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MYANMAR Enabling Facility (MEF)
Project Initiation Plan (PIP)

Project Title	:	**Myanmar Enabling Facility (PIP)**
Expected CFP III Outcome(s)	:	CFP III Outcome 1 Community Governance CFP III Outcome 2 Local Economic Recovery CFP III Outcome 3 Climate Resilience and Natural Resource Management
Initiation Plan Start/End Dates	:	25 Jan 2026 – 24 July 2027 (18 months)
Implementing Partner	:	UNDP

Brief Description

Myanmar is facing a profound, multidimensional crisis marked by conflict, economic collapse, governance fragmentation, climate shocks, and a devastating 7.7 magnitude earthquake in March 2025 that has deepened poverty, humanitarian needs, and psychosocial distress, leaving nearly half the population in poverty and over 20 million people in need of assistance. In response, UNDP's Community First Programme (CFP III, 2026–2027) offers an adaptive crisis resilience framework to support the transition from humanitarian aid to sustainable recovery, structured around community governance, sustainable livelihoods and local economic recovery, and climate resilience and natural resource management, with a strong commitment to the Humanitarian-Development-Peace nexus and leaving no one behind. To ensure the effective delivery and impact of CFP III, UNDP Myanmar has established the Myanmar Enabling Facility (MEF) to strengthen programmatic coherence, enable agile and strategic use of resources, and streamline management processes. The MEF will support in-depth strategy development, implementation of cross-cutting accelerators such as gender equality, digitalization, mental health, and private sector engagement, and enhanced partnerships and communications to strengthen UNDP's value proposition and mobilize resources in an increasingly challenging environment through implementation of supporting activities under four expected results as follows.

Output 1: UNDP programme strengthened through in-depth thematic strategies and new initiatives.

Output 2: Institutional and Programming capacities strengthened to advance gender equality.

Output 3: Strengthened integration of technical workstreams and accelerators into area-based projects.

Output 4: CO's capacities for strategic partnerships, communications and coordination maintained and strengthened.

Programme Period:	2026-2027
Quantum Project Number:	**01005478**
Gender Marker:	
Output 1: GEN 2	
Output 2: GEN 3	
Output 3: GEN 2	
Output 4: GEN 1	

Total resources required:	$ 617,000
Total allocated resources:	$ 617,000
• Regular:	
◦ TRAC 1	$ 257,000
◦ TRAC 2	$ 360,000
• Other:	
◦ Donor	_____

Agreed by UNDP:

DocuSigned by:
Norimasa Shimomura
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Mr. Norimasa Shimomura
Resident Representative
Date: 30-Jan-2026

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I. PURPOSE

Myanmar is experiencing a severe multidimensional crisis shaped by widespread conflict, governance fragmentation, economic collapse, rising poverty and recurring climate and disaster shocks. All available development indicators are in regression. A catastrophic 7.7 magnitude earthquake in March 2025, further intensified the suffering and hardship of the population, exacerbating vulnerabilities, damaging infrastructure, disrupting livelihoods and deepening humanitarian needs. Nearly half the population now lives in poverty, more than 20 million people require humanitarian assistance, and millions remain exposed to insecurity. Communities face growing psychosocial distress. A youth exodus is symptomatic of the widespread hopelessness of a generation.

Against this backdrop, the new phase of UNDP's Community First programme (CFP) for Myanmar (2026–2027) provides an integrated and adaptive crisis resilience framework that builds on the experiences and lessons of its predecessors. Recalibrating UNDP's programme for supporting the transition from humanitarian assistance to sustainable recovery and resilience building amidst an increasingly competitive funding environment, UNDP has organized its strategic priorities into three areas: (i) Community Governance (ii) Sustainable Livelihoods and Local Economic Recovery and (iii) Climate Resilience and Natural Resource Management. Aligned with the UN Transitional Cooperation Framework (2024-26) and UNDP's Strategic Plan (2026-29) the strategy promotes Humanitarian-Development-Peace nexus approach with core operating principle of 'Leave No One Behind' (LNOB). In the Myanmar context, this translates to women, youth, marginalized ethnic groups, remote communities, populations on the move, including internally displaced (IDPs), stateless persons, refugees, as well as persons with disabilities (PWDs) and older people.

II. OBJECTIVES

To ensure the effective implementation and impact of CFP III, the CO aims to strengthen programmatic coherence, maintain its tailored but integrated area-based delivery approach reinforced by accelerators, enabling solutions and strategic partnerships. At the same time, in order to move beyond isolated projects while ensuring integrated and catalytical impact, as an initial step, the CO will focus on strategic allocation of current resources that can be rapidly and flexibly deployed to tap into a range of new expertise and activities that require external support. Against this background, this enabling facility has been developed to enhance the capacities of UNDP Myanmar and articulate its unique value proposition within the new CFP III framework. This arrangement is expected to significantly streamline the financial management and business process while ensuring cost effectiveness.

Specifically, the UNDP Myanmar Enabling Facility (MEF) will support the CO in the following objectives:

- **Development of in-depth strategies for CFP III programme priorities**: The MEF will support the CO's efforts on more in-depth analysis and strategy development of renewed priorities under CFP III such as livelihoods and climate resilience and identify strategic entry points for UNDP's programmatic engagement, especially to respond to donor interests or new crises/emerging opportunities. The MEF will therefore serve as a key tool for the CO for quick and agile programming.

- **Implementation of Accelerators and enabling cross cutting solutions:** MEF will finance strategic activities and new initiatives that will leverage development enablers, build technical capacities and ensure support on cross cutting issues identified in the CFP III: gender equality, digitalization, private sector engagement, housing land and property support, dispute resolution mechanisms, and mental health support.

- **Partnership and Communications Development:** The MEF will also support CO's ambitions and efforts on communications and partnerships building as outlined in its Partnerships and Communication Action Plan and will serve as an operational vehicle to support resource requirement that is needed to expand donor engagement.

III. EXPECTED OUTPUT(S)

To achieve the above objectives, the project will produce the following four outputs:

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1. **Output 1: UNDP programme strengthened through in-depth thematic strategies and new initiatives.**
2. **Output 2: Institutional and Programming capacities strengthened to advance gender equality.**
3. **Output 3: Strengthened integration of technical workstreams and accelerators into area-based projects.**
4. **Output 4: CO's capacities for strategic partnerships, communications and coordination maintained and strengthened.**

The activities under each output, including estimated inputs, are provided below:

Output 1 UNDP programme strengthened through in-depth thematic strategies and new initiatives: Supporting activities include gap analysis, scoping and identification of strategic entry-points and strategy paper formulation to strengthen UNDP CFP3 across sectors and cross-cutting issues.

Activity 1.1 Scope gender equality, women's empowerment and social inclusion gaps and opportunities.

Activity 1.2 Scope and test environment, climate and DRR opportunities and pilots.

Activity 1.3 Develop technical components of CFP3's livelihoods and local economic recovery programming.

Output 2 Institutional and Programming capacities strengthened to advance gender equality: Supporting activities include capacity building and technical advisory towards CO achievement of Gender Seal. This will be supplemented by a dedicated CO strategy formulation on GEWE.

Activity 2.1 Put in place human resources to lead/coordinate Gender Seal actions

Activity 2.2 Strengthen capacities of staff and partners on GEWE and SI

Output 3 Strengthened integration of technical workstreams and accelerators into area-based projects: All enabling solutions and accelerators initiatives and activities will be undertaken under this output primarily framed around digital acceleration, private sector engagement, HLP and CDR support as well as piloting of mental health and psychosocial support.

Activity 3.1 Develop digital and private sector interventions for CO's area-based programming

Activity 3.2 Develop and action housing land and property and collaborative dispute resolution interventions for CO's area-based programming

Activity 3.3 Pilot the provision of community MHPSS in selected locations in urban and rural areas

Output 4 CO's capacities for strategic partnerships, communications and coordination maintained and strengthened:

Activity 4.1 Relevant human resources for partnerships, communications and coordination are in place

IV. MANAGEMENT ARRANGEMENTS

The MEF will be implemented by UNDP Myanmar through the Direct Implementation Modality (DIM), in line with UNDP Programme and Operations Policies and Procedures (POPP) on project initiation plan (PIP). Under the overall supervision of the Deputy Resident Representative – Programme, the Project Manager will be responsible for day-to-day management and delivery of the MEF's results. This will be achieved in coordination of the Country Office's Business Units and Project Teams to ensure the achievement of the desired objectives and outputs.

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V. RISK MANAGEMENT

UNDP Myanmar has developed a dedicated Risk Management and Mitigation Strategy to support the delivery of the Community First Programme and its project objectives, with a high level of accountability, conflict sensitivity and informed decision-making to maximize impact and effective fund and programme management.

UNDP Myanmar's Risk Management and Mitigation Strategy is compliant with the corporate ERM, AML/CFT Policy and Accountability framework, and applies the following risk management principles:

- UN Myanmar's Engagement guidelines underpin UNDP's work and programming principles.
- No support will be provided to structures that institutionalize discrimination or violate human rights.
- UNDP, through a dedicated risk management unit, implements a robust approach for prevention, detection and response to risk.

The strategy is anchored in a risk framework based on a 'three lines of defence' model adapted from the UNDP Enterprise Risk Management policy: Programme and operations functions that own and manage risks; Functions that oversee and/or specialize in risk management and compliance; Functions that provide independent assurance, evaluation, audit and investigation.

The Risk and Strategic Management Unit (RSMU) brings the additional capacity, expertise and tools to continuously review, analyze and mitigate risks involved in implementing the area-based projects. The RSMU undertakes proactive due diligence of vendors and implementing partners, including vetting of the entities, their key personnel and board members.

VI. MONITORING

The project's results will be regularly monitored, assured and reported by UNDP Programme staff.

Monitoring Activity	**Purpose**	**Frequency**	**Expected Action**	**Cost (if any)**
Monitor Performance	Monitor performance of delivering the work plan on time and within budget	Quarterly	Work plan progress is reviewed. Any bottlenecks for smooth delivery are identified.	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended outputs. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk register is actively maintained to keep track of identified risks and actions taken.	
Review and Make Course Corrections	Internal review of evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be reviewed by the project manager and used to make course corrections.	

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VII. MULTI-YEAR WORK PLAN [1]

EXPECTED OUTPUTS	ACTIVITY RESULTS	YEAR		RESPONSIBLE PARTY	PLANNED BUDGET		
		2026	2027 (TBD)		Funding Source	Budget Description	Amount (US$)
Output 1: UNDP programme strengthened through in-depth thematic strategies and new initiatives. *Gender marker: GEN 2*	**Activity Result 1.1**: Scope gender equality, women's empowerment and social inclusion gaps and opportunities. Activity 1.1.1: GEWE and social inclusion situational analysis across CFP3 target areas	X		UNDP	TRAC 2	71200 International Consultants 75700 Training, Workshops and Confer	50,000
	Activity Result 1.2: Scope and test environment, climate and DRR opportunities and pilots. Activity 1.2.1 Identify, design, and pilot small-scale environment, climate resilience, and DRR interventions	X		UNDP	TRAC 2	71200 International Consultant 72100 Contractual Services	75,000
	Activity Result 1.3: Develop technical components of CFP3's livelihoods and local economic recovery programming. Activity 1.3.1 Develop technical guidelines and intervention packages for inclusive livelihoods and local economic recovery programming	X		UNDP	TRAC 2	71200 International Consultant	50,000
	Sub Total for Output 1						**175,000**

[1] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

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Output 2: Institutional and Programming capacities strengthened to advance gender equality. *Gender marker: GEN 3*	**Activity Result 2.1**: Put in place human resources to lead/coordinate Gender Seal actions. Activity 2.1.1: Establish/assign Gender Seal Focal Team / UNDP Myanmar Gender Chanpion Network to lead/coordinate Gender SEAL Actions	X		UNDP	TRAC 1	71200 International Consultants	27,000
	Activity Result 2.2: Strengthen capacities of staff and partners on GEWE and SI. Activity 2.2.1 Conduct Capacity-building sessions (training, coaching, and learning exchanges) on GEWE and social inclusion for staff and implementing partners.	X		UNDP	TRAC 2	75700 Training, Workshops and Confer	25,000
	Sub Total for Output 2						**52,000**
Output 3: Strengthened integration of technical workstreams and accelerators into area-based projects. *Gender marker: 2*	**Activity Result 3.1**: Develop digital and private sector interventions for CO's area-based programming Activity 3.1.1: Design and pilot digital and private sector engagement initiatives in line with area-based programming priorities			UNDP	TRAC 2	71200 International Consultants 75700 Training, Workshops and Confer 72100 Contractual Services	50,000
	Activity Result 3.2: Develop and action housing land and property and collaborative dispute resolution interventions for CO's area-based programming Activity 3.2.1 Develop and implement community-based HLP and collaborative dispute resolution mechanisms			UNDP	TRAC 2	72100 Contractual Services	60,000

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	Activity Result 3.3: Pilot the provision of community MHPSS in selection locations in urban and rural areas Activity 3.3.1 Pilot community-based mental health and psychosocial support (MHPSS) services in selected urban and rural areas	X		UNDP	TRAC 2	72100 Contractual Services	50,000
	Sub Total for Output 3						**160,000**
Output 4: CO's capacities for strategic partnerships, communications & coordination maintained and strengthened *Gender marker: 1*	**Activity Result 4.1**: Relevant human resources for partnerships, communications and coordination are in place Activity 4.1.1: Recruit or assign dedicated staff for partnerships, communications, and coordination	X		UNDP	TRAC 1	HR – IUNV, NPSA 72100 Contractual Services	230,000
	Sub Total for Output 4						**230,000**
Delivery Enabling Services							
TOTAL							**617,000**

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PROJECT RISK REGISTER

Portfolio/Project Title: Myanmar Enabling Facility	**Portfolio/Project Number:01005478**	**Date: 20 January 2026**

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(~~individual~~ team accountable for managing the risk)*	Risk Treatment and Treatment Owner
1	The De Facto Authorities (DFAs) may impose administrative barriers to access project sites.	As a result of military checkpoints, roadblocks, active conflict zones, and administrative barriers imposed by de facto authorities, EAOs and PDFs,	There will be limitations in implementing the engagement facility, project objectives may not be met; reputational damage to UNDP; Low delivery of CFP III.	**8. SAFETY AND SECURITY (8.2. Political instability) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 25-Jan-26 To: 24-Jul-27	Resident Representative	Risk Treatment 1.1: The security and conflict situation will be continuously monitored, with (at least) a quarterly review of operating modalities. This will be done in close collaboration with UNCT under the SRM framework. Risk Treatment Owner: Project Manager Risk Treatment 1.2: Ensure SRM and project requirements are adhered to. Business continuity plan reviewed with clear roles and responsibilities and communication. Risk Treatment Owner: Project Manager Risk Treatment 1.3: Implementation of security solutions provided by UNDSS and UNDP security team Risk Treatment Owner: Project Manager

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(~~individual~~ team accountable for managing the risk)*	Risk Treatment and Treatment Owner
2	There is a risk that heightened conflict and deteriorating security situations may lead to increased security risks for staff from UNDP and partners.	As a result of ongoing armed clashes, targeted violence, presence of landmines, checkpoints, and restricted movement in conflict-affected areas.	Which may endanger staff safety, limit access to project sites, disrupt field operations, and delay project implementation.	**8. SAFETY AND SECURITY (8.1. Armed conflict) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **4 - Extensive** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: 25-Jan-26 To: 24-Jul-27	Resident Representative	Risk Treatment 2.1: Undertake transportation during daylight hours in vehicles to be labelled with the UN logo. Risk Treatment Owner: Project Manager Risk Treatment 2.2: Implement incident management and response measures when necessary, including personnel evacuation and advocacy for release from detention. Risk Treatment Owner: Project Manager Risk Treatment 2.3: Provide training for staff on safety and security, conflict analysis and risk assessment Risk Treatment Owner: Project Manager Risk Treatment 2.4: Continuously monitor evolving risks through various channels Risk Treatment Owner: Project Manager

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(~~individual~~ team accountable for managing the risk)*	Risk Treatment and Treatment Owner
								Risk Treatment 2.5: Suspend activities where the security threat from the conflict or other emergent risks requires. Risk Treatment Owner: Project Manager
3	Delay in recruitment of consultants	Due to multi team integration, the project may face delay in implementation of one component which is dependent on another.	Slow delivery and delayed strategic outputs eventually impacting UNDP positioning and resource mobilization opportunities.	**4. ORGANIZATIONAL (4.3. Implementation arrangements) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **2 - Low likelihood** Impact: **2 - Minor** Risk level: **LOW (equates to a risk appetite of MINIMAL)**	From: 25-Jan-26 : 24-Jul-27	Deputy Resident Representative	Risk Treatment 3.1: Ensure timely planning and processing of the procurement process Risk Treatment Owner: Project Manager
								Risk Treatment 3.2: Close monitoring of work plan implementation Risk Treatment Owner: Project Manager
4	HLP related strategic paper formulated may not adequately address grass roots concerns leading to credibility risk of UNDP intervention design.	Communities' concerns over land availability may not be clearly articulated during the consultation process and in the development of UNDP strategy.	Which will have adverse impacts on the Project's ability to deliver at scale, reach vulnerable communities, undermine rapport and damage trust established in UNDP and consequently delay timely implementation of UNDP HLP support within CFP III.	**5. REPUTATIONAL (5.5. Stakeholder management) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk**	From: 25-Jan-26 To: 24-Jul-27	Deputy Resident Representative	Risk Treatment 4.1: No compromise to UNDP ethical values Risk Treatment Owner: Project Manager
								Risk Treatment 4.2: Maintain credibility by managing major stakeholders Risk Treatment Owner: Project Manager

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(~~individual~~ team accountable for managing the risk)*	Risk Treatment and Treatment Owner
					appetite of EXPLORATORY)			Risk Treatment 4.3: Build on the past work on HLP and closely applying lessons learnt and corrective actions right from design stage Risk Treatment Owner: Project Manager
5	There is a risk that UNDP will be exposed to potential reputational risks from media exposure and breaks in communication and confidentiality	As a result, UNDP will need to consult and engage with a wide range of stakeholders, including donors, EOs, and potential partners, and the Project may be susceptible to media and public exposure.	Which will impact in political and public exposure for UNDP Myanmar Country Office could hamper or suspend ongoing programmes.	**5. REPUTATIONAL (5.1. Public opinion and media) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 25-Jan-26 To: 24-Jul-27	Resident Representative	Risk Treatment 5.1: Ensure relevant staff are aware of the cautious communication protocols defined in the communications approach paper, including non-sensitive and apolitical messages when responding to any queries. Risk Treatment Owner: Project Manager
								Risk Treatment 5.2: Maintain dialogue with other development partners providing assistance in Myanmar and the broader international community on a continuous basis Risk Treatment Owner: Project Manager
6	Pilots and new project formulation may be lengthy	Complex bureaucratic processes or operational constraints including	UNDP unable to mobilize the required resources to implement CFPIII	**3. OPERATIONAL (3.3. Flexibility and opportunity**	Likelihood: **2 - Low likelihood**	From: 25-Jan-26 To: 24-Jul-27	Deputy Resident Representative	Risk Treatment 6.1: Establish clear timelines, streamline approval processes, and foster collaboration

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(~~individual~~ team accountable for managing the risk)*	Risk Treatment and Treatment Owner
		disagreements among stakeholders.		**management) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Impact: **3 - Intermediate** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**			among concerned staff and stakeholders. Risk Treatment Owner: Project Manager
7	Frequent environmental, political or security shocks may impact the effectiveness of the CFP III.	Environmental, political or security shocks/changes reprioritization of resources	UNDP unable to respond to the population in need; resource shifting/additional resources required; delays in implementation of the CFP III	**8. SAFETY AND SECURITY (8.2. Political instability) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 25-Jan-26 To: 24-Jul-27	Resident Representative	Risk Treatment 7.1: Develop contingency plans, conduct training exercises, built a robust country office capacity to response to crisis, ensure staff readiness. Risk Treatment Owner: Project Manager
								Risk Treatment 7.2: Frequently update and monitor and diligently implement UNDP Security Risk Management (SRM) Risk Treatment Owner: Project Manager
								Risk Treatment 7.3: Remain agile and flexible to respond to the crisis. Seek SURGE support etc. Risk Treatment Owner: Project Manager

Annex 2: SESP (Exempted or To Be Developed later when TRAC 2 distribution is determined)