

Myanmar Climate Capacity Programme

CARE Denmark | 2019 - 2022



Content

ACCRONYMS & ABBREVIATIONS 3

SUMMARY 4

1. CONTEXT ANALYSIS 5

2. RATIONALE 7

3. PROGRAMME OBJECTIVE 7

4. THEORY OF CHANGE 8

5. PARTNERSHIPS 11

6. APPROACH 12

7. IMPACT GROUPS 14

8. LOCAL TO GLOBAL ADVOCACY 14

9. LINK TO THE SDGS 14

10. GENDER EQUALITY & SOCIAL INCLUSION 15

11. SUSTAINABILITY 15

12. SUSTAINABILITY 15

Accronyms & Abbreviations

CBA	Community-Based Adaptation
CBO	Community-Based Organisation
CDK	CARE Denmark
CMM	CARE Myanmar
CSO	Civil Society Organisation
CCRP	CARE Climate Change & Resilience Platform
CLAR	CARE Climate Learning & Advocacy for Resilience programme
CVCA	Community Vulnerability & Capacity Assessments
G-CCAP	Gendered Community Adaptation Action Plan
GoUM	Government of the Union of Myanmar
IFAD	International Fund for Agricultural Development
INDCs	Intended Nationally Determined Contributions
LIFT	Livelihoods & Food Security Trust Fund
MoFA Lux	Ministry of Foreign Affairs of Luxembourg
NSFSP	Northern Shan Food Security Project
MCCP	Myanmar Climate Capacity Programme
SDG	Sustainable Development Goal
VSLA	Village Savings & Loans Associations
WSAP	Western States Agribusiness Project



Summary

The Myanmar Climate Capacity Programme (MCCP 2019-2022) is implemented jointly by CARE Denmark (CDK) and CARE International in Myanmar (CMM), with support from Danida.

The programme supports CMM and partners in strengthening organisational capacities for climate resilience programming in four interrelated and mutually complementary outcome areas:

1. Strengthening technical skills.
2. Generating evidence and learning on climate resilience.
3. Integrating best practice into existing and new projects.
4. Inspiring civil society and influencing Government action.

In a longer-term, the improved capacity of CMM and partners will impact directly on women and girls in remote, rural areas by increasing their resilience to conflict, disaster and conflict.

The MCCP is an iterative programme whereby CMM and partners incrementally deepen trust, cooperation and learning.

By the end of the programme, it is our expectation that CMM is recognised as a significant player in the Myanmar climate resilience space, and on track to becoming a thought leader on gender transformational approaches to climate resilience – especially community-based climate adaptation which has not received deserved attention from civil society in Myanmar.

The four-year MCCP starts includes a six-month inception phase during which CMM formalise civil society partnerships, identify the most effective civil society spaces for influencing, formalise the programme (annual plan, budget, results framework, monitoring framework) and prepare for a climate learning pilot project in Lashio Township, northern Shan State.

By end of the inception phase, the present programme strategy is updated to reflect the learning and strategic choice made.

The strategy document will be continuously updated to reflect the changing local context(s), risks and opportunities on which the programme depends to be as successful as we expect.

1. Context Analysis

Having embarked on a comprehensive but fragile transition process towards increased democracy in Myanmar, the past years have shown that the process in no way is linear and that the final outcome still is highly unpredictable. With the military dominating all of societal development, the democratically elected government has to walk a tightrope. The relationship and the power balance between the civil government and the military have fluctuated, and it is likely that the relationship will further deteriorate in the run-up to the election late 2020. The armed forces are constitutionally secured either direct control or in reality veto power over core policy areas including constitutional amendments. Significant development in the direction of increased civilian control has occurred recently, including the shift to civilian control of the powerful Government Administration Department, and increased autonomy of regulatory bodies such as the Central Bank.

The policy agenda of Aung San Suu Kyi's National League for Democracy government is articulated around the adoption of an open market economy; improvement of socio-economic conditions and reduction of rural-urban gaps; protection of social and economic rights; delivery of basic services; and ensuring government's accountability, responsiveness and inclusiveness. The lack of public sector capacity to implement policy decisions has been a major constraint to these reforms. The crisis in Rakhine and the international pressure has led to a decrease in the rate of Foreign Direct Investment, and increased political and economic influence of China.

The political environment remains controlled and government commitment towards civil society dialogue remain limited. There has however been a trend towards increased political freedoms. Notably, censorship laws were amended, and there are few formal restrictions on civil society activity although government exerts control in the granting of Memoranda of Understanding, which is subject to rigid assessments of CSO applicants' alignment with government plans and priorities.

The peace negotiations with ethnic armed organisations that remain outside of the umbrella of the National Ceasefire Agreement largely stalled for the past year. Humanitarian needs have significantly increased meanwhile, with the most urgent stemming from violence and displacement in Rakhine.

Climate change & vulnerabilities. Over the past six decades, Myanmar has seen the climate changing, including increased mean temperatures, increased rainfall in most areas and late onset and early termination of the south-west Monsoon. Myanmar is highly vulnerable to climate change, especially extreme weather events. The 2019 Global Climate Risk places Myanmar as the third most affected country by climate change over the past 20 years, significantly natural disasters such as the 2008 Cyclone Nargies.¹ However, slow-onset disasters also affect the majority of the population whose livelihoods depend directly on natural resources, such as rain-fed agriculture, fishery and forestry.

Impacts vary across agro-ecological zones and populations. Resilience to extreme weather events depends on the capacity to cope with and recover from disaster, but social vulnerabilities such as gender inequality and ethno-religious discrimination underpin and enhance vulnerability. This means that, even if the delta plains and coast are highly exposed to extreme weather events (such as cyclones,

¹ [German Watch \(2019\): Global Climate Risk Index.](#)

heavy rain, storm surges, sea level rises and salination), areas less exposed to risks of extreme weather face risks such as conflicts or markets price volatilities which further undermines local climate resilience.

In response to the climate crisis of Myanmar, INGOs have focused on humanitarian response and disaster risk reduction. Longer-term, livelihoods-focused adaptation and resilience building has been very limited. The government and international development assistance have responded to the climate crisis with infrastructure, technology transfer and Union level policy development, with community-based, livelihoods-focused approaches receiving limited attention.

The Government of the Union of Myanmar is not responding effectively to the climate crisis. Donors supported the development of a national climate change policy framework² and cross-ministerial coordination mechanisms, but government decision-making remains centralized. State/township departments have close to no flexibility in responding to local needs and demands, and limited capacity to plan against local climate risks. In addition, the capacity of Ministry of Natural Resources and Environmental Conservation is highly constrained by competing donor demands. Filling this vacuum, INGOs have made few, worthwhile strides towards strengthening community-based climate resilience, but largely focused on disaster risk reduction in line with donors concentrating their support to cyclone preparedness and response in the delta plains and coastal strip. While necessary, it comes at the expense of adaptation programming, especially in mountainous/hilly agro-ecological zones such as Chin and Shan States where conflict dynamics and operational costs further disincentivised adaptation work.

The civil society landscape is mainly made up of grassroots organisations, often faith-based or ethnicity-oriented self-help groups which are particularly important to conflict areas where the State and other development actors are often absent. During the 2007 Saffron Revolution, many activist organisations and networks also formed, but civil society groups only began formalizing as of 2015, often with support from the international development community. Myanmar civil society remains weak, with the exception of the “big 5” local CSOs, such as Metta Development Foundation and Network Activities Group who have the size and capacity to attract funding and impact at scale. Local CSOs remain highly dependent on “projectized” development funding, and often operate as implementing partners for INGOs rather than advancing own agendas. They tend to be characterised by little technical specialization, low organisational capacity, weak governance structures and focused on basic services delivery rather than influencing government policy processes.

The CSO environment is somewhat enabling. Self-censorship remains widespread among both Myanmar and INGOs, but the environment saw notable improvements since 2011. Myanmar civil society however remains fragmented. There are very few examples of vertical networking between the Yangon-based networks that emerged over the past few years and their local constituencies. When a local membership exists, it tends to be inactive except from one-off events. This isolates CSOs across the remote areas where needs for learning and influencing opportunities are greatest.

Myanmar’s civil society organisations largely emerged from the response to Cyclone Nargis, and international funding continues to follow the wake of natural calamities. “Boom & burst” cycles of funding tend to drive the sector. Not surprisingly, disaster risk reduction has become the dominant

² The most important policies are the Myanmar Sustainable Development Plan 2018-2030 and the 2017 Myanmar Climate Change Master Plan. For more information, please refer to *Annex 2: Overview of Climate Relevant Policies*.

paradigm of climate resilience among both local CSOs and INGOs, with less funding available for long-term, livelihood-focused climate adaptation work.

2. Rationale

The main rationale for choosing the overall focus and approaches to climate change includes:

Limited capacity in implementing progressive climate policies. While Myanmar has a policy framework on climate adaptation, Government and civil society have insufficient capacity for implementing the policies and there is limited local experience to draw upon.

Low civil society capacity. Given the high occurrence of extreme weather events and donor priorities, Myanmar civil society responds to climate resilience through disaster risk reduction. In consequence, local civil society has insufficient capacity for climate adaptation programming and policy influencing.

Weak, vertical civil society linkages. Myanmar's emerging CSO networks are Yangon-based, with few climate-relevant networks active below State-level. As such, non-Yangon based CSOs enjoy few opportunities for learning and influencing, whereas Yangon-based CSOs lack the evidence, legitimacy and collective weight of national networks to influence more effectively.

Insufficient CARE capacity. CMM offers expertise in climate-relevant areas such as disaster risk reduction and food & nutrition security, but no climate-specific expertise. By building CMM expertise on climate resilience, CMM would be able to climate-proof the entire rural programme portfolio.

Adaptation niche. CARE has much to offer in driving evidence-based learning, knowledge sharing and policy influencing through gender transformational approaches to climate adaptation. This is our climate "niche" in Myanmar. CARE already enjoys an international reputation on climate adaptation and the capacity and access to global networks necessary for CMM to position itself as a relevant player.

3. Programme Objective

The programme seeks to increase the resilience to climate change, disaster and conflict of women and girls in remote, rural areas by building the capacities for climate resilience programming of CMM and its civil society partners. By 2022, CMM should be recognized as a resource and leader on gender transformational approaches to climate resilience building, in particular community-based climate adaptation (CBA).

The programme focuses on supporting CMM in strengthening the technical knowledge and skills of staffs and partners; generating evidence and learning; integrating learning; and using evidence and

learning to inspire civil society and influence government. This has been captured in the overall and immediate objectives as follow:

Overall objective | Women and girls are resilient to climate change, disaster and conflict.

Immediate objective | CARE Myanmar and partners have capacity to strategically integrate climate resilience into their programming and advocacy at township and Union levels.

The objectives will be achieved through four mutually supportive outcomes: (1) Improved technical skills of CMM and partners. (2) Generating evidence and learning through climate adaptation modelling. (3) Supporting integration of climate resilience across the CMM Long-Term Rural Programme portfolio. (4) Work with civil society organisations in influencing government climate policy making and implementation.

5. Theory of Change

The programme’s theory of change represents a sequenced process that roughly follows the four outcome areas. The outcomes are mutually supportive and the intervention areas overlap through an iterative process whereby the strategy is periodically adjusted based on lessons learnt. This “learning loop” is illustrated, as follows:



The programme will start with a six-month inception phase during which CMM will be recruiting and inducting new staffs; entering new partnerships – or broadening existing partnerships; exploring new influencing spaces; and setting up operations for the pilot learning project in Lashio Township, northern

Shan State and potentially in relation to the Western States Agribusiness Project (WASP), with support from International Fund for Agricultural Development (IFAD) and Danida, in Chin and Magway states.

Outcome 1 | Improved technical skills of CARE Myanmar and partners

Improving technical skills is the first steps for CMM to meet any of the outcomes of the programme.

CMM staffs and partner staffs will upgrade their skillsets through workshop trainings and individual coursework. The staff skills development is coordinated by an MCCP-funded Climate Resilience Programme Advisor. Finally, beyond one-off trainings, the in-house technical expertise is continuously developed through the learning-by-doing process of generating evidence and documenting learning (Outcome 2) and then integrating the learning into new and existing projects (Outcome 3). In addition, the CDK Lower Mekong Climate Capacity programme offers an opportunity for CMM to learn from the Community Based Adaptation (CBA) knowledge and experiences of CARE Laos and CARE Vietnam, among other means through cross-country learning visits.

Staff skills upgrading will focus on tested CARE CBA tools and approaches, but should not be limited to climate adaptation, nor to CARE's own knowledge and resources. Knowledge and skills of relevance to influencing government policies and programmes of with relevance to climate resilience shall also be part of the capacity building for CMM to inspire civil society and influence government (Outcome 4).

CMM will fast-track the capacity building process and also build on existing knowledge in Myanmar by working with "technical partners" in the capacity building process. During the inception phase, CMM will identify and entering into technical partnerships, with INGOs such as the International Institution of Rural Reconstruction in Chin State, Mercy Corps or Action Centre Le Faim, and/or local CSOs such as Myanmar Institute for Integrated Development and Metta Development Foundation in Shan State.

Outcome 2 | Evidence and learning generated

CMM will generate evidence and learning to complement existing CARE climate resilience, especially CBA, knowledge products. The evidence and learning will help CMM in developing the climate resilience best practices to be integrated into new and existing CMM projects, and potentially programming by CMM civil society partners. The evidence and learning will also inform the continuous upgrading of the technical skills of CMM and partners (Outcome 1) and provide the learning and evidence necessary for inspiring civil society and influencing government (Outcome 4).

The participatory approach will combine tools and methods such as Climate Vulnerability & Capacity Assessments (CVCA), gender assessments, Community Adaptation Action Plans (CCAP) and testing of Community Climate Resilience Funds to support community-led adaptation measures, possibly through existing CARE Village Savings & Loans Associations.

Learning and evidence will be generated from across existing project from across the Long-Term Rural Programme, for example the Western States Agribusiness Project in Chin and Magway states. However, the MCCP will also support a climate learning pilot project in Lashio Township of Shan State. Through learning by doing with partners, the pilot will test participatory tools and approaches for community

mobilisation and community-led planning processes. The learning pilot is a “laboratory” in which CMM and partners adjust the CBA tools & approaches to a Myanmar context, for the first time.

The Climate Resilience Programme Advisor will support the MCCP Project Coordinator in assuring the quality of the evidence and learning outputs and its integration across the Long-Term Rural Programme.

Outcome 3 | Learning integrated across the Long-Term Rural Programme portfolio

The climate learning pilot is not an end in itself, but part of capacity development and a means to developing the best practice that informs the integration of climate resilience across the CMM Long-Term Rural Programme portfolio.

One approach is to integrate climate resilience into the design of *new* projects of the programme portfolio – and new programmes and strategies such as the upcoming *CARE Agenda 2030* Asia Regional Strategy.

Another approach is by integrating climate resilience best practice into *existing* projects which, at its simplest, could be accomplished by ensuring that staffs of those existing projects plan against climate risks and monitor against resilience-related indicators. In other cases, however, there will be a need for deeper integration of good practice through add-on activities:

In some cases, the existing project in question may be sufficiently flexible to fund add-on activities not foreseen in the original project document. However, in other cases, the MCCP will finance add-on activities of existing projects under the Long-Term Rural Programme, including but not limited to projects implemented together with CDK – for example, by introducing Sloping Agricultural Land Technology from the Western States Agribusiness Project into other projects; or by introducing land rights focused resilience measures into the CARE Germany supported Growing Rubber Opportunities project in Mon, Kayin and Tanintharyi states; or perhaps even by using research on the interrelatedness of climate, conflict and market vulnerability drivers to support resilience-building in low-intensity conflict areas where CMM operates, such as Kayah State or, possibly later, in northern Rakhine State.

The decision on where to invest MCCP resources into existing or new projects is made on a case-by-case basis and informed by criteria developed during the inception phase, such as the expected impact on target groups, the potential for influencing government decision-making and value for money. Investments into add-on activities enables the MCCP to multiply impact far beyond its financial scope.

Outcome 4 | Influence government policies and implementation of climate adaptation

Incrementally, CMM will engage other practitioners through systematic sharing of the knowledge products developed under Outcome 3 and influence government through engagements in national-level policy processes together with, or through, our partners. As the programme matures, CMM will increasingly step up its engagement in existing platforms of relevance to climate resilience and identify relevant advocacy partners, including civil society network. An advocacy strategy specific to Outcome 4 will be developed during the inception phase.

5. Partnerships

CMM will approach capacity building work as a means to meeting MCCP objectives but always with a focus on strengthening civil society organisations in their own right. The programme sees a strengthen in diversity of partners with complementary skills and experiences. The programme will fundamentally work with two different sets of partners: MCCP-specific partners and t other CMM partners who are supported through other projects.

MCCP-specific partnerships will be entered based on CDK’s overall approach to partnerships. Emphasis will be put on identifying partners with an overlapping interest and development outlook to CARE and support and promote partners’ own strategies. Focus in these long-term civil society partnership will be on strengthening the capacity of partners to integrate climate adaptation into their strategies and approaches. The following types of partners will be identified during the inception phase:

Implementing partners: These partners play a role in implementing on-the-ground activities. The implementing partner tends to complement CARE ground operations (for example a good reputation in the community), but will always have a strategic value to CARE. This particularly applies to the smaller, often informal organisations that CARE often works with on the ground, such as Meiskwe Myanmar. These tend to be “home-grown,” self-help groups which are driven by volunteerism and enjoy strong legitimacy in the eyes of communities. However, other implementing partners could be local CSOs with significant reach and capacity, such as Metta Development Foundation.

The implementing partner role is particularly important to the achievement of Outcome 1, 2 and 3, but more broadly for all outcomes.

Technical partners: These partners offer technical knowledge of interest to fulfilling the objectives of the MCCP. The technical partners will be selected based on concrete technical needs, an ability to support the programme and enter into joint learning and development activities. The technical partners will provide specialised skills from fields of direct relevance to climate resilience-building such as; natural resource management, conservation agriculture or community-based forestry. However, they may also offer expertise in fields of indirect relevance, notably gender equality and women’s empowerment.

The technical partner role is particularly important to the achievement of Outcome 1 and 2 but could also support Outcome 4 by providing expert input into advocacy work.

Advocacy partners: Myanmar civil society organisations and networks working at local or Union level or organisations spanning the local union level divide. It is likely that some local implementing partners will also take on advocacy activities and thus serve as advocacy partners vis-à-vis local government. Union level advocacy partners is only anticipated to be identified from the second year of implementation, based on a deeper knowledge of potential advocacy agendas to be promoted and the civil society landscape. MCCP support to civil society partners will be diverse and depend on the existing capacity and experience of the CSO partner: At a local level emphasis is likely to be on supporting local level actors in constructively engaging local government institutions in promoting the integration of adaptation measures. At a national level, where partners are likely to include Yangon-based think tanks

or national networks, the focus of engagement would typically be to ensure technical knowledge, and linkages to local level experiences and challenges. Provided the lack of vertical linkages in Myanmar civil society, linking the local level and Union level will be an important contribution of the programme.

The advocacy partners will join CARE in promoting issues of shared CMM-partner interest. This typically includes sharing of targeted knowledge and learning products at local and national civil society spaces; mobilising the broader civil society; strategic media engagements, and government lobbying.

The advocacy partner role is particularly important to the achievement of Outcome 4 yet is also highly relevant to the achievement of Outcome 1.

In what regards support for non-CDK partners, a major part of MCCP activities focuses on projects supported by CARE Member Partners other than CDK. The civil society partners of those projects are diverse and will serve diverse functions in the project, from implementing CARE-led activities to more *core* partnerships which are supported in implementing own activities and pursuing own policy agendas in support of the MCCP overall objective.

6. Approach

CDK (CARE Denmark Strategy 2018-2025) works towards a dignified life for the most climate vulnerable. In this document, reference is made to a “right to climate resilience” to underscore the fact that meeting *needs* is not an end in itself. The *end* is for governments to provide services which help increase the resilience of those most vulnerable to climate change. The approaches applied within the MCCP is an attempt at translating this overall approach into concrete praxis with relevance for Myanmar.

The MCCP links directly to CMM overall strategy for Women & Girls in Remote, Rural & Conflict Affected Areas Long-Term Programme (2018-2028) which seeks to “strengthen resilience of women and girls to climate change, conflict and disasters in remote, rural area”. The programme seeks to strengthen climate resilience through an integrated approach to longer-term, livelihoods-focused adaptation which includes disaster risk reduction and nexus programming. CMM has identified civil society strengthening and policy advocacy as a pathway to strengthening the resilience of its target groups, placing particular emphasis on networking among women’s organisations and networks, and on promoting dialogue among CMM civil society partners and government, at all levels.

Climate resilience programming. In spite of the key role women play in agriculture, they often lack access to information, resources, services, land, finance, technology and access to local institutions that are more easily accessible to men. Women farmers are also more exposed to climate change than men. They tend to be more dependent on natural resources for their livelihood, have fewer endowments and entitlements to help absorb shocks and may not equally benefit from agriculture. In all, the weak capacities and high exposure to climate change make women less resilient and combined with the equally important role that women play in household economy, food security and caretaking, gender inequality results directly in increased food and nutrition in-security.

Gender transformative adaptation approaches create opportunities for individuals to actively challenge existing gender norms, promote positions of social and political influence for women in communities, and address power inequalities between persons of different genders, while adapting to the threats posed by climate change by keeping the needs of vulnerable communities at the centre of all activities. This is not simply about giving women and men equal resources in adaptation programmes but about adopting, integrating and promoting good practices to address all three domains of gender equality; building agency, changing structures and transforming gender relations through community-based climate adaptation activities. As part of CBA, CMM will engage in disaster risk reduction, creating resilient livelihoods, building adaptive capacities, and addressing the underlying causes of vulnerability.

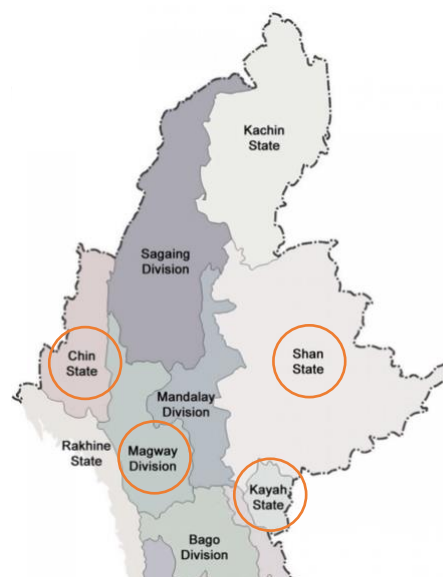
Nexus programming. Though long-term development and humanitarian actors often operate in isolation and with different and separate logics, building climate resilience offers opportunities to bring together these two distinct systems of work. Climate resilience programming in fragile contexts can provide a bridge between the development and humanitarian actions to ultimately reduce the impact of shocks and stresses on vulnerable people, facilitate early action and reduce humanitarian need. For example, disaster and climate risk informed development programmes can reduce the need for humanitarian assistance by providing options for people to recover from shocks and stresses. The recurrent and chronic conflict in northern Shan State for example, has resulted in the recent displacement of more than 10,000 people. Working on developing models for providing alternative resilient livelihood sources, improved access to land and forest resources, as well as access to climate resilience agriculture practices and technologies for such displaced people could help not only improve their resilience to long-term climate impacts, but also meet their urgent needs and help alleviate some of the major impacts of conflict and displacement. Such models could also be relevant and up-scaled in other parts of the country that are suffering from conflict and disasters. Moreover, reducing disaster risks, improving resilient livelihoods, addressing underlying causes of vulnerability and building capacities of vulnerable people aid in building the adaptive, absorptive and transformative capacities dealing with the different impacts of shocks and stresses such as conflict, disasters, and climate change.

Approach to innovation and scalability. The MCCP will promote innovation whilst also seeking to multiply impact through scale. However, because climate change is locally contextual, any innovation must be driven by local context and respond to local needs. The first scaling pathway is largely internal, by integrating the tools and methods into upcoming and future CMM projects, as well as ensuring that partners and, where feasible, local government understand, appreciate and integrate the tools and methods into their work. The second scaling pathway is external, by engaging in dialogue and advocating for the tools and methods to be adopted by government at all levels.

Local adaptation innovations must respond to local challenges and demands, and some innovations will have potential for scaling, whether commercial scaling together with business partners or institutional scaling with government actors. However, in most cases, local innovations cannot readily be up-scaled, but must be adapted to a local context: Experience demonstrates that there are no one-size-fits-all solution because local needs continuously change, as does the climate. Therefore, the MCCP seeks to scale community-based adaptation approaches as a method and concept that help communities build the knowledge and anticipatory capacity to identify local solutions and continuously adapting those solutions as their needs alter in a changing climate.

7. Impact groups

The overall aim of the programme is to impact the resilience of women and girls in remote, rural areas of Myanmar. Provided the strategy of the programme the geographic focus will coincide with existing and new projects/programmes of CMM and partners, but the northern highlands are set to receive particular focus because of negligence by government and development partners. The states of northern Shan (MCCP Climate Learning Pilot), southern Chin and northern Magway states (CDK Western States Agribusiness Project – IFAD/Danida) will have immediate priority, whilst the states of Kaya (CARE Norway Framework Programme – NORAD) and Mon, Kayin and Tanintharyi (Growing Rubber Opportunities – SwissAid) are highly likely to see integration of learning from the other states.



8. Local to global advocacy

The approach of linking local to Union level provides a major challenge due to the weak vertical connection within civil society in Myanmar between the political centre in the Bamar-dominated lowland and the highland areas dominated by ethnic minorities. The programme will where achievable promote vertical linkages and support the voices of representative highland organisations vis-à-vis Union level organisations and network. The willingness and ability to develop such linkages will be a key criterion in selecting advocacy partners. MCCP will where relevant link to the global level through the Southern Voices on Adaptation networks of the CDK Climate Learning and Advocacy for Resilience (CLAR) programme and through the joint CARE International climate advocacy led by the CARE Climate Change Resilience Platform (CCRP).

9. Link to the SDGs

The MCCP is having a strong focus on Climate Action (SDG 13). However, climate risk for the most vulnerable and excluded cannot be reduced without achieving gender equality (SDG5), and no poverty eradication (SDG1) and zero hunger (SDG2) without securing the right to climate resilience through long-term adaptation measures, including for those who tend to be left behind – namely women and girls in remote, rural and conflict-affected areas.

10. Gender equality & social inclusion

Throughout the programme, CMM will focus on gender transformational approaches to climate resilience, focusing on climate resilient agricultural technologies and innovations. That is, the approach to climate resilience is not only in line with the CMM and CDK strategic objectives but builds on the extensive experience and reputation of CMM in the thematic areas of food and nutrition security as well as women’s economic empowerment. Provided the strong gender background of CMM “gender transformational climate resilience” is highly likely to become the niche of CMM within climate change. As part of the strategy, CARE will work with core partners in order to ensure that marginalized women’s voices are raised and to provide spaces focussing on food security, climate change, natural resources and livelihood discourses, policy processes and decision-making at multiple levels.

11. Sustainability

The MCCP is in its current design intended as a temporary initiative on strengthening climate adaptation practices within CMM programmes and partners. Some functions are temporary whereas other are anticipated to be incorporated into CMM functions and staffing. CDK has a long-term commitment to support CMM within the field of climate change however the current project is designed to strengthen the strategic basis and hereby sustainability for such programmes by strengthening CMM capacity within climate change. The strategies and approaches to be developed and tested will all be based on and tested in respect of potential for sustainability and scaling.

12. Sustainability

Contextual risks	Mitigation measures
Extreme weather events	Activity planning informed by seasonal and daily weather forecasts. Disaster risk reduction is integrated to the CARE CBA approaches.
Programmatic risks	Mitigation measures
Strategic leadership	The present strategy must be continuously revisited between CMM senior management and the programme team, as a minimum during at the annual programme reflection meetings. Strategic changes should be made, if and when necessary, to reflect the changing political context of Myanmar, shifting donor priorities and the CMM project portfolio, partnerships and priorities.
High staff turnover	Continued attention is to be given to human resources management. Staff turnover is however a challenge across the Myanmar NGO sector which is why we need to develop staff capacity across the organisation rather than targeting a few individuals. In addition, when hiring a Climate Resilience Advisor, preference should be given to candidates

	that require little investment into technical capacity. Lastly, we spread the risk by sourcing technical capacity from one or more partners, not relying exclusively on one CARE staff.
Institutional risks	Mitigation measures
Government not motivated to cooperate	We must be realistic of capacity constraints, conscious of competing demands on capacity and flexible in adapting our work to emerging opportunities where government demonstrates an interest in our agenda. For the MCCP pilot, we identified high interest in Lashio Township which has been largely unserved by development partners.
Local CSOs have weak financial management systems and absorption capacity. There is a relatively high risk of misconduct.	CMM conducts due diligence of all new partners but will also support MCCP strategic partners in systematically identifying and addressing financial capacity needs throughout the programme.
Protection from Sexual Exploitation and Abuse (PSEA) and Child Protection (CP) risks	Mitigation measures
Sexual exploitation and abuse, including of inadequate protection of children.	New CMM partners may not have a written PSEA policy in place: CARE is to introduce, encourage and support CSO partners to develop PSEA policy.
	New CMM partners may not do PSEA risk assessments or lack the capacity to conduct quality assessments: CARE needs to advocate CSO partners to include PSEA risk assessment in the proposal and introduce safety and security mechanism especially for their staffs who travel to field.
	Partner staff may not be aware and sensitised on PSEA/CP: CARE is to provide orientation about PSEA/CP once partnership agreement signed and provide in-dept training on PSEA at least once a year.