



Plan International Myanmar
Terms of Reference (TOR)
Urban Resilience Research & Strategy Consultancy

BACKGROUND:

Plan International is an international child and youth development organization dedicated to promote the realization of children and young people's rights, especially girl's rights, in both development and humanitarian settings. Plan International in Myanmar is supporting a broad spectrum of initiatives designed to support integrated child development and youth empowerment outcomes that are strategically aligned with the national government's priorities. Sectors of focus include: Early Childhood Care and Development (ECCD), Maternal, Newborn and Child Health and Nutrition (MNCHN), Water, Sanitation and Hygiene (WASH), Resilience and Disaster Risk Reduction (DRR), Child Protection, Education, Adolescent Development, Youth Economic Empowerment, Youth-Led Peace Building and Social Cohesion, Sexual Reproductive Health and Rights (SRHR), and Non-Communicable Disease (NCD) Prevention among young people.

Plan International Myanmar has been implementing life changing humanitarian and development programmes in some of the most marginalised communities in the country since 2012 with a focus on promoting holistic child and youth development. Understanding that cities in Myanmar are increasingly exposed to disasters, Plan International Myanmar has expanded the implementation of urban resilience building project in Yangon since 2015 in close collaboration with relevant CSOs, technical institutions and government stakeholders on awareness raising, capacity building, gender risk analysis in urban setting, study towards inclusive public transport system and, small scale disaster risks mitigation support to target communities, communities leaders, CSOs, schools, persons with special needs and institutions.

Myanmar is developing a more urban, industrial and service-based economy. Urbanisation and job creation have the potential to influence labour and mobility patterns, especially for landless and land-poor workers. The urban population of Yangon is projected to grow 5.2 million people today to 10 million by 2040. Urban centres are exposed to multiple risks and children, women, elderly, and people with disability are among the most vulnerable. Currently, women comprise 51.8% of the population, children under the age of 15 and elderly, together, constitute 33.6%, and people with disability constitute another 4.6%.

Through Plan International Myanmar's work in Yangon, the project has identified some of the causes of urban population's vulnerability. For example poorer populations arriving in Yangon often settle in the most vulnerable zones in the city where a lack of drainage systems can increase the risk of floods, and poor building standards may increase the risk of destruction during extreme weather events. With most urban populations being dependent on markets to access food, food price fluctuations resulting from climate change can put a lot of pressure on poor urban communities.

Disaster Risk Reduction is a priority for the Myanmar government, who developed the Myanmar Action Plan for Disaster Risk Reduction (MAPDRR) for 2009-2015, which was updated in 2017. Myanmar has implemented a revised framework of the MAPDRR 2017 in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, which is a comprehensive action plan for disaster risk reduction with prioritised interventions until 2020. Building urban resilience to address disaster and climate risks is one of the priorities under Pillar 3 of the MAPDRR 2017. This includes a long-term vision on deep-rooted underlying drivers of disaster risks. The MAPDRR 2017 highlights the Government's focus on supporting mutually beneficial partnerships between Government and development cooperation partners through DRR programs. Additionally, the Government has introduced Disaster Management Law, and developed associated rules and regulations.



The research and strategy consultancy is part of the *"Building Urban Resilience of children, communities, and institutions in Myanmar"* project, funded through Plan International Australia, by the Australian Government's Department of Foreign Affairs' ANCP Program. The three-year project (2018-2021) project builds on existing Urban Disaster Risk Reduction (DRR) initiatives of Plan Myanmar working with urban communities, youth groups, boys, girls and government institutions, to strengthen capacity and build urban resilience in Yangon.

The project works in collaboration with the key government stakeholders including city authority, technical institutions and civil society stakeholders, to increase urban resilience through ensuring infrastructure and public facilities are designed, constructed, managed and maintained in a sustainable and participatory approach, utilising a gender equity, disability and social inclusion lens. The project also promotes youth, particularly girls, empowerment and employment generation through training and skills development making sure their inclusion of city decision making support.

The three intended Outcomes of the project are:

- Outcome 1: Children, youth, particularly girls, and community members have increased capacity and can better contribute to urban resilience and decision-making processes
- Outcome 2: Communities provide a safer and more enabling environment that increases child and youth resilience and preparedness to respond to disasters
- Outcome 3: Local government is supported to plan, implement and monitor urban resilience strategies and activities, with the involvement of children, youth, and girls

As part of Outcome 3, the project has committed to supporting the development of a Yangon City Resilience Strategy, with a strong focus on integrating the voices of children, youth and especially girls. The strategy will benefit many Yangon communities by increasing the understanding of risk factors and the resilience challenges to shocks and stress, analysing the strength which allow to build upon and weakness of Yangon City which hinder the assess to basic needs, strengthening preparedness efforts and risk mitigation activities, as well as by contributing to the cost effectiveness of infrastructure and recovery projects with prioritized actions in Myanmar. The Yangon Resilience Strategy will support future government decision making for urban resilience and development planning with a collective actions towards achieving government's ASEAN and global level agreements (MAPDRR, SDG, MCCSAP, Sendai Framework, NUA), and benefit many Yangon communities. The increased combination of understanding risk factors, preparedness efforts, and risk mitigation activities will save lives and properties in the event of a disaster, as well as contribute to the cost effectiveness of many public infrastructure projects in Myanmar, as infrastructure will become more resilient. In addition, the Covid-19 pandemic has become the highest priority of all Government departments, and will be considered as part of developing a resilience strategy.

Summary

Building resilience of poor and vulnerable urban communities to disasters and climate change is one of Plan International's key organisational objectives. With urban populations growing rapidly around the world and disasters and insecurity demonstrating the often devastating impact on people in urban areas, there is an important gap that needs to be addressed.

Additionally, Plan International has put gender equality and the persistent development challenges that girls are facing right at the heart of its organisational purpose. In its strategy it is committing to make a lasting impact on the lives of the most vulnerable children and community while creating greater equality for girls.



Plan International Myanmar is working with poor urban communities, youth groups, boys, girls and government institutions, to strengthen capacity and build urban resilience in Yangon. Plan is supporting the Yangon City Government to explore strategies that will build resilience to shocks and stressors in Yangon. As part of this, Plan is supporting the development of a Yangon Resilience Strategy.

To facilitate the development of a Yangon Resilience Strategy, Plan International Myanmar is commissioning a research and strategy consultancy. The consultancy will be split into two phases:

- Phase 1 – Development of a Preliminary Resilience Assessment Report
- Phase 2 – Development of a Resilience Strategy based on the outcomes of the Assessment

The Preliminary Resilience Assessment aims to investigate the hazards and risks in Yangon, to draw the resilience challenges facing by the city dwellers in their day to day life, and to increase the understanding of the vulnerabilities and resilience of urban communities. A Yangon Resilience Strategy will then be developed, based on the outcomes of the research, which will allow the increased mechanism of the government with a more stronger decision making support.

1. Purpose of the consultancy

The purpose of the consultancy is to understand the urban resilience risks, vulnerabilities and capacities of communities in Yangon, and to develop a strategy recommending how urban resilience can be strengthened.

Urban resilience is defined as *'the capacity of individuals, communities, businesses and systems in a city to survive, adapt and grow, no matter what chronic stresses and acute shocks they experience'*. 'Chronic stresses' weaken the fabric of a city on a day-to-day or cyclical basis – examples include high unemployment, an overtaxed or inefficient public transportation system, endemic violence, and chronic food and water shortages. 'Acute shocks' are the sudden, sharp events that threaten a city, such as earthquakes, floods, disease outbreaks and terrorist attacks.

Chronic stresses and acute shocks rarely happen in isolation. By considering shocks and stresses in the same strategy, a city can respond better to adverse events and be more effective in delivering core functions and services, in both good times and bad. In addition, by addressing the shocks associated with potential hazards, cities can earn a 'resilience dividend': other financial and social benefits derived from investing in actions that increase resilience.

To support this purpose, the research and strategy consultancy will be split into two phases:

- Phase 1 – Development of a Preliminary Resilience Assessment of Yangon
- Phase 2 – Development of a Yangon Resilience Strategy based on the outcomes of the Assessment

Phase 1 – Development of a Preliminary Resilience Assessment Report

Purpose

The purpose of the Preliminary Resilience Assessment Report is to identify the focus areas for the Yangon Resilience Strategy.

Objectives

- To undertake wide-ranging desktop research to better understand the many resilience efforts already under way in Yangon, the city's governance policies, planning, strategies, and arrangements, and the demographic, economic and environmental context of Yangon.

- To describe work done so far to gather information and to understand Yangon's major resilience challenges, approaches and opportunities.
- Consult and analyse city's strength and weakness with the key government departments, Public/Private Sector, Civil Society, Institutions, and community members to get the resilience perceptions.
- To summarize and recommend a small number of focus areas (or priority sectors) for deeper analysis and broader engagement, which could profoundly influence Yangon's resilience in coming decades.
- To describe the next steps to complete a Yangon Resilience Strategy, which aims to actively improve the resilience of Yangon and its diverse urban communities.

Phase 1 Tasks

- Collect secondary data on resilience challenges, city's strength and weakness, and urban resilience risks, vulnerabilities and capacities in Yangon through desk research. This will involve the consideration of all risks affecting vulnerable urban communities, including, climatic, environmental, social, political and economic.
- Review national and sub-national policies and strategies that relate to urban resilience in Yangon.
- Analyse the data and literature collected and identify key urban resilience issues and trends in Yangon.
- Produce a draft Preliminary Resilience Assessment Report summarising urban resilience issues and trends, based on desk research findings.
- Conduct a consultation workshop with key government stakeholders to validate the report's data and findings.
- Finalise the Preliminary Resilience Assessment Report.
- Conduct a findings dissemination workshop for key government stakeholders.

Phase 2 – Development of a Yangon Resilience Strategy

Purpose

The purpose of the Yangon Resilience Strategy is to develop a plan to help the city to become more resilient to physical, social and economic challenges.

Objectives

- To consider the focus areas (or priority sectors) identified in the Preliminary Resilience Assessment Report in detail, through in-depth analysis and broad engagement.
- To develop a targeted plan for each of the identified focus areas, describing tangible actions government and other stakeholders can take, to address issues across a wide range of possible shocks and stresses.
- To develop a strategy that builds on Yangon's existing structures and institutions, avoids duplication of effort and investment, and delivers tangible benefits to urban communities.

Phase 2 Tasks

- Using the Preliminary Resilience Assessment as a basis, develop a draft Yangon Resilience Strategy.
- Conduct a consultation process with government stakeholders, and DRRWG members on the draft Strategy
- Conduct a consultation process with community stakeholders, particularly children, youth and especially girls in Yangon on the draft Strategy
- Conduct the sectoral specific technical consultation with key government departments on the draft Strategy
- Produce a draft Resilience Strategy capturing the findings of consultation workshops and shape the sectoral outcomes of the strategy.
- Conduct the final consultation process with multi-stakeholders.



- Revise the Yangon City Urban Resilience Strategy based on consultations, then finalise the Strategy.

2. Audience

The primary audience for the Preliminary Resilience Assessment Report and the Yangon Resilience Strategy are government departments of Yangon and national Government of Myanmar more broadly. The Yangon Resilience Strategy will also be useful for individuals, civil society organisations, community based groups, technical institutions and the private sector that strive to support strengthening urban resilience for communities in Yangon.

3. Desk research process and data sources

The consultancy should utilise existing data sources and reports produced by Plan International Myanmar including:

- The Urban Risk and Resilience Status Study in Yangon, (Plan International 2018)
- The Inclusive Public Transportation Study, (Plan International 2019)
- Gender risk analysis in urban setting Study
- A Strategic Urban Development Plan of Greater Yangon, (YCDC)
- Yangon Earthquake Preparedness Plan
- Disaster Management Plan (Yangon/ Mandalay)
- Flood Resilience Strategy (Under development by ADPC with the support of World Bank)
- Project documents related to township disaster risk assessments from Plan and earthquake risk assessment and flood risk assessment from MES.

The strategy should be in line with National/Regional Plans, policies and agreements:

- Myanmar Action Plan for Disaster Risk Reduction
- Myanmar Sustainable Development Goals
- Myanmar Climate Change Strategy and Action Plan
- Myanmar National Framework for Community Disaster Resilience
- National Earthquake Preparedness and Response Plan
- YCDC specific sectors (If there are sectoral focus plan in addition to the master Plan)

As well as in line with International Frameworks such as:

- 2030 Agenda for Sustainable Development
- the Sendai Framework for Disaster Risk Reduction 2015-2030
- the ASEAN Agreement on Disaster Management and Emergency Response (AADMER),
- the Paris Agreement on Climate Change
- New Urban Agenda

Along with utilising tools to support the engagement and involvement of communities, children, youth and especially girls in the process, including:

- Child-Centred Urban Resilience Framework (CCURF), developed by Plan International and Arup
- City Resilience Framework, developed by the Rockefeller Foundation and Arup

An indicative list of suggested methods of data collection, data sources and research questions are contained in **Annex: Indicative Strategy Development Approach.**

4. Gender transformative approach

Plan believes adopting a gender transformative approach ensures that our work results in positive changes and sustainable outcomes for girls and young women, and for society more broadly. A gender transformative approach goes beyond addressing “symptoms” to explicitly tackle the root causes of gender inequality, particularly unequal gender power relations,

discriminatory social norms and systems, structures, policies and practices. A gender transformative approach will underpin the research and strategy consultancy, to ensure the Yangon Resilience Strategy considers ways strengthening urban resilience can contribute to gender transformative change for girls in Yangon.

5. Key Stakeholders

The study should include adolescent girls and boys participating in the Safer Cities for Girls programme in the selected city as well as ask selected key informants like parents, school/college teachers, local leaders, transport staff, relevant service providers and local authorities. Consultants should also reach out to civil society groups and networks working that are identified as having relevant influence in the work on urban resilience.

Plan International Myanmar will facilitate access to these groups in Yangon, however, the consultant is responsible for all translation and logistics required. These costs can be included as part of the proposed budget of the consultancy.

6. Ethics and Child Safeguarding

Plan International is committed to ensuring and protecting children from harm and to respecting and protecting the rights of those participating in data collection or analysis, in accordance with our Ethical MERL Framework and, Child and Youth Safeguarding Policy. Ethical and child protection issues, therefore, need to be taken into consideration by the consultant when carrying out the consultancy. The proposal should clearly and in detail explain how appropriate, safe, non-discriminatory participation of all stakeholders will be ensured and how special attention will be paid to the needs of children and other vulnerable groups. The consultant shall also explain how confidentiality and anonymity of participants will be guaranteed. A Child Safeguarding risk assessment for Research, primary caregiver assent and informed consent of minors prior to data collection as part of the community consultation process is obligatory.

7. Key Deliverables

The following deliverables are expected of the consultant:

1. Draft Preliminary Resilience Assessment of Yangon Report (max 40 pages), including:
 - data collection sources and tools;
 - methods for data analysis;
 - brief justification of the methods and techniques used (including relevant underlying values and assumptions/ theories)
2. Presentation materials (including PowerPoint), of the Key Research Findings Consultation workshop to validate the report's data and findings
3. Final of the Preliminary Resilience Assessment of Yangon.
4. Presentation materials (including PowerPoint), of the Dissemination Workshop for government stakeholders
5. First Draft of the Yangon Resilience Strategy
6. Completed Consent Forms (including for children and their caregivers and adults), for the community consultation process
7. Stakeholders consultation summary report (max 15 pages)
8. Final version of the Yangon Resilience Strategy

9. Presentation materials (including PowerPoint), of the Presentation of Final Yangon Resilience Strategy for government stakeholders
10. Child Safeguarding Risk Assessment document.

8. Timeline

The consultancy is expected to start **10 November, 2020**, with the total consultancy comprising 45 working days. Below are the proposed activities with indicative timeline, and the estimated days of work for each activity:

Activity	Duration/ Date due	Days of Work
Inception briefing with Plan International Myanmar	10 November, 2020	1 day
Phase-1 Timeline		
Secondary Data Collection and Data Analysis	16 November, 2020 to 27 November, 2020	10 days
Report writing and Submission of Draft Preliminary Resilience Assessment Report	1 December, 2020 to 9 December, 2020	7 days
Submission of presentation materials (including PowerPoint), for Dissemination of key research findings Workshop	14 December, 2020	1 day
Key Research Findings Dissemination and Validation Workshop with key stakeholders	18 December, 2020	1 day
Revise and Submission of Final Preliminary Resilience Assessment Report	23-24 December, 2020	2 days
Phase-2 Timeline		
Consultation process with targeted Yangon communities including Children and Youth	29 December, 2020	1 day
Consultation with selected DRRWG members	6-7 January, 2020	2 days
Consultation process with government stakeholders	12-14 January, 2020	3 days
Sector specific technical consultation with key government departments (KII)	19-21 January, 2020	3 days
Resilience Strategy writing	25 January, 2020 to 8 February, 2020	11 days
Submission of first draft of Resilience Strategy	9 February, 2020	1 day
Consultation with government stakeholders and development partners	17-19 February, 2020	3 days
Consultation process with five Yangon communities, children and youth	23 February, 2020	1 day
Revise and Submission of final Resilience Strategy	25 February, 2020 to 1 March, 2020	3 days
Submission of presentation materials (including PowerPoint), of Presentation of Final Resilience	4 March, 2020	1 day

Strategy		
Final Resilience Strategy Dissemination Workshop	17 March, 2020	1 day
Total		52 days

In the event of unforeseen changes and a need to adjust the duration, this shall be agreed upon by Plan International Myanmar and the consultant.

9. Budget

The payment is in instalments and subject to the delivery of outputs and their formal approval by Plan International Myanmar as follows:

Instalment	Deliverable	Amount
Pre-financing	Following signature of the contract	10% of total budget
Second payment	Following approval of the Preliminary Resilience Assessment of Yangon Report	30% of total budget
Third payment	Following approval of first draft of the Yangon Resilience Strategy	30% of total budget
Final payment	Following approval of the final version of the Yangon Resilience Strategy	30% of total budget

Applicants are asked to include a detailed budget as part of their application, which includes:

- A detailed proposed budget required to conduct the consultancy, including daily fee rates, travel costs, expenses, per diems, visa costs, VAT/taxes, insurance, etc.
- All costs relating to travel, logistics, translation and tax should be included in the proposed budget.
- No additional expenses outside of the approved budget will be reimbursed throughout the duration of the consultancy.
- The respondent is strongly encouraged to provide its best price in its response as no guarantee is made that there will be any opportunity to negotiate pricing at any point during the selection process.

*Note: If consultation process has to be carried out virtually during COVID-19 pandemic situation, the above list of cost will not be considered except for daily consultancy fees.

10. Expected Qualifications

A successful applicant should meet most of the following requirements:

- At least Master's degree from an appropriate field (e.g. urban development or planning, urban resilience, disaster risk reduction, social, development or gender studies)
- Minimum of 5 years work experience, especially for research and strategy development
- Proven experience liaising with government stakeholders
- Prove experience in conducting community consultation workshops and engaging children, youth and especially girls in consultation processes.
- Proven experience in carrying out desk based research studies and analysing data.
- Strong understanding of gender equality, gender transformative programming and human rights
- Proven track record of conducting independent research studies and developing strategy recommendations from a gender perspective
- Ability to travel to Yangon as required (if not already based there)
- Ability to work independently with minimal supervision, adhere to deadlines and deliverables



- Extremely strong analytical and report/ strategy writing skills
- Fluency in English, fluency in Burmese will be an advantage
- The consultant will be home based with occasional visits to the Plan International Myanmar office, government department offices and urban communities in Yangon as required.
- The consultant is expected to have access to their own laptop.

11. Application Process

Interested consultants/consulting firms should submit below documents to Myanmar.CO@plan-international.org no later than **22nd October 2020, 5:00 PM**. Late applications will not be considered. Both national and/or international consultants are encouraged to apply for the consultancy.

Applicants interested in conducting the consultancy, are asked to apply with the following documents:

- A cover letter outlining how they meet the expected criteria outlined in the Terms of Reference, including relevant experience.
- CVs of the consultant(s) who will carry out the work.
- Proposal submission with a detailed methodology outlining how they plan to undertake the consultancy, explaining how work will be completed according to the Terms of Reference and what comparative advantage the consultant brings to the table for successful completion of assignment as well as explaining the ethics and child safeguarding approaches, including any identified risks and associated mitigation strategies.
- Budget proposal mentioned as above Budget Phrase
- A timeline for the completion of the assignment and projected delivery dates for deliverables.
- Two samples of previous research or strategy work.

Subject Line for Application: **"Urban Resilience Strategy Development Consultant"**

Only shortlisted candidates will be contacted. Plan International is an equal opportunity employer and women are encouraged to apply. Plan International Myanmar is committed to the well-being of children together with Gender Equality and do not tolerate child abuse and sexual harassment. All Plan International Myanmar Staffs are required to sign and adhere with Plan's Safeguarding Policy at all times.

Annex: Indicative Strategy Development Approach were attached below.

ANNEX: INDICATIVE STRATEGY DEVELOPMENT APPROACH

Phase-1 Preliminary Resilience Assessment of Yangon Report

List of suggested types of data

- Spatial data
- Open source data
- Humanitarian data
- UNHCR SIP data
- Local government data (publicly available)
- National government data (publicly available)
- Collect relevant supporting information
- Economic data & market research information
- Governance & administration information
- Socio-economic information
- Environmental data
- Climate change information
- Population data, migration context, trends and supporting information

List of suggested data sources

- Open Street Map
- Humanitarian Data Exchange
- Google Earth
- Local Authority Websites
- Regional Government Websites
- World Bank Country Profiles
- CIA Country Profiles
- Overseas Development Institute Data Portal
- REACH Data portal
- Local authority databases
- MIMU Website
- Central census authority databases
- Local government development plans
- Sectoral plans
- Spatial plans and socio-economic profiles

List of Frameworks to consider reviewing/referring to

- Sendai Framework for Disaster Risk Reduction
- The Paris Agreement
- 2030 Agenda for Sustainable Development
- New Urban Agenda
- Agenda for Humanity
- Addis Ababa Action Agenda

Examples of possible shocks and stressors to consider

Stressors	Shocks
Ageing and stressed infrastructure	Pandemics
Climate change	Extreme heat
Increasing social inequality	Flooding
Unemployment	Extremist acts
Youth unemployment	Infrastructure failure
Food security	Civil unrest
Depletion of natural resources	Electricity supply disruption
Development pressures on ecosystem services	Typhoon
Marine pollution	Coastal storm surge
Alcohol and drug abuse	Limited access to fresh food
Growing population and demographic change	Fires
Ageing population	Earthquake
Increasing pressure on healthcare services	Flash flood due to heavy rain and bad drainage
Lower rates of community participation	Groundwater depletion
Increased incidence of age-related diseases and disability	Sea level rise
Higher rates of chronic illnesses	Urban air pollution
Youth homelessness	
Lack of affordable housing	
Unequal access to open space and recreational facilities	
Over-reliance on specific industries	
Disruptive business models and rapid economic change	
Global regulations	
Global oil price fluctuation and scarcity	
Water quality and availability (Scarcity of safe drinking water)	

Domestic violence	
Rural to urban migration and increases in urban slum populations	
Traffic congestion	
Unplanned urban expansion	
Inadequate provision of basic services	
Decreased life expectancy	

List of suggested areas of investigation

Below are lists of suggested areas of investigation to build an understanding of the risks, vulnerabilities and capacities of urban communities in Yangon. Please note this is a long list of possible suggestions. The consultant is not required to address all or any of these questions while focusing on the strategic discovery areas.

Economic trends

- What is the GDP per capita?
- How does this relate to Myanmar's neighbours and Asia more broadly?
- What are the notable economic features (e.g. trends, changes, trade routes) within the region?
- What are the major economic activities?
- What are the local economic systems, trade flows and market towns?
- What is the regional comparative advantage of Yangon within Myanmar and/or neighbouring countries?
- What industries/sectors are growing and how that can support urban communities in Yangon (Pros and cons)?

Social trends

- What are the social challenges?
- What are the gender norms?
- What social shocks and stressors are Yangon communities most vulnerable to?
- What forms of government support do communities receive (social protection payments, welfare benefits, free healthcare, other)?
- What is the security situation within the city? Is Yangon considered a safe city?
- What are the trends for things such as crime rates – including domestic violence and gender based violence, and growing social deprivation.
- What other social issues may be relevant?

Population and migration trends

- What is the national population? What is the population growth rate?
- What is the population of Yangon? What are the local growth rates of Yangon?
- What proportion of this population growth is urban, as opposed to rural?
- What is the urbanisation rate?
- Where are the most densely populated areas in Yangon?
- What are the major demographic trends?
- What is the size of a typical household in Yangon?
- What are the different proportions of men, women, boys and girls in the population?

- Which township has the highest migration rate in Yangon? Where have residents migrated from? Why did they migrate (for work, family, other purpose)?

Housing trends

- What is the state of the Yangon housing market?
- What is housing affordability?
- What is the percentage of home ownership versus renting (or other arrangements)?
- What is the rate of foreign home ownership?
- What is the average number of people per household?
- What is the average land size of dwellings in Yangon?
- What proportion of housing stock is houses, apartments, other?
- What proportion of the city is informal settlements (land area)? Approximately how many people live in these?

Employment trends

- What are the rates of employment and unemployment in Yangon?
- What is the rate of youth unemployment?
- How have these rates of employment changed over time?
- What sectors are people employed in?
- What sectors are youth employed in?
- Are there any employment trends (growth in the manufacturing sector for example, or shrinking of other sectors)?

Disaster Resilience and Management Considerations

- What disaster shocks and stressors are communities most vulnerable to in Yangon?
- What are the natural hazards in Yangon?
- What factors in Yangon contribute to natural disasters (e.g. timing, intensity, geographic location, associated levels of development, and levels of community preparedness)?
- How vulnerable is Yangon to disasters compared to other cities/parts of Asia?
- Are there any measures to protect against them?
- What Disaster Management plans exist for Yangon? Are there any gaps?
- What warning systems for disasters exist? Do they work effectively?
- What measures are in place to respond to disasters? What about recovery?

National Planning Frameworks

- Are there existing development and spatial plans at national, regional, district and town levels?
- When were they created or approved?
- Who uses or implements them?
- How often are the plans reviewed? What is the review process and time frame?
- Are there specific strategies for slum-upgrading or supporting housing needs?
- What are the priorities in development planning? How are they defined?
- Which development priorities or strategies are likely to impact urban resilience?
- How this can contribute or relate to the Yangon Resilience Strategy Development?
- Are there guides to the planning regulations and building codes relevant to the Yangon?

Environmental Considerations

- What natural resources are available in and around Yangon?
- What is the current condition of these natural resources?
- Are they of local, regional or global importance?
- Are the natural resources protected under any international, national or local conventions or laws?
- How do communities and or authorities manage the natural resources? Are resources abundant, scarce or over-exploited?
- What are the main drivers of this abundance, scarcity or over-exploitation?
- How are regional or global environmental trends (e.g. climate change) expected to impact local resource availability (e.g. water, fuel, livelihoods)?
- What are the existing land use patterns?
- How have they changed over time? How are they predicted to change in the future?

- How does the local economic or livelihood system intersect with land use?
- Is this system thriving or under threat (e.g. agro-pastoralism in the face of increasing urbanisation)?

Climate Risk Considerations

- How has Yangon been affected by climate change so far? Are there particular hotspots? What are the impacts?
- How is this likely to continue?
- Are there any national plans to deal with the effects of climate change?
- How will the interaction of climate change and migration affect this region over time?
- Do climate change projections indicate that local natural disasters will become more frequent or intense?

Basic Service Infrastructure (drains, water, roads, transport, energy, waste etc)

- What is the status of the basic service infrastructure in question? Is it operational? If so, to what extent? What is its condition?
- Who is responsible for the administration and management of it?
- Are there maps of it? Can it be spatialised?
- What percentage of Yangon's population has access to these facilities?
- Are there social or economic barriers to access?
- Where are there gaps in the system?
- Are there initiatives to improve it?
- Does the local government have a list of the proposed major infrastructure development projects?
- How does governance impact service provision and delivery?
- How is basic service infrastructure provided? Is it functioning? If so, to what extent? Where is it and how accessible is it (both physically and socio-culturally)?
- Which other development partners are working on to improve basic service infrastructures in Yangon and which specific areas are improved/ planned/ developed?

Transport (Considering inclusiveness)

- What are the city transport systems? How well do they work?
- What portion of movement in Yangon uses public transport and how much is private?
- Who owns the public transport systems (government or private companies)?
- Who uses them? Who does not use them? Consider how girls, women and people with disability use transport.
- What are the cycling and walking options in the city?
- Are transport systems public or private?
- How are they managed and financed?
- Who are the decision makers?
- Is there any transport improvement plan or long-term plan?

Phase-2 Yangon Resilience Strategy

List of suggested key stakeholders for the consultation process

- National government departments
- Provincial government departments
- Township government departments
- Department of Disaster Management
- Department of Social Welfare
- Department of Meteorology and Hydrology
- Department of Basic Education
- COVID-19 Prevention, Control and Treatment Committee
- Township General Administration Departments
- Public Relations and Information Department, YCDC
- City Planning and Land Administration Department, YCDC

- Playground, Parks and Garden Department, YCDC
- Pollution Control and Cleansing Department, YCDC
- Engineering Department (Roads and Bridges), YCDC
- Engineering Department (Water and Sanitation), YCDC
- Engineering Department (Buildings), YCDC
- Planning Department
- Environmental Conservation Department
- Yangon Region Youth Affairs Committee
- UMFCCI
- Community Based Organisations
- Civil Society Organisations
- Daw Khin Kyi Foundation
- PwD Organizations,
- Children and Youth groups
- UN agencies e.g. OCHA, IOM, UNDP, UNICEF
- Donors e.g. World Bank, EU, ADB, DFID

Suggested approach of the Yangon Resilience Strategy

Outline what can be done to strengthen the capacity of urban communities to improve their resilience.

Suggest specific actions and activities. Actions could take the form of plans, strategies, frameworks, engagement tools, programs, projects, initiatives, legislation and informal practices. Examples of activities to support resilience include:

- a broad range of community development activities
- climate mitigation and adaptation
- water-sensitive urban design
- fostering local businesses
- addressing local infrastructure needs
- Disaster risk reduction activities

Identify policies and practices that need to be developed or changed to support urban resilience in Yangon. Include recommendations on pro urban resilience policies and practices.

Setting goals, vision, mission for key strategic areas (Consultative Approach)

Key questions for consideration

General questions

- What are the most important factors that determine Yangon's current and future ability to prepare for, avoid and withstand various shocks and stresses? A factor could be an asset, system, practice or procedure that affects Yangon's resilience.
- Is there critical information that should be added as challenges or opportunities?
- How could this information be operationalised?
- Is it possible to implement further interventions?
- Who should be leading or owner of specific interventions?
- Who are the key actors that need to be engaged for taking further steps?
- Who could implement what and when including plausible timeframe?

Individuals and communities

- How can we learn from existing local, national and international approaches to engage citizens and promote active citizenry? Could these approaches be expanded?
- How can we best foster the next generation of community leaders?
- What is the role of volunteering in developing healthy, safe and connected communities?
- What opportunities do social media offer for engaging with individuals and communities on health, wellbeing and safety?

- How do we reverse the disempowerment of some communities, and deal with the prospect of more diverse and potentially fragmented communities in the future?
- How do we improve communication with, and connectedness to, ethnically, culturally and linguistically diverse groups?
- How can we enable communities and individuals to understand and prevent the root causes of the challenges facing girls and all vulnerable children and community?
- How can individuals and communities be supported to take more responsibility for their own and each other's health, wellbeing and safety?
- How can this strategy support the prosperity of Yangon community including people with disabilities?

Infrastructure

- How can we ensure that urban development and infrastructure (such as public open space, transport, health and education facilities) have social cohesion, equality and health at their core?
- How can we make sure the infrastructure development planning do no harm to the natural and human environment?
- What can be done to encourage long-term thinking and to depoliticise land-use planning, in order to achieve longer-term objectives and maximise community benefits across all of Yangon?
- How can the property development sector play a more active role in ensuring future communities are cohesive, inclusive and healthy?
- How can we strengthen and make better use of existing infrastructure (such as public libraries and private shopping areas) to promote connected and cohesive communities?
- How will people choose to travel and use public and private transport in the long-term?

Disaster Management and Resilience

- Which disaster resilience considerations need to be embedded in all future planning, agricultural and urban land use, zoning and investment decisions?
- How can disaster risk resilience building become a shared responsibility between government, the private sector, civil society, communities and individuals?
- What research, science or technology could help build disaster resilience in Yangon?

Economy

- How can government best contribute to diversifying the economy of Yangon? Can we learn from success stories in this area, particularly internationally?
- How can we best support business generally, and Small Medium Enterprises specifically, to become more resilient, including improving business continuity?
- How should capital and financial services providers play a role in building and promoting resilience?
- How can we promote the knowledge of the city dwellers regarding disaster insurance and encourage city officials in disaster financing, targeting for business continuity?
- How can we promote greater innovation and economic diversity by building collaborations with each other, academia, private sector and the community?
- How can diverse local employment opportunities be created to support an agile workforce, prepared for the jobs of the future?

Environment

- How can natural assets and ecosystems be preserved and strengthened alongside a growing population?
- What can we learn and how can we build upon successful local, national and international approaches to using natural assets and ecosystems to drive urban resilience?
- What role does biomimicry play in making our hard infrastructure 'greener'?
- Can we enhance our natural assets to generate improvements in air and water quality?
- How can we better quantify and communicate broadly the non-economic benefits provided by natural assets and ecosystems?
- What are the immediate, mid- and long-term opportunities to derive greater societal benefit from natural assets and ecosystems around Yangon?

- How can we provide meaningful incentives for property developers to maintain more natural features and ecosystem services in new developments?

Government policies

- Which existing policies are improving Yangon's resilience?
- What can we learn from the approaches taken in these policies?
- Which existing policies and practices may be diminishing Yangon's resilience?
- How can existing policies, programs and decision-making processes be adapted to improve Yangon's resilience?
- How can we enable collaboration and share good practice?
- How can we suggest strong inter-governmental coordination and collaboration in both development planning and emergency response?
- What can we learn from other jurisdictions that are accessing, understanding and managing complex, interdependent policies?
- What can we learn from other jurisdictions to help us integrate resilience principles into policy development and subsequent decision-making processes?