome 9 (Advocacy): HELVETAS Myanmar contributes through evidence based policy dialogue to conducive, just and socially progressive framework conditions in the area of skills development, sustainable and fair production and space for civil society	By 2021, ten strategic partners, partners and networks have been supported in their advocacy efforts on specific issues of concern	SDG 12, 13, 14, 15	

Table 1: Overview of HELVETAS' Myanmar Results Framework

5.5. Working area objectives

Rural Economy

Empowered and capacitated disadvantaged and small-holder farmers have increased productivity and income through environmental friendly, sustainable and climate-resilient production methods and improved access to fair markets.

Skills Development and Education:

Disadvantaged women, men and youth benefit from good-quality and market-oriented vocational skills training, which leads to decent employment and income.

Governance and Peace

HELVETAS Myanmar has contributed to strengthening citizen engagement, civil society organizations and networks, public and private actors to ensure their services are effective, accountable and transparent and their development and policy processes are socially and environmentally responsible.

5.6. Alignment to HELVETAS and national strategies and policies

The country strategy 2018 – 2021 is guided by HELVETAS Swiss Intercooperation’s Strategy 2018 – 2020 and Program 2017 – 2020. The country strategy is also aligned with the Performance Indicators, which contains the output level standardized indicators of HELVETAS.

The country strategy 2018 – 2021 is aligned with United Nations Sustainable Development Goals and the national priorities.

Table 2: Alignment of HELVETAS Myanmar’s program to the SDG and national strategies and policies

Program 2017 - 2020	HELVETAS Myanmar	United Nations Sustainable Development Goals	National priorities
Sustainable Agriculture	Outcome 1	1) No poverty 2) Zero hunger (promote sustainable agriculture) 12) responsible consumption and production 14) Life below water 15) Life on land	- Agriculture Development Strategy - Agriculture Sector Investment Strategy - Seed law - Farmland law - Pesticide law -National Economic Policy (NEP) -Rural Development Strategy Framework (RDSF)
Market Systems Development	Outcome 2	1) No poverty 8) Decent work and economic growth 12) Responsible consumption and production (Sustainable production/consumption) 17) Partnerships for the goals	- NEP - Microfinance and SME Laws, Foreign Direct Investment -RDSF
Skills development and education	Outcome 3	1) No poverty 4) Quality education 8) Decent Work and Equitable Growth	- National Skills Standards - Employment and skills development law - National Employment & Skill Development (NESD) Strategy (Available at: http://www.nesdmyanmar.org/about-nesd/) - Minimum wage law

			<ul style="list-style-type: none"> - National education strategic plan (2016-2021) - NEP - RDSF
Governance	Outcome 4	<ul style="list-style-type: none"> 10) Reduced inequalities 16) Peace, justice and strong institutions 	<ul style="list-style-type: none"> - RDSF - Development Aid Policy (DAP) - General Administration law
Conflict transformation	Outcome 5	<ul style="list-style-type: none"> 10) Reduced inequalities 16) Peace, justice and strong institutions 	<ul style="list-style-type: none"> - 21st century Pinlon conference and peace process - National ceasefire agreement
Migration & Development	Outcome 6	<ul style="list-style-type: none"> 1) No poverty 4) Quality education 8) Decent Work and Equitable Growth 10) Reduced inequalities 	<ul style="list-style-type: none"> - Labor organization law - Social security law - Objectives of ministry of labor, immigration and population http://www.mol.gov.mm/en/objectives/
Gender and social equity	Outcome 7	<ul style="list-style-type: none"> 5) Gender equality 10) Reduced inequalities 16) Peace Justice and strong institutions 	<ul style="list-style-type: none"> -National Strategic Plan for the Advancement of Women -RDSF - Social Security Law - Prevention and Protection of Violence against women (Bill) - The Rights of Persons with Disabilities Law - Universal Periodic Review
Partnership and capacity development	Outcome 8	17)Partnership for the goals	<ul style="list-style-type: none"> -Naypyitaw Accord for aid effectiveness -DAP
Advocacy	Outcome 9	<ul style="list-style-type: none"> 12) Responsible consumption and production 13) Climate action 14) Life on land 15) Life below water 	<ul style="list-style-type: none"> - National Integrated Water Management Framework - National Biodiversity Strategy and Action Plan - Forest Law Enforcement, Governance and Trade - National Land Use Policy - Disaster Management Bill and Standing Order (being ratified)

6. Target groups

6.1. Primary stakeholders

HELVETAS' Myanmar primary stakeholders¹³ are three partly overlapping groups of people. HELVETAS' interventions ultimately shall benefit them. They are

¹³ Other organizations would use for the term «Primary Stakeholders» also «target groups» or «beneficiaries».

1. Smallholder farmers and fisherfolk
2. Young women and men¹⁴
3. Migrants (domestic and cross-border).

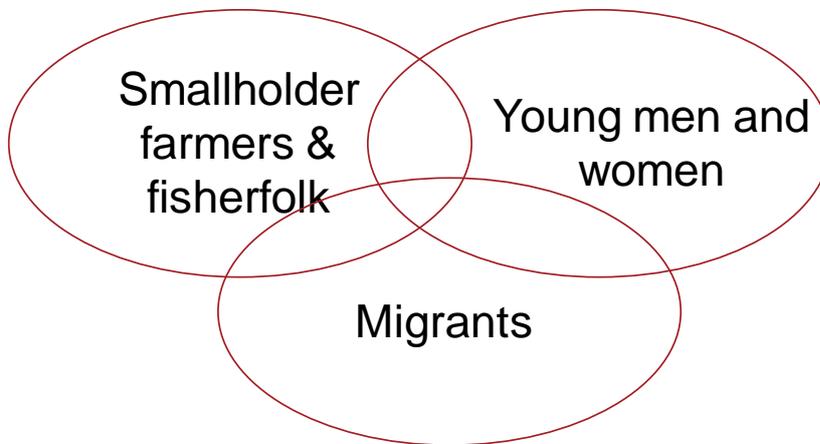


Figure 5: Primary Stakeholders of HELVETAS Myanmar

In total HELVETAS Myanmar aims to reach 50% female primary stakeholders.

6.2. Disadvantaged groups

To enjoy a life in dignity is particularly challenging for disadvantaged groups (DAG) of a society. HELVETAS Myanmar therefore has set a target that among the primary stakeholders at least 30% belong to disadvantaged groups, which for example include ethnic minorities.

DAG are defined as shown below. Intentionally the definition is kept simple in order to assure applicability among the field realities of all the projects and to assure measurability. Any combination of at least two criteria below identifies a person as belonging to DAG. Special mention deserves the criterion “Ability”. While it is doubtlessly true that disabled persons belong to the group of disadvantaged, HELVETAS does not belong to the specialized INGO working with and for persons with special needs. However, HELVETAS takes affirmative action to include people with special needs, e.g. in vocational education interventions.

¹⁴ “Those who are citizens of Myanmar aged between 15 to 35 years are defined as youth”. National Youth Policy 2018, Provision 25, Page 9 (Burmese Version)

Table 3: Definition of Disadvantaged Groups

Criterion	Definition	Explanations
Assets	Landless or land poor	A person living in a rural area and making a living from agriculture without land-use (tillage) rights ¹⁵ or land-use rights of less than 1 acre (per household)
Income	Below minimal wage	A person earning less than the minimal wage (January 2018): 4,800 Kyats for an eight-hour working day ¹⁶
Education	School drop-out	A person who has not completed basic education ¹⁷
Identity	Woman and/or ethnic and/or religious minority	<ul style="list-style-type: none"> • Women^{18 19} • A person considering him- or herself belonging to an ethnic minority, whereas ethnic minority is defined as “non Bamar”^{20 21} • A person considering him- or herself belonging to a religious minority: Christian, Muslim, Hindu, other²² (equal to “non Buddhist”)
Access	Remote locations, post-conflict ²³ or conflict area	<ul style="list-style-type: none"> • Remoteness: A person who lives in a village without year-round road and/or boat access • Conflict area: A person living in an area where access is restricted or has been restricted in the last five years.²⁴
Ability	Handicapped	A person facing difficulties in 1) seeing, 2) hearing, 3) walking, 4) remembering / concentrating ²⁵

¹⁵ In Myanmar land belongs to the state. Individuals can hold heritable and sellable tillage rights. An estimated 25% to 50% of rural households are landless. (Haggblade Steven, 2013, A Strategic Agricultural Sector and Food Security Diagnostic for Myanmar, p. 25.) Landlessness varies between regions: Delta / Coastal: 72%, Dry Zone: 43%, Hilly: 26% (LIFT Baseline, 2012, Table 54). Haggblade defines a landholding of less than one acre as “functional landlessness” (p. 25).

¹⁶ <https://consult-myanmar.com/2018/01/03/minimum-wage-set-ks4800-per-day/>. In January 2018 the minimal wage (MW) was under discussion. The 2017 MW of MMK 3’600 (USD 2.67) was still in force, a new MW of 4,800 MMK (3.56 USD) was announced but not yet implemented.

¹⁷ «Basic Education» includes primary school (grade 1 -5, age 5+ to 9+ years) and secondary school (grade 6 to 11, age 10+ to 15+). Ministry of Education, 2004, Development of Education in Myanmar, p. 3. Gross enrolment rate in 2015 in secondary school amounted in Myanmar to 51.3% of the relevant age group. World Development Indicators, Participation in Education, <http://wdi.worldbank.org/tables> . According to The Myanmar 2014 Population and Housing Census school attendance at age 15 amounts to 28%. The Myanmar 2014 Population and Housing Census, Census Atlas Myanmar, p. 40.

¹⁸ According to The Myanmar 2014 Population and Housing Census, 51.8% of the population of Myanmar is female. The Myanmar 2014 Population and Housing Census, Thematic Report on Gender Dimensions, Census Report Volume 4-J, p. 13. Gender Inequality Index: 0.413 (rank 148 - 2014), <http://hdr.undp.org/en/content/gender-inequality-index> .

¹⁹ Lesbian, gay, bisexual and transgender (LGBT) are without doubt a disadvantaged group; for the current work of Helvetas this group has however been considered to be less relevant.

²⁰ There are a total 135 distinct ethnic groups officially recognized by the Government of Myanmar. These are grouped into eight "major national ethnic races", namely Bamar, Chin, Kachin, Kayin, Kayah, Mon, Rakhine and Shan. A rough estimate suggests that 68% of Myanmar’s population are ethnic Bamar. https://en.wikipedia.org/wiki/List_of_ethnic_groups_in_Myanmar.

²¹ In a specific geographic region also persons belonging to the Bamar ethnic group can be a minority. However, for the Helvetas Myanmar country program the country as a whole is considered.

²² Religious groups in Myanmar according to The Myanmar 2014 Population and Housing Census: Buddhist: 87.9%, Christian, 6.2%, Islam: 4.3%, Hindu: 0.5%, Animist: 0.8%, Other: 0.2%. Source: <http://www.themimu.info/census-data>.

²³ «Post-conflict is a “conflict situation in which open warfare has come to an end. Such situations remain tense for years or decades and can easily relapse into large-scale violence» retrieved from http://guides.womenwin.org/gbv/conflict/context/defining-conflict-post-conflict#_ftnref5 which refers to (Unne, G. & Verokren, W. (Ed). Post-conflict development: meeting new challenges. 2005, Boulder)

²⁴ See for example <http://www.tourismtransparency.org/no-go-zones-changes>

²⁵ The Myanmar 2014 Population and Housing Census determines four difficulties in four grades (p.9), namely 1) seeing, even if using wearing glasses (2.5%), 2) hearing, even if using hearing aid (1.4%), 3) walking, climbing steps, carrying items (1.9%) and 4) remembering or concentrating

6.3. Key actors

HELVETAS Myanmar is committed to a multi-stakeholder approach since the state, the civil society and the private sector are considered to be essential drivers of development.

State

HELVETAS' Myanmar legal partner is the Department of Rural Development in the Ministry of Agriculture, Livestock and Irrigation. In early 2018 the two partners have concluded their second Memorandum of Understanding (MoU) for the Program "Phwint Phyo Padaythar 1" described in this country strategy. Rights and obligations of both partners are described in the MoU.

In its projects HELVETAS Myanmar cooperates with the local authorities and the line departments relevant to the themes of the projects from local to national level. In specific cases the collaboration includes the respective parliaments, too in order to contribute to conducive framework conditions.

HELVETAS Myanmar collaborates with public educational institutions such as the Yezin Agriculture University, Mawlamyine University Fishery Department and Bago University.

Civil Society

In area based projects HELVETAS Myanmar sets up and/or strengthens Village Development Committees as key partners for local development.

Civil Society Organizations (CSO) are for an INGO such as HELVETAS natural partners. The collaboration with them is manifold in order to support them to enable them to better fulfil their functions. Of particular importance are CSO umbrella organizations such as the Local Resource Center or the Magwe Youth CSO network and producer associations such as the Thanaka Producer Association.

At the interface between the private sector and the civil society are Professional Associations (e.g. Fishery Associations on national and state level, the Federation of Rice Millers, the Magwe Federation of Construction Enterprises, or the Myanmar Private TVET Association). They are important partners in project implementation and HELVETAS supports them as per their need.

Private Sector

In particular in projects related to income generation HELVETAS collaborates with private sector companies. These can be suppliers or agricultural inputs, financial service providers, processing and trading companies. HELVETAS supports them as long as the intervention is in the public interest.

7. Geographical and thematic focus

7.1. Geographical Focus

HELVETAS Myanmar maintains in the strategy period its current geographic focus, namely the triangle of 1) Magwe Region (Dry Zone), 2) Mon State and Bago Region in the Gulf of Mottama and 3) Shan State (Southern Shan, hilly area). This selection includes both Bamar homeland (Magwe and Bago Regions) and ethnic minorities states (Mon and Shan). The chosen area is currently free from violent conflicts and allows to address internal migration flows (e.g. from the Dry Zone to the South-East, Gulf of Mottama). At the beginning of the strategy period projects are ongoing in Magwe (Skills for Employment, S4E, this is Phase 2 of the former Skills for Rural Livelihood Development) and in Bago Region and Mon State (Gulf of Mottama Project, GoMP, Phase 2 of the former Community led coastal Management in the Gulf of Mottama Project). Efforts shall be undertaken in the strategy period to add a project in Southern Shan.

(1.7%). The figures in brackets cover people with «some difficulties», «a lot of difficulties» and «cannot do at all» (Population Census 2014, Thematic Report on Disability, Census Report Volume 4-K, p. 17).

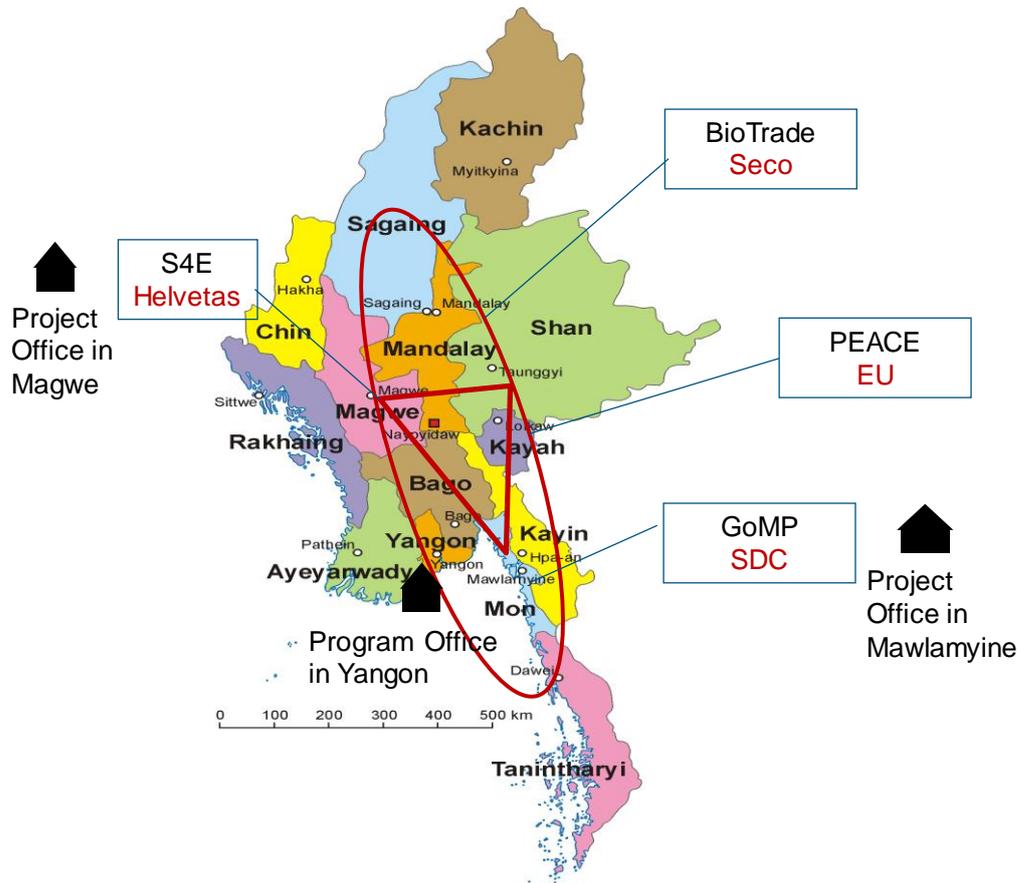


Figure 6: Geographic areas of intervention of HELVETAS Myanmar

Two of the current projects do not follow a geographic intervention logic: The support of CSO in the frame of the PEACE project responds to the expressed interest of CSO in a much wider geographic area than the HELVETAS Myanmar intervention triangle. The Seco financed BioTrade Project follows a market demand based value chain logic. The production area of the current value chains of Thanaka (*Hesperethusa crenulata* (Roxb.) M. Roem), a tree with ingredients of interest on the global cosmetics market) and of Jujube (*Ziziphus mauritiana* Lamarck, a fruit tree) are located in Sagaing, Mandalay and Magwe Regions.

As opportunities arise, HELVETAS Myanmar remains open to consider additional geographic interventions areas, always carefully considering security aspects, the comparative advantage of HELVETAS, synergies with other HELVETAS projects and the available resources. From a geographic point of view preferable additional project locations would be in Kayah and Kayah States and Mandalay and (Southern) Sagaing Regions.

7.2. Thematic focus & Project Portfolio development

The overview figure below shows the thematic focus of HELVETAS Myanmar.

The red boxes are the five Working Areas of HELVETAS globally; the grey boxes represent the Working Fields. HELVETAS Myanmar focuses on the Working Areas 1) Rural Economy, 2) Skills Development and Education and 3) Governance and Peace. Therein it covers all working fields except “Basic Education” (see red ovals). The GoMP is a thematically broad area based integrated development project also dealing with other livelihood aspects, such as Water Resources Management, Natural Resources Management, Climate Change and Disaster Risk Management (blue dotted ovals). The three transversal themes are further explained in chapter 8. “Knowledge and Learning” is embracing all interventions of HELVETAS.

Thematic portfolio

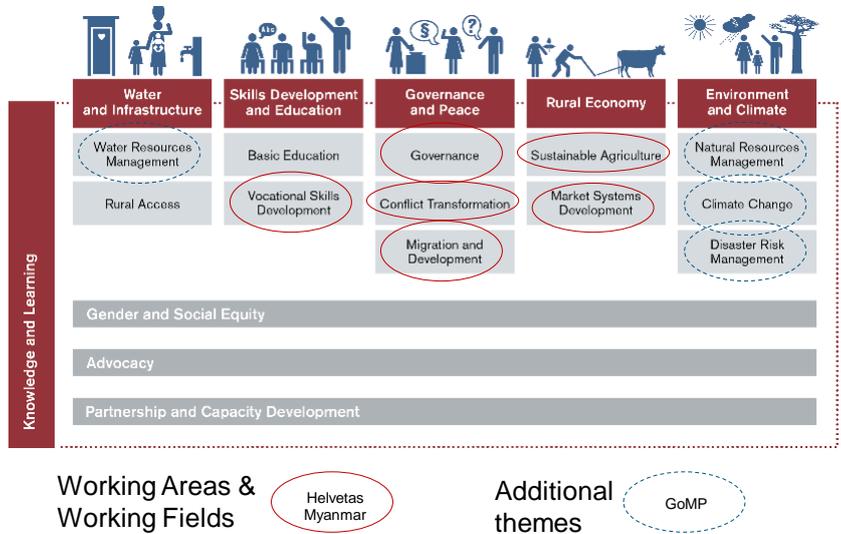


Figure 7: Thematic areas of intervention of HELVETAS Myanmar

The figure below provides an overview which current (black) and potential future (red) projects of HELVETAS Myanmar belong to which Working Area / Working Field of HELVETAS. Future projects are mentioned as per the state of development in January 2018. None of these projects is confirmed; other opportunities may arise (see chapter 10.4., Acquisition).

Thematic portfolio

Working Areas	Rural Economy		Skills & Education	Governance & Peace		
	SAG	MSD	VSD	GOV	CTR	MIG
Working Fields						
S4E			✓			✓
GoMP	✓	✓	✓	✓		✓
PEACE				✓		
BioTrade	✓	✓				
A4P					✓	
WAPRO	✓	✓				
CSR	✓	✓				

Projects		Working Fields	
S4E	Skills for Employment	SAG	Sustainable Agriculture
GoMP	Gulf of Mottama Project	MSD	Market System Development
PEACE	Participatory, Equitable, Accountable Civic Engagement	VSD	Vocational Skills Development
BioTrade	Regional BioTrade Project	GOV	Governance
A4P	Arts for Peace	CTR	Conflict Transformation
WAPRO	Water Efficiency Project (in rice)	MIG	Migration
CSR	Climate Smart Rice Project		

Figure 8: Contribution of HELVETAS Myanmar projects to Working Areas and Working Fields

Rural Economy

The Food and Agriculture Organization FAO states: “Myanmar is an agricultural country, and the agriculture sector is the backbone of its economy. The agriculture sector contributes to 37.8 percent of gross domestic product (GDP), accounts for 25 to 30 percent of total export earnings and employs 70 percent of the labor force”²⁶. HELVETAS Myanmar supports sustainable agriculture practices (non-certified and certified, from Global Good Agricultural Practices to organic agriculture). Thereby the interventions follow the principles of Market System Development (MSD), also known as “Making Markets Work for the Poor”. The ultimate goal is always to create income and employment for HELVETAS’ primary stakeholders. Starting point of interventions therefore is the market demand, which requires a sound understanding of the respective domestic, regional and global value chains. In the GoMP HELVETAS is currently working on agricultural (e.g. rice, green gram) and fishery value chains. HELVETAS supports access to financial services - key constraint for many smallholders. In view of the absence of a functioning public agricultural extension system, HELVETAS promotes ecologically sound and socially responsible contract farming systems, which embed the provision of advice to the involved smallholders. HELVETAS Myanmar further plans to explore crop insurance systems for smallholders in order to reduce their risk caused by extreme weather events due to climate change.

Two projects aiming at improved rice production systems (Water Efficiency Project, WAPRO, financed by the Global Programme of SDC and Climate Smart Rice financed by the Norad) are currently under discussion. They would geographically cover Shan and Mon states and Mandalay and Sagaing Regions. In addition, HELVETAS is exploring a replication of the successful riverbed farming experience from Nepal.

Sustainable Agriculture

By 2021, 7'000 farmers and fishers involved in the program have improved their livelihoods through sustainable practices

By 2021, HELVETAS Myanmar has promoted Rural Advisory Services systems that contribute to improved livelihoods

By 2021, 20'000 primary stakeholders have been capacitated on the importance of (agro)biodiversity

Market Systems Development

By 2021, 6'000 primary stakeholders have got new/additional income through interventions on Market System Development

By 2021, 600 primary stakeholders have got new/additional employment through interventions on Market System Development

By 2021, at least five pro-poor innovations introduced to market systems have been adopted by partners and replicated beyond the direct partners. Such innovations may include new and/or improved service delivery models, dialogue and advocacy mechanisms, business models, etc.

Skills Development & Education

Myanmar’s public considers “unemployment” as the single most important problem. HELVETAS therefore engages in vocational skills development for youth in order to create income and employment opportunities for them. The approach is based on the experiences of the S4RLD Phase 1: Private workshop owners, so called “employer-trainers” offer short courses (of some months duration) to trainees who have been mobi-

²⁶ www.fao.org/myanmar/fao-in-myanmar/myanmar/en/

lized by youth civil society organizations. Private and public training institutions complement these practical trainings with knowledge inputs. Both, S4E and the GoMP implement this approach during the strategy period.

In order to capitalize synergies with rural economy interventions and profiting from HELVETAS' wide global experience (e.g. in the neighboring Laos) HELVETAS Myanmar may consider engaging in agricultural vocational education.

Skills Development

By 2021, 500 graduates have found new or additional self-employment thanks to training provided

By 2021, 1'500 graduates have found new or additional wage-employment thanks to training provided

By 2021, 75% of graduates earn more than minimum employment wage

By 2021, 2'500 trainees have successfully completed a vocational skills development education or training (including further training)

By 2021, ten training providers directly or indirectly involved in the programme have improved training standards to be of good-quality and market-oriented

By 2021, HELVETAS Myanmar has actively contributed to national Technical Vocational Education and Training reform processes at regional and national level

Governance & Peace

Governance: HELVETAS engages to promote civic engagement by supporting local Civil Society Organizations in such a way that they can claim the rights of their members, participate in development processes and express their views in the policy dialogue. In area based projects HELVETAS works with and through Village Development Committees. This is the purpose of the current PEACE project. In view of a perceived shrinking space for civil society HELVETAS plans to continue this type of interventions in future, too.

Conflict transformation: Myanmar's peace process is highly complex with a multitude of actors. Following the livelihood approach HELVETAS intends to promote coexistence in harmony. To this end, HELVETAS has elaborated a project proposal "Arts for Peace", for which currently funding is sought and a pilot intervention is foreseen in 2018 for an own funded project. The key idea is to foster social cohesion by organizing "open history exhibitions". Teams of artists support local communities to collect and exhibit pictures of the past. This creates a space for dialogue and strengthens local identity, both prerequisites for coexistence in harmony.

Migration: HELVETAS conducted in 2015 a study on migration which revealed that migration is a very common livelihood strategy. Linked to vocational skills training HELVETAS addressed the risks and merits of migration.

Governance

HELVETAS Myanmar has contributed to empower individual women and men and civil societies to claim their rights and meaningfully engage in development and policy processes, and has strengthened the capacities of local governments/committees to discharge their duties in a responsive, pro-poor and efficient manner

By 2021, 700 people attended a course on their civic rights and duties or on governance, decentralization/democratization or local administration

By 2021, 70 local governments/committees have been trained to plan in a participatory manner and/or to deliver services to citizens in responsive, accountable and inclusive way

By 2021, 200 civil society organizations / networks have been supported in their advocacy work / policy dialogue

By 2021, HELVETAS Myanmar has significantly contributed to two instruments that help to enlarge the space for civil society

Conflict transformation

By 2021, 1500 people - in particular women and youth - have been reached through cultural events supported by HELVETAS Myanmar

By 2021 five strategic partners and partners have been supported in conflict sensitivity and /or conflict transformation, including cultural events fostering social cohesion

Migration and development

HELVETAS Myanmar supports and contributes to the protection of the rights of women and men migrants, minimizing the risks and costs of migration and maximizing migration's impact on local, social and economic development

By 2021, 700 migrants and their families have been supported through interventions on Migration and Development

By 2021, six local governments/committees and/or civil society organizations have improved capacities to integrate migration into their development plans/activities

Other working areas and fields are mainly covered in the GoMP. In its second phase, the GoMP (2018 – 2021) includes a component on Water, Sanitation and Hygiene. Natural Resources Management, bio-diversity and disaster risk management are at the heart of the GoMP. HELVETAS Myanmar does not exclude to engage in similar topics if this created synergies and if resources were available.

7.3. Approaches

HELVETAS Myanmar applies in the strategy period three globally well-known key approaches:

1. Sustainable Livelihood Approach ²⁷ for more integrated, equitable, and sustainable impacts, promoting inclusiveness, multi-stakeholder engagement between rights holders and duty bearers, local ownership, adaption and resilience.

²⁷ See www.poverty-wellbeing.net

-
2. Market System Development (MSD)²⁸ to guarantee the sustainability of the interventions.
 3. Conflict Sensitive Project Management²⁹ given the fragility of the working area context, and to ensure the program and its projects do not unintentionally cause or exacerbate disparities, conflicts or other problems, a conflict sensitive approach is mainstreamed. HELVETAS Myanmar team members and core partners are trained using [HELVETAS 3 step manual to Working in Fragile and Conflict Situations](#). Also stakeholder, risk and conflict assessments are integral to project planning and revised and updated as needed as part of project cycle management.

HELVETAS Myanmar thereby can rely on the vast global experience and expertise of HELVETAS. Training of own staff has already taken place and will be deepened in the strategy period.

8. Transversal themes and new accents

8.1. Gender and Social Equity

HELVETAS organizationally and in country is committed to mainstreaming GSE in all aspects of both organizational and program management. This is supported with the application of a GSE Strategy, policy and various tools developed at both organizational and country program level. Additionally, gender sensitive budgeting, project design and activity planning ensures capacities, resources and concrete affirmative actions are supported, and are reinforced by identified criteria and minimum achievable targets. For example, the trades for vocational skills development are purposely selected in such a manner that a gender balance among the participants is achieved. At the same time, role models who are breaking gender stereotypes are actively supported (e.g. female participants in motorcycle repair trainings).

8.2. Partnership and Capacity Development

Sustainable development is not achievable in isolation. Therefore, HELVETAS as an organization and in country supports, fosters and manages various forms of collaboration. This serves both aid and development effectiveness, promoting more cost efficient and change effective actions and results. HELVETAS Myanmar both builds capacity of the partners we work with, but also values the capacity building it benefits from by partnering with different local and international organizations, private and public institutions, academia, and citizen groups. By seeking complementarity, mutual capacity building is achieved, with final benefits serving the communities we work with. To this end HELVETAS Myanmar identifies a set of strategic partners (see chapter 9.2) whereas each partnership follows its own modalities and ways of collaboration.

8.3. Advocacy

HELVETAS' Myanmar Strategic Country Goal 3 aims at contributing to conducive frame conditions.

²⁸ See www.m4phub.org

²⁹ See https://assets.helvetas.ch/downloads/2013_hsi_manual_3_steps_wfcs.pdf

Table 4: Advocacy Topics for Policy Dialogue

Project / Program	Advocacy Topics
S4E	Practice and demand oriented vocational education
GoMP	Sustainable management of natural coastal resources; in particular to stop illegal fishing
PEACE	Space for civil society
BioTrade	Enabling environment for ethical biotrade; in particular Access and Benefit Sharing
New potential REC projects	Global sustainability standards; fair commercial agriculture (fair contract farming; conducive environment for crop insurance)
Program	Space for civil society Safe migration

Gender and social equity

Over the period 2018-2021, at least 50% of the primary stakeholders reached are women, 30% are youth and 30% belong to disadvantaged groups

Partnership and capacity development

By 2021, HELVETAS Myanmar has analyzed, together with strategic partners and partners, the partnership relations and elaborated context-specific partnership development plans

By 2021, HELVETAS Myanmar has identified and implemented capacity development measures that strengthen its strategic partners and partners to better fulfil their respective organizational mission and mandates

Advocacy

By 2021, ten strategic partners, partners and networks have been supported in their advocacy efforts on specific issues of concern

By 2021, HELVETAS Myanmar's projects have significantly contributed to conducive, just and socially progressive framework conditions covering their issues of concern

8.4. Focus on Youth

HELVETAS Myanmar is committed to contribute to the organizational learning agenda on “Youth”. The best placed project is “S4E”, which is specifically targeting youth. Youth – defined as Myanmar’s citizens between 15 and 35 years – make more than one third of the overall population. In early 2018 Myanmar has issued its first national Youths Policy³⁰, which provides a framework for HELVETAS collaboration for example with youth networks.

³⁰ <http://www.moi.gov.mm/moi:eng/?q=news/6/01/2018/id-12475>

8.5. Urban engagement and rural-urban linkages

Already today a majority of the global poor live in urban areas. HELVETAS has therefore embarked on a learning expedition to explore its future engagement in urban areas and rural-urban linkages. The GoMP of HELVETAS Myanmar, which covers the coastal area including villages, townships, district centers and two state/region capitals with several hundred thousands of inhabitants offers an interesting learning case.

9. Role, Partners and Coordination

9.1. Partnership landscape and role of HELVETAS

The development landscape of Myanmar is extraordinarily diverse and rapidly growing. The state is setting up currently a coordination mechanism for the achievement of the Sustainable Development Goals. Donors have organized themselves in the “Donor Coordination Group”; basket funding is among the preferred funding mechanisms for bilateral donors. The importance for budget support may increase in the coming years. There are more than 100 INGO registered as members in the INGO network. A new INGO law is currently under preparation. There are strong local NGO.

In this situation HELVETAS Myanmar sees its primary role in collaborating and supporting the capacity development of a set of strategic partners (see below). The added value of HELVETAS in broad terms is

- Experience and expertise in quality project implementation, including knowledge management and learning, monitoring and evaluation.
- Top edge thematic and process competence drawing from international experience and HELVETAS’ in-house Advisory Service.
- Global advocacy experience, in particular linking local experiences to global policy processes.
- Donor relation management.
- Institutional development of strategic partners, in particular local NGO, including aspects of financial sustainability.

9.2. Strategic partners

Rural Economy

Strategic partners are for implementation the local NGO Network Activities Group (NAG) and Biodiversity and Nature Conservation Association (BANCA). For research HELVETAS collaborates with Yezin Agricultural University (YAU) in collaboration with the Bern University of Applied Science (School for Agricultural, Forest and Food Sciences (HAFL), Mawlamyine University, Marine Department and Bago University. Additional strategic partners are private sector companies involved in processing and trading of ethnic biotrade products and the local company PRIME Agri. Among global partners are the International Union of Nature Conservation (IUCN) and the Sustainable Rice Platform.

Skills Development

Strategic partners for implementation are local sector associations of private companies (e.g. the “Magwe Association of Construction Companies”), local private and public training institutions (e.g. the Magwe Technical High School) and local youth networks for mobilization of trainees. HELVETAS collaborates further with the Myanmar Private TVET Association. For agricultural vocational education HELVETAS engages with YAU and the State Agricultural Institutes.

Governance and Peace

The most important strategic partner related to Governance and Peace is the Local Resource Center (LRC), the consortium partner for the PEACE project. As part of this project HELVETAS Myanmar supports the

development and implementation of an Institutional Development Plan of LRC. The third consortium partner is the INGO Partnership for Transparency Fund (PTF).

For the Arts for Peace project HELVETAS is investing into a partnership with Pansodan Gallery, a leading institution for creating space for dialogue. This collaboration is reinforced by swisspeace, with which HELVETAS globally maintains a partnership agreement.

9.3. Alliances, networks and coordination with other development organisations

HELVETAS Myanmar engages in a set of carefully chosen alliances and networks:

- Myanmar INGO Forum³¹. HELVETAS Myanmar is an active member.
- Alliance 2015³². This as a strategic partnership of currently seven European INGO. In Myanmar ACTED, CESVI, PIN and WHH are currently present. The lead on country level is rotating annually.
- Swiss NGO / organizations. On the initiative of the Embassy of Switzerland Swiss NGO meet periodically for an exchange. HELVETAS Myanmar maintains currently regular contacts in particular with Swissaid, Swisscontact, swisspeace, Centre for Development and Environment of the University of Bern (one-map project) and CVT (Center for Vocational Training).
- Food Security Working Group (FSWG)³³, where HELVETAS is a member of the board.
- Landcore Group³⁴ – Myanmar’s leading civil society organization on land issues.
- Gender and Equality Network (GEN)³⁵ – Myanmar’s leading network of equality.

9.4. Communication and Public Relations

HELVETAS Myanmar will develop early in the current strategy period a “Communication Concept” covering program and project information, web-sites, social media and print products.

10. Management and financial resources

10.1. Programme structure / Management / Offices

HELVETAS Myanmar maintains the Yangon Program Office and two project offices in Magwe (S4E) and in Mawlamyine (GoMP). The project offices of the Biotrade and PEACE projects are located in the Yangon Program Office. In the strategy period additional project offices may be opened as need arises.

10.2. Human resources

The program is managed by a program team consisting of an international Country Director, a local Deputy Country Director, a Finance Manager and her team and three technical subject matter specialists, one for each working area. The finance team is supported by a part time international Finance & Management

³¹ <http://www.ingoforummyanmar.org/>

³² <http://www.alliance2015.org/>

³³ <https://www.myanmarfswg.org/en/about-us>

³⁴ <http://lcmyanmar.org/en/>

³⁵ <https://www.facebook.com/genmyanmar>

Advisor. Each project - except PEACE – is headed by a Project Manager respectively an international Chief Technical Advisor, who are leading the project teams.

An organizational chart in Annex 2 provides an overview; an overview of the staff composition is shown below.

Table 5: HELVETAS Myanmar staff (persons, January 2018)

Program / project	Female	Male	Total
Program	6	5	11
S4E	4	1	5
GoMP	3	7	10
BioTrade	2	2	4
PEACE	Part-time staff of the Program Team		
Total	14	15	30

In view of the above described supportive and facilitative role of HELVETAS intends to keep its own human resources modestly in terms of number and rather to support local partners and their staff in project implementation. If in the strategy period additional projects were added to the portfolio, additional staff would have to be recruited. Competence gaps are filled with short-term experts, who are either identified locally, come from HELVETAS global in-house Advisory Services or are recruited on the international market.

10.3. Donor mapping

As explained in the context analysis the Overseas Development Assistance landscape of Myanmar is diverse and for a comparatively small and young INGO such as HELVETAS Myanmar highly competitive. A characteristic of Myanmar are several thematic trust funds, in which bilateral donors including the Swiss Agency for Development and Cooperation (SDC) are pooling their funds. The British DfID plays in many of these funds an important role. Depending on the budget funding may gain in importance in the future.

Table 6: Key donors for HELVETAS Myanmar in the strategy period 2018 -2021

Working Area	Donor Basket Funding	Bilateral Donors	Foundations
Rural Economy	LIFT DaNa Facility	SDC Norad	
Skills Development	LIFT	SDC EU	Happel Foundation
Governance & Peace	Joint Peace Fund Paung Sie Facility	EU	Zivik

Additional potential bilateral donors include DFID, the Nordish, Canadian, Australian and New Zealand Aid. Multilateral and UN organizations of importance to HELVETAS are the World Bank, Asian Development Bank, UNEP, FAO, UNDP and others. HELVETAS Myanmar remains open to respond to calls or offers of other donors and foundations if vision and values match.

Table 8: Ideal project portfolio development in the strategy period (2018 – 2021) and beyond

Project	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Programme												
Programme Development												
S4E		Phase 1			Phase 2			Phase 3				
New Helvetas Project (GOP)					Inception	Phase 1			Phase 2			
New Helvetas Project (REC)							Inception	Phase 1			Phase 2	
New Helvetas Project (SDE)										Inception	Phase 1	
GoMP		Phase 1			Phase 2			Phase 3				
BioTrade			Inception	Phase 1			Phase 2					
Vocational Education						Phase 1			Phase 2		Phase 3	
PEACE				Inception	Implementation Phase							
Regional Training Facility			Phase 1									
Arts for Peace					Main Phase							
Climate Smart Rice					Main Phase							
Governance						Inception	Main Phase					
Komen Flood Recovery												
Skills Development and Education		New Helvetas Project										
Rural Economy		Acquired Project										
Governance and Peace												

Thus, the ideal project portfolio development for HELVETAS Myanmar in the strategy period 2018 – 2021 includes:

- One new HELVETAS funded project in the working area Governance and Peace (e.g. “Arts for Peace”). The funds for this project are earmarked by head office; an inception phase is planned for 2018.
- One new HELVETAS funded project towards the end of the strategy period in the working area Rural Economy. These funds are not yet secured.
- Successful completion of the acquisition of the Climate Smart Rice project (likely to be financed by Norad)
- Acquisition of one new substantial project in the working field of Skills Development.
- Replacement of the current PEACE project in the working field Governance.

If this ideal project portfolio materialized than the total financial volume of HELVETAS Myanmar would grow by 25% within the strategy period.

11. Quality Management

11.1. Human Resource Development

HELVETAS Myanmar offers its staff an attractive and competitive compensation package, a friendly working atmosphere that welcomes critical thinking and own initiative, a constructive feedback culture and opportunities for professional learning and career development. Importance is given to work force diversity in terms of gender and ethnic background.

11.2. Knowledge and Learning

HELVETAS Myanmar considers itself a learning organization. The key to this end are the important steps in project cycle management for each project. They are defined in the respective project documents. Moments of reflection are annual staff retreats on project level and an annual staff retreat of the entire program. Quarterly Management Team meetings serve for coordination, exchange and learning among projects. Regular team meetings are organized monthly at project and program level to enable the space for learning and building relationships among team members. Project steering committee meetings serve as a space for interaction and learning with donors and partners.

11.3. Safety & Security

HELVETAS Myanmar developed a Local Safety and Security Plan in 2017. This plan is reviewed periodically. If operations newly would include conflict areas, the safety and security situation would need to be assessed again. HELVETAS Myanmar has designated a focal person for Safety and Security purpose.

11.4. Emergency preparedness

In 2016 HELVETAS Myanmar prepared a draft Emergency Preparedness Plan. It needs to be reviewed and completed early in the strategy period. HELVETAS Myanmar currently attempts to become a registered entity at OCHA Myanmar³⁶. HELVETAS Myanmar has designated a focal person for Disaster Risk Management and Emergency purposes.

11.5. Financial Management and Audits

In 2017 HELVETAS Myanmar edited its Finance Manual and Administration Manual. They now need to be introduced and revised as and when need arises.

HELVETAS Myanmar is annually audited by an independent local audit company. According to head office rules in 2020, during the strategy period, a new audit company needs to be selected. Internal controls complement and prepare for the formal external audit.

11.6. Monitoring, Evaluation and Reporting

The monitoring, evaluation and reporting requirements for the various projects are defined in the respective project documents. On program level HELVETAS Myanmar produces an Annual Report including a compilation of HELVETAS' Performance Indicators.

A participatory evaluation of this country strategy with colleagues from head office and one other HELVETAS country program is scheduled for 2021 in preparation of the next country strategy period.

Steering mechanisms exist in all own funded and mandated projects. The monitoring and technical support visits of the technical advisors and management staff from head office and program office are conducted for quality management in regular intervals. Peer-reviews among projects and joint learning visits with project partners and line departments take place not only for quality management but also for establishing relationships and synergies.

12. Risks mitigation

Table 9: Risk assessment and mitigation measures

Risk area	Assessment	Likelihood	Severity*	Mitigation measures
Strategic risks	Shrinking space for INGO and CSO This includes shrinking freedom of expression, travel restrictions, residence restrictions, restrictions to implement projects, new and more restrictive INGO and Foreigner Laws under preparation	M	H	Strengthen relationship with MoU partner and line ministries at all administrative levels; Advocate through INGO forum, Swiss NGO forum and other like-minded networks; Participate in and/or advocate through relevant Sector Coordination Group(s)

³⁶ <https://www.unocha.org/legacy/myanmar/about-ocha-myanmar/about-ocha-myanmar>

				under Development Aid Coordination Unit;
	Reduced Overseas Development Assistance due to sanctions	L	H	Maintain open and critical dialogue with donor representatives
Operational risks	High staff turnover due to competitive labor market and/or management deficiencies	L	L	Solid National Personnel Regulation and HR guidelines Competitive remuneration and benefits package Capacitating team leaders and department managers in human resources management skills
Safety & security risks	Deteriorating security situation, growing ethnic / religious tensions, failure of peace process; tensions during elections 2020	L	H	Periodic reassessment of the Local Safety and Security Plan
	Natural disaster (earthquake, cyclone)	L	M	Elaborate and adhere to Emergency Preparedness Plan Periodic reassessment of the Local Safety and Security Plan
Funding risks	Loss of a substantial project due to mismanagement or conflict among partners	L	M	Quality management Donor relation management
	Growing numbers of development organizations leading to high competition in funding acquisition	L	L	Country strategy Funding acquisition strategy Partnership guidelines
Financial risks	Fraud, corruption	L	M	Finance and Admin Manual, capacity development of own and partner staff internal audit, external audit Employee and non-employee Code of Conduct; CoC for anti-corruption
Reputational risk	Further deteriorating image of INGO in Myanmar; Misuse of HELVETAS name and/or misinformation about HELVETAS; Partnering with and/or supporting unlawful and/or poorly reputable organizations;	L	M	Maintaining deliberately a neutral position in terms of politics and faith and act as per the Country Strategy Maintain a balance in terms of geographic intervention areas and workforce diversity Develop and adhere to HELVETAS Myanmar Partnership guidelines and HELVETAS Myanmar Communication concept

*Low=L, Medium=M, High=H

Annex 1: HELVETAS Myanmar results framework

HELVETAS' Vision: Our goal is to ensure a just world in which all people live independently in dignity and security, use the natural resources in a sustainable manner and protect the environment.

HELVETAS' Mission:

- We support poor and disadvantaged people and communities in developing and transition countries who want to actively improve their living conditions.
- Through our development cooperation, we provide support for self-help and enable people to permanently improve their livelihoods.
- We promote equitable access to essential resources and services, thereby helping to overcome the causes of poverty.
- We are committed to the protection, promotion and exercise of social, economic, political, ecological and cultural rights and obligations.
- We support our partners in development policy issues.
- We support and strengthen our partners in the long term.

HELVETAS Myanmar Program	Goal 1 (improved livelihoods): Disadvantaged women, men and youth, HELVETAS Myanmar primary stakeholders, have improved their <u>livelihoods</u> in a sustainable and resilient manner	Goal 2 (empowerment): Primary stakeholders and key partners of HELVETAS Myanmar are <u>empowered</u> actors who are able to claim their rights and have gained equitable access to resources and services	Goal 3 (conducive framework): HELVETAS Myanmar and key partners have contributed to conducive <u>frame conditions</u> for inclusive and sustainable development
	Indicators: - By 2021, 100'000 primary stakeholders have improved their livelihoods sustainably - By 2021, 10'000 primary stakeholders have increased their income	Indicators: - By 2021, 3'000 primary stakeholders have improved their knowledge and skills as consequence of vocational skills development by HELVETAS and its partners -By 2021, HELVETAS Myanmar has strengthened the capacities of ten strategic partners and partners -By 2021, HELVETAS Myanmar has supported the advocacy efforts of four partners	Indicators: - By 2021, HELVETAS Myanmar has contributed to pro-poor policy processes in its three working areas (REC, SDE and GOP) - By 2021, HELVETAS Myanmar has triggered at least one systemic change – e.g. of policies, curricula, quality standards, methodologies - in each of its working areas

<p>Sustainable Agriculture (SAG)</p> <p>Women and men in the project areas, especially small-scale farmers, have improved access to natural resources and markets and apply economically viable and sustainable cultivation methods. Farmers' organizations and service providers have improved their competences and are supported by improved policies</p>	<p>-By 2021, 7'000 farmers and fishers involved in the programme have improved their livelihoods through sustainable agriculture practices</p> <p>-By 2021, 20'000 primary stakeholders have been capacitated on the importance of (agro)biodiversity</p>		<p>-By 2021, HELVETAS Myanmar has promoted Rural Advisory Services systems that contribute to improved livelihoods</p>
<p>Market Systems Development (MSD)</p> <p>Poor and disadvantaged women and men engaged in agricultural and non-agricultural market systems increase their income and employment situation in a sustainable manner. For this purpose, public and private market actors have the incentive and capacity to provide relevant services in these market systems and create a conducive business environment</p>	<p>By 2021, 6'000 primary stakeholders have got new/additional income through interventions on Market System Development</p> <p>-By 2021, 600 primary stakeholders who got new/additional employment through interventions on Market System Development</p>		<p>-By 2021, at least five pro-poor innovations introduced to market systems have been adopted by partners and replicated beyond the direct partners. Such innovations may include new and/or improved service delivery models, dialogue and advocacy mechanisms, business models, etc.</p>
<p>Skills development and education</p> <p>Disadvantaged women and men, especially youths, have access to practice- and demand-oriented quality skills development services provided by competent public and private actors and supported by Technical and Vocational Education and Training policy reforms, leading to employment and income</p>	<p>-By 2021, 500 graduates have found new or additional self-employment thanks to training provided</p> <p>-By 2021, 1'500 graduates have found new or additional wage-employment thanks to training provided</p> <p>-By 2021, 75% of graduates earn more than minimum wage</p>	<p>-By 2021, 2'500 trainees have successfully completed a vocational skills development education or training (including further training)</p> <p>-By 2021, ten training providers directly or indirectly involved in the program have improved training standards to be of good-quality and market-oriented</p>	<p>-By 2021, HELVETAS Myanmar has actively contributed to national Technical Vocational Education and Training reform processes at regional and national level</p>
<p>Governance (GOV)</p> <p>HELVETAS Myanmar has contributed to empower individual women and men and civil societies to claim their rights and meaningfully engage in development and policy processes, and has strengthened the</p>	<p>-By 2021, 700 people attended a course on their civic rights and duties or on governance, decentralisation/democratisation or local administration</p>	<p>-By 2021, 70 local governments/committees have been trained to plan in a participatory manner and/or to deliver services to citizens in responsive, accountable and inclusive way</p>	<p>-By 2021, HELVETAS Myanmar has significantly contributed to two instruments that help to enlarge the space for civil society</p>

capacities of local governments/committees to discharge their duties in a responsive, pro-poor and efficient manner		-By 2021, 200 civil society organizations / networks have been supported in their advocacy work / policy dialogue	
Conflict transformation (CTR) HELVETAS Myanmar contributes to social cohesion for peaceful co-existence by linking conflict transformation and cultural spaces for the non-violent expression of ideas	-By 2021, 1'500 people - in particular women and youth – have been reached through cultural events supported by HELVETAS Myanmar	-By 2021, five strategic partners and partners have been supported in conflict sensitivity and /or conflict transformation, including cultural events fostering social cohesion	
Migration and Development (MID) HELVETAS Myanmar supports and contributes to the protection of the rights of women and men migrants, minimizing the risks and costs of migration and maximizing migration's impact on local, social and economic development	-By 2021, 700 migrants and their families have been supported through interventions on Migration and Development	-By 2021, six local governments/committees and/or civil society organizations have improved capacities to integrate migration into their development plans/activities	

Transversial themes:			
Gender and Social Equity (GSE) HELVETAS Myanmar's projects are designed to meet the needs of disadvantaged women, men and youth with a particular focus on equitable access to socio-economic services	-Over the period 2018-2021, at least 50% of the primary stakeholders reached are women, 30% are youth and 30% belong to disadvantaged groups		
Partnership and Capacity Development HELVETAS Myanmar increases its engagement with strategic partners and establishes equitable partnerships with partners and contributes to enhanced capacities and empowerment of its partner organizations		-By 2021, HELVETAS Myanmar has analyzed, together with strategic partners and partners, the partnership relations and elaborated context-specific partnership development plans -By 2021, HELVETAS Myanmar has identified and implemented capacity development measures that strengthen its strategic partners and partners to better fulfil their respective organizational mission and mandates	
Advocacy HELVETAS Myanmar contributes through evidence based policy dialogue to conducive, just and socially progressive framework conditions in the area of skills development, sustainable and fair production and space for civil society		-By 2021, ten strategic partners, partners and networks have been supported in their advocacy efforts on specific issues of concern	-By 2021, HELVETAS Myanmar's projects have significantly contributed to conducive, just and socially progressive framework conditions covering their issues of concern

Note: all primary stakeholders (e.g. graduates, trainees, youth, migrants, farmers, fishers) are disaggregated by women and men, and disadvantaged people, which are anyway covered by outcome 7: GSE.

Annex 2: Organizational Chart

