

United Nations Development Programme

Myanmar

Project Document



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Project Title	Support to Democratic Governance in Myanmar
UN Strategic Framework Outcome/ Country Programme Outcome 3	Promote democratic governance and the rule of law to strengthen democratic institutions and the advancement of human rights.
Expected CP Outputs	<ol style="list-style-type: none"> 1. Strengthened capacity of national institutions for socio-economic policy-making, planning and development effectiveness with broad stakeholder participation (including women, people with disabilities and HIV/AIDS). 2. Transparent and participatory legislative processes are developed to a recognized standard including women's political empowerment. 3. Justice institutions and legal framework improved to ensure Rule of Law and Access to Justice for all with a specific focus on marginalized groups. 4. Strengthened capacity for service delivery and improved responsiveness of the public administration reforms.
Expected Sub-outputs per Program Output	<p>Output 1: Development Effectiveness</p> <ul style="list-style-type: none"> • Strengthened capacity of institutions at the Union and State/region level to collect and analyse poverty data and use it to monitor progress in the implementation of development plans and revise their implementation. • Strengthened capacity of national and state/regional institutions to formulate poverty focused plans with clear links to the national budget, and based on sector as well as state / regional priorities. • Strengthened capacity of government agencies, parliament, civil society and others for transparency and accountability in implementing national and regional / state level plans. • Strengthened capacity of MNEPD, MoF and other key governmental and non-governmental stakeholders at Union, state/regional and sectoral levels, to align development cooperation with national plans, budgets and monitoring and evaluation. <p>Output 2: Parliamentary Development</p> <ul style="list-style-type: none"> • Improved capacity of MPs, with special focus on women, at the Union and State/Region levels to perform their functions in an effective, transparent and inclusive way. • Enhanced institutional capacity of key parliamentary committees at the Union and State/Region levels to ensure the parliament is able to pass quality legislation

	<p>including consideration to gender responsiveness, marginalized groups, people living with and affected by HIV and disabilities and oversee government activities.</p> <ul style="list-style-type: none"> • Improved capacity of parliaments to effectively communicate for internal and external purposes. • Enhanced capacity of the Union parliamentary secretariats at the Union and State/Region levels to provide effective and gender responsive support to MPs, committees and the respective parliaments. • Civil society and media more aware and empowered to participate in democratic political processes. <p>Output 3: Rule of Law and Access to Justice</p> <ul style="list-style-type: none"> • Strengthened institutional capacity of the justice sector to formulate, implement and coordinate a comprehensive (nationally-owned, multi-stakeholder, gender-responsive and rights- driven) policy and strategy for the justice sector. • Enhanced capacity of justice actors for the development of a justice system that upholds the rule of law, protects human rights, promotes gender equality and improves access to justice, including through laws and regulations that are in conformity with the Constitution and international human rights standards (and with the Conventions that Myanmar ratified) • Increased service delivery at the local level focusing on the rights of women and the rights of the most vulnerable, in target States/Regions and in selected townships. • Empowerment of women and vulnerable groups in selected pilot States/Regions to claim and have their rights adjudicated and grievances remedied. • Ethnic groups in cease fire and border areas have increased knowledge of their rights and are better able to access and benefit from expanded justice remedies. <p>Output 4. Public Administration Responsiveness</p> <ul style="list-style-type: none"> • Long-term modernization agenda for civil service in line of decentralization and democratic reforms. • Strengthened institutional capacity of the Union Civil Service Board (UCSB) for the development of a professional, ethical and representative civil service. • Strengthened capacity of the Civil Service Training Institutes to deliver targeted training. • Strengthened capacity for the public sector through leadership and management competencies. • Targeted innovations in public service delivery adapted to the local context.
Implementing Partners:	UNDP
Related Parties:	<p>Output 1- MNEPD Planning Department, MNEPD FERD, MNEPD Statistical Department, President’s Office, Working Group on Aid Coordination, Ministry of Health, Myanmar Positive Network, Local authorities, Development partners, NGOs, media, Development partners.</p> <p>Output 2- Union Parliament, State/Region Parliaments, International Parliamentary Union, NGOs, Media, Development partners, National AIDS Program.</p> <p>Output 3- Supreme Court, Attorney General, Judicial Training Institute, Police</p>

	Academy, Regional and Township Courts at Selected states, Ministry of Border Affairs, Ministry of Home Affairs, Department of Social Welfare, Local Authorities, NGOs, media, Ministry of Education. Output 4- Union Civil Service Board, Training Institutes, ASEAN Resource Centre, University of National Races, Ministry of Home Affairs – General Administration Department, Yangon University -Institute of Economics, Local authorities, NGOs, International Management Group.
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Brief Description

In the framework of the 2013-2015 Country Program Document, UNDP will implement an integrated “Support to Democratic Governance in Myanmar” project to support the country in the process of modernizing, democratizing, and decentralizing the state and society, pursuing an incremental institutional approach that is people and rights oriented. Assistance will strengthen accountable and responsive public institutions and trust in State-society relations, respect for the rule of law and human rights, and inclusive political processes that place emphasis on women, youth, and disadvantaged groups. Support will be grounded on a solid understanding of the transition context informed by evidence based analysis that can support national policy and planning for inclusive development and for mitigating and resolving governance related potential causes of grievances and conflict. Activities with parliament, justice, and public service at union and sub-national levels will be adequately prioritized and sequenced to establish a conducive environment for sustainable and equitable development, which is nationally driven and contextualized to the diversity of Myanmar. The package provides the development partners with a tool to support Myanmar’s governance reform agenda in a comprehensive and integrated fashion. It also presents them with the choice of providing financing for the whole project in general or earmarked to specific outputs which correspond to their priorities.

Programme Period: 2013 - 2015 Start date: January 2013 End Date: December 2015 PAC Meeting Date: December 2012 Management Arrangements: _____	Resources for year 2013-2015 _____ Total resources required US\$ 45,000,000 Total allocated resources: _____ <ul style="list-style-type: none"> • Regular US\$ 9,000,000 • Other: <ul style="list-style-type: none"> ○ Donor _____ ○ Donor _____ ○ Donor _____ ○ Government _____ Unfunded budget: _____ In-kind Contributions
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1. SITUATION ANALYSIS⁴⁸

Myanmar has gone through a phase of unprecedented change since the November 2010 general elections. The transition to nominally civilian rule under a new Constitution was the first step in an on-going sequence of rapid and far-reaching political and economic reforms that have unleashed tremendous changes in the political and economic landscape. In less than two years, the President and legislatures have pushed forward a remarkable transformation process that was difficult to imagine not so long ago – political prisoners have been released, an enduring partnership with the opposition has been forged, a number of ceasefires and peace agreements with ethnic groups have been reached, political participation has broadened, blacklists of people barred from entering the country have been cut down, assembly, demonstration and media freedoms have been established, measures for stimulating economic development, trade and investment have been undertaken and re-engagement with the international community has been instituted. In his speech to the 67th UN General Assembly in New York, President Thein Sein stated that “the Parliament, the Judiciary, the Armed forces, the national races, political parties, civil societies and the people at large have been taking tangible irreversible steps in the democratic transition and reform process. Leaving behind a system of authoritarian government wherein the administrative, legislative and judicial powers were centralized, we have now been able to put in place a democratic government and a strong, viable parliament following a practice of check and balance”.

Myanmar’s biggest challenge in the next few years will be to consolidate the ongoing reform process while maintaining stability and the rule of law and delivering tangible benefits to the communities. To achieve successfully this daunting task, the authorities will have to manage simultaneously the political transition, the institutional and economic transformation and the peace building process. These three elements of the reform process are interrelated. It will be difficult to make progress on the political transition without macroeconomic stability and tangible improvements in people’s living standards, just as it would extremely difficult to reconstruct the economy and institutions without political stability. Moreover, lasting peace will be a precondition for political, institutional and economic development, just as much as it will be a result of them. The pursuit of these three outcomes concurrently will define Myanmar’s priorities in the short to mid-term perspective.

○ **Political transition**

The 2008 Constitution provides a new framework for governance in Myanmar. The main features distinguishing it from the previous order are the distribution of power among different institutions by formally establishing a system of separation of powers

⁴⁸ This section can be best read in conjunction with the “Democratic Governance in Myanmar: Preliminary Situation Analysis” report – UNDP (July 2012).

among the legislative, executive and judicial branches and devolving legislative and executive powers to the 14 States and Regions. Given this new order, institutional boundaries and power sharing arrangements are not always clear, causing occasional frictions between institutions. Eventually, the way constitutional provisions will play out in practice and the system of checks and balances will largely depend on the interactions between institutions and leaders. These interactions, when taking place in the context of a new constitutional order and political set up, can sometimes diminish the effectiveness of institutions, and therefore need to be handled with care. For example, it is evident that a strong and assertive legislative branch has emerged in Myanmar and this is an extraordinary feat for a country that has not had a legislature since 1988. But at the same time, this process should take place in a way that enhances the institutional balance and bolsters inter-institutional collaboration. Another big challenge of the political transition will be the 2015 elections, which will provide the biggest test of the government's commitment to political reforms. They will carry hope and anticipation for more democratic representation, but also the possibility of shifts in the balance of power that might change the incentives for the political players. The elections will mark not only a crucial milestone in the political transition, but their conduct and results will largely influence stability and the reform process.

- **Institutional and economic transformation**

Since the Constitution came into force with the convening of the newly elected Myanmar parliament in early 2011, the country has seen a wave of new legislation being proposed, debated and adopted, at a high speed and with strong determination. While work on a national development plan is ongoing, the objectives expressed by the President and the leadership have yet to be articulated into a concrete policy framework with the right incentives. There is a risk that in the rush to reform, decision-making may become ad-hoc and policy decisions less effective. At the same time, the capacity of the bureaucracy to deal with the workload of regulations and management that each policy and new law entail is constrained by the limited expertise and technical capacity which are mainly a result of decades of under-investment in education and brain drain. The public administration has operated for many years under top-down instructions and will now be required to take initiative in support of major policy shifts. Moreover, the implementation of laws and policies gets slowed down by cumbersome administrative processes or because at the lower level civil servants lack sufficient understanding and awareness. The public administration will be crucial for the economic reform agenda in the long-run, and more importantly for producing quick tangible results for the people, in order to avoid disenchantment with the reform process in the short run.

- **Peace building process**

Another great challenge for the country is the forging of reconciliation and sustainable peace in the conflict areas. The social contract there is particularly fragile following decades of authoritarian rule and repression which have weakened trust between the

people and the state. Increased freedom across the country creates opportunities for airing suppressed grievances and resentments which, if not properly addressed, carry the risk of strife and violence, especially in the ethnic minority areas. The widespread ethnic violence in Rakhine, the elusive ceasefire in Kachin and the risk of inter-communal strife and conflict elsewhere show how difficult it is to find a long-lasting peaceful solution to ethnic grievances. Lasting peace will not only require a political negotiated solution, which the government is pursuing with determination, but also strong incentives on the ground for people to take benefit of and enjoy the opportunities generated by peace. These incentives could take the form of livelihood support programs, social justice and protection from all sorts of abuse (i.e. land grabbing), more power over local affairs, better economic and education opportunities, freedom of movement, etc.

To meet the challenges on the path to modernization, democratization and reconciliation, while maintaining peace and stability, the Myanmar state and society will need to undertake significant efforts and make difficult decisions, which will require many things, but most importantly:

1. Leadership at all levels and in all institutions and state bodies (leadership in politics, public administration, institutions, civil society) to ease tensions and find compromises in the short run, and chart the way forward for the long run.
2. A clear road map for reform with clear priorities and plans, which bring together Myanmar's people, institutions and external partners.
3. Legislative bodies that represent all the people of Myanmar and deliver good legislation and hold the executive accountable.
4. A capable and representative civil service that regulates the economy, implements government policy and delivers quality services to all the people of Myanmar.
5. A judiciary and security system that upholds the rule of law and guarantees justice to everyone.
6. A vibrant and motivated civil society that engages in the decision making process, holds state institutions responsible, advocates on behalf of its constituents and provides efficient social services.

The international community is already scaling up its assistance to support Myanmar's reform process with political support, investments, financial resources, access to markets, advice, capacity building, etc. In this context, UNDP will provide its share of contribution to Myanmar through its new Country Programme which will run from 2013 to 2015 and will rest on three pillars:

- **Pillar 1** will strengthen the capacity of township administrations for development planning and management, policy environment and institutional capacity to support sustainable livelihoods and reintegration programmes, capacity of civil society to provide community services including civic and legal awareness and advocacy on human rights and the capacity of local media in support of local development and civic

awareness. It will also strengthen livelihood support and social cohesion in high poverty and conflict areas.

- **Pillar 2** will strengthen the country's capacity to adapt to climate change, to reduce disaster risk, to sustainably manage natural resources and to provide access to energy in rural areas.
- **Pillar 3** will support democratic governance and social cohesion and is laid out in this project document.

2. PROJECT STRATEGY

2.1 An Integrated Package of UNDP Support for Democratic Governance and Social Cohesion

With the proposed project, UNDP will support democratic governance and social cohesion in Myanmar along the priority areas identified above and in a unified approach with pillars 1 and 2 of its program. The project will support all branches of the government (the executive, the legislative and judiciary both at the national and sub-national level) and will improve the overall institutional environment in which citizens interact and within which economic, political, legal and administrative authority are exercised. The project will focus on four closely inter-connected and mutually reinforcing areas which are all essential to the strengthening of governance and social cohesion:

- **National priorities and plans** – The project will strengthen the capacity of institutions to collect and analyze data, set development priorities and formulate and implement policies, strategies and plans, and manage development aid effectively.
- **Legislative** – The project will strengthen Union and state/regional parliaments' human resource by enhancing the capacity of MPs, parliamentary committees and administrative and support staff. Also, the institutional capacity will be boosted by supporting strategic management, rules and procedures, libraries, research capacities, communications systems, etc. Issues related to gender responsiveness, marginalized groups, people living with or affected by HIV and disabled people will be addressed at all levels.
- **Rule of law and access to justice** - The project will enhance the capacity of justice institutions for a justice sector that upholds the rule of law, protects human rights, promotes gender equality and improves access to justice. As part of promoting access to justice the project will look at ways to improve service delivery at the local level focusing on the rights of women, ethnic groups and the rights of the most marginalized and empower those groups to claim and have their rights adjudicated and grievances remedied. It will specifically look at strengthening access to justice for ethnic groups in ceasefire and border areas.
- **Public administration** – The project will enhance the capacity of the civil service by strengthening integrity and representation in the ranks of the civil service and by improving the quality of training and support provided to civil servants by the Union Civil Service Board. The project will support the formulation of a road map for the reform of the civil service and public administration and will promote innovations in public administration.

With the aim of ensuring sustainability and country ownership, the project will aim at nurturing leadership in the public sector through capacity building for parliamentarians, civil servants, justice sector stakeholders, and civil society. It will establish a leadership development program for senior officials in the public administration and a leadership initiative for young university graduates. The project will also establish mechanisms to enable citizens and civil society groups to be more involved in the conduct of government across all areas that will be covered by the project and will promote accountability and transparency in the public sector by promoting citizen participation in monitoring and evaluation of public services.

In Myanmar's particular context, the project's strategy⁴⁹ will be guided contemporaneously by institution-building and peace-building goals. Through all its activities, the project will aim at building the capacity and legitimacy of institutions, and the capacity of the society to engage with them and be part of the governance process. At the same time, the project will support the reconciliation process by addressing the sources of conflict, enhancing capacities for conflict management and ensuring broad-based participation in the conflict areas.

The project will integrate many aspects of governance in one package of interventions, leveraging synergies across the four target areas. This approach ensures not only more effective impact through better coordination among the various activities, but also more cost effective use of resources through a) coherent implementation strategies for each of the Outputs and sub-outputs; b) sharing of logistical resources across components; c) deployment, as much as possible, of project staff to work on common objectives; d) establishment of sub-national integrated teams including co-location, where possible, of teams operating in a similar locality.

Project activities will be implemented under the same framework with the other two pillars, in particular Pillar 1 with which there will be full integration in design and implementation (links are highlighted in the description of activities following this section). Given the prominence of capacity building activities in all three pillars, the UNDP program will maintain a coherent and integrated capacity building approach. In particular, in order to better coordinate the training activities which in many cases will be tailored around similar or identical topics across the three pillars (i.e. leadership, results-based management, leadership, gender equality, inclusion and participation, human rights, e-government, language and computer skills, etc.), the project will establish a shared "training coordination unit" to coordinate and manage the formulation and delivery of all the training content wherever and whenever it is needed by a program component (including Pillar 1 and 2). UNDP will aim at fully embedding the "training coordination unit" within a national institution so that it can

⁴⁹ The project strategy also draws on lessons and guidance from UNDP's experience globally, including UNDP's lessons on supporting governance in fragile states recently captured in the *Governance for Peace* framework. This framework recognizes UNDP's extensive experience in fragile and conflict-affected settings, and highlights four objectives that should influence and shape UNDP's governance strategies:

- *Strengthen responsive institutions* that build on available capacities to deliver essential functions and enable minimum standards of service delivery;
- *Promote inclusive political processes* and facilitate state-society dialogue through institutions of political governance;
- *Foster a resilient society* by mobilizing local capacities to adapt and cope with stress and crisis;
- *Strengthen partnerships* with national and sub-national government counterparts, representative civil society organizations, international financial institutions and the wider system of UN agencies in order to deliver in more coordinated, coherent and complimentary ways.

This framework defines UNDP's role in fragile environments ***as a service provider and source of technical assistance working to build confidence in the state by deeply enmeshing it within society with the objective of reinforcing the social contract.*** UNDP understands the social contract to be *a dynamic agreement between states and societies on their mutual roles and responsibilities.* A social contract is forged on the basis of an agreement arising from the interaction of elites and citizens. It is credible when it adequately reflects citizen's expectations and the state's capacity to meet these expectations. It demands the willingness of elites to allow the allocation of resources and capacity in accordance with these expectations.

build more effectively the capacity of national training planning and delivery bodies. One potential national institution may be the Civil Service Training Institute of the Union Civil Service Board, but their suitability for hosting the “training coordination unit” will have to be assessed and agreed at the beginning of the project. Such an approach will result in efficiencies and economies of scale and more effective impact. For monitoring and evaluation, this project will fully rely on UNDP’s analytical and M&E framework and will make use of the UNDP field offices which will be shared with the other two pillars.

The strategy also recognizes that Myanmar’s transition, reconstruction and reconciliation are long-term non-linear processes that will require significant investments in institution, confidence and consensus building and sufficient time for locally driven solutions to develop. This project marks only the beginning of a long-term engagement of the UNDP with the governance sector in Myanmar and will lay strong foundations of the future partnership.

The project will run from 2013 to 2015 and its end will correspond to the end of current Government’s mandate in late 2015, when the next general and sub-national elections are foreseen by the Constitution.⁵⁰ The next three years provide the timeframe within which the Government aims to achieve a significant number of its immediate objectives. In addition to progress with the reform agenda, the Government has set the goal of reducing poverty from 32% in 2005 to 16% in 2015, in the framework of the achievement of MDGs⁵¹. Other important milestones include Myanmar’s chairmanship of ASEAN in 2014, the next Universal Periodic Review of Myanmar at the UN Human Rights Council also scheduled for 2014, and commencement of ASEAN’s Economic Community from 2015. These dates provide important goalposts to motivate and drive a number of reforms. At the same time, they provide useful goalposts for UNDP to roll out its assistance to the Government and people of Myanmar.

2.2 Project Principles

The implementation of this project will be strictly based on the following non-exhaustive list of principles:

- **Country ownership:** Country ownership and leadership of the development process will be respected, supported and strengthened. In this context, the project will actively engage the parliament, ministries, various institutions, women, men and children, civil servants, the private sector, civil society, in shaping project priorities and strategies. Activities will always be tailored to the local context and capacities in order to maintain the engagement of the national institutions and stakeholders. *Recognising the importance of securing high level political buy in, the project will rely heavily on developing strong partnerships with the national leadership.*

⁵⁰ The Constitution foresees that the mandate of the President, who leads the Government, the State/Regional Governments as well as the legislative bodies at the Union and State/Regional level, coincide. The mandate of a number of other constitutional bodies, such as the Constitutional Tribunal, is also linked to the mandate of the parliament.

⁵¹ The stated policy of the government is to halve by 2015 the 2005 national rate of poverty from 32% to 16%. The 2010 Integrated Household and Living Conditions Survey found that overall, poverty incidence appear to have fallen from 32% to 26% between 2005 and 2010, and that rural poverty remains considerably higher than urban poverty, at 29% and 16% respectively. The highest values of poverty incidence are in Chin State at 73% followed by Rakhine at 44%, thus indicating significant regional disparities in poverty levels.

Ownership of the project by partners at both national and sub-national level is crucial, and will be encouraged in different ways, including the establishment of an inclusive Project Steering Committee to oversee project activities.

- **Understanding the context and baseline:** Availability of reliable data and information in many areas is a major constraint in the country and the project will seek to address this. To avoid incomplete, misleading or biased analysis and consequently ineffective delivery of support, most activities will start with assessments to understand the context better and to establish a better baseline against which to measure progress. The project will introduce, promote and make use of governance assessments and conflict analyses, building national capacity for this type of work. Also, quick impact activities will be programmed in the initial phase of the project to build the counterparts' trust and lay the foundations for stronger cooperation.
- *Responding flexibly, sensitively, and rapidly to priorities:* Noting the fluid policy setting at the time of writing, this project document allows for flexibility, to enable implementation to be adjusted as appropriate to the changing political context. The pace of the proposed activities will be steady, gradually strengthening the legitimacy of the institutions by ensuring incrementally that they meet societal expectations, adhere to certain norms and principles – such as representation, participation and accountability – pursue objectives that are viewed as appropriate and desirable, and are viewed as trustworthy and reliable in the eyes of all the Myanmar peoples, including the ethnic minorities.
- **Conflict sensitivity:** Based on an adequate contextual analysis, the intervention will contribute for the strengthening of national capacities for sustainable peace and development and help identify strategies to support the right capacities for peace building and avoid deepening adversarial relationships that can put reforms at risk. The Project will be underpinned by a conflict sensitivity lens and a focus on non-discrimination and equal participation and inclusion of both sides of justice (rights-holders and duty bearers) in line with the Human Rights-Based Approach.

2.3 Cross Cutting Issues

- **Human Rights-Based Approach**⁵² – The project will adopt a human rights-based approach by working to strengthen the knowledge and application of human rights principles and responsibilities through all activities. *Recognizing Myanmar's complex multi-ethnic society and political landscape, the project will be **inclusive** of the different stakeholders that represent the different interests of people throughout the country. Care will be taken to ensure that key activities are designed with cross-party inputs, and that special attention is paid to ensuring ethnic balance in all the activities. The project will promote both political and administrative **accountability**. Priority will be given to ensuring a very **open, transparent, and participatory** implementation strategy for all activities, recognizing that this will also build trust and confidence with the public and project partners. Finally the project will be guided by the ultimate goal of achieving fulfilment of key human rights by the most disenfranchised.*
- **Gender equality and women's empowerment:** Gender equality and women's participation will be mainstreamed throughout the project activities. In practice, during the implementation stage, proactive efforts will be made to ensure women and men are equally benefitting from the

⁵² <http://www.ohchr.org/Documents/Publications/FAQen.pdf>

project. Tools and manuals developed under the programme will use gender mainstreaming strategies, such as gender analysis, the use of data disaggregated by sex and age, as well as gender-sensitive studies, guidelines and checklists for programming. The project will utilize local expertise on gender impact analyses and utilize and build local alliances (gender and women networks, UN led working/theme groups, etc.) to empower men and women to be champions on gender issues. Monitoring and evaluation activities will also incorporate gender-impact analysis methodologies.

- *Facilitating South-South and global experience-sharing: The project will facilitate exchanges of experiences and knowledge from which beneficiaries could learn. South-South exchanges will be a key priority. UNDP's experience has demonstrated that sharing experiences from similar jurisdictions is more likely to result in policy uptake. Government counterparts, in particular, have indicated an interest in South East Asian, South Asian and European experiences. The project will directly connect to and benefit from the newly established UNDP Singapore Policy Centre on Public Service Excellence. UNDP will put its global network to use by establishing a Solutions Exchange model for a community of practice on human rights and innovations in public services. The project will draw upon UNDP's global network of country offices to identify similar activities and useful practices. Existing global networks (such as Huritalk⁵³) will form the basis for a national community of practice that can tap into existing global networks. Members will include government, civil society actors, international development partners and other stakeholders in Myanmar.*

2.4 Geographical Coverage

The project will be implemented at the national level and in three pilot states/regions. It will also carry out activities in a number of conflict and ceasefire areas. The criteria for the selection of pilot states/regions and locations will be developed based on the results of the initial assessments to be undertaken at the initial phase of the project and will focus on a number of governance indicators that are pertinent to the project's objectives and that will be established in cooperation with government, non-government and international partners. These criteria will be balanced by issues of accessibility and levels of security required for enabling implementation. Possible expansion of coverage will be considered upon assessment and evaluation of preliminary project results. Building on its long standing engagement at the grass roots level in Myanmar, UNDP has a unique opportunity to deliver its support at sub national level in a more integrated way, coordinating its assistance between projects from field offices that will be located in selected locations.⁵⁴ As mentioned above, the project will integrate its activities to the largest extent possible with the activities of Pillar 1 and 2 to ensure cohesion and economies of scale at the sub-national level.

2.5 Strategic Partnerships and Coordination

The project will be implemented in partnership with a number of key government institutions across all four components. In addition, the project will seek to cooperate and coordinate activities with donors, IFIs, NGOs, CSOs and CBOs, media, academia, consulting groups and other development partners. While the implementing partners are shown in the Results and Resources

⁵³ <http://hrbaportal.org/huritalk-corner>

⁵⁴ UNDP will have field offices in 13 states/regions, as well as satellite offices in some of the states.

Framework section at the end of this document, the table below presents a non-exhaustive list of various partners with which the project will cooperate and coordinate its activities in the respective areas.

Component 1	Component 2	Component 3	Component 4
<ul style="list-style-type: none"> • MNEPD Planning Department, FERD, Statistical Department • President’s Office • Central Foreign Aid Management Committee • Ministry of Finance • Ministry of Industry • Ministry of Social Welfare, Relief & Resettlement • Working Group on Aid Coordination • The Department of Investment and Company Administration • Local authorities • Development partners • NGOs, CSOs and CBOs, media • WB, ADB • Development partners 	<ul style="list-style-type: none"> • Union Parliament • State/Region Parliaments • International Parliamentary Union • NGOs • Media • Development partners • UN Gender Theme Group • Gender Equality Network • Ministry of Health • Ministry of Trade 	<ul style="list-style-type: none"> • Supreme Court • Office of the Attorney General • Judicial Training Institute • Police Academy • Regional and Township Courts Ministry of Border Affairs • Ministry of Home Affairs • Department of Social Welfare • Local Authorities • NGOs, CSOs and CBOs, media • Ministry of Education • Ministry of Women and Social Affairs • UN Gender Theme Group • Gender Equality Network 	<ul style="list-style-type: none"> • Union Civil Service Board • Training Institutes • ASEAN Resource Centre • University of National races • Ministry of Home Affairs – General Administration Department • Yangon University - Institute of Economics • Local authorities • NGOs, CSOs and CBOs, media • World Bank • EU • International Management Group

3. PROJECT OUTPUTS AND SUB-OUTPUTS

Output 1: Strengthened capacity of national institutions for socio-economic policy-making, planning and development effectiveness with broad stakeholder participation (including women, people with disabilities and HIV/AIDS).

Situation Analysis

On assuming office in March 2011, the Government set out an explicit and ambitious agenda of political, economic and social reforms, spelt out in two distinct stages. The first stage comprised political reforms which are still ongoing and have led to significant changes in the country, the easing of sanctions by most foreign governments and scaled up development assistance. In May 2012, the President launched the second stage of reforms aimed at improving the social and economic wellbeing of the people. The economic reforms are centred on poverty reduction and inclusive growth and are guided by the President's aim to reduce poverty from 26% to 16% by 2015.

The resulting liberalization and opening-up has generated a lot of interest among foreign investors and, if sustained, will result in significantly increased amounts of foreign investment. Used wisely, foreign direct investment (FDI) can promote national economic growth, employment and government revenues, and with the right policies can be focused to those parts of the countries with the least economic opportunities. However, much of FDI will be concentrated in natural resources, particularly oil and gas, but also agricultural land, mining and hydropower. Already there are growing social and environmental impacts from such investments. It is crucial that Myanmar puts in place the necessary institutional, policy and regulatory framework to ensure that investment in the country's rich natural resource base provide a "blessing" and not a "curse" for its people.

But FDI alone will not be enough - foreign development assistance will be required to help the government adapt to its changing role in a democratic society and market-oriented economy. Most of the bilateral donors are already increasing significantly their assistance, whereas multilaterals, such as the International Financial Institutions, are resuming their engagement after decades of absence.

Attracting foreign assistance, however, will be less difficult than using the funds once received. There is a significant risk that rapid inflows of aid might strain the government's capacity to manage it. Myanmar does not have experience in managing large amounts of aid, having received far lower aid per capita in recent years than other Least Developed Countries. The major weaknesses that will hamper its absorption capacity are the lack of regulations and procedures for handling aid, the weakness of the financial sector, the limited legal infrastructure, the remaining restrictions on private business and the lack of transparency and inadequacies in public administration. Responsibility for managing external assistance is fragmented among several ministries and levels of government, with insufficient staff devoted to the task. Government officials responsible for aid coordination have little training and experience in dealing with donors. Procedures and systems have not been developed sufficiently for establishing effective long-term development strategies at either the national or sectoral levels. This situation is compounded by the

entry or re-entry of numerous development partners, each with their own procedures and priorities, and sometimes with limited familiarity with the country's needs and constraints. They present the government with a large range of project proposals, large and small, each with their own requirements and conditions. In addition, each development partner has its own project cycles and procedures for the appraisal, procurement, and disbursement of aid. It is already a fact that numerous missions are posing a heavy burden on government institutions as they demand considerable time from high-level government officials.

Aid coordination has been mostly donor-led and limited to ad-hoc initiatives. Donors have set up an informal group called the Partnership Group on Aid Effectiveness (PGAE), whose work is underpinned by development effectiveness principles, including national ownership, alignment, harmonisation and simplification, managing for results, and mutual accountability. Also, the Myanmar Information Management Unit⁵⁵ (MIMU) has been established to provide information on humanitarian activities in the country. At the sector level, the government-development partner dialogue has varied across sectors. In health, for example, coordination has been centred on a particular financing modality, such as the “Three Diseases” trust fund⁵⁶, while in education coordination is being strengthened through an education sector review process.

The current increase in aid volumes has highlighted the need for a more comprehensive, strategic and long-term approach to reforming the aid management system. The government has acknowledged the importance of improving both the overall public administration and its capacity to manage and coordinate external resources and has committed to the Busan Global Partnership for Effective Development Cooperation. A Central Foreign Aid Management Committee, chaired by the President, has been established to serve as the main coordinating and oversight body for foreign assistance. The Committee is supported by a Working Committee chaired by the Ministry of Industry. The Ministry of National Planning and Economic Development (MNPED) has been designated to provide technical support on aid policy and coordination.

The strengthening of capacities of these institutions to manage scaled-up assistance will be essential to improving development effectiveness. But that alone will not be sufficient – improving official development assistance (ODA) management and coordination requires action on a number of levels. First, the government needs to develop national policies and priorities for development based on a good baseline which requires data collection and analysis. Second, the government has to translate priorities into plans, programmes and sectoral strategies. Finally, a variety of initiatives and reforms have to be targeted at strengthening the implementation capacity of both national and sub-national institutions.

⁵⁵ The Myanmar Information Management Unit (MIMU) is Humanitarian Country Team (HCT) common resource providing information management services, including strengthened coordination, collection, processing, analysis, GIS mapping and dissemination of information for humanitarian and development actors both inside and outside of Myanmar. <http://www.themimu.info>

⁵⁶ Donors have established three trust funds in Myanmar: the Livelihoods and Food Security Trust Fund (LIFT), the 3 Diseases Trust Fund and the Multi Donor *Education Fund* (MDEF).

The process of developing national and sectoral plans and priorities is already underway as Myanmar is drafting a National Comprehensive Development Plan (NCDP)⁵⁷ under the coordination of MNPED⁵⁸, which is the central coordinating body for policy, planning, programming and budgeting. The immediate measures for accelerating inclusive growth and reducing poverty down to 16 per cent by 2015 are being developed in a shorter term document titled Framework for Social and Economic Reforms (FESR) – Policy Priorities for 2013-2015. Another area which the government has prioritized is the development of regional development plans. The government will develop strategies and programmes for the fourteen states and regions within the overall macro framework of the overall NCDP. Aside from the FESR, the NCDP and regional planning, other programme development initiatives are being conceptualized and developed. One such initiative is the model village, which is now being formulated in the context of addressing poverty alleviation through bottom-up, grassroots approach.

In the context of planning, the availability of good-quality baseline data remains a big problem across all sectors. Credible data is essential for formulating, budgeting implementing and monitoring development strategies and policies and for good aid management. Planning requires accurate data so that resources and aid can be allocated and initiatives targeted to those areas and groups where the need is greatest. Up to date poverty data is also crucial for monitoring the impact of aid, the progress of national plans, and for the redirection and reallocation of aid resources as needed.

UNDP has over the past decade made a strong contribution in the area of poverty data collection and analysis in Myanmar by supporting two nation-wide “Integrated Household Living Conditions Assessments” (IHLCA)⁵⁹, which represent the most comprehensive assessment of living

⁵⁷ The NCDP will seek to maximize the development potential of the country through programmes and projects to strengthen the capacity of national implementing agencies, and by mobilizing resources from sources within and outside the country. In this regard, the government has outlined a strategy to mobilize external resources in the form of both grants and concessional loans from both bilateral and multilateral agencies. In addition, international NGOs and local civil society organizations will be given greater space to offer their technical expertise and financial resources for local and community development programmes and advocacy.

⁵⁸ The first task of the MNPED was to rationalize the various planning and socio-economic reforms underway since May 2011, which began with the launching of the national programme for “rural development and poverty alleviation” together with its constituent eight components, including crops, fisheries and livestock, social development (health and education), microfinance, rural cottage industries, cooperatives and rural energy and environmental management. By August 2012 the MNPED had consolidated the various planning initiatives within the framework of the overarching NCDP that is currently under development. The latter takes a twenty-year perspective of development (2010/11 – 20130/31) and is being implemented with four successive five-year plans. The underlying philosophy of the CNDP is market-oriented reforms. The vision and overall strategy of the NCDP will be further informed by the Myanmar Comprehensive Development Vision (MCDV), which is expected to be completed by June 2013.

⁵⁹ The first IHLCA (completed in 2004/2005) was based on the international standard methodology for Living Standards Measurement Survey (LSMS) and provided for the first time a comprehensive snapshot of living conditions including food and overall poverty and a wide range of social and economic indicators which were documented in three major reports produced in 2007. The second IHLCA survey (2009/10) provided generated updated data for all the variables/indicators used in the previous phase to secure comparability and covered additional social development data.

conditions and poverty undertaken in Myanmar and have been useful and valuable to many stakeholders for planning and decision-making purposes. Yet, despite their comprehensiveness and wealth of information gathered, in the new conditions there is an acute need for more and updated data across all sectors.

Development assistance coordination, data collection and analysis, and development planning processes impose a considerable demand for institutional capacity and professional and management expertise on a number of line ministries and the newly created state and regional governments, but more importantly on MNPED⁶⁰, which is the central body for all three areas - aid coordination and management, data collection and analysis and planning. Until recently, international support to MNPED has been extremely limited. Australia, ABD and UNDP are currently providing some technical assistance around the planning and aid coordination process ahead of a proposed development cooperation forum in early 2013⁶¹. The EC has also provided support targeted at the Ministry's statistical capacity development.

Overall, the current framework of development assistance coordination and management, data collection and analysis, and development planning needs to be further strengthened and integrated. Most development assistance to-date has not been included in government's planning or budgeting process, and as more aid becomes available the government will need to review projected allocations alongside its domestic resources to ensure scarce finance is prioritized behind planning objectives. Moreover, this framework needs to be more closely aligned with other institutions and processes, such as legal, policy and budget processes and needs to include systematic stakeholder consultations to promote transparency and accountability. Furthermore, the institutional set-up needs to be further streamlined and strengthened, given that responsibilities at the moment are diffuse across several government entities and internal coordination has so far been limited.

Component Strategy, Sub-outputs and Indicative Core Activities

In the context described above, the project proposes a multi-pronged strategy to enhance the government's capacity and accountability to coordinate and manage development assistance, collect and analyze baseline data and formulate and implement development plans and strategies.

The data sets and knowledge generated by the surveys contributed to monitoring Myanmar's progress towards attainment of the MDG targets as well as provided the contextual basis for capacity building programmes and projects to support national effort in improving human development conditions in the country.

⁶⁰ MNPED comprises three key departments:

- Planning Department (PD) – responsible for development planning and IHLCA's.
- Foreign Economic Relations Department (FERD) – responsible for aid coordination and management.
- Central Statistical Organization (CSO) – responsible for data collection and analysis.

⁶¹ UNDP is currently providing short-term technical assistance, to help the MNPED to prepare/finalize three documents: the National Comprehensive Development Plan (NCDP), the Framework for Economic and Social Reform (FESR) and the Model Village (MV) for overall rural development, including poverty reduction. The current support is not intended to prepare these documents in their entirety, but to set the process for their preparation, to provide substantive advice and technical inputs, and to provide substantial analytical work.

- The project will provide advice and technical assistance to support the governance and institutional reform process (parliamentary, rule of law, access to justice), and overall public administration reform (elaborated further in this document). Strengthened rule of law institutions and parliamentary oversight, and improved economic policy and public administration will be essential to establishing a supportive environment for development planning and aid management. In addition, improved development effectiveness will support capacity building efforts for these areas.
- The project will directly address the issue of data collection and analysis, development planning and aid management and coordination concurrently and in an integrated way.
 - The project will support the conduct of IHLCA-3, through which it will be possible to better understand the evolution of poverty, vulnerability and inequality, as well as the determinants of poverty. The project will also support the collection and analysis of a variety of other development data, including governance indicators. The information generated will allow for better planning of policies and programmes for improving household living conditions.
 - The project will support government efforts to establish national priorities, national development plans, sectoral plans, as well as three pilot state/region development plans across all phases and elements – planning and budgeting, implementation, monitoring, development cooperation and transparency and accountability. This investment will provide the basis for longer term work scaling up assistance to other states and regions so that a coherent process for managing development across is pursued across the country.
 - The project will support the institutions responsible for development assistance coordination and will strengthen linkages between aid management and development planning and help integrate donor aid with domestic development resources⁶². The project will target coordination as an instrument that will enable the government to integrate international assistance from donor partners into its development plans and strategies.
- The project will support the establishment of a transparent and inclusive process that involves various stakeholders with an interest in the process. In particular, it will ensure the participation⁶³ of civil society, academia, media and other non-governmental bodies by designing a mechanism for participation that is grounded on the local context and has the support of the government. The participatory approach will be applied to all the activities, from data collection and analysis, to policy making, planning, budgeting, implementation, monitoring and evaluation, and aid coordination and management. Openness,

⁶² The project will target aid management as an instrument that will assist the government with the effective implementation of development programmes that are supported by international assistance. Both processes will involve a range of coordination services and require extensive national capacity from all institutions involved in programmes that are financed in full or in part by external resources. UNDP's approach will emphasize the development of national capacities for aid coordination and management. However, strengthened capacities in this area can only be sustainable when national authorities have competence in managing their overall development resources and allocating these resources in light of national goals and strategies. In addition, development management needs to be transparent, participatory, efficient, and equitable and follow the rule of law - all important dimensions of sound governance.

⁶³ **Participation** refers to the extent in which citizens, particularly the poor, are involved in government's decisions and actions.

transparency⁶⁴ and accountability⁶⁵ will be key features of the process that will be promoted.

- As Myanmar's culture of planning, budgeting and monitoring, as well as its approach to partnerships, will need to undergo a significant shift, the project will take a long-term and phased approach to strengthening existing public institutions and institutionalizing the new structures and processes that will be established in the course of the project, in particular the participatory mechanism. This will be crucial for the sustainability of the results of the project. It should be emphasized that the project will lay out a framework for gradual capacity development that will need to be sustained over a number of years and that will entail considerable investments.
- The project will place increased emphasis on the principle of country ownership of the process as a major priority for improving development effectiveness. The project will build the government's capacity to exercise leadership – the capacity to decide, plan and sequence its economic policies to fit with its own development strategies, for which it should be accountable to the people.
- As part of its capacity building strategy, the project will actively promote knowledge sharing and learning from best practices applied to the local context. It will introduce stakeholders to best international experiences, but in particular it will encourage South-South learning and cooperation with the most successful countries in the region.

UNDP has a number of comparative advantages for delivering this project. First, it has a long association and cooperation with the country, a good relationship with the government and in-depth knowledge of local conditions thanks to its long-time residency in the country. By virtue of its UN status, it is perceived as more "neutral" than many of the bilaterals and IFIs, enhancing its ability to contribute to the donor-government dialogue. Second, UNDP's existing relationship with the government in the area of data collection and analysis, development planning and aid coordination and the technical assistance it is already providing in a number of key areas lend it additional credibility. Third, even though UNDP will not be a leading donor in financial terms, it will still be one of the primary financiers of technical assistance, providing scope for UNDP to collaborate with international organizations and international financial institutions in deepening the reform process. Finally, the designation of the UNDP Resident Representative as the Resident Coordinator of the

⁶⁴ **Transparency** refers to the availability of information to the public on all decisions and actions that are made by government. As a government responsibility, this involves government effort to make such information clearly understood to and accessible by the general public.

⁶⁵ **Accountability** refers to the way in which government exercises responsibility in making known how it intends to make decisions or actions, the actual decisions and actions that it makes as well as the result or outcome of such decisions and actions. It also refers to the horizontal and vertical mechanisms put in place to ensure that decision-making in all branches of government is subject to both vertical and horizontal scrutiny. UNDP's Guidance Note on Social Accountability defined accountability as the obligation of power holders to take responsibility for their actions. It has a political purpose (avoid abuse of power) and an operational purpose (ensure most effective functioning of government). It requires two conditions to be fulfilled: answerability (obligation to account and right to get a response) and enforceability (possibility for redress when accountability fails). It has both a vertical dimension (imposed externally on government) and horizontal dimension (oversight within government).

UN system in Myanmar provides further opportunities for enhancing donor coordination and establishing cooperation frameworks.

From the donors' perspective, the platform of engagement provided by the project will be very much a multi-donor initiative which they can freely use not only for their own coordinated interactions with the government, but also for capacity building for public institutions, as well as for sharing experiences and learning among themselves. The low levels of support to the government at this stage allow development partners to join-up assistance and avoid the proliferation of projects and implementation units providing technical assistance within the Ministries. In turn, this will support institutional development within the Ministries which will strengthen collaboration among key Ministries and departments, as well as state and regional governments.

This project component will have four sub-outputs described below:

Sub-output 1. Strengthened capacity of institutions at the Union and state/region level to collect and analyse data, and to use it to establish clear baselines and monitor progress in the implementation of development plans.

A good baseline is essential for development effectiveness. The project will support Myanmar's institutional capacity for collecting and analysing a range of sex-disaggregated data for the measurement and analysis of poverty, inequality, and vulnerability, as well as governance, public services, political participation, environmental protection, etc. Such data will be crucial for the establishment of clear baselines, policy analysis, evidence-based policy making, national, sectoral and sub-national planning and monitoring and evaluation purposes (to assess the effectiveness of current policies and to determine whether the situation is changing). More specifically, the following results will be achieved:

- UNDP's flagship product - Integrated Household Living Conditions Assessment

The project will improve the availability and quality of baseline poverty and development data through a holistic assessment of living conditions in Myanmar, which in effect will be the third round of the nation-wide Integrated Household Living Conditions Assessment⁶⁶ (IHLCA-3). At the end of the project, Myanmar will have at its disposal a series of reliable and up-to-date household living conditions assessment and poverty profiles by state/division and agro-ecological zone as well as in-depth analysis of root causes of poverty in different states and

⁶⁶ IHLCA-3 will be conducted based on the following objectives:

- to obtain an accurate and holistic assessment of the population's well-being by measuring a number of indicators related to living conditions in an integrated fashion;
- to obtain an general assessment of the state of governance and public services, and people's perceptions them.
- to provide reliable and updated data for identifying different levels of poverty in order to help better focus programmatic interventions and prioritize budget allocations;
- to provide quantitative and qualitative data for better understanding of the dimensions of well-being and poverty in Myanmar and the endogenous and exogenous factors behind the observed patterns and trends in living conditions;
- to provide inter-temporal data and information for monitoring progress towards the achievement of the Millennium Development Goals and other national and international targets;

regions. The constructed poverty profiles will include information on the identity of the poor in addition to their location, habits, occupations, means of access to and use of government services, and their living standards in regard to health, education, nutrition, and housing, among other topics. For the first time, the project will include in this assessment measurements of governance and public service indicators in order to have a better and more comprehensive analytical basis for well-informed, pro-poor public decision making. The results of the survey will be used to inform the M&E framework and baseline of the NCDP, sub-national development plans, sectoral strategies, as well as other government and donor-funded programs and projects. The results of the assessment will be published in a set of reports which will be shared with government institutions, development partners, researchers and practitioners. Relevant thematic studies and workshops will be conducted to have maximum utilization of the data and support the country's policy dialogue and the formulation of poverty reduction plans and strategies. The responsible government body for the survey will be MNPED's Department of Planning, but a number of other government institutions such as the Central Statistical Organization, Foreign Economic Relations Department, Ministry of Border Affairs, authorities at the state and regional level, as well as non-governmental organizations and institutions, will be involved and supported.

- Targeted assessments and surveys focused on specific issues or areas

In addition to the IHLCA-3, the project will run other surveys focused on specific issues related to people's well-being or governance. One important survey will focus on the nature and extent of socioeconomic impact of HIV at the household level and will be based on stratified cluster sampling, as well as qualitative data through focus group discussions and case studies. A substantive report with policy recommendations for impact mitigation, based on scientifically-rigorous methodologies and analyses conducted, will be published. Other surveys will cover issues related to gender equality⁶⁷ and disadvantaged groups such as people with disabilities. Policy workshop, public awareness campaigns and national media launching events will be organized for disseminating the studies' findings.

- Creating a platform for integrating poverty and governance data

Given the wealth of poverty and governance data that will be generated through this project, as well as other government and donor sponsored initiatives, the project will create a common platform for integrating all the data collection and analysis activities and results intended for public policy purposes. The project will achieve this by: i) to the extent possible collecting and integrating all existing poverty data, including IHLCA; ii) collecting and integrating all the existing governance data, including the wide range of data that will be generated by the surveys and assessments in the other components of this project (survey of perceptions on the public service, parliamentary needs assessments, access to justice assessments, etc.), as well as data generated by Pillar 1 (local governance assessments); and, iii) linking its common data platform to MIMU and other existing development information systems maintained by the government or donors. In particular, the project will define and produce for the first time in the country a

⁶⁷ National Strategic Plan for Advancement of Women 2012-2021.

comprehensive system of governance indicators that will be used for the baseline and the project's M&E framework.

In addition, the project will support through its "training coordination unit" the design and delivery of a training program on data collection methodologies⁶⁸. As part of the training program, two study tours will be organized to study successful experiences in other countries (preferably in the region). The training program will include a Training of Trainers element which, combined with the "training coordination unit", will guarantee the sustainability of this investment. Furthermore, the project will support the establishment of poverty and governance M&E systems at state/regional levels in three state/regions (to be determined in the course of the project and in coordination with the other components) to evaluate the impact of regional institutions and anti-poverty programs, and will use this experience to establish a strategy for rolling out to other states/regions.

Sub-output 2. Strengthened capacity of national and state/regional institutions to formulate poverty-focused strategies and plans with clear links to the national budget, and based on sector as well as state/regional priorities.

The project will seek to build institutional and human capacity in response to the government's articulated need for comprehensive and detailed strategies to achieve the poverty reduction and governance goals. Such strategies are necessary not only for improving effectiveness in achieving goals, but also to enable effective coordination of donors' efforts in support of these goals. In this context, development plans and strategies are instrumental in enhancing development effectiveness.

It should also be noted that while poverty reduction will be the main goal to be pursued in the planning process, particular attention will be paid to governance issues as key determinants of the level of well-being in the country. UNDP has for more than a decade noted the importance of governance as "the missing link" in the fight against poverty. The government may have good plans for poverty reduction, raise revenue to implement such plans and even identify targets, but yet fail to deliver tangible results in terms of poverty-reduction. The "missing link" here are responsive and accountable institutions between anti-poverty efforts and poverty reduction. To get poverty reduction fully on the agenda of public policy, good governance will be pursued in the planning process to enhance the capacity of the government to deliver and to be accountable for its actions and the resources it is using. Good governance, including public administration reforms as well as the institutionalization of the rule of law, will be crucial components of development plans and strategies.

⁶⁸ Training topics will include household surveys, participatory poverty assessments, poverty scorecard, governance assessments, etc.; poverty, social and governance analysis (including sex-disaggregated data, data on socio-economic impact of HIV, violence against sex workers, quality of institutions and public services, etc.); quantitative and qualitative analysis; M&E framework for development results; selected sectoral issues (which will be determined in the course of the project).

Building on the current support being provided to MNPED and the data collection and analysis activities described in the previous section, the project will continue UNDP's support to development planning processes in Myanmar, but in a scaled up and more systematic way. In the framework of this sub-output, the following activities will be carried out:

- An overhaul of the existing system for data collection, planning and monitoring at the Union and state/region level, which will map out the existing architecture, assess its effectiveness and efficiency by comparing it with other countries in the region and beyond, and propose an action plan for improvements across all levels (Union, state/region and local – the local level will be covered by Pillar1). This has to be a starting point for any serious effort to improve the system.
- The implementation of specific elements of the action plan by facilitating the establishment of key institutional structures as identified in review (working groups, committees, secretariats, etc.). Particular attention will be paid to establishing structures that facilitate the linkages between policy, planning, budgeting and lawmaking, and the various related institutions (MNPED, Ministry of Finance, Ministry of Industry, etc.).
- At the national level, the project will continue to provide practical support to the formulation, and further on to the implementation and monitoring, of the NCDP⁶⁹ through on-the-job coaching for MNPED staff and based on key principles⁷⁰. Other key national strategies/plans will be supported based on agreement with authorities (i.e. National Strategic Plan for Advancement of Women, Strategy for Increasing Access of Marginalized Groups to HIV and Health Services, National Plan of Action for Persons with Disability, etc.).
- The project will support the development of the National Human Development Report for Myanmar, which will support the overall policy framework and the country's development policy strategy. The theme of the report will be defined in the course of the project.
- The project will strengthen national capacities for strategies, policies, laws and regulations for quality investment. With extensive legal developments around the social and environmental impacts of FDI, there are many possible activities that will be supported by the project, including field visits for parliamentarians and government officials, sharing of international and regional best practice (i.e. model contract agreements) and promoting government-civil society dialogue around regulatory reforms.

⁶⁹ In fact, at the moment of the writing of this document, three different versions of the national development plan (listed below) are under writing, with a separate poverty strategy paper supported by UNDP. It is still unclear which one of those will be presented at the cooperation forum and how they link to each other.

- 5-year National Development Plan (NDP)
- 20-year National Comprehensive Development Plan (NCDP)
- 30-year National Comprehensive Development Vision (NCDV)

It is also not clear which of these documents will be presented in the Development Cooperation Forum in early 2013. Nevertheless, work on development planning and strategies will continue after the event, and it is precisely this kind of work that the UNDP project

⁷⁰ The project will promote a development plan that is: (a) country-owned, community-owned, involving broad-based participation by key stakeholders; (b) results-oriented, focusing on monitorable outcomes that benefit the poor and vulnerable; (c) comprehensive in recognizing the multidimensional nature of poverty and vulnerability; (d) prioritised and sequenced, so that implementation is feasible, in both fiscal and institutional terms; (e) partnership-oriented, involving coordinated participation of development partners (bilateral, multilateral, and non-governmental); (f) based on a long-term perspective for poverty reduction; and (g) aligned with the MDGs.

- At the state/regional level, the project will support the development of a model for the planning architecture (the institutions involved, their roles, how they link, the process from data collection and analysis to planning, implementation, monitoring and evaluation). In addition, the project will directly support the formulation, implementation and monitoring of state/regional development plans piloted in three states/regions (the pilot states/regions will be determined in the course of the project and in close cooperation with the other components). Particular care will be taken to integrate the state/regional plans with the planning systems at the national and local level (support to planning at the township level will be provided Pillar 1). The project will also build capacity in the three pilot states/regions for attracting and monitoring quality investment.
- Through the “training coordination unit”, the project will provide training on development planning concepts and methods to participants from central institutions, local governments and civil society.

Sub-output 3. Strengthened capacity of government agencies, parliament, civil society and others for transparency and accountability for progress in implementing national and regional/state level plans.

The project will establish a process for engaging key stakeholders in the process of formulation, implementation and monitoring of the development plans that will be supported in the framework of sub-output 2 (described in the previous section). Given the government’s limited capacity and experience in facilitating participation in policy making or development planning, care will be taken to establish a process which enables participation by enhancing at the same time the government’s capacity, expertise and political commitment to participatory processes. The participatory approach that will be pursued will have the following characteristics:

- It will involve in an open dialogue all relevant stakeholders - ministers, government officials, parliamentarians, local authorities, NGOs, civil society, gender and women organizations and networks, private sector, development partners, beneficiary groups and individuals, supported by the media. Also, donor engagement will be vital for the process, in mobilizing resources and in coordinating implementation.
- The details of the participatory process (such as the format, frequency, and location of consultations; the role of domestic constituent groups and institutions such as parliaments, NGOs/CBOs, business associations, mass media; issues to be discussed during the consultations; ways in which the consultations will influence the design of the strategy; the role of civil society in monitoring and implementation) will be established in the inception phase of the project through a careful review of the situation and feasible options.
- A fundamental principle of participation will be that all legitimate stakeholders will be not only involved, but also heard. In particular, participatory approaches will contribute to women’s empowerment by ensuring that women’s views are taken into account and by building the capacity of women’s groups and other organizations devoted to gender equity.
- Expanded partnership with civil society will be promoted, especially the involvement of non-governmental organizations and community-based organizations that represent the poor. Participation at the grassroots level when possible will be ensured through Pillar 1 activities. Institutionalized mechanisms at the local level, such as the “feedback collection mechanism”, will be used for taking the voice of the people into consideration.
- Also, a public information and awareness raising campaign will be organized to inform and involve the public in the planning process and accompanying publications and information materials will be made available. In addition, the project will establish partnerships with media

and through the “training coordination unit” strengthen the capacity of media in understanding and advocating poverty and development issues.

- Crucial will be the sustainability of participation⁷¹ (institutionalization of participation during the implementation and monitoring phases as distinct from consultations in the formulation process).

Sub-output 4. Strengthened capacity of MNEPD, MoF and other key governmental and non-governmental stakeholders at the Union, state/regional and sectoral levels, to align development cooperation with national plans, budgets and monitoring and evaluation.

Effective coordination and management of development assistance is essential to the responsible and efficient use of public resources for poverty reduction and sustainable human development. The purpose of this sub-output will be to strengthen the coordination and management of development assistance in Myanmar. Coordination and management efforts alone will not achieve significant development results unless they are effectively integrated within national development planning and budgeting, and governance structures and systems. The aim of coordination and management will not just be to promote more “aid effectiveness” but to foster more broadly “development effectiveness”.

Therefore this sub-output will place aid coordination in the context of development planning and budgeting. The purpose of these activities will be to provide recommendations for establishing a more effective aid coordination mechanism, which will contribute to improved aid effectiveness, strengthened national ownership and alignment, improved accountability as well as increased efficiency in use of administrative capacities for aid coordination. The project will aim at making aid coordination and management integrated with the planning process by linking budget formulation and budget plans with development plans and strategies – using aid management to mobilize effectively financial resources for funding development strategies and plans.

While a number of steps have already been taken by the government in developing an aid coordination mechanism aligned with national planning and budgeting processes, there is still a need to strengthen the overall institutional framework and improve the efficiency of dialogue with development partners on different levels and in various sectors, particularly in light of the fact that the number of government initiatives and development partners involved is increasing.

⁷¹ The project will ensure that a broad range of stakeholders and the public in general are involved in all formulation, implementation, monitoring and evaluation phases. Throughout the project, a number of consultations will be organized at the Union and local levels and across various sectors. The consultations will seek to:

- Involve stakeholders in all the stages of the planning process;
- Ensure participation of women, people affected by HIV/AIDs, minorities and other disadvantaged groups;
- Support the capacity-building of domestic institutions.
- Promote the role of civil society in the planning process;
- Use various participatory methods and techniques;
- Establish mechanisms for more decentralized decision-making.

UNDP will fulfil this role in four main ways: (i) by integrating aid management with development planning and budgeting in the context of the establishment of an overall planning infrastructure (under sub-output 2); (ii) by providing capacity building assistance to those government agencies officially responsible for the broad coordination and management of aid in order to ensure that the development process remains nationally-led, nationally-owned and sustainable; (iii) by providing assistance for the development of strategic frameworks within which both national and aid resources can be coordinated and programmed in such priority areas such as social infrastructure development, public administration reform, justice sector reform, poverty reduction, and others; and (iv) by facilitating the sharing of information and knowledge, which is fundamental to any kind of coordination, through a wide variety of fora and mechanisms.

In addition, a donor coordination mechanism⁷², fully integrated into the development planning system (to be supported through sub-output 2), will be developed through the following process:

- Mapping out existing and potential development finance from different sources (both domestic and international).
- Mapping out existing and proposed planning, budgeting, public financial management, programming and monitoring structures and processes (this will be integrated with the mapping out of the development planning system in sub-output 1 and the local governance assessments that will be conducted by Pillar 1).
- Mapping out existing aid coordination mechanisms, including identifying the structures, main features and linkages, as well as identifying strengths and weaknesses
- Designing and proposing appropriate and effective Aid Coordination Mechanisms (development cooperation policy and standard operating procedure / regulatory manual, dialogue coordination mechanisms, Standard Operating Procedures for programming aid).
- Recommending measures, steps and methods for establishing the mechanism across government level and sectors.

⁷² While the details of the coordination mechanism will be worked out in the course of the project through a thorough and intensive consultative process with the government, development partners and non-governmental actors, some of the main features of the coordination mechanism (institutional structures) will be:

- a clear results and resources framework based on the government's planning and budgeting process with clear indications of resource gaps and priority areas for additional development finance
- clearly defined scope, members, purpose of establishment and regularity of meetings within and between government and different stakeholders including donors, funds, NGOs, private sector and others.
- identification of priority sectors/themes for launch of regular dialogue under the leadership of the relevant national institution; if appropriate a lead donor will be identified to support more efficiently planning, implementation, and monitoring within the sector or thematic area.
- results and decisions in relation to the management of development cooperation clearly formulated and communicated.
- capacity building activities conducted jointly for members of the institution/structure in order to ensure common understanding of relevant issues.
- a transparent and effective information distribution system should be used as a tool for communicating activities and plans, announcing events, sharing minutes of meetings, lessons learned and good practices.
- all relevant publications, manuals and documents should easily be accessible to all stakeholders.

The project will support the government initiate and host a series of meetings and information sharing fora to enhance dialogue and collaboration among government bodies and donors. Such fora will help coordinate dialogue and policy advice, reduce inefficient and sometimes counterproductive duplication of projects, and ease the administrative and coordination burden on the government. Also, the engagement of the Union Assembly in the process will be promoted, given the crucial role parliamentarians have to play in ensuring that government institutions are accountable for the decisions that they make, including how resources and development aid are spent.

Another step that will be taken in the process of improving transparency and efficiency will be the introduction and establishment of an Aid Management Information System (AIMS) linked to existing aid information systems (such as MIMU) and the government's public financial management system. The AIMS will be a tool that will record, track and manage information about development initiatives, assist in planning, identify funding gaps and keep donors aware of their commitments, and track disbursements, expenditures and monitor results. AIMS will provide data to assist in the planning and management of aid to avoid duplication and overlap of activities and will help provide data on aid predictability, which is essential to enable the Government to confidently plan for service delivery and manage public finances. It will also enable donors to make projections of their aid over a multi-year time frame in accordance with the financial planning of the government. AIMS will provide data which, when combined with a well managed dialogue around clear aid preferences, will help provide the basis for encouraging donor compliance to timely and accurate disclosure of planned financial availability, as well as transparency. The accessibility of data and reports to all, including all ministries and donors, will reinforce government's integrity and will enhance transparency and accountability thus boosting donor confidence and maximizing funding as well as quality of partnerships between local institutions and donors. It will also enable users to compile statistics and provide reports which will be available online and therefore enhance evidenced-based decision making.

Through its "training coordination unit", the project will provide training for relevant stakeholders on aid modalities, different donor systems and policies, managing coordination and dialogue, negotiating and leadership, aid data analysis and data management as part of the Aid Management System. The installation of an AIMS will be based on an assessment of existing capacities and data management within government including linkages with public financial management processes and systems (and programmes to strengthen them). This will be followed by commissioning and testing the system and training the users and IT personnel to perform data entry, security routines, etc.

Output 2: Transparent and participatory legislative processes are developed to a recognized standard including women’s political empowerment.

Situation Analysis

On 31 January 2011, the newly elected parliament in Myanmar was convened for the first time. This effectively restored the country's parliament, which had not functioned since its dissolution in September 1988⁷³. According to the constitution there are two levels of elected parliaments (Hluttaws) – at the Union (national) level and at the level of Regions and States. At the national level the Parliament, known as the Pyidaungsu Hluttaw (Union Assembly) consists of two chambers – the Pyithu Hluttaw (People’s Assembly) and the Amyotha Hluttaw (Nationalities Assembly). The Constitution provides for the direct election of 75% of the members of both Houses with the remaining 25% appointed by the Commander-in-chief of the Defence Services. The Constitution provides that MPs enjoy freedom of speech and voting⁷⁴, and it does appear to be normal to have divergent opinions within all parties when it comes to voting and expression of opinions. In April 2012 bi-elections were held for the Pyithu Hluttaw. National League for Democracy (NLD), who had not participated in the elections in 2010, won 43 out of 45 of the seats. This was seen as an important step in the democratic process and strengthening of open political participation.

In its short history the Union Parliament has made progress in moving forward a very full legislative schedule, and adopting standing orders and basic procedures. The passage of legislation is seen by all parties as a priority for the national parliament. Many laws in the country date back to colonial times and there is broad agreement that the legal code of the country must be updated. All draft

Amyotha Hluttaw	
Political party	Members
Union Solidarity Development Party	122
Rakhine Nationalities Development Party	7
National Unity Party	5
National League for Democracy	5
All Mon Region Democracy Party	4
Chin Progressive Party	4
National Democratic Force	2
Shan Nationalities Democratic Party	4
Other parties	13
Army	56
Vacant	2
Total	224
Number of women MPs	4

Pyithu Hluttaw	
Political party	Members
Union Solidarity and Development Party	218
National League for Democracy	38
Shan Nationalities Democratic Party	18
National Unity Party	12
Rakhine Nationalities Development Party	7
National Democratic Force	5
Other parties	21
Vacant	6
Army	110
Vacant	2
Total	440
Number of women MPs	25

⁷³ IPU Parline database <http://www.ipu.org/parline/reports/2388.htm>

⁷⁴ Article 92 (a): Subject to the provisions of the Constitution and the provisions of the law relating to the Pyidaungsu Hluttaw, the representatives of the Pyidaungsu Hluttaw shall have freedom of speech and voting at the Pyidaungsu Hluttaw (...). See also Articles 133 and 155 (for State and Region Hluttaws).

laws are scrutinized and must eventually be approved by the Bills Committee of each chamber. Other committees can decide to review and make contributions to draft laws, but their recommendations are provided to the Bills Committee, which is the only committee to report to the House on potential changes to a draft law. Verbatim records from these meetings are still under process of being made available and how to be best used. As a new institution the parliament is also in the process of developing its business management and are working on improving its the way of deciding the daily agenda and the timetabling to achieve transparent standards.

There are 14 State and Regional Hluttaws, and the relationship between the regional parliaments and the national parliament continues to evolve. The Constitution of Myanmar⁷⁵ provides that the sub-national parliaments have jurisdiction to pass legislation in certain sectors⁷⁶, but at the moment the capacity of these legislatures to discharge these functions is limited. It does not appear that state/regional MPs have been significantly targeted by development partners for support. Noting the Government's stated commitment to decentralisation over time, and the important peace-building role that sub-national legislatures can play in the complex, multi-cultural context of Myanmar, it is imperative that support is provided to strengthen the capacity of sub-national MPs to effectively provide parliamentary functions to their states. The law-making and budgeting roles of the sub-national parliaments will also become more important as the decentralization process moves forward. A key issue is how the regional parliaments will operate vis-à-vis the national parliament⁷⁷ as well as vis-à-vis the Region/State Governments which is still to an extent dependent on and reporting to the Union Ministries. The Myanmar Parliamentary Union has also been established with speakers and deputy speakers of all levels of parliaments meeting two times each year to discuss issues.

Women are underrepresented in both the national and sub-national legislatures even though the number increased slightly after the by-election. The 2015 elections will provide an important opportunity with regards to women's political participation, and comprehensive support to women elected representatives, women's organizations and political parties should be ensured in a comprehensive manner. As of today there are no formal multi-party group or caucus of women. The few women who are representatives have however taken up an active role in the parliament. Beyond the issue of number, one needs to look at removing the obstacles to women's political participation, and work with women themselves to build their capacity to organize and succeed as politicians. Several ethnic parties have been elected to the parliament. Even though most of them have representatives in different parliamentary committees their relatively small numbers of representatives makes it challenging to effectively influence the legislative processes. There has been some initiatives taken to establish caucuses between the ethnic political parties, but it is not clear how successful this has been.

Under the 2008 Constitution Article 115 (a), each House of the Union Assembly must appoint four committees.⁷⁸ As of August 2012, there are also 23 ad hoc committees in the lower House and 18

⁷⁵ Listed under Schedule 2 to the Constitution

⁷⁶ Industrial planning, agriculture, social welfare and transportation

⁷⁷ Given the lack of experience in parliamentary procedures, the Speakers of the 14 State/Regional Hluttaws have been attending sessions of the Union Assembly to observe and study the procedures being followed there.

⁷⁸ Bills; Public Accounts; Rights; and Government's Guarantees, Pledges and Undertakings Vetting Committees

in the upper House. USDP has a majority of the members on every committee, but special care is taken to include as many of the smaller parties as feasible.⁷⁹ Though the figures vary, it seems that there are between three and five staff assigned to each committee. The staff number and experience in the services required by MPs – legal drafting, research, subjects expertise, technical capacity in parliamentary affairs, make it challenging for the committee structures.⁸⁰

Every state/regional parliament is required under the Constitution to establish a Bills Committee. The Members of these Committees – and any relevant support staff - needs further specialized training to strengthen their capacity to review bills, submit reports, make recommendations and propose amendments. At the moment, because the Bills Committees have a very variable workload, attention has not yet been paid to promote public consultations in relation to Bills. In 2013, the Government has already indicated that states and regions will get greater responsibility over their budgets. Budgets will not only need to be reviewed and passed by the legislatures, but expenditures will also need oversight. State/region parliaments are not required to establish Account Committees, but this will be important for the oversight function of state/regional budgets. Gender responsive budgeting could also be effectively introduced through the Accounts Committees. The state/regional parliaments are required to set up National Races Committees, which are mandated to promote and protect the rights of national races. These Committees have the potential to play a key role in Myanmar's peace-building framework. There are more opportunities for women to become involved at the sub-national level and this could provide a strategic opportunity to increase women's representation and participation.

MPs at the national and sub-national level do not receive resources to engage citizens in their constituencies. However, some MPs have found the means to meet regularly with citizens. The sessions of the Parliament, as well as committee meetings, are generally not open to the public, but all plenary sessions are recorded and summaries are broadcast each evening. No webcasting or web-archiving has so far been considered. The Pyithu Hluttaw is in the progress of developing its website and there are interest for the Pyidaungsu Hluttaw and Amyotha Hluttaw to do the same, which would help provide information directly to the people. As a new institution and with an increasing interest the parliament is also working out how to deal most effectively with petitions and written communication from people.

The state newspapers do provide detailed information about the sessions of parliament at the Union and state/regional level. Passage of laws and significant decisions taken in the Parliament are printed in the Myanmar Official Gazette which is distributed through official channels.

Parliamentary staff has little experience and therefore also lack some of the professional skills needed to support a modern Parliament efficiently. At state/regional level it is the same staff as for the Chief Minister who supports the parliament. There is no autonomous status of the parliamentary administration staff. The latest recruitment was done directly by the parliament, but the staff is still regarded as government staff. Library and research facilities are limited at present at the national level. There are few books, but computers and internet access has been made available even though

⁷⁹ The upper House Committee on Democracy and Human Rights is chaired by an MP from one of the national minority parties and the lower House Committee on Rule of Law and Peace and Stability is chaired by the Leader of the NLD

⁸⁰ The lack of capacity of committee staff was seen as a major area of potential support by all parties and MPs.

the knowledge of using them is low. At sub-national level there are few research resources, including a lack of computers and internet connectivity. This is particularly problematic as web-based information sharing and managing could be a key strategy for addressing the needs of sub-national parliaments.

Component Strategy, Outputs and Indicative Core Activities

Parliaments are central institutions for positive democratisation outcomes. First, parliaments represent the necessary formal link between citizens and their government. Legislative institutions are needed in order to ensure that diverse voices are channelled effectively into decision-making processes. Second, effective parliaments are central to good governance. Parliaments are responsible for ensuring that government addresses the social and economic needs of citizens, the budget to carry out its economic and social plans and holding the executive accountable for the effective use of resources. Third, most frequently, it is elected politicians who are at the forefront of the pressure for democratic reform. In relation to all this the parliament needs to address special considerations to women, marginalized groups, people living with and affected by HIV and disabled women and men.

UNDP Guidelines for the International Community on Parliaments, Crisis Prevention and Recovery have also highlighted the role of parliaments in managing disputes and have emphasized that peace building strategies and power-sharing arrangements should be mindful of their long-term effect on democratic governance. As Myanmar works to consolidate its democratic transition, a key factor in the success of the process will be ensuring that there is a sustainable peace which can be enjoyed by all people in the country. In this context, the MPs sitting in the sub-national parliaments have a key role to play, in supporting the efforts of the Union Government to implement a lasting peace settlement. Already some sub-national MPs have been involved in Government Peace Committees. UNDP will work closely with the Union Assembly and sub-national legislatures to support their efforts to develop venues for debate and discussion of issues of public importance, including not only proposed laws, but also government policies and other issues of public interest.

The project seeks to improve the capacity of the Union and sub-national parliaments to be able to effectively scrutinize draft laws, oversee the executive branch of government and represent the citizens of Myanmar as an important aspect of the parliaments' contribution to democracy and peace building in Myanmar. At sub national level interventions will support three pilot state/regional parliaments and these parliaments will be developed as technical assistance hubs with UNDP supported specialists who will also be tasked with providing more basic capacity development support to other sub-national parliaments. Specific focus will be given to support their work in order to be inclusive and reflect the interests of all citizens. Working with the legislative branch also provides a key opportunity for the project to facilitate the work of the other three components of this project, as well as Pillar 1 and 2 of the UNDP programme. The project will prioritize coordination between all four different components to leverage UNDP's legislative engagement for more effective reforms and oversight impact.

In order to identify the sub-national pilot parliaments, UNDP will undertake needs assessments and peace-building analyses of the sub-national parliaments as an immediate project priority. In selecting pilot areas there will also be a focus on the decentralization process in order to identify the best candidates as pilots for this part. The assessment and selection of pilots will be coordinated with the Rule of Law and Development Effectiveness components in such a way that the three

components will work in the same state/regions, reinforcing each other and achieving economies of scale. The activities will also be closely coordinated with Pillar 1 activities taking place in the same area.

The project will seek to build sustainability in a variety of ways. Partnerships will be established with local universities, civil society, women's groups and networks and professional service providers to deliver specialized services. UNDP will work closely with International Parliamentary Union (IPU) and draw on their network of parliaments and their knowledge and capacity. Local expertise will be combined with international expertise which is expected to provide comparative experience in the field of parliamentary practice and procedures and legislative development in particular. Emphasis will be placed on the need to develop human resources through peer-to-peer experience-sharing, mentoring and guidance.

International expertise will primarily be current and former MPs and staff of national parliaments with proven examples of good parliamentary practice. Ideally, preference will be given to parliaments in the ASEAN region, with similar parliamentary systems. UNDP has a global and regional programme for parliamentary development which will also be a useful source of expertise. All activities will include a gender-mainstreaming component, provision of support to minority groups, and use of a human rights based approach.

Sub-output 1: Improved capacity of MPs, with special focus on women, at the Union and State/Region levels to perform their functions in an effective, transparent and inclusive way.

A parliamentary strategic development plan (PSDP) will determine the parliament long-term goals for development and then identify the best approaches for achieving those goals. The PSDP process will, initially, lead up to the elaboration of the vision, mission and values of the Parliament. At the intermediate level, the process will review strengths and challenges as well as the opportunities to the core and transversal businesses of the Parliament. Gender equality will be included as part of the plan to ensure that rules and procedures in the parliament facilitates effective participation. Finally, the strategic plan will establish concrete road map for actions to be implemented and setting forth a working plan for reaching its objectives.

At the Union level and state/regional level parliamentarians will be provided through the "training coordination unit" with an ongoing series of workshops on procedural and development issues which will support their capacity building to fulfil their duties in the immediate terms. In the long term the parliament will be supported to develop similar services for professional development for newly elected Members and staff to ensure their institutional capacity and sustainability of the activity. An initial review of parliamentarians' needs and priorities will help identify areas of specific capacity development support. Special focus will be made for parliamentarians with minority background in order to ensure a meaningful representation of all groups. Initiatives to strengthen gender balance and responsiveness within parliaments will be developed. Targeted training on international commitments in relation to core international human rights treaties, development issues and methodologies for assessment of impact of legislative and policy decisions on women, children and marginalized groups will be provided, including people living with and affected by HIV and disabled people. Members will also receive training on leadership, dialogue and facilitation to engage in meaningful discussions with local governance structures, conflict affected constituencies and the most marginalized groups. At the same time, the project will work

with the Union Assembly to develop a comprehensive strategy with regards to professional development and continuous learning.

At the state/regional level the Speakers and Deputy Speakers will be supported in developing their capacity in parliament procedures and managing House business, including convening meetings amongst Speakers to enable them to discuss and share their own challenges and successes. Training will first focus on familiarizing MPs with parliamentary procedures and managing business through the House (i.e. Question Time, Proposals, Bills). As appropriate, training will also be provided through the “training coordination unit” on human rights and development issues of relevance to each State/region (i.e. environment, gender, land management). Training will also be provided for basic skills development such as English and ICT. For state/regional parliaments a series of workshops on issues related to dialogue and peace-building initiatives will be organized in order to support local peace processes. Based on an initial review leadership training for speakers and deputy speakers and peer learning activities between state/regional parliaments will be developed.

This sub-output will support capacity development of sub-national MPs not only on required areas for parliamentary development in general, but also their peace-building skills and capacity on methodology and techniques for facilitating and engaging in dialogue and meaningful discussions with local governance structures, conflict affected constituencies, the most marginalized and the conflicting parties. The project will also support the capacity development of the parliaments to organize consultations with stakeholders and CSOs to further advance the understanding and collaboration in the area of peace building.

Sub-output 2. Enhanced institutional capacity of key parliamentary committees at the Union and State/Region levels to ensure the parliament is able to pass quality legislation including consideration to gender responsiveness, marginalized groups, people living with and affected by HIV/Aids and disabilities and oversee government activities.

As noted earlier, at Union and sub-national level, all legislatures have a number of parliamentary committees which will need support in order to more effectively discharge their oversight role. The committee system is a key entry point to foster legislative capacities because it provides a forum for detailed examination of proposed legislation and allows for parliamentarians to develop expertise and perform more thorough investigations of legislation, policy and implementation. Therefore, it is critical to develop the committee secretariats, their research and committee management skills and the MPs legislative analytical skills. Knowledge on and commitments to core international human rights treaties will be provided through a series of workshops and seminars for relevant committees.

The project will support a core group of committees, in particular the Bills Committee and the Public Accounts Committee. The project will strengthen the capacity of the Bills Committees (in both Houses as well as at sub-national level) to scrutinize and process draft laws. It is imperative that the members of these committees – and any relevant support staff - be given specialized training to strengthen their capacity to review bills, submit reports, make recommendations and propose amendments. This support will complement the activities under the Rule of Law component of this project which aim at the development of legislative drafting capacity and the policy-making processes in the executive and legislative branches.

The project will also enhance the capacity of the Public Accounts Committee (PAC) to provide oversight of the Union budget. Notably, although the Constitution requires the establishment of

PACs at the Union level, the state/region parliaments do not have a similar requirement. Nonetheless, as they gain greater responsibility for their budgets in the decentralisation process, it will be important that they are supported to establish PACs and that PAC members are then given financial oversight training.

For the National Race Committees there will be a separate review conducted to identify areas of support for capacity building and technical support. Assessments of the local context will help address specific issues relevant to the targeted state/region in order to determine how the National Race Committees in the different state/regions can play a key role in local peace processes.

To develop the capacities of the Union Assembly committees, both staff and MPs will be temporarily supported by international and/or national experts. This support will aim to build their capacities on-the-job to elaborate a legislative agenda, to amend and draft legislation, to develop key policy priorities, to use the rules of procedure in order to increase procedural efficiency and to consult with key stakeholders, including representatives of women, marginalized groups, people living with HIV/Aids⁸¹ and disabled people, to ensure any amendments or draft laws reflect the needs of citizens. Comparative knowledge materials will also be developed on key issues in this regard in coordination with other components of the programme where possible. Existing laws will be reviewed and recommendations for improvements will be produced. In particular, a draft Intellectual Property (IP) law will be developed to ensure that the TRIPS⁸² safeguards/flexibilities are firmly embedded into the law, so that Myanmar can retain its right to affordable medicines. Training will be delivered within each of the three pilot sub-national parliaments, but it is also envisaged that exchanges of experiences will take place across the States/regions to share experiences.

A key aspect of the work with the committees will be to facilitate committee members' engagement with experts and citizens. Procedures for consulting with key stakeholders will be developed and proposed based on further review of their needs. As part of this output, the Project will work with

⁸¹ Access to affordable generic HIV medicines and other life-saving medicines in low and middle income countries is constantly under threat. The adoption of the TRIPS Agreement put in place minimum intellectual property standards that WTO member states had to adopt. Although Myanmar as a least developed country is exempt from granting patent protection on pharmaceutical products until 1 January 2016, the country is increasingly exposed to rapid political and economic transitions, growing economic interests from developed countries, all of which may subject the country to external pressures to accept provisions that go beyond what is required by the TRIPS agreement (so-called "TRIPS plus"). This would pose a serious threat to the country's effort towards achieving the universal HIV treatment goal, and access to affordable medicines in general.

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Committee members in particular, to build their awareness of the importance of consultation and support them to incorporate such practices into their procedures. Support will be provided for conducting public hearings and field visits as necessary, as well as for communicating the results of such consultations back to communities. Particular effort will be made to ensure that women and people in ceasefire areas are supported to participate in such public consultations.

Sub-output 3. Improved capacity of parliaments to effectively communicate for internal and external purposes.

The Union Assembly is a central national institution, but at this stage in Myanmar's democratic development, the people are still learning about its purpose. Major strides have been made recently to promote the Parliament to the people, most notably, the decision by the parliamentary leadership to broadcast the parliamentary proceedings from the first day of the July-September 2012 session. Nonetheless, the legislative branch is still not well understood by communities, and more work needs to be undertaken to raise the awareness of people of the role of the legislature, in particular in remote areas. Exchange of information between the population and their representatives is crucial for the Parliament to effectively perform its mandate. There is a need to foster strong communication mechanisms and to improve the information channels between the Parliament and CSOs, media, academia, private sector and citizenry.

In an effort to ensure more systematic communication with the public about the work of the legislature, this project will provide support to the Union parliament and the three pilot sub-national parliaments to develop an internal communication plan, ICT systems, procedures and tools. Internally an effective ICT system will strengthen the three main functions (lawmaking, oversight and representation) of the Parliament in facilitating the access and exchange of information for the MPs.

A Public Outreach and Communication Plan will also be developed in consultation with the parliament. A website which can provide people direct access to information on draft laws, amendments, votes in committees and plenary as well as access to records will be developed. The external day to day communication would also be sought improved by introducing an official e-mail system and provide recommendations for procedures. Workshops and capacity building activities for parliamentarians on how to communicate with their constituencies will be provided. As most people, especially in the rural areas, have no access to ICT there will also be developed other means of communication. Community radio is an effective tool and the project will seek to coordinate with the Local Governance programme to take advantage of the planned community radio initiative in this regard. The communication plan will take consideration to different accessibility both by geographic area and gender.

Sub-output 4. Enhanced capacity of the parliamentary secretariats at the Union and State/Region levels to provide effective support to MPs, committees and the respective parliaments.

The Union Assembly has a staff of more than 600 officers, drawn from the civil service, the majority of whom perform administrative tasks. There are between three and five staff assigned to

each of the more than 40 parliamentary committees,⁸³ but it is understood that their capacity is varied. Many MPs do their own research, legal drafting and report-drafting. The capacity of the staff available to support MPs in sub-national parliaments is even more limited, with most staff having little experience of working inside a parliament and many MPs needing more support than they have on offer.

The project will seek to strengthen the administrative services of the parliaments by conducting a review of the organizational structure of the Union Parliament. Assistance will be targeted to develop a human resource plan for the Union Parliament Secretariats where also responsiveness to gender, marginalized groups, people living with and affected by HIV and disabled people will be addressed. Support will be provided to institutional development of the parliamentary administration to fulfill its role as an impartial, neutral and modern parliamentary secretariat. Parliamentary services; such as library, research and information, international relations, protocol, will be strengthened to ensure that the National Parliament is able to efficiently and effectively discharge its political responsibilities.

An assessment of organisational capacity gaps will be undertaken in order to clarify development needs – this will include a financial management capacity assessment, and to develop a human resource strategy with annual training plans. Support will be provided to develop individual job descriptions, introducing annual performance appraisals. Training needs already identified will also be addressed, including, for example, improving the staff's foreign language skills, their ability to provide documentation and sectoral expertise. Training and other capacity building related to planning, coordination, monitoring and reporting will be delivered to National Parliament staff members acting as focal points for project activities in each department. As much as possible, training will be provided in partnership with existing national institutions so that sustainable training capacities are embedded within national and local institutions.

Research capacity and knowledge services to staff will be provided in three regional/state parliaments as pilots. Parliamentary libraries will be established first in the 3 pilot parliaments, and then options will be explored for the other parliaments. E-library options will also be explored, in partnership with the Union Assembly libraries. A limited number of computers will also be provided to each sub-national parliament, and the UNDP staff on the project will provide ongoing training to MPs and staff on undertaking research (paper and online). Options will also be explored for making state/region laws and proposals available online and through other means.

Sub-output 5. Civil society and media more aware and empowered to participate in democratic political processes.

Opportunities for constructive engagement between the Parliaments and civil society, both at national and sub-national level, will be strongly promoted. Special attention will be given to organizations representing women, marginalized groups, people living with and affected by HIV and disabled people. Civil society provides an effective channel for communication between the

⁸³ Each House of the Union Assembly is required by the Constitution to set up 4 Standing Committees (the Bills Committee, Public Accounts Committee, Hluttaw Committee and Vetting Committee), but since the commencement of the Assembly in 2010, a large number of subject-specific committees have been set up, and the number continues to grow.

Parliament and the public. Keeping the representative role of the legislature in mind, the Parliament has a particular responsibility when it comes to channelling the voices of the society into decision-making processes. Civil society is one path by which legislators can access and make use of quality policy-relevant facts, documents and opinions among the citizens. Improving legislature-civil society linkages can thus strengthen the representative function of as well as strengthen the quality of policy debates in the Parliament.

By building capacities of CSOs relating to the Parliament, the project aims to a) enhance the understanding of the role of the Parliament among CSOs and b) enhance the ability for CSOs to effectively communicate the messages from the public and influence upon legislation. With this in mind, the project will support the Parliamentary-CSO interface. The establishment of a NGO roster within the Parliament that specifies the NGOs thematic areas and links them to related Committees will contribute to the quality of policy debate. Recommendations for including NGOs to Committee meetings to facilitate exchange of information will be provided. Training through the “training coordination unit” for CSOs and MPs to increase the mutual understanding of their respective roles, opportunities and responsibilities as well as how they can interact with one another will also be provided.

The media sector offers another effective channel for parliament-public communication. It will therefore be important to establish a good understanding and effective mechanisms for interaction between the media sector and the MPs/Parliament. The project will support the parliament to develop at the national level the development of the Parliament’s media-relations skills through a) training for MPs on how to interact with the media and b) providing technical support to the Parliament’s Public Relations Office in the Parliament to enhance information and communication management. The project will also explore possibilities for supporting the parliament in establishing their own media centre within the Public Relations Office in the Parliament to provide services to the media outlets. The project will support the establishment of the centre and assist in promoting its services. At the sub-national level the project will seek to connect the parliaments with local media to increase the communities’ knowledge on the parliament and how it influences their life.

Output 3: Justice institutions and legal framework improved to ensure Rule of Law and Access to Justice for all with a specific focus on marginalized groups.

Situation Analysis

a) The legal framework

The 2008 **Constitution** of Myanmar formally establishes a system of separation of powers among the legislative, executive and judicial branches of government, setting up judicial and quasi-judicial bodies for legal and constitutional review. In principle it also provides a legal framework for the protection of fundamental rights and the rule of law, and creates a number of avenues of legal recourse for the protection of such rights. This Constitution significantly changed the context in which the legal and judicial system operates, laying down, first and foremost, that the judiciary shall be independent, and on an equal status with the executive and the legislative branch of government (Article 11/a). Article 19 describes the basic principles under which the judiciary should operate: (a) to administer justice independently according to law; (b) to dispense justice in open court unless otherwise prohibited by law; and (c) to guarantee in all cases the right of defence and the right of appeal under law.

With regard to international human rights treaties, Myanmar has ratified the CEDAW, CRC and the Convention on the Rights of Persons with Disabilities and started the process of acceding to the core **international human rights treaties**. A number of relevant ILO Conventions were also ratified before 1962. Also importantly, the Declaration on the Rights of Persons belonging to National or Ethnic, Religious and Linguistic Minorities has been signed. It is important to note that Myanmar has a dualist system and treaties, once signed, still have to be domesticated in national legislation, a process not yet completed for all human rights treaties.

As any other UN member state, Myanmar has been subjected to the Universal Periodic Review and the first Myanmar review took place in January 2011. Among the recommendations⁸⁴ the Government of Myanmar explicitly accepted is “to amend the domestic laws to be in line with fundamental rights”, “the signing, accession, ratification and implementation of Core Human Rights Treaties” and “the establishment of a National Human Rights Institution in line with the Paris Principles”. As a follow up, the President established a Human Rights Commission in 2011 and a law is now being formulated to establish its legal status with a view to fulfilling the Paris Principles for National Human Rights Institutions.

A number of existing laws and regulations, such as the State Protection Law, the Electronic Transactions Law and the Unlawful Associations Act, would need to be reformed in order to comply with international human rights standards. In addition, several laws still pose an impediment to the realization and equitable adjudication of rights which are critical from the perspective of a human rights-based approach to economic and social development. For example,

⁸⁴ Out of the total recommendations received Myanmar accepted 77, and rejected 95 as an infringement of its sovereignty including some recommendations that the Government had “no difficulty in supporting in substance.

the legal framework does not provide legal certainty and predictability in relation to the protection of land and housing rights and security of tenure or guarantees related to corporate social and environmental responsibility. Additionally, legislative reform is needed to bring the body of Myanmar's laws into greater compliance with CEDAW⁸⁵. An effective response to the HIV is hampered by the legal and policy environment which limits access to HIV and health services for key affected communities and those most vulnerable to HIV. The UN Special Rapporteur on Human Rights in Myanmar has repeatedly recommended to the Government of Myanmar to “accelerate efforts for the review and amendment of legislation and legal provisions that limit fundamental freedoms and contravene international standards.”

There is recognition both among the executive and the legislative branches that much of the previously existing law is outdated and needs to be brought in line with the constitution and international (human rights) law. Of the approximately 800 existing acts in place, more than half actually emanate from the time before 1948 when the country gained independence from the British Empire, and some of them date back to the 19th century. The President has mentioned the need for legal reform on several occasions in his speeches; his Senior Legal Advisor is also fully aware of the challenge; the Attorney-General, has set up a Legal Reform and Vetting Department; and the parliament has set up a number of Committees and Commissions with the aim of promoting legal reform, and has thrust itself into a busy schedule of drafting and redrafting legislative acts.

The courts have so far not taken any clear initiative in declaring old laws inapplicable by virtue of their incompatibility with the new Constitution, and it is not clear whether any systematic effort has been undertaken by any executive agencies to review or suspend rules and regulations in this regard. Rather than judicial action to refer directly to the provisions of the new Constitution and declare incompatible acts and rules (or parts thereof) inapplicable, the prevailing assumption among government and the general public appears to be that changes will only be affected by formally repealing or amending existing laws.

b) Judicial Structure and Tradition

The **courts** of the Union are (a) the Supreme Court of the Union, the High Courts of the seven Regions, the seven States, and the Courts of the six Self-Administered Areas, District Courts, Township Courts and the other Courts constituted by law (special courts); (b) Courts-Martial (to adjudicate Defence Services personnel); and the (c) Constitutional Tribunal of the Union. Structurally, the Supreme Court is the apex of the Myanmar's judicial system and is the final court of appeals. The judiciary is otherwise formed by 14 State and Region High-Courts, 67 District and Self-Administered-Area Courts, 324 Township Courts, and special courts. In 2011, the approximately 1000 judges country-wide (of which 51% are female⁸⁶) handled a total of 300.000 cases.

⁸⁵ Current laws, including the Criminal Code (1861), do not adequately address violence against women.

⁸⁶ Information from the Supreme Court Director General.

The judicial tradition in Myanmar goes back to the British colonial period, and is strongly influenced by the legal and jurisprudential traditions prevalent in South Asia. The Myanmar legal system is originally based on the English common law tradition, but heavily influenced by how that was received and codified in British India in the 19th and early 20th century.⁸⁷

The seven-member **Supreme Court**, whose Chief Justice was appointed following the entry into force of the new Constitution in March 2011, has been equipped with the power to issue writs. This is significant, as it constitutes the primary tool for Supreme Courts in South Asia, in particular India, to promote the effective protection of constitutional rights, as well as order the government to carry out certain measures if it finds that the Constitution so requires. The Supreme Court stated that it has already issued writs on 60 occasions in 2011. Proper documentation on writs applications and the actual case law is hard to come by, however, at this point in time. Court decisions are compiled and published in a number of forms, including a “Crime Journal”, periodic magazines, and Myanmar Law Reports. These are for the time being available only in Myanmar language, and are physically accessible at the Supreme Court building in Naypyitaw, as well as presumably in other Court Buildings in the country, and selected libraries.

The **Attorney-General** who is a member of the union government and coordinates all legal matters among the executive branch (i.e. there is no Ministry of Justice in Myanmar), is appointed by and responsible to the President. The roles and responsibilities of the Union Attorney-General’s Office are laid down in a Law⁸⁸. They include legal drafting and reviews as well as a legal aid and a prosecutorial function. Its functions also include tendering legal advice to the President, the Speaker, or any Ministry, including on matters relating to international law; appearing on behalf of the State at the Supreme Court; prosecuting criminal cases; representing the State in civil cases; as well as a range of other duties regarding legal matters.

The Union Attorney-General’s Office, which also supervises the legal and administrative matters of all law offices in all of the country, has four departments: (1) Legal Drafting Department, which vets and advises on all draft laws, order and directives, and translates laws; (2) a Legal Advice Department, which advises Union level organizations on international treaties, MoUs and investment contracts; (3) a Prosecution Department; and (4) an Administration Department, which is in charge of personnel, training and information technology, and budget and research. The institution includes 14 Advocates-General in the States and Regions (who are also members of the respective governments there), as well as District and Township Law Offices, and additional offices in the six Self-Administered Areas.

There are a range of **other bodies** which have important roles with respect to ensuring the rule of law. In Myanmar there are two separate parliamentary Fundamental Rights Committees, one in the Amyotha Hluttaw and one in the Pyithu Hluttaw. These Committees appear to operate similarly to the Myanmar National Human Rights Commission, in that they receive complaints from people and

⁸⁷ Democratic Governance in Myanmar: Preliminary Situation Analysis – UNDP (July 2012)

⁸⁸ promulgated by the SPDC, in October 2010

seek to find practical solutions to them, whether the complaint formally qualifies as human rights issue or not. Problems dealt by the Pyithu Hluttaw Human Rights Committee in the early months of its operation included, according to its Chairman: stateless persons, forced labour, peacemaking committees, occupied farmland and land law issues, “some old laws that need to be revised”, and the issue of child soldiers. In all these issues the Committee tried to solve concrete problems, and held discussion with responsible line ministries on the matter, but has so far not undertaken any fact finding missions, expert consultations or contacts with international organizations. After the establishment of the Rule of Law and Stability Committee of the Pyithu Hluttaw, the Committee has reportedly received a large number of human rights related and other complaints, providing evidence for the need for effective access to justice and grievance mechanisms and an unfulfilled demand in this respect.

The Constitution establishes a **Constitutional Tribunal** of the Union⁸⁹, which has taken up its functions and has begun to play a visible role in the recent disputes between different state organs (e.g. the president and the parliament). According to the Constitution, it can play a potentially significant role in ensuring that new laws are in conformity with basic principles, but unlike other Constitutional Courts, it does not have a role to receive individual complaints (which, as explained above, is the role of the Supreme Court). In September 2012, all Tribunal members collectively resigned following a parliamentary motion for their impeachment, which was the culmination of a controversy on a judgment by the Constitutional Tribunal on the status of parliamentary committees and commissions, which the parliament did not accept.

Despite the progress, it is important to acknowledge that Myanmar still has to assert its judicial independence established in the current Constitution, in order to be able to fully uphold the rule of law, ensure checks and balances on the executive and the legislative, and safeguard human rights and fundamental freedoms in Myanmar. Principles of national sovereignty in the new Constitution under caveats such as “as provided by the law” as well as specific laws still in force are an obstacle to the application of such independence. More importantly long-standing practices of submitting judicial decisions to executive control and influence raise additional concerns about the capacity of the judiciary to fully embrace its new independence.

c) Legal Education

Legal education in Myanmar has lost significant ground in comparison with regional standards, despite a tradition that placed Yangon University as among the top academic establishments in the region, prior to the 1962 coup. The independence of universities was severely constrained due to the repeated role of students in unrest and protests. International links and exchanges that existed pre-1962 largely withered away over time. And even the physical infrastructure suffered

⁸⁹ Article 322 lays out the following functions and the duties of (a) interpreting the provisions under the Constitution; (b) vetting whether the laws promulgated are in conformity with the Constitution or not; (c) vetting whether the measures of the executive authorities are in conformity with the Constitution or not; (d) deciding constitutional disputes between the Union, Regions, States, and a Self-Administered Areas; (e) deciding disputes arising out implementing Union Law by a Region, State or Self- Administered Area; (f) vetting and deciding matters requested by the President; (g) and other functions and duties conferred by laws enacted by the Pyidaungsu Hluttaw.

significantly. Few government officials have an advanced law degree. Even fewer have a specialized law degree from a university outside of Myanmar, though the most senior lawyers in the government tend to have such backgrounds (many from Japan, but also from the UK, Belgium or Germany). There is a substantial interest expressed by (government) lawyers at both senior and junior levels in linking up with international legal education institutions. The Supreme Court's Judicial Training Institute runs regular training programmes for judges from all over the country, and has invited UNDP to "join" such programmes, designed to help share international judicial experiences as well as issues related to international law.⁹⁰

The Attorney General's office, which provides for education for their officers, has also requested UNDP to support their training capacity.

d) Legal Information and Justice Data

In terms of legal information, the official gazette is published by the Ministry of Information. Since June 2012 laws are published in local newspapers. However, for the time being laws are not made available and circulated electronically, as the official gazette is found only in state-run libraries and some public institutions across the country making it difficult for the wider public to access. The general public is mostly unaware about the details of the new Constitution, or relevant laws, and largely depends on information conveyed by the media.

There are at present no accessible statistics on the functioning of the courts or an analysis of the reasons people use or chose not to use the formal court system. Statistics on criminal, civil and family matters, especially disaggregated at the sub-national level, are not easily available. Data and statistics on the Supreme Court exercise of its constitutional role of oversight over subsidiary courts and the caseload of the Supreme Court since it took over cases from lower courts are at present also not available in English. The lack of data and statistical information is a major obstacle to clarity of the actual functioning of the court system and transparency of the judiciary and makes it extremely difficult to gather information on the access to justice of disadvantaged groups. Accessibility to statistics would allow for qualitative assessments to be undertaken helping identify possible areas for solving bottlenecks in the case management system and improve performance. It would also assist in building confidence in the justice system. If this information would also be made available in English, professional linkages could be more easily established with the related judiciaries in South Asia and beyond.

e) Access to justice

Not much is known about how the judicial system (formal and informal) actually works in the country, how the state and the people interact when it comes to resolving legal disputes, and thus what the most significant gaps and needs are with respect to improving the effectiveness and responsiveness of the justice system to the rights and needs of the population. There is also little

⁹⁰ An initial pilot training programme, which included an element of training needs assessment, was held from 15 to 17 September 2012 and covered, upon request by the Supreme Court, the subject areas of international human rights law, access to justice and legal empowerment, as well as experiences on justice sector reform from the Asian region.

understanding of the extent to which informal or quasi-formal mechanisms or bodies at the community level play a role in addressing legal disputes and justice issues and to what extent customary law still plays a substantial role in determining people's behaviour and conduct, including the degree of knowledge about the range of informal rules and processes especially in the remote areas traditionally inhabited by smaller ethnic groups.

Although ILO, UNICEF and UNODC, as well as other organisations have had longstanding engagements with specific parts of the justice sector within their respective mandate areas, have built up considerable and relevant knowledge, it appears that no formal and systematic access to justice assessment⁹¹ has as yet been undertaken by any organization in Myanmar. Any related efforts by UNDP in this sector will be closely coordinated through a systematic UN approach to rule of law reform assistance⁹² What is available is a large body of human rights-related reporting, often provided through NGOs not currently based inside Myanmar itself. Different groups of society, such as women, likely experience access to justice differently. Some of those groups can be considered disadvantaged due to limited access to an affordable, accessible and equitable rights oriented justice system. Critically, the effect of protracted conflict in the border areas on access to justice, and questions related to languages used by ethnic minorities would have to be considered in any meaningful analysis of the access to justice in Myanmar.

There is no regular legal aid or services of any kind (legal aid, clinics, etc.) and the state mandate, within the Office of the Attorney General, is for only a small category of severe criminal cases. Several organisations are providing legal aid or services in some areas, but no comprehensive map⁹³ or assessment has been produced of those activities. Legal aid has so far not been institutionalized through a policy or legal development. There is a Bar Council under the Attorney-General but there is at present no independent country-wide professional Bar Association of lawyers.

Component Strategy, Sub-outputs and Indicative Core Activities

While work in the area of Rule of Law (RoL) and Access to Justice (A2J) in Myanmar is relatively new for UNDP, this component benefits from and builds on substantial analysis and scoping of the justice and legal sectors and relationship-building with the relevant stakeholders in Myanmar undertaken by UNDP over the past year. A basic agreement has also been reached among UN agencies and external development partners to pursue rule of law support in a coordinated and coherent manner, based on lessons learnt and relevant UN guidance in this field and that UNDP will take up a lead role in this regard. UNDP also brings to bear widespread experience in

⁹¹ Such A2J assessment will be part of or at the minimum closely coordinated with the local government assessments taking place under pillar 1.

⁹² It should be noted, that the ILO, UNICEF and UNODC, as well as other organisations that have had longstanding engagements with specific parts of the justice sector within their respective mandate areas, have built up considerable and relevant knowledge in this regard, and that any related efforts by UNDP in this sector will be closely coordinated through a systematic UN approach to rule of law reform assistance.

⁹³ There is a national organization currently undertaking a mapping.

strengthening the rule of law, access to justice and legal empowerment in around 100 developing countries around the globe, and with a particularly strong record in the Asia-Pacific region.⁹⁴

UNDP's Rule of Law and Access to Justice work will be implemented at the national level through targeted senior level upstream advice on policies and options for systems, processes and good practices on justice and legal reform. Moreover, it will be piloted in three Regions/States. In addition, sub-output 5 with a specific focus on ethnic groups will be implemented in cease fire and border areas⁹⁵.

Preparation for the project has started through interventions at national level, engaging with national partners and with preliminary analysis on democratic governance, including rule of law, and an initial pilot training at the judicial institute. The project will start with interventions under sub-output 1 and 2 at national level as well as with the baseline surveys and access to justice assessments to enable the good programming and implementation of sub-output 3, 4 and 5. Once these are in a more advanced state and relevant baseline information is available, the project will be in a condition to select the target pilot states/regions and fully deploy the access to justice support component.

While there appears to be an overall consensus that there should be a strategy for pursuing the rule of law in the country⁹⁶, it is less clear exactly which reforms are needed and which institution (President, Parliament, Attorney General, the judiciary itself, or a special body or commission) will be the main driver of rule of law development, which goes far beyond the adoption of new legislation replacing outdated codes from past regimes⁹⁷. In addition, ensuring there is an effective and responsive justice system also directly involves the police and includes improved coordination across all the institutions within the justice system.⁹⁸ Therefore, the first sub-output focuses on coordination for coherence and holistic policy-making and will consider lessons learned from several countries in the region on the importance of a strategic planning and sector approach in the rule of law, justice and security sector as well as good practices of case management system development. It will approach the sector as a whole, in terms of planning and policy making, considering the entry and exit point of the justice chain (police, prosecutions, courts, clerks, legal officers). The strength of the justice sector is equal to the strength of the weakest link, and so a coordinated approach is needed.

⁹⁴ Promoting the rule of law and strengthening access to justice -A UNDP brief on comparative experiences for programme planning in Myanmar (includes Indonesia, Nepal, Sri Lanka, Timor Leste, India, Bangladesh, China, Vietnam, Laos amongst others).

⁹⁵ Most likely Shan, Kachin and Rhakine States.

⁹⁶ as expressed both by the President and other political leaders, including Daw Aung San Suu Kyi.

⁹⁷ Rule of law would need to encompass at a minimum: legislative and policy reform, capacity development and legal education for all actors, access to justice, and administrative review in some aspects. It needs to be human rights compliant.

⁹⁸ Coordination will be sought with UNODC, UNICEF, ILO and others that are already working with the police on specific issues.

Sub-output 2 will contribute to ensure that all justice sector actors are capable of delivering effective and efficient justice services, compliant with high levels of integrity, accountability and professionalism. Based on targeted capacity assessments gaps, a capacity development plan will be formulated together with the national institutions mandated for judicial and legal training. Both the Supreme Court and the Attorney General have expressed interest to engage with UNDP on an agenda for capacity development of the judiciary and the prosecutorial, law reviewing and legal aid roles, respectively.

Related to sub-output 3, 4 and 5, an evidence-based approach, which will allow the collection of necessary quantitative and qualitative data⁹⁹, will allow a better understanding of the rule of law, including both the formal and informal justice aspects in the specific context, so that the strategic support provided is relevant and realistic. The project will do its assessment and baseline data collection exercises in a participative way, emphasising capacity building in order to foster enhanced national ownership and contribute to the improved prioritisation and sequencing of justice sector reform efforts. The importance of understanding what the justice system means for society and how different groups of society can use the justice system, not only for protection but also for redress and making claims, is important in a context like Myanmar and should be highly inclusive. UNDP's programme aims to achieve a balance between supply and demand-led interventions and on supporting transformation and a process of change that can support the judiciary in helping to shift power structures to more inclusive settlements.

The programme will be underpinned by a conflict sensitivity lens and a focus on non-discrimination and equal participation and inclusion of both sides of justice (rights-holders and duty bearers) in line with the Human Rights-Based Approach and relevant Security Council resolutions 1325, 1888, 1889, 1820 Grounded in UNDP's experience from many country contexts that rule of law and access to justice gains are long term, and must also be reflected in day-to-day individual and community empowerment, the programme emphasizes a context specific approach, with support for bottom-up demand complementing strategic reform of institutions and processes, whether formal or informal, which respond to the rights and needs of people, particularly women, and marginalized and conflict-affected groups, and generate trust in and legitimacy of the state. Cognizant of the fact that injustice and insecurity are among the root causes of renewed cycles of instability, the programme will strive to strengthen the nexus between justice, security and development in particular focusing on rights protection for ethnic groups, women and the most marginalized (conflict affected population, IDPs, extreme poor, people with disabilities and people living with or affected by HIV) through its access to justice strategy. It will do so in an inclusive and gradual way, to ensure that relevant voices are considered during all stages of the programme so that it can also contribute to confidence building at the community level.

⁹⁹ Data collection and analyses related activities will be implemented in close coordination/ are part of the activities under development planning dealing with data collection and analyses.

Sub-output 1. Strengthened institutional capacity to formulate, implement and coordinate a comprehensive (nationally-owned, multi-stakeholder, gender-responsive and rights-driven) policy and strategy for the justice sector.

A key factor for good administration of justice and justice service delivery is strong coordination of the main pillars that govern the sector – executive and prosecutorial, for criminal cases, and judicial.¹⁰⁰ These three pillars need to plan together, seek common solutions and decide together to achieve a balanced and coherent development for the sector as a whole. Naturally such functional and policy level coordination is a means of inter-institutional collaboration that in no sense hampers the independence of the judiciary. But the reality is that without a common vision and in particular in more fragile and transition countries, these pillars can often move in opposite directions that will not favour a cohesive development of the system.

Moreover, this issue becomes more acute in countries where international assistance is prominent and where in light of the numerous basic priorities and needs the sector can become donor-driven. The Principles under the Declaration of Paris, ownership and harmonization, can only succeed with a cohesive and coordinated national leadership. This coordination should extend to other cross-sectors that have impact on the rule of law such as the security sector. Nationally led policy making, coordinated by all relevant actors will be critical to ensure sustainability of policy options made. Currently, there is no functional national policy direction and coordinating body to steer development of the sector. Although there is a well-recognized coordination mechanism specifically on forced labour, there is no institutionalized or even informal forum where sector authorities can meet on a more regular basis through which a longer term vision can be developed. From other countries practices¹⁰¹, the existence of this type of forums' has actually contributed for policy boost, prioritization and donor coordination and also to overcome very simple and practical constraints that can often be addressed based on inter institutional collaboration. Regional exchanges of lessons learnt and good practice will form an important component of this sub-output. This has practical implications both for adoption of integrated case management systems and legislative review and harmonization, areas that will be covered also under this sub-output.

In coordination, with output 1 (Development Effectiveness) of this project, UNDP support in this area will focus on providing technical support and capacity building for the sector managers to be able to discuss and prioritise sector development based on the respective policy guidance and decision from the correspondent national authorities of the sector. It will support establishment of nationally led policy framework with coordination mechanisms for the purpose at national level, that will also receive information for planning from pilot state and regional level. To adequately support policy making for the sector, the project will provide comparative experiences and facilitate spaces and forums for coordinated dialogue and secretariat support for national bodies to steer their policy and planning exercises.

¹⁰⁰ Noting that in Myanmar the ASG plays the executive role as well as prosecutorial. There is no Ministry of Justice.

¹⁰¹ All the countries mentioned above – Indonesia, Timor-Leste, Vietnam, India, Bangladesh, Philippines, Singapore have developed multi-year National Justice Policies and Strategic Development Plans to set the vision and road map for the sector development.

Under this sub-output as a critical element of coordination and cohesive sector development, UNDP will also provide technical assistance and capacity development for improving case management systems in the judiciary and Attorney General offices and for legislative mapping and review. Case management will be approached in two phases – analysis of current case flows, legal procedures, bottlenecks and options for improved case management systems; followed by piloting IT chosen solutions in pilot courts which can gradually be replicated to others. UNDP will advocate and try to gather support for the same approach to be undertaken within the police in order to have a compatible and fully integrated case management system for the justice sector in Myanmar, as a longer term strategy. Legislative mapping and review is the second key element for coordination and UNDP will support improved and inclusive legislative drafting and analysis for the justice sector within the AGO with strong linkages and joint interventions with specific parliamentary committees under output 2 (Parliamentary development).

Sub-output 2. Enhanced capacity of justice actors for the development of a justice system that upholds the rule of law, protects human rights, promotes gender equality and improves access to justice, including through laws and regulations that are in conformity with the Constitution and international human rights standards.

This sub-output will focus on improving institutional capacity (systems, behaviours and skills) of the courts, prosecution services and legal officers to provide effective justice and access to justice uphold the rule of law and protect human rights, as a priority.

It will be anchored on a capacity gap analysis of justice sector actors¹⁰² including bottlenecks with the broader justice chain (criminal investigation and prosecution, judiciary and court administration, advocates-general and district law offices and lawyers) on the basis of which a long term capacity development plan will be developed and implemented. Despite the need for further assessing current capacities, most likely training modules on issues such as human rights, women's rights, legal empowerment, access to justice, rule of law, judicial integrity and judicial reform, will be used, building on relevant experiences by international development partners.¹⁰³ This will include capacity development interventions – training and mentoring or coaching as required - for the judiciary at all levels capitalizing on south-south and peer-to-peer learning in the areas ascertained through the capacity assessment.

Simultaneous to the national approach, on-the-job-training and mentoring will be conducted at state/regional level (3 pilots) under the sub-output 3, 4 and 5 of this output. UNDP's work will support the key institutions responsible for justice with the goal of improving professionalism, integrity, efficiency, ethics, human rights consciousness and gender equality in the sector. Work in this area will be guided by relevant international norms and standards and on a human rights based approached to administration of justice.¹⁰⁴ Capacity will aim both at performance legitimacy as

¹⁰² This also includes civil society actors.

¹⁰³ Such as ILO.

¹⁰⁴ such as the UN Principles on an independent judiciary and the Bangalore Principles on Judicial Integrity

well as process. Based on its mandate and comparative experiences promoting capacity building in several national justice systems in the region, UNDP will work with the institutions that have the national mandate to provide professional training and certification for the broader justice sector¹⁰⁵ (Judicial Training Institute, Training department office of the AG, and the Union Civil Service Board, as well as the police services¹⁰⁶). By using an institutional approach, it will ensure longer term capacity development and sustainability of interventions instead of a piece meal ad hoc training approach. A combination of institutional support, training, and on the job mentoring will be used, based on capacity assessments and the willingness of national partners.

The programme also aims to enhance legal education in several ways. Including collaborating with the law department of the University of Yangon and other universities, their research capacity as well as their graduate courses and actively promote exchanges with other universities.

Sub-output 3. Increased service delivery at the local level focusing on the rights of women and the rights of the most marginalized, in target States/Regions and in selected townships.

Under this sub-output the project will support the whole justice chain (police, prosecution, courts, legal offices) to be able to deliver more equitable and fair justice in a professional way, in three pilot Regions/States¹⁰⁷. In those selected States/Regions, as part of and/or in close coordination with assessment and capacity building activities under UNDP's local governance programme, the project will target formal and informal justice services going down to district, township and village level. Strategies of on the job capacity development will be a priority for all actors at sub national levels and while the focus of it will be determined by capacity assessment to be undertaken in the launching of the project, it is clear that issues that affect women, children, people living with and affected by HIV, ethnic groups and the most marginalized, as well as people with disabilities, will be a priority.

Safeguarding the principle of equality before the law and providing public services in the justice sector remains problematic, hampered by many problems such as limitations in capacity, in judicial independence and integrity, inefficiency and corruption. The centralised state system of law enforcement suffers from weak geographical presence at village level, insufficient capacities and legal expertise, poor judicial inspection and weak enforcement mechanisms for judicial decisions. Despite the lack of data, it is commonly accepted that majority of the people utilise informal mechanisms to access justice because of the limited reach of the formal sector, legitimacy concerns and for many, the economic dimension is of critical significance – in other words, without legal aid, access to formal courts, lawyers and legal advice is out of the question because of the prohibitive expense. Community based paralegals and NGOs can play a critical role also in supporting informal structures and traditional mechanisms dispensing justice remedies

¹⁰⁵ Such as the Judicial training institute, the training department of the AG office and the police.

¹⁰⁶ Training plans and capacity building interventions with police will rely on more in depth consultations.

¹⁰⁷ The same pilot states for the entire democratic governance project, based on assessments.

Within both the formal and informal justice systems women, children, marginalized and ethnic groups are likely to be further disadvantaged. As in any country with a history of a militarised government, insecurity, extensive use of detentions and a number of human rights violations reflect on the daily lives of the abused and their families. Under the high security environment of Myanmar, the police service suffers of the same crisis of legitimacy, effectiveness and reach, and is in need of improved management, oversight and gender balance to be able to address law enforcement that is compliant with human rights standards. Exposure to more civilian security services and comparative experiences in gender sensitive policing that is community- and people-oriented, and women- and child-friendly would assist in transforming attitudes, systems and behaviours in the longer terms. The needs of people with disabilities across the justice sector will also be taken into account as a cross cutting issue.

A small initiatives fund will be established in order to support targeted undeveloped police and justice facilities to address logistic issues that hamper justice administration and case management system, minor repairs, equipment's and logistical support, capable of bringing quick wins to a coordinated justice response. The emphasis will lie on building capacity and incentives for sustainable improvements of facilities and equipment that will not require long term external assistance. The recruitment of interpreters and translators to support specific groups when dealing with the formal justice system will also be considered.

In collaboration with the AG Legal Offices the project will, within the framework of establishment of a national policy and a legal aid law, establish legal aid centres in these three pilot States/Regions. It will do so by having legal officers for the legal representation requirements and by engaging in partnerships with selected CSOs, including those with specialised skills in issues affecting women, and gender equality, for training and awareness to be provided to community leaders to assist them in peaceful dispute resolution of these cases in line with human rights standards. A small grant initiative with CSOs will be considered for this purpose as well for supporting a network of paralegal services that can reach more remote villages to provide legal training, awareness and information and referral of cases for the justice sector, as required. Mobile solutions of justice will also be considered in order to ensure that township courts can reach the more remote villages for addressing priority cases, that if left unsolved can act as triggers of tension and conflict at local level. Urgent provision of legal aid, legal information, legal assistance (also related to legal identity aspects) and counselling services will be encouraged and deployed in order to address the immediate access to justice needs of population of with special emphasis on victims of sexual and gender based violence (SGBV), women, children, people living with or affected by HIV and displaced persons and marginalized groups as well as people with disabilities. This network will also ensure that legal assistance services are linked with broader 'justice,' or support for victims namely through specialised help desks at police stations, (including the provision of psycho-social help for survivors of SGBV, as well as livelihoods opportunities (linked with pillar 1 sub-output 2). In addition, mobile court solutions will be explored.

As mentioned above, the project will also advocate and support introduction of gender sensitive policing strategies, that are community- and people- oriented, and women- and child-friendly to support transformation of attitudes, systems and behaviours and promote trust with the community.

This work will be underpinned by a justice service provider mapping at the lower level of sub-national state, a baseline analysis of the access to justice situation in the country¹⁰⁸, and work towards addressing any institutional impediments identified, and linked at an upstream level with the development of a national strategy to enhance access to justice (within Pillar 1). To the extent possible the project will have a presence in selected districts/townships collocated within a justice sector facility to optimize capacity development approaches. This will also support the establishment of Regional and Township Justice Coordination Committees, envisaged in sub-output 1 of the Rule of Law component, that will promote local discussions and provide platforms for engagement and dialogue amongst and between police and justice sector actors and this group and societal priority groups including traditional authorities. These Coordination Committees will collect voices from lower levels of governance and bring them into the policy discussions under sub-output 1 of the project.

Sub-output 4. Empowerment of women and marginalized groups in selected pilot States/Regions to claim and have their rights adjudicated and grievances remedied.

Under this sub-output, the project will focus on the demand side of justice and increase the capacity and awareness from the people's side to be able to better demand for their rights and its adjudication. The approach under this sub-output aims at the broader sense of access to justice encompassing understanding of people rights to a fair and non-discriminative application of the law; information and civic education about rights, laws and legal procedures; as well as how to access to the formal justice system and, if preferred, to traditional dispute resolution forums based on restorative justice.

As in sub-output 3, sub-output 4 will ensure that legal awareness, information, assistance and referral is placed with special focus to victims of sexual and gender based violence, women, children, pre-trial detainees, and displaced persons, to ensure that victims of oppression and abuse, the poor and marginalised are granted unhindered access to fair justice services, enabling peaceful conflict resolution and redress for grievances. This sub-output will benefit also from the partnerships to be established with CSOs and CBOs to support expansion of information, awareness, paralegal referral mechanisms mentioned in sub-output 3. Again, linkages with Pillar 1 on the media and civil society sub-outputs as well as on identification of victims, groups for livelihood opportunities, will be key.

The backbone of this sub-output will be a comprehensive "access to justice" assessment, based on a thorough gender analysis, to be conducted in three pilot states that will inform the progress and development of the access to justice component, in terms of priority groups, perceptions and justice needs, preferred solutions to address grievances, quantitative sex-disaggregated data and all baselines required under a sound access to justice project. Studies and research on traditional and informal alternative dispute resolution will also be undertaken under this sub-output as a starting point to launch discussions and options for improved interface between formal and informal justice systems, in an attempt to expand access to justice in Myanmar.

¹⁰⁸ Including a gender analysis, gender statistics and sex disaggregated data.

Sub-output 5. Ethnic groups in ceasefire and border areas have increased knowledge of their rights and are better able to access and benefit from expanded justice remedies.

A specific set of targeted activities, including access to justice elements from both the supply (service delivery) and the demand (legal empowerment and awareness) side, further determined by the process and outcome of the access to justice assessment¹⁰⁹, will be implemented in Rakhine, Chin and Shan states with a focus on improving access to justice for ethnic groups. Those activities will build on and be implemented in close coordination with the local governance and livelihood activities under Pillar 1.

Both the service delivery and legal awareness activities will have a particular focus on empowering women, including through information and civic education¹¹⁰ about rights, laws and legal procedures and ways to access the formal justice system and/or, if preferred, traditional dispute resolution. This will be done through training and legal awareness for community and religious leaders, CSOs and women's groups. Some of which UNDP has worked with for a long period of time. In Rakhine, for example, the over 380 Self Reliance Groups that UNDP has worked with will receive such trainings.

On the service delivery side, mobile solutions for justice will be considered in order to ensure that township courts can reach remote villages to address priority cases, which if they are left unsolved can act as triggers of tension and conflict at local level. The provision of legal aid, assistance and counselling¹¹¹ on an urgent basis will be encouraged and deployed in order to address the immediate access to justice needs of the population with special emphasis on victims of SGBV, women, children, and displaced persons and other conflict affected groups. The project will partner with local CSOs¹¹², for establishing a network of paralegals that can support with legal assistance services related to land, access to basic services, family matters, inheritance and violence, that are linked with support for victims. Under the decentralization fund mechanism¹¹³, the project will seek to assist victims, in particular women and children, with the provision of psycho-social help for survivors of SGBV, as well as referral systems for possible livelihoods opportunities (linked with pillar 1 sub-output 2). Support to CSOs, including ethnic based organizations, in building their capacity to include human rights documentation initiatives and monitoring among their work. In addition, and depending on the specific context,¹¹⁴ capacity development of justice service providers will be promoted in order to build public confidence. This would include training on

¹⁰⁹ This assessment will be done in close cooperation with the local governance assessments under pillar 1 and focused on the following states: Rakhine, Kachin, Kayah, Kayin, Shan and Chin States of the Republic of the Union of Myanmar

¹¹⁰ As part of, and in close collaboration with, civic awareness activities under Pillar 1.

¹¹¹ Including around issues such as identification/birth record and other legal identification and citizenship- in cooperation with UNHCR and/or UNICEF.

¹¹² In cooperation with organisations such as but not limited to: Local organisations such as My Thamadi Foundation, partners of Hla Hla Yee and U Kyaw Myint Law Firm.

¹¹³ See for more detail output 3

¹¹⁴ In a number of cease fire areas in Myanmar armed groups have effectively established their own rudimentary self-governance structures and mechanisms to exercise control over their areas, including in relation to justice.

criminal procedure and pre-trial detention¹¹⁵, human rights in the administration of justice, women's rights as well as targeted training on economic and social rights which may be linked to the causes of conflict in the targeted region (i.e., land and access to natural resources, forced labour, etc). Armed groups and the military will be provided with trainings on legal awareness, human rights sensitization, and sexual and gender- based violence. Where appropriate, community gender-sensitive policing strategies will be included to enhance access to justice and trust in law enforcement.

In general, wherever possible, support activities will seek to bring together all actors and organizations involved in justice provision at the local level across formal and traditional systems to increase understanding of the access to justice needs of the populations and the various roles of service providers. Methods to enhance community dialogue and contribute to social cohesion around issues of law enforcement and justice will be introduced. In coordination and through output 2 on parliamentary development of this programme, activities related to state parliaments will be implemented which will promote participation of elected state parliament members to take an active role in supporting dialogue, broad consultation with affected communities and groups in state policy decisions related to access to justice and improved oversight of government state institutions on justice issues. UNDP will also seek to mobilize state parliaments to address issues of injustice by all parties and to strengthen the accountability of state institutions.

¹¹⁵ As mentioned before this will be done in close cooperation or at least coordination with UNODC.

Output 4: Strengthened capacity for service delivery and improved responsiveness of the public administration reforms.

Situation analysis

There are currently three strands of reforms on-going in Myanmar. They are interrelated but advance at different speeds: (1) political reforms; (2) economic reforms; and, (3) administrative reforms. The latter are equally essential from a governance perspective, given the important role the public service can play in supporting and advancing the democratic and economic development process. However, as is the case in other transitional settings, administrative reforms tend to go at a slower pace to ensure change with stability.

The UNDP Democratic Governance Preliminary Assessment noted that “*while the general dynamics of reform should not be slowed down by an excessively bureaucratized and cumbersome planning approach, more concrete guidance may be necessary to solve many of the inevitable obstacles the changes will encounter, from administrative inertia, to legal uncertainty or the maneuvers of the spoilers of reform*”. While there is certainly a need to bring the public administration in line with the political and economic reforms, a Big Bang approach has rarely worked in other countries. In Myanmar also, consultations with key stakeholders and academics indicate that the change process is likely to be incremental, progressing in phases of institutional reforms, supported by periodic reviews of constitutional provisions. Lessons learned from institutional and constitutional reforms in other countries have shown that the process gains in capacity if (1) tensions between the different stakeholder groups are anticipated and managed; (2) the change process advances in a phased approach, rather than trying to do all at once, (3) the technological impact of the reforms is less complex, (4) the reform objectives are better known to the civil servants themselves and the larger public, and accepted by a largest possible group of stakeholders, (5) there is a sufficient stream of information on the planned reforms, and (6) designated change and line managers play their roles in the reform process.

The likelihood of an incremental process does not mean that the Government of Myanmar did not put public sector management high on the list of priorities. On the contrary, “*Democracy will be promoted only hand in hand with good governance. This is why our government, responsible for Myanmar’s democracy transition, will try hard to shape a good administrative machinery*”¹¹⁶. (President Speech before the Union Hluttaw, 30 March 2011).

The importance of the civil service in Myanmar therefore cannot be overestimated – it conducts policies, regulates the economy, supplies critical public goods and delivers services. It is considered the glue that holds together not only the public administration system, but to a large extent the society and the unity of the state. In Myanmar there is one unitary civil service under one national civil service law and one Union Civil Service Board (UCSB) that covers the whole country. At present, there are no Region or State branches of this board, so the policy setting remains

¹¹⁶ <http://www.president-office.gov.mm/en/briefing-room/speeches-and-remarks/2011/03/30/id-195>

centralised. The UCSB is established by the Constitution of the Republic of the Union of Myanmar (2008) and guided by the Law of the Union Civil Service Board. It is placed directly under the President, with the Chairman of the UCSB having the rank of a Minister.

The mission of the UCSB is to manage the recruiting and selection process for entry-level officials, to train civil servants of all levels, to conduct training and educational programs aimed at capacity enhancement of civil service personnel, and to administer the existing rules and regulations relating to the civil service personnel and provide advisory services and consultancy to other public organizations in matters related to civil service affairs. UCSB is also entrusted with the authority to scrutinize and approve proposals for promotion to the officer level by public organizations.

The core part of the UCSB is the Civil Service Selection and Training Department (CSSTD) whose main function is the recruitment, selection and training of civil service personnel. CSSTD is also responsible for scrutinizing the promotion proposals made by ministries and public organizations and for submitting them to the regular Board meetings for concurrence. As an example, in one year (2009-2010) UCSB gave concurrence to about 7,000 promotions from service personnel to officer posts. CSSTD is headed by a Director General, three Directors, four Deputy Directors and five Assistant Directors and employs 174 personnel. The CSSTD is instrumental in the design and delivery of the training courses for civil servants which take place at two training institutes which are called “Central Institute of Civil Service – Upper Myanmar” (near Mandalay) and “Central Institute of Civil Service – Phaunggyi” (near Yangon). The functions of these two institutes are to conduct induction courses for starting civil servants, refresher courses for middle-level managers, workshops and seminars for senior level managers as well as members of the central and local government bodies, and research related to training for civil servants. Each of these institutes has a training division and an administrative division. The training division is organised into 6 teaching faculties: Management Studies, Economics, Political Science, Law, Social Affairs and Basic Military Science.

The institutes provide in-house training in their two campuses where trainees spend about one month taking advantage of the 25 courses available which are delivered mainly by permanent trainers associated with the institutes. The priority target group in the training process is given to the higher echelon of the civil service. UCSB employs a rudimentary “training information system” which it is trying to update to be better able to track the training of personnel. UCSB is also keen on establishing a Training Information Centre for which it is looking for external support. The learning process is organized in a hierarchical and lecture-type style. There is no strategy or system for analyzing or revising the training curricula and changes are usually generated randomly based on discussions at the annual Board meeting or requests from the President. For example, recently, at the request of the President, UCSB has prepared the outline curriculum of a Management Course for Senior Level Officials which consists of six modules (Management, Political Science, Economics, Sociology, Law and Military Science). The Government approved the curriculum outline in October 2012 and the UCSB is expected to provide about 1,000 senior officials with management training over a period of 10 years. UCSB intends to do the training in two batches per year; the first batch in May and the second batch in November of each year. The first course is scheduled for May 2013. The Management Course will be conducted by the teaching staff of the training institute located in Phaunggyi. The teaching staff is experienced, but lacks up-to-date knowledge in a number of areas, management and economics in particular. The UCSB wishes to

enhance the institute's teaching staff's qualifications in these subjects through a training-of-trainers (ToT) course scheduled to take place at Phaunggyi in the three-week period 18 March – 05 April 2013 and are seeking international partners to support the process.

In addition to the two training institutes, UCSB operated a university¹¹⁷ called the University for the Development of the National Races of the Union (UDNR), located in Sagaing near Mandalay. UDNR was established to provide training in teaching and leadership and management to young people who upon graduation are assigned to work in the border areas where Myanmar's ethnic minorities live. Since its upgrading to the university level, UDNR has churned out about 12,000 graduates of different levels of education.

Another important department of the UCSB is the Civil Service Affairs Department (CSAD) whose main function is to assist the Board in the provision of advice and counsel to the Government on matters of civil service. In addition, CSAD collects information and data related to the civil service, conducts research projects and published reports and other publications. The reports CSAD produces are scarce and almost exclusively in the Myanmar language. There is in effect very little information available on the civil service in Myanmar. UCSB itself has acknowledged that they lack a system for keeping track of their trainees and for producing good statistical reports.

In addition the above-mentioned departments and institutes, UCSB also operates an ASEAN Resource Centre (ARC) whose objective is to conduct training programme for trainers, to coordinate with other ASEAN and regional civil service agencies on exchange of experience and learning, to acquire advanced knowledge related to training methodology from ASEAN and other developed countries, as well as to conduct research related to civil service matters.

In Myanmar there are two categories civil service personnel – (i) civil service officer corps (or gazette officers), which includes Directors General, Deputy Directors General, Assistant Directors and Staff Officers; and, (ii) “other ranks” corps (or non gazetted officers), which includes Office Superintendents, Clerks, Book-keepers, etc. The civil service personnel staff the ministries, public enterprises and other public organizations and conduct supervisory, regulatory, managerial and commercial tasks. While overall the quality of staff serving in senior positions in the administration is perceived as good, the lower level staff need a lot of capacity building. The situation might become more critical if qualified civil servants start leaving for more attractive private sector positions which become available as the economy opens up and grows.

There is evidence that the civil service, particularly at the individual ministry level, is not always representative of the population of Myanmar. The extent to which public institutions as employers provide equal opportunities to all individuals regardless of gender, disability, ethnicity, or religion, however, is an important issue in public administration reform, and an important element of the state and peace building process. Gender equality in the public service in particular is a matter of equity and justice, which is essential to building an inclusive, equitable and democratic state. Myanmar will need to draw on the full contribution and participation of all members of society and involve both women and men increasingly in planning and decision-making processes. There are

¹¹⁷ The University now is under the jurisdiction of the Ministry of Border Affairs.

major constraints to national commitments to gender mainstreaming and advancing the role of women and minority groups in the civil service, among them insufficient and inaccurate data on disparities, entrenched behaviors and attitudes among many individuals, a lack of female leadership and voice, unfamiliarity with or non-existence of merit-based recruitment procedures and a low capacity to develop policies and strategies that address the issues of gender and diversity management. Gender is not the only challenge in creating diversity in the Myanmar public service. While the goal is to maintain a unitary civil service, there is also a political will to ensure that inhabitants from the different states are employed as civil servants in their respective states.

In the civil service and UCSB there appears to be a remarkable degree of openness and willingness to engage with the world and to learn. At the same time, there is also clearly a strong sense of national ownership and political will to ensure that policy is essentially dictated through national processes. There are, understandably, also the remnants of a bureaucratic culture, shaped by years of hierarchical structures and a “following orders” mentality within the civil service. That does not mean that improvements in the way the administration is functioning at central but also at the district and township levels are not taking place. The new approach to participatory planning at the district and township levels is one of the vehicles through which the relationship between the public service and the communities is being altered. But technical assistance will be needed to transform the civil service into a legitimate, inclusive, competent, accountable and rights-compliant institution that supports both the Union as well as the Region and State governments along the democratisation process.

Component Strategy, Sub-outputs and Indicative Core Activities

UNDP’s new Country Programme prioritizes the development of capacities of the civil service and more broadly the strengthening of public sector management. When addressing public administration from a human development perspective, particular values and principles – participation, equality and non-discrimination, accountability and transparency, rule of law and human rights – come at play that also affect the operations and ethos of the public administration. The process of increasing choices and opportunities for all groups in society is not automatic - it requires intensive socialisation and training of public servants in human rights, democratic values and principles and improved professional standards. It also requires investments in formal and informal enabling institutions that are equitable, efficient, sustainable, and grounded on the local realities and peculiarities.

UNDP’s support will aim at a gradual change in the bureaucratic culture, a stronger focus on values, professional standards, gender equality and women’s empowerment and attention to rule of law and human rights principles in public management and service delivery. The ability of the public service to adjust itself to abide by these principles and values will become a key reference point for measuring its performance. The pace of the reform process will need to be steady, gradually strengthening the legitimacy of the institution, by ensuring incrementally that the public service meets societal expectations, adheres to certain norms and principles – such as representation, participation and accountability – pursues objectives that are viewed as appropriate and desirable, and is viewed as trustworthy and reliable in the eyes of all the Myanmar peoples, including the ethnic minorities.

UNDP's approach to strengthening civil service capacities for inclusive, equitable and rights-based development will focus on those activities that help to restore trust between the civil service and the population, hence using the civil service at all levels to extend state engagement with all layers of society and to reverse any patterns of exclusion and marginalisation. Changes to the way the civil service interacts with society will be as important as the quest for improved efficiency. Additionally, care will be taken to ensure that this process does not focus the intervention too narrowly on government actors, but also includes political actors and other stakeholders and strengthens the capacity of non-state actors to hold state institutions accountable and to enhance responsiveness.

While technical assistance will be necessary to support the country's governance reforms processes, the strengthening of public service capacities will ultimately need to be an endogenous process of incremental transformation of culture, attitudes, skills and systems and processes. Support therefore will be aimed at strengthening local capacities to design and implement nationally-led change processes. The overall aim will be to build capacity in a way that ensures that civil service reform programs are country-owned. The UNDP intervention will seek to ensure some quick wins by using existing national capacities in the front-lines with the right technical assistance in support. Also, care will be taken not set unrealistic timeframes because changing attitudes takes time and patience and clear rules of engagement. UNDP will support incremental steps to shape the civil service, at national and sub-national levels, into a representative, responsive and transparent institution, that operates in dialogue with the people on the basis of shared societal values.

The work on public service will be carefully integrated with the other activities related to governance issues, such as support to the parliaments, rule of law and access to justice, aid coordination and development planning, etc. Given the obvious linkages between civil service capacities for engagement with society and sub-national support to livelihoods and community development, the project will also ensure a strong connection between its work with the civil service and the activities of Pillar 1 and 2. The proposed integrated approach at the Union and region and state level will help to ensure these synergies and partnerships. Partnerships, both within the United Nations system, other development partners, but also with academic institutions¹¹⁸, civil society¹¹⁹ and the rapidly emerging private sector will be critical to ensure a successful transition. Partnerships with other development partners and the Bretton Woods Institutions will be nurtured and could range from joint analysis, planning and implementation to joint monitoring and evaluation. As is the case for other governance sectors, coordinated action will be essential to avoid overlaps and high transaction costs for the government. This project will help transform the civil service into a representative, inclusive, accountable and rights-compliant institution. To achieve this, the project will focus in the following 5 areas:

¹¹⁸ The capacity of government for policy making is key to fostering development. This capacity can be strengthened by drawing on the national and regional expertise available in universities and research institutions.

¹¹⁹ As the role of civil societies and their cooperation has become more important in people-centered approach, we will need to establish more social and economic organizations as well as cooperative societies in villages, townships and regions. Through these organizations we would need to help for human resources development and by that way, we can also enhance human capacity at national level (President Speech, May 11, 2012).

Sub-output 1: Long-term modernization agenda for an ethical civil service in light of decentralisation and democratic reforms.

The focus of these activities will be the creation of a platform for the modernization, democratization and decentralization of the public service in line with the reforms progressing in the other areas. The proposed modernization platform will aim to enhance not only the implementation of public policies and services but also the attitudes of public service employees when dealing with their clients. With these activities the UNDP will seek to lay out a vision and the foundations of a transformation process that will take many years (well beyond this program) and will lead to:

- the transformation of the civil service into an entity that is characterized by integrity, efficiency, productivity, innovation, transparency and most importantly, a commitment to improving service delivery and customer satisfaction;
- the development of an appealing work environment within the civil service that is able to attract, motivate and retain the most talented members of the society; and
- the creation of a civil service that contributes meaningfully to the peaceful and sustainable development of the country.

Given the large number of institutions related to the civil service, the project will support the establishment of a high-level inter-institutional working group which will be the main body to oversee, support and promote the project activities in the short run, and the modernization agenda in the long run. The working group will be a sustainable institution that will continue to function well beyond the lifetime of the project. Under the guidance of the working group, the project will produce:

- *A survey of peoples' and civil servants' perceptions of the public sector, and more specifically the civil service.*

There is a lack of evaluative studies of perceptions in Myanmar, although there is no lack of reports published by public sector institutions and international agencies regarding how certain sectors of the public service perform. This project will run a survey of people's and public servants' perceptions of the public sector and based on the generated data it will examine the status of public perception, the level of public satisfaction, and the degree of perceived performance related to the public service in Myanmar. It will also explore some of the factors affecting perception, satisfaction, and performance and provide recommendations for improvement.

- *A review of the civil service context in light of ongoing decentralisation and democratic reforms.*

There has been no comprehensive review of the civil service to date in Myanmar and there is little information on this topic available to policymakers, researchers, students, etc., which makes the understanding of this sector not an easy task. In this context, the project will undertake a broad review of the civil service which will help further efforts by the government and international partners to reform the sector. The review will cover a wide range of aspects – i.e. legal framework, definition, organizational arrangements, staff system, compensation policy, human resource management, information systems, training and capacity building, gender policy, transparency and accountability, etc. The information generated will provide the basis for the rest of the activities in this project.

- ***A white paper and long-term road map for the modernization, democratization and decentralization of the civil service.***

Based on the review, a road map for the modernization, democratization and decentralization of the civil service will be produced under the guidance of the inter-institutional working group. The road map will take a long-term perspective and will reflect a broad consensus among relevant governmental and non-governmental stakeholders. The objective of this activity will be the creation of a more service-oriented, productive, innovative and efficient civil service, able to consistently provide efficient services to all members of the community (including minorities and disadvantaged groups) in a transparent and accountable manner and able to provide value for money in all of its operations.

- ***Measures to enhance integrity and ethics in the civil service.***

The government has announced that Myanmar will adhere to the United Nations Convention against Corruption. Project activities to promote integrity in the public service will be informed to a large extent by the results of the “perceptions’ survey” (described above). The project will support an assessment of current integrity and ethics challenges in the civil service and systemic threats that could weaken adherence to core public sector ethics values and commitment to good governance. The results of the assessment will be discussed in a workshop involving a broad range of stakeholders, including of civil society, media and academia. Based on the feedback received in the workshop, policy options will be developed for decision-makers to consider. The assessment and policy options will focus on issues like management approaches which encourage all public officials and civil servants to deal effectively with corruption and unethical practice when they encounter it, effective laws which incentivize ethical behavior, regulations, administrative practices and processes which promote ethical values and integrity (e.g. conflict of interest policies and asset declarations) , Human Resource Management strategies (which link, for example, ethical performance with advancement, and ethical ‘under-performance’ with disciplinary processes), merit based promotion and recruitment, antidiscrimination protections, effective external and internal complaint and redress procedures, etc. Based on the findings of the assessment and the policy options, the project will produce an action plan for future mainstreaming of ethics into the curricula of the training institutes (Phaunggyi and Mandalay). All the knowledge and information generated through these activities will be collated and processed to be converted into training material for the USCB training institutes.

- ***A feasibility study for a personnel management information system (PMIS) for an effective civil service human resource management.***

An automated personnel management information system (PMIS) is still not existent in Myanmar, and the UCSB and National Statistics Office have expressed a strong interest in improving the personnel information as a step towards establishing a central personnel database system for the whole of the civil service. Such an information system would provide much needed data to inform the reform policies. For a country with close to a million civil servants, it is a labour intensive and costly undertaking that will mount to several millions of dollars and needs to be spread over a number of years. Such an undertaking would have serious financial implications requiring medium and long-term

costing projections that will need to be presented to the authorities as part of the inception phase. In addition, there would also be organizational design and staff implications as special IT divisions may need to be set up in the UCSB and the different departments in the ministries. Therefore, a feasibility study will be a good step in the right direction.

Sub-output 2: Strengthened capacity of the Union Civil Service Board (UCSB) for a professional, transparent and representative civil service sector.

Addressing representation in the civil service will require adjusting policies and regulations and should be done in a conflict sensitive manner, ensuring not only fair representation of all ethnic groups in the civil service, equal opportunities for career progress to the higher ranks and careful appointment of staff to the Regions and States. It is important to note that quick and easy solutions to these complex issues cannot be expected. Any strategy to address the above-mentioned constraints, improve the balance and provide all individuals with equal opportunities in the civil service must take into account the various layers of the problem and cannot be successful without strong political support from the authorities. These changes will take time, hence the need to also establish a monitoring system to track the presence of women, minorities and disadvantaged groups in the public service.

Banking on comparative reviews of national experiences and existing laws, policies and practices to strengthen the extent and quality of women's representation in the public service, the project will support UCSB in exploring policies and initiatives to balance representation in the civil service, in particular at the decision making levels. More specifically, the project will assist the UCSB to strengthen its capacity related to gender and equal opportunities in the civil service in the following way: (i) analyze gender, minority, and disadvantaged groups' disparities and obstacles to equal opportunities in the civil service; (ii) support the design and establishment of a monitoring system to track the presence of women, minorities and disadvantaged groups in the civil service; (iii) provide UCSB with recommendations for legal acts, policies and practices to strengthen the extent and quality of women's, minorities' and disadvantaged groups' representation in the public service; (iv) build the necessary capacity within the UCSB and other institutions on issues related to gender equality and women's empowerment. The project will closely consult with all Government bodies involved in affirmative action and gender issues.

In view of supporting UCSB develop a comprehensive approach to gender and equal opportunities in the Myanmar civil service, any first step has to be a thorough assessment of the current situation and the existing challenges. This will not only necessitate collecting and analyzing accurate data but also identifying hindrances for the advancement of women and minorities and establishing an inventory of ongoing or planned affirmative action projects, including taking into account activities from non-governmental partners and donors.

Equipped with a solid understanding of the situation on the ground, the project will support UCSB with the development of a comprehensive data/information and monitoring system to track the presence of women, minorities and disadvantaged groups in the civil service (mechanisms to collect quality data and report on balance in the civil service, control and enforcement mechanisms mandated to report on discriminatory practices and monitor the implementation of measures,

mechanisms to handle complaints about discrimination, etc.). This will be linked to the study on the personnel management information system.

The project will produce recommendations for legal acts, policies and practices to strengthen the extent and quality of women's, minorities' and disadvantaged groups' representation in the public service. The proposed recommendations should take the form of a long-term approach and aim for interventions at different levels (individual, institutional and national) and be of various types (targeting skills, attitudes and systems):

- Legal approaches (review and revision of discriminatory laws and regulations, including the possible legal prohibition of unfair discrimination and prejudice, e.g. equality acts, and removing legal obstacles to equal opportunity)
- Policy strengthening (drafting of affirmative action policies, including numeric goals, review and revision of discriminatory policies and practices, strengthening or revising merit-based appointment procedures, etc.);
- Capacity building (building skills among women in government, mentoring, leadership development, gender awareness and cultural sensitisation trainings, etc.);
- Public awareness and advocacy (public information campaigns, national dialogues, advocacy for diversity and women's advancement, encouraging women and marginalized groups to join politics and the civil service, gender mainstreaming, etc.);
- Support mechanisms (establishing supportive networks within and among public institutions, flexible working arrangements, day-care centres for women, scholarships and stipends, internship program, support for female applicants, etc.);

Using all of the above body of knowledge and experience, the project will then provide training to the UCSB staff on topics of gender equality and women empowerment in the civil service. The training programme will be developed jointly with the staff of the two USCB Training Centres and will seek to impart to beneficiaries best practices, strategies and tools for integrating a gender perspective in all aspects of their work. Specifically the programme will:

- Facilitate a shared understanding of the broader context within which gender mainstreaming takes place.
- Provide concepts and tools for the mainstreaming of gender in the public service.
- Build skills to develop and implement gender responsive policies, programmes and projects.
- Facilitate a better understanding of methods to identify appropriate entry points for the mainstreaming of gender.

Additionally, the project will support the USCB in producing and supplying information in a transparent manner to the public (publications, website, reports, etc.) with the aim to enhance access, responsiveness and integrity. Moreover, the project will support a review of the possibilities of providing training and ongoing professional development to civil servants by other public or private sector or academic training institutions, and will assist the development of the necessary framework of quality control and accreditation. Also, the project will develop USCB's capacity to negotiate the delivery of training through other academic institutions, donor projects, research institutes, NGOs, etc.

Sub-output 3: Strengthened capacity of the Central Institutes of Civil Service (Upper Myanmar and Phaunggyi).

The project will work closely with CSTTD, the training institutes, the ASEAN Resource Centre, and the University for the Development of the National Races of the Union, and will contribute to building their capacity to deliver relevant and high quality training to their clients. In this work, UNDP will closely coordinate and cooperate with other international partners that are providing support to UCSB –i.e. ASEAN Secretariat, World Bank, EU, etc.

As a first step, given the large training content of the project, UNDP will explore the possibility of establishing the project’s “training coordination unit” within the Training Institute in Phaunggyi. This will depend on a number of considerations, but in general embedding the “training coordination unit” within a national institution would greatly strengthen sustainability and ownership. This would mean that a lot of the training content generated and used by the project in different areas would be developed within the training institute and would directly involve its staff.

As an entry point, the project will start by supporting the capacity of the two training institutes to provide training in the English language and computer skills. These are basic skills upon which to build the capacity for more substantive training activities later on. The project will provide the two training institutes with computers and other accessories for the computer classrooms. In addition, the project will support the training programme that UCSB undertaken to deliver in the framework of ASEAN cooperation. This involves mainly training of trainers on selected issues for trainer from ASEAN countries.

Also, the project will start by assisting UCSB develop and deliver through the ASEAN Resource Center a learning programme for a Training of Trainers Course to be conducted in June 2013 in Nay Pyi Taw where 25 officials from Cambodia, Lao P.D.R, Myanmar and Vietnam, including a study tour within Myanmar. The project will also support the delivery of the Management Course for Senior Level Officials which UCSB has developed and intends to deliver in the Phaunggyi training institute starting from next year, with the first session planned for May 2013. The UCSB is seeking to enhance the institute’s teaching staff’s qualifications through a training-of-trainers (ToT) course scheduled for March – April 2013. In addition, they would also like to involve international lecturers in the delivery of the first Management Courses to ensure exposure of the institute’s staff to new teaching techniques and methods. For certain training activities under this section, based on a review of the most effective project management arrangement, UNDP will use the CSO modality to implement training activities. A review of existing INGO in Myanmar showed that the International Management Group (IMG) emerged as the most qualified for delivery of training to UCSB. Detailed capacity assessment of IMG showed that IMG is fully capable to be selected as implementing agency. This will be specified in the annual work plans.

Furthermore, the project will conduct in cooperation with UCSB an assessment of immediate training needs for the civil service to be delivered quickly through project-hired trainers, and subsequently design, develop and deliver the training program. In the framework of this activity, it design and deliver training on the following pre-determined topics:

- gender balance in the civil service and capacity of women in management positions;
- integrity and ethics in the public service;

- rule of law in public management;
- human rights;
- e-government;
- local governance and decentralization.

For the long run, in close cooperation with UCSB, the project will review the curricula (where they exist) in the following areas: i) human resource management, ii) public management, iii) public sector leadership, iv) e-government, v) rule of law in public management, vi) human rights, vii) local governance and decentralization, and vi) public sector ethics and accountability. After the review, it will support the design of the training material. At a later stage during the implementation of the project, the project will assist UCSB review the training program of the teaching personnel and design and deliver a new training program – with special attention paid to the identified priority areas (above).

In addition to the civil servants, it is also important that politicians and the general public understand the new role of the civil service in a democratic society. Training and awareness raising will therefore need to involve other state and non-state actors.

In addition, the project will support the training institutes by upgrading their e-library systems and providing their libraries with learning resources such as journals, articles, books, audio-visual, and other materials, on an ongoing basis.

Sub-output 4: Strengthened capacity for the civil service through training for leadership and management competencies.

Leadership will play a critical role in Myanmar’s transformational process by sustaining economic, political, administrative and civic governance reforms, as well as catalyzing, activating, and constantly directing and steering the development process. As an important component of good public governance, leadership will be vital in adjusting the culture of Myanmar’s civil service to the changing political and economic situation in the country and in strengthening the integrity of public management at all levels of government. It will also be vital for upholding the public interest and effectively communicating the right messages to the public. Effective leadership, good management and inclusive communication are closely linked. Therefore, increasing the leadership qualities of public managers will not only lead to improved public sector performance, but will also result in increased legitimacy, due to enhanced communication and stakeholder consultations and involvement.

It is in this context that the project will establish jointly with the government and non-governmental actors a “*leadership development program*” for public sector leaders and managers in the framework of its broader “Democratic Governance” project. The overall purpose of the “*leadership development program*” will be to consolidate sustainable leadership capacity at various levels of the public sector and contribute to the improvement of governance in the transformational process taking place presently in the country. The “*leadership development program*” will center on skills, knowledge, attitudes, networks, character and values and will pursue the following objectives:

- Enhance knowledge of current and future leaders in the public sector in the various aspects of leadership, good governance, and development.

- Strengthen leadership skills of current and future leaders at national, state/regional and local levels.
- Strengthen the networks of individuals and institutions that contribute to the successful implementation of the reform agenda.
- Strengthen the capacity of representatives of government and non-governmental institutions, universities and other institutions identified as critical in Myanmar's transformational process.

The program's activities will enhance the participants' understanding of, and commitment to, the reform agenda and process, as well as the corresponding strategies and policies. The program will offer its participants an opportunity to learn from international best practices and experiences of leaders during periods of change in development paradigms or strategies, in managing for results, and infusing enthusiasm for the new strategies among subordinate officials, and the public at large. Learning will take place not only from the experiences of the most developed countries in the world, but also from successful case-study developing countries, especially in South East Asia, which have met particular challenges similar to Myanmar's.

The immediate beneficiaries the “*leadership development program*” will be about 150 leaders who will be selected from the following groups:

- Politicians, parliamentarians, political-level officials in national and regional governments.
- Senior and middle-level public servants.
- State/regional and local governments' top civil servants.
- Justice sector officials.

The approaches and methodologies that will be adopted to implement the program, as well as the content of the specific element of the program, will be generally through a needs assessment to be undertaken at the inception phase of the project and will be dictated by the target group. Below is an illustrative menu of approaches and methodologies from which the project can select appropriate tools in order to make the leadership capacity development program focus on building the capacity of leaders in terms of knowledge, skills, networks, attitudes and mindsets, as well as values, character, and ability for diagnostic analysis and understanding of the environment in which they operate.

- **Experiential learning** approaches including study tours will target sharing of experiences and building skills. The promotion of South-South cooperation will be of particular interest, as there are many good examples in the neighborhood from which Myanmar can learn¹²⁰.
- **Participatory strategic planning workshops**, retreats and seminars will mix work and learning as well as team building.
- **Distance learning** will take advantage of the modern information and communication technologies such as video conferencing to share knowledge and experiences as well as debate within and outside the country.

¹²⁰ Lessons and cooperation from other countries will also be explored. For example, the Polish National School of Public administration had an important transformational impact on the culture and practices of the public service.

- **Case studies**, especially based on researched lives of prominent and influential leaders will support confidence in leadership and build a body of leadership styles that can be emulated.
- **Formal training through universities and academic institutions** centered on specific curricula of leadership training will enhance their formal knowledge on state of art contemporary management techniques (as mentioned above, links with Singapore’s Lee Kwan Yew’s School of Public Policy and Harvard’s Kennedy School will be explored – i.e. their executive programs could be a potential source of training).
- **Mentoring and coaching** will mix work and learning and support building of appropriate characters and values in individual leaders.

The following will be the main steps in the establishment of the “*leadership development program*”:

- **Needs Assessment of the Program:** In consultation with the “*Working Group to oversee the development and implementation of a platform for the modernization, democratization and decentralization of the civil service*” which will be established under this project (sub-output 1), the project team and UCSB will jointly study and identify the overall needs of public sector managers and leaders to meet the requirements to lead, manage and implement public policies. This overall needs assessment will lay the ground for the development of the process and content of the program. It will also identify options for future scaling-up of this project, and for mobilizing more partners and resources.
- **Identification of Participants:** Participants will be those responsible for policy and guidelines in the respective sector, institution, and/or region where they work, but also for ensuring effective implementation of such policies and guidelines. In order to maximize effective use of training resources and the results of such training, leaders with similar training needs will be grouped together. The selection of participants will be made by a “selection committee” which will comprise representatives of the government, UNDP, senior academic and possibly also other development partners and which will be established at the inception phase of the project. The “selection committee” will design the selection process and will determine the selection criteria.
- **Selection of Training Providers:** The “*leadership development programme*” will be developed and delivered in cooperation with a number of local and international institutions. The main channel of delivery will be the two training centres of the USCB. The project will also explore the possibility of involving reputed overseas institutions, such as the Singapore’s Lee Kwan Yew’s School of Public Policy and Harvard’s Kennedy School in the delivery process. Also, certain courses could be channelled through the Yangon Institute of Economics¹²¹ and its Master programmes (or other public and private learning institutions in Myanmar). These linkages will not only contribute directly to the quality of the training program, but will also support the strengthening of the institutional capacity of the USCB’s training centres and local academic institutions.

¹²¹ The Institute emanated from the University of Yangon and became an independent institution in 1964¹²¹. Since 2000, the Institute has offered a two-year Master of Public Administration programme that aims to nurture a more qualified and skilled human resource in the field of public administration. There is also an evening programme for those who cannot interrupt their careers. The programme targets both policy makers and leading senior managers in the government and the private sector to meet their demands for advanced knowledge.

- **Curriculum Design:** The curriculum will be tailored to best suit the needs of the participants. The curriculum will be comprehensive and address the challenges in the new reform agenda and development paradigm of Myanmar.
- **Training Organization:** International and national training will be organized in a mutually complementary manner. In order to ensure positive benefits from both international and domestic training programs, the training will blend the thematic areas developed under the project into their training programs. The project will help introduce best international experiences through consultancy services. State of art institutions, such as Singapore’s Lee Kwan Yew’s School of Public Policy and Harvard’s Kennedy School, will be explored for delivering overseas training.
- **Follow-up Activities:** After training, necessary follow-up activities such as dissemination of training effects, adaptation of good practices to conditions in Myanmar and their application, and mechanisms for sharing of peer experiences will be organized by the project and USCB. After the training, the leaders will work more effectively in developing goals, indicators, intermediate targets, and capacity building needed for the reform agenda, as envisioned by Myanmar’s top political leaders.
- **Monitoring and Evaluation:** The impact of learning in terms of knowledge gained and positive effects on policy making, behavioral changes and mobilization and involvement of civil society and people would be monitored and documented by the project in terms of individuals, the institutions, and geographic regions or sectors under their leadership.

While the immediate objective in selecting target groups for the “*leadership development program*” will be to consider those that are already in leadership positions or are immediately likely to accede to them, to be viable and sustainable, leadership development cannot start only with, or be restricted to, those that are already within leadership positions. The process of developing a leadership reservoir should begin as early as the entry level of public service or even the university level.

Therefore, in addition to the main “*leadership development program*” for senior leaders and managers, the project will implement a “*mentoring and training initiative for young public service leaders*” targeted exclusively to young professionals and students with leadership potential. This initiative will involve about 10-15 participants every year (30-40 over three years) who will be selected in a similar way to the “*leadership development program*”.

The features of this initiative will be designed in the inception period in the course of an overall assessment of young people’s participation in, and perception of, public service, as well as the needs for leadership development among the younger generation. The project, however, will focus on the following key capacity building activities:

- A “U Thant Fellows” internship program will place up to 10 young participants into exciting paid positions with the UNDP and other UN agencies in Myanmar. Through these positions they will get a hands-on experience on some of the most interesting public policy issues facing the country and will subsequently be well-positioned to apply for regular UN(DP) jobs locally and internationally.
- Training and mentoring inside and outside the country (designed along the lines of the “*leadership development program*”).
- Activities to analyze the perception that young men and women have of the public administration and of public service delivery (accountability, oversight, participatory processes, inclusiveness) and that engage these young professionals in discussions and

initiatives for making the public administration more effective, transparent, efficient, inclusive and relevant, and to improve the image of public administration in society.

- Activities to strengthen the linkages between public institutions and public administration and schools, universities, academia in general (development jointly of specific curricula, support to young researchers on public administration, activities to groom future leaders and raise the interest of young men and women for the public administration).
- Capacity building activities of youth networks working on public administration or in the public service (young civil servants).

The “*mentoring and training initiative for young public service leaders*” will also require networking with universities and other academic and training institutions inside and outside of the country. It will also involve work on reviewing the curricula of tertiary institutions to include training in leadership capacity building at an early stage in the preparation of future leaders. In the third year of the programme, pending sufficient resources, the project will also support the Myanmar Young Leadership Scholarship (MYLEADERS) Initiative which aims to select young leaders from the public service and award grants to pursue undergraduate, graduate and doctoral studies at renowned international universities, in fields ranging from public administration, to public health policy and business administration. A similar initiative was undertaken during the transformation process in Romania which not only contributed to the accelerated reform process in preparation for Romania’s integration into the European union, but importantly also, it became one of the main vehicles for promoting young women leaders to decision-making positions in the public service. The “U Thant Fellows Internship program and the “Young Leaders Scholarship programme would be two important vehicles for preparing the new generation of public sector managers.

Sub-output 5: Targeted innovations in public service delivery adapted to the local context.

The need to adapt the public administration to the economic and political changes has been acknowledged by decision-makers, academics and development partners. Deepening democracy in Myanmar requires efforts to improve institutional mechanisms, policies and processes and to create opportunities for people’s participation and engagement in public affairs in order to make the public service more efficient, more accountable and more service oriented. While there is an understandable trend to avoid rapid reforms that could undermine stability and continuity of the government machinery, there is also a great momentum and enthusiasm for initiatives that can help improve the performance of public administration institutions – their organisational structures, practices and capacities.

Innovations in public service performance have the potential to trigger and/or support the state-society transformation process and create greater benefits for the people through improved service delivery, in particular to remote disadvantaged peoples and communities. The project will support the establishment of a “public service innovations and solutions network” (PUBLIS) that will bring together researchers, academics, practitioners and technical assistance to collectively share ideas and experiences on public service innovations in Myanmar. For the establishing this network, the project will use the Solutions Exchange approach that has been successfully introduced elsewhere in Asia by the UNDP.

The project will organise regular public service dialogues on specific research topics or areas of potential improvement and support the publication of a regular “public service dialogues” bulletin, which will be hosted in an academic institution, either one of the Civil Service Training Institutes, the Institute of Economics or the ASEAN Resource Centre. Starting from the second or third year, annual awards to promote the best research on or practical implementation of public service innovations will also be organised on UN Public Service Day¹²² (23 June) as a means to motivate academics, researchers and also public servants, particularly young professionals and women, to share good practices that can help to bridge the gap between public service action and citizens’ expectations. The event would receive high level involvement and broad news coverage.

The network, dialogues, research and annual awards will contribute to promoting and sustaining public service innovations in the Myanmar administration, and (over time) share lessons learned on what makes innovations successful, replicable and sustainable in the Myanmar context. By doing so, the project will help to unleash the initiative and creativity of civil servants, contribute to creating a culture of innovation, learning, teamwork and responsiveness in the public service, raise the image of the Myanmar Public Service and hence, contribute to building trust in government. It is also hoped that the distribution and publication of ideas and effective solutions will be an inspiration for other public servants.

The project will liaise also with the UN Department for Economic and Social Affairs (Division of Public Administration and Development management) to get inspiration from public service innovations implemented in other countries available on the United Nations Network on Public Administration (UNPAN). The project, in consultation with relevant authorities, may decide to sponsor further implementation of some of the innovations that emanate from the research conducted or can advocate within the development community for interested donors to sponsor some of the initiatives.

For the first year, 200,000 US\$ will be allocated to this sub-output, but the budget for the network, publications, research and awards initiative would be increased in the second and third years. While some activities can easily be identified (see above), much of the content of this sub-output will be defined in the course of the project implementation, as the idea is to promote innovations that are generated within the public service or emanate from research conducted by academics, practitioners and civil society. Part of the work will also be commissioned by the project to ensure proactive research on possible adaptation to the Myanmar context of innovations that have been successfully piloted and implemented elsewhere. These could include (list is indicative not prescriptive):

- The “one window office” linked to citizen information/complaints or specifically for company registration
- Piloting the Rule of Law in Public administration self-assessment toolkit, using it in the regions/states where UNDP is operating (building on UNDP’s pioneering work in this area in collaboration with the Swedish Folke Bernadotte Academy).

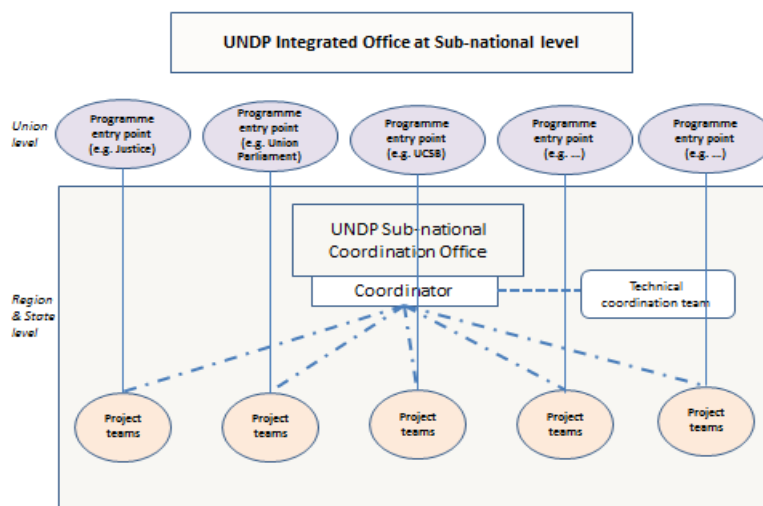
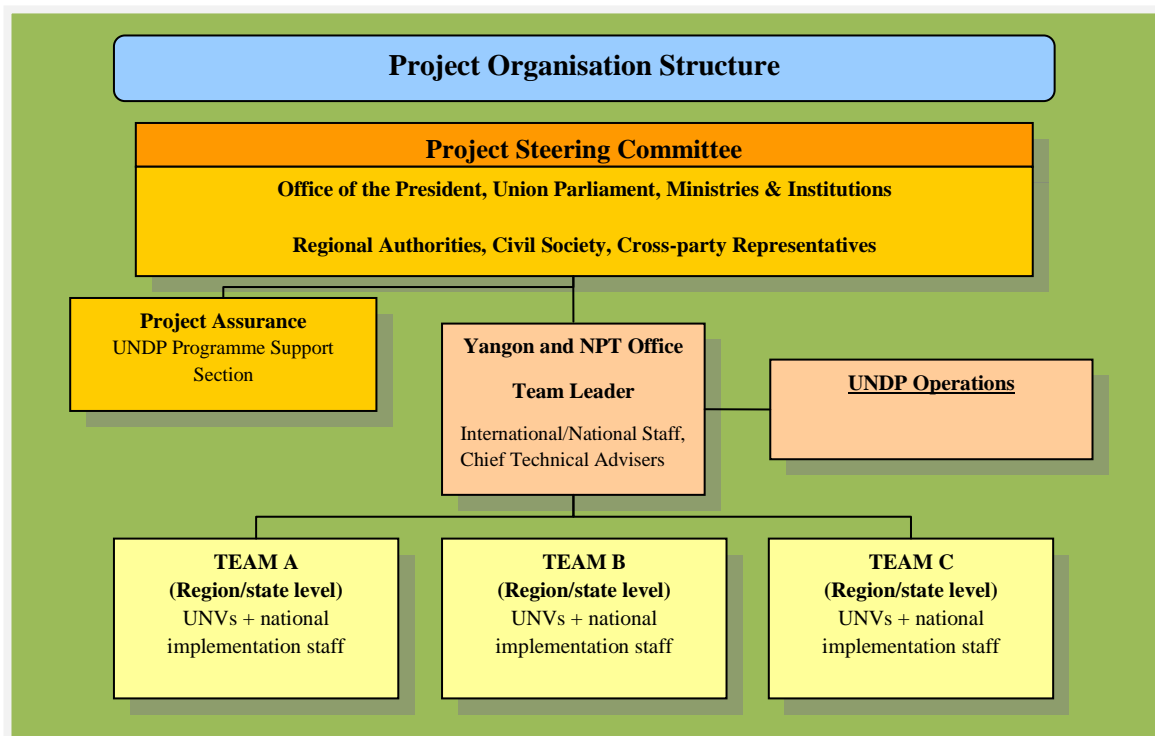
¹²² The UN Public Service Day intends to celebrate the value and virtue of public service to the community; highlight the contribution of public service in the development process; recognize the work of public servants, and encourage young people to pursue careers in the public sector.

- One-line citizen assessment of the quality of specific services (e.g. water supply) in selected townships in the region/ states where the project would be operating.
- Citizen-friendly procedures for civil registration in selected districts/townships.
- Channels for addressing citizen grievances in selected townships.
- Policy options and costing for improving access to public services for people with disabilities. In selected townships/districts/state government offices.
- Involving citizen groups and communities in selected townships in improving garbage collection and disposal through increased civic awareness

In particular with regard to these pilot innovations, the activities will be closely integrated with the activities of the other components, as well as UNDP activities at the local level.

4. MANAGEMENT ARRANGEMENTS

Under the direct implementation modality, UNDP will be responsible directly for ensuring efficient delivery of project outputs, and coherence and coordination with other projects. UNDP will manage and implement the project using the UNDP standard tools for project management. UNDP will engage implementing partners through the UNDP procurement process and based on UNDP guidelines and procedures. In the spirit of ensuring national ownership and inclusive participation, the programme implementation will be done in close partnership with national partner institutions identified under the outputs and sub-outputs of the programme, as well as with civil society and community organisations and actors. UN agency implementation may also be considered to enhance efficiency and results. In particular, joint implementation with other UN agencies will be prioritized for the activities in cease-fire areas. For the training programme for the civil service, based on a review of the various options of project management arrangements, the CSO implementation modality will be used by contracting the International Management Group for the delivery. The project will promote ownership and capacity development of relevant actors and institutions in order to ensure sustainability of results.



Project Steering Committee

The Project Steering Committee (PSC) will be the project body responsible for making decisions when guidance is required by the Team Leader, including approval of project budgets and plans and revisions. In order to ensure UNDP's ultimate accountability, the PSC decisions will be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the PSC, final decision shall rest with the UNDP.

The PSC will play a critical role in UNDP commissioned evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by the PSC will be made at designated decision points during the duration of the project or as necessary when raised by the Team Leader. Based on the approved annual work plan (AWP), the PSC may also review and approve quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. The objective is to create a mechanism for effective project management. This body will comprise members representing state institutions related to the project, members representing the interests of the parties concerned which provide funding and/or technical expertise to the project, and members representing the interests of those who will ultimately benefit from the programme.

Project Implementation Team

The Project will be headed by a Team Leader who will have the authority to oversee project implementation and decision-making on a day-to-day basis on behalf of the PSC. S/he will be responsible for the day-to-day management and decision-making and will ensure that the project produces the specified results, to the required corporate standards and within the constraints of time and cost. The Team Leader will also closely coordinate and supervise the work of the field staff, to ensure the effective implementation of the regional activities. S/he will report to and work under the guidance of the UNDP Myanmar Country Director.

Project activities will take place at the national and sub-national level. Project staff will be located in Yangon, Nay Pyi Taw and three field offices (corresponding to the three pilots). In all locations the project will have a number of international and national staff members. Each component will have dedicated teams that will be coordinated by project officers who will report to the Team Leader. The implementation units in each of the target state/region will be headed by United Nations Volunteers.

A network of Technical Advisers providing policy and technical support to key institutions

The project will deploy highly-qualified Chief Technical Advisers (CTAs) to directly support the areas of work within the key partner institutions. The CTAs will provide technical support to the project, as well as policy advice to the relevant institutions in their area of work. The network will be established in Nay Pyi Taw and will be managed by the Team Leader.

Project Support

Project support (finance, administration and logistics) will be provided by UNDP Myanmar operations staff based in Yangon, with associates supporting administration in each of the three

target regions/States. Also, a gender focal point will provide support to activities and ensure gender mainstreaming in the implementation phase. Support to planning, project implementation and donor relations, and direct support to the Team Leader, will be provided by officers, under the supervision of the Team Leader.

Monitoring and Evaluation

Monitoring and Evaluation will be conducted by the UNDP M&E Unit.

5. MONITORING AND EVALUATION STRATEGY AND FRAMEWORK

This project recognizes the need to monitor results and demonstrate progress, even if incremental, and UNDP Myanmar will be responsible for on-going monitoring of project implementation guided by the UNDP 2011-2015 Monitoring and Evaluation Framework. UNDP Myanmar will embed systematic monitoring and evaluation (M&E) approaches (e.g. baseline assessments, capacity assessments of institutions and civil society) in its work. Using quantitative and qualitative methods, sourcing primary and secondary data, in addition to facilitating participatory practices, the framework aims to provide internal and external stakeholders with transparent information on the progress, outputs, and outcomes of the project, in order to enhance the evidence base, accountability, and learning from and for, on-the-ground project operations. The principles governing the Country Office M & E framework are:

- **Accountability:** the framework will strengthen UNDPs ability to be accountable both to donors and to communities via the extraction and provision of specific, timely, and relevant data in an increasingly participatory manner.
- **Evidence base:** an ever-increasing amount of readily available information will support in the adaptation and development of more contextually appropriate programmes and projects.
- **Learning:** using more frequent and simplified reporting requirements the framework will promote critical reflection and mutual learning so that better decisions about UNDPs actions are made and good practices and solutions can be shared.
- **Transparency:** the proactive sharing of information (in relevant modes) with all of UNDPs stakeholders, including strategies, plans, budgets, and reports to promote openness in an active and visible way.

The Results and Resources Framework (RRF) incorporated into this document will provide the basis for performance monitoring and reporting. In accordance with the programming policies and procedures outlined in the UNDP User Guide, further monitoring will be performed on the basis of:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Team Leader to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Team Leader to the PSC, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Team Leader and shared with the PSC. As minimum requirement, the Annual Review Report shall

consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the sub-output level.

- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the PSC and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards sub-outputs, and that these remain aligned to appropriate outputs.

In addition to the monitoring mechanism internal to the project and auditing of activities, independent evaluation will be conducted under the supervision of the PSC, and lessons learned will be continuously incorporated into project implementation. Annual Review Reports will focus on the extent to which progress has been made towards project objectives and outputs. Donor and stakeholder involvement in this process will be encouraged. The Review Reports will be produced annually as a basis for assessing the performance of the project. This review will involve all key stakeholders and focus on the extent, to which progress is being made towards sub-outputs, and that these remain aligned to appropriate outputs; it will also include a mid-point reassessment of project objectives. At the conclusion of the project, UNDP Myanmar will initiate a full external evaluation to be incorporated into the Final Review Report, assessing accomplishment of project goals. The project will be subject to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP Myanmar.

6. RISK LOG

#	Description	Type	Impact & Probability	Countermeasure / Management response	Owner	Submitted- updated by	Last Update	Status
1	Floods and landslides	Environmental	<p>At state/regional level floods and landslides could have an impact on project implementation in certain periods where target areas become difficult to reach and counterparts become preoccupied dealing with disaster.</p> <p>Enter probability on a scale from 1 (low) to 5 (high) P = 4</p> <p>Enter impact on a scale from 1 (low) to 5 (high) I = 3</p>	Implementation of activities in areas where floods and landslides are frequent the project will seek to design timing of activities that can be affected to take place outside of rainy season.	Team leader			
2	Local conflict	Political	<p>Renewed fighting in state/regions where project activities are being implemented will make accessibility difficult into these areas as well as put project staff at risk. It is unlikely that it will extend to union level.</p> <p>Enter probability on a scale from 1 (low) to 5 (high)</p>	Project activities will be implemented together with target groups outside of affected areas (workshops and trainings).	Team leader			

			<p>P = 3</p> <p>Enter impact on a scale from 1 (low) to 5 (high)</p> <p>I = 5</p>					
3	Ethnic conflicts	Political	<p>Further escalation of ethnic tension would cause instability at the state/regional level and possibly at union level. This would increase the security concerns for project staff and make accessibility more difficult to project areas/counterparts. It would also make counterparts preoccupied with dealing with this challenge and slow down project implementation.</p> <p>Enter probability on a scale from 1 (low) to 5 (high)</p> <p>P = 2</p> <p>Enter impact on a scale from 1 (low) to 5 (high)</p> <p>I = 4</p>	<p>Project activities will be postponed where security situation does not allow for activities to presume. Where possible the activities will be implemented elsewhere and stakeholders brought out of affected areas to participate in relevant activities.</p>	Team leader			
4	Earthquake	Environmental	<p>Earthquakes can affect specific parts of the country where the project is being implemented or have greater national implications if it affects NPT or Yangon.</p>	<p>Project activities in affected areas will be postponed until situation normalizes. Where possible and applicable project activities will be implemented in different</p>	Team leader			

			<p>Enter probability on a scale from 1 (low) to 5 (high) P = 2</p> <p>Enter impact on a scale from 1 (low) to 5 (high) I = 3-5 (depending on regional or national impact)</p>	parts of the country and target groups taken to these parts for participating.				
5	Complex Design (size: larger/multi-country project; technical complexity; innovativeness, multiple funding sources)	Operational	<p>A complex design with several components, different counterparts and different modalities of funding as well as numerous donors could make it challenging to ensure implementation of all activities and in a sequenced manner.</p> <p>Enter probability on a scale from 1 (low) to 5 (high) P = 1</p> <p>Enter impact on a scale from 1 (low) to 5 (high) I = 3</p>	Clear lines of responsibility within the project have to be delegated and ensured followed through. Project structure will be evaluated where problems arises. Proper donor consultations will be ensured.	Team leader			
6	Change of government	Political	<p>Change of president might happen peacefully either by his own choice or by losing the support in the parliament or by impeachment. This would bring in a new government which might come with new priorities and a change to the reform</p>	The project will continue, if possible, with government counterparts but will be adjusted where appropriate to reflect changes in the government's approaches.	CO Management Team leader			

			<p>process.</p> <p>Enter probability on a scale from 1 (low) to 5 (high) P = 1</p> <p>Enter impact on a scale from 1 (low) to 5 (high) I = 3</p>					
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I. RESULTS AND RESOURCES FRAMEWORK – DEVELOPMENT EFFECTIVENESS

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><u>Sub-output 1</u></p> <p>Strengthened capacity of institutions at the Union and State/region level to collect and analyse poverty data and use it to monitor progress in the implementation of development plans and revise their implementation.</p> <p><i>Baseline: No HIV survey. New IHLCA not started yet. Weak capacity in data collection and analysis (exact baseline to be determined during inception phase). Limited governance data.</i></p> <p><u>Indicator:</u></p> <p><i>i. Availability and quality poverty and governance data and analysis; ii. M&E systems at national and state/regional levels; iii. HIV survey and IHLCA III available.</i></p>	<p><u>Targets (year 1)</u></p> <ul style="list-style-type: none"> - HIV survey. - One study tour. <p><u>Targets (year 2)</u></p> <ul style="list-style-type: none"> - Awareness raising activities. - Training delivered. - Survey on socioeconomic impact of HIV at the household level. <p><u>Targets (year 3)</u></p> <ul style="list-style-type: none"> - Poverty data set available through the IHLCA. - M&E systems are established at the national and state/regional levels. 	<p>1 Activity Result</p> <p>IHLCA III and other surveys.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Conduct the Integrated Household Living Conditions Assessment III and measure and analyze quantitative indicators of household living conditions. ▪ Update the Management Information System on household living conditions and poverty. ▪ Reach consensus and raise awareness on the main results of the household living conditions assessment III and priority areas ▪ Conduct other surveys (including on the nature and extent of socioeconomic impact of HIV at the household level, with policy recommendations for impact mitigation). <p>2 Activity Result</p> <p>Enhanced capacity of key institutions to collect and analyze data.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Establish a platform for integrating poverty and governance data collected from the project and 	<p><i>MNEPD Planning Department, MOF Budget Department; Ministry of Health; Ministry of Social Welfare, Relief and Resettlement; Myanmar Positive Network; sector ministries; state / regional authorities; civil society.</i></p>	<p><i>3,840,000 USD</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
		<p>other initiatives.</p> <ul style="list-style-type: none"> ▪ Design and deliver training program on: data collection methodologies including through household surveys, participatory poverty and governance assessments, poverty scorecard, etc.; on poverty analysis and issues; on quantitative and qualitative analysis; on monitoring and evaluation of development results and establish M&E framework across government; on selected sectoral issues (tbd). ▪ Provide capacity development support to establish M&E systems at state/regional level in 3 state/region(s) and use this to establish a strategy for rolling out to other states/regions. ▪ Organize 2 study tours on data collection and analysis issues. 		<p>610,000 USD</p> <p>Total budget for this sub-sub-output:</p> <p>4,450,000 USD</p>
<p><u>Sub-output 2</u></p> <p>Strengthened capacity of national and state/regional institutions to formulate poverty focused plans with clear links to the national budget, and based on sector as well as state / regional priorities.</p> <p><i>Baseline: To be determined in activity 1. No clear overall architecture for data collection and planning. Weak participation of relevant stakeholders in the planning process. Limited systems for attracting, negotiating and monitoring quality foreign</i></p>	<p><u>Targets (year 1)</u></p> <ul style="list-style-type: none"> - Review and institutional mapping. - Assessment of the overall existing architecture and an action plan. - Model for planning architecture. - Strengthened national policies, laws and regulations for quality investment. <p><u>Targets (year 2)</u></p> <ul style="list-style-type: none"> - Establishment of process for 	<p>3 Activity Result</p> <p>Strengthened planning institutional architecture.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Review and map out the existing data collection, planning and monitoring system at the Union and state/region level by comparing with countries with a similar context. ▪ Assess the effectiveness and efficiency of the overall existing architecture and produce an action plan for establishing an improved poverty-focused and disaggregated data collection, dissemination, planning and monitoring infrastructure at the Union and state/region level linked to planning activities 	<p><i>MNEPD Planning Department, MOF Budget Department; sector ministries; state / regional authorities; civil society.</i></p>	<p>350,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><i>direct investment</i></p> <p><u>Indicator:</u></p> <p><i>i. Clear institutional set-up for planning. Institutions and processes for planning functioning. Key national plans in place.</i></p> <p><i>ii. Score card assessment of quality of capacity built in staff involved in the formulation process and in participants of the training program.</i></p> <p><i>iii. Assessment of the quality of investment (responsible) based on feedback from stakeholders.</i></p>	<p>engaging institutions.</p> <ul style="list-style-type: none"> - Capacity built in at least three states/regions for attracting and monitoring quality investment. - National Strategic Plan for Advancement of Women. - Strategy for Increasing Access of Marginalized Groups to HIV and Health Services. <p><u>Targets (year 3)</u></p> <ul style="list-style-type: none"> - Development plans and strategies at the state/regional level piloted in 3 state/region(s). - National Human Development Report completed. - Training on development planning concepts and methods. 	<p>at the district level.</p> <ul style="list-style-type: none"> ▪ Develop model for planning architecture, including links and feedback among “units” at the state/regional level. ▪ Support the implementation of specific recommendations by assisting in the production of the needed instruments and facilitating the establishment and functioning of key institutional structures as identified above (working groups, committees, secretariats). <p>4 Activity Result</p> <p>Strengthened policy-making and planning capacities of key institutions.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Support the formulation, implementation and monitoring and evaluation of the main National Development Plan and key national strategies/plans (tbd. in the course of the project, but examples could be the National Strategic Plan for Advancement of Women, Strategy for Increasing Access of Marginalized Groups to HIV and Health Services, National Plan of Action for Persons with Disability, etc.). ▪ Support the participatory formulation and implementation of development plans and strategies at the state/regional level piloted in 3 state/region(s) in the framework of the broader national planning framework. ▪ Support the development of a National Human 		<p>1,200,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
		Development Report. <ul style="list-style-type: none"> ▪ Support to national policies, laws and regulations for quality investment. Support capacity building to attract and monitor quality investment in pilot regions/states. ▪ Provide training on development planning concepts and methods. 		<i>Total budget for this sub-output:</i> 1,550,000 USD
<p><u>Sub-output 3</u></p> <p>Strengthened capacity of government agencies, parliament, civil society and others for transparency and accountability in implementing national and regional / state level plans.</p> <p><i>Baseline: Fragmented consultative process, especially with regards to civil society, Parliament, etc.</i></p> <p><i>Indicator:</i></p> <p><i>i. Score card assessment of quality of participation.</i></p> <p><i>ii. Index to the extent to which participation is reflected in the respective development</i></p>	<p><u>Targets (year 1)</u></p> <ul style="list-style-type: none"> - Design of consultative process. - Design of the public information campaign. - Training to parliamentary committees. <p><u>Targets (year 2)</u></p> <ul style="list-style-type: none"> - Training on conducting consultations. - Training to parliamentary committees. <p><u>Targets (year 3)</u></p> <ul style="list-style-type: none"> - Consultations ongoing at the national, local and sectoral levels. - Synthesized feedback from 	<p>5 Activity Result</p> <p>Consultations across sectors and regions designed and conducted.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Design and establish a system for consultations on a sectoral basis. ▪ Design and establish a system for consultations with civil society. ▪ Design and establish a system for consultations with sub-national stakeholders (regional governments, etc.). ▪ Design and establish a system for consultations with development partners. ▪ Train beneficiaries on conducting consultations and participatory methods and techniques. ▪ Design and support a public information and awareness raising campaign, as well as accompanying publications. ▪ Synthesize feedback from participatory 	<p><i>MNEPD PD; state and regional authorities; line ministries; Parliaments, civil society, etc.</i></p>	<p><i>Total budget for this sub-output:</i> 1,300,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p>plans.</p> <p>iii. <i>Quality and reach of the public information campaign.</i></p> <p>iv. <i>Parliamentary feedback on national plans and budgets.</i></p> <p>v. <i>Quality of training received by participants on consultations and participatory methods.</i></p>	<p>participatory forums.</p>	<p>forums.</p>		
<p><u>Sub-output 4</u></p> <p>Strengthened capacity of MNEPD, MoF and other key governmental and non-governmental stakeholders at Union, state/regional and sectoral levels, to align development cooperation with national plans, budgets and monitoring and evaluation.</p> <p><i>Baseline: No Aid Management System. No preferences for aid modalities. No standard operating procedure/regulatory manual. Limited coordination mechanisms and none linked to national planning. Limited experience in managing development cooperation.</i></p>	<p><u>Targets (year 1)</u></p> <ul style="list-style-type: none"> - Development cooperation policy and standard operating procedure / regulatory manual. - Standard Operating Procedures. - Preferences for aid modalities. - Training on aid modalities. <p><u>Targets (year 2)</u></p> <ul style="list-style-type: none"> - AMIS in place. - Training on AMIS. <p><u>Targets (year 3)</u></p>	<p>6 Activity Result</p> <p>Development cooperation mechanisms established.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Design and establish development cooperation policy and standard operating procedure / regulatory manual. ▪ Support the establishment and implementation of national, sector/thematic, and sub-national coordination mechanisms and development of systems to integrate coordination across each level. ▪ Develop Standard Operating Procedures for programming ODA. ▪ Establish preferences for aid modalities and provide training for government and partners. 	<p><i>MNEPD FERD; MNEPD PD; state and regional authorities; line ministries; development partners; civil society;</i></p>	<p>430,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><i>Indicator: Standard Operating Procedures and preferences for aid modalities effectively in place. AMIS and its quality and usefulness measured through a users' survey. Scorecard assessment of the quality of capacity built based on feedback from beneficiaries.</i></p>	<p>- Monitoring system for implementation of development cooperation policy based on the AMIS.</p> <p>- Capacity development strategy on aid management formulated and implemented.</p>	<p>7 Activity Result</p> <p>Establishment and operation of the Aid Management Information System.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Establish an Aid Management Information System (AMIS) linked to the Public Financial Management process at national and sub-national levels. ▪ Establish a monitoring system for implementation of development cooperation policy based on the AMIS. ▪ Train relevant staff at the Union and state/region level on the operation of the AMIS. <p>8 Activity Result</p> <p>Relevant stakeholders trained to employ development cooperation mechanisms effectively.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Develop and implement capacity development strategy on aid management including TA and training on topics strengths and weaknesses of different aid modalities, different donor systems and policies, managing coordination and dialogue, negotiating and leadership, aid data analysis. 		<p>630,000 USD</p> <p>500,000 USD</p> <p><i>Total budget for this sub-output:</i></p> <p>1,560,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
			<i>Activity cost:</i> <i>Direct cost:</i> <i>Activity + Direct Cost:</i> <i>UNDP contribution:</i> <i>Indirect cost (7%):</i> <i>Component Total:</i> <i>UNDP contribution:</i> <i>Donor contribution:</i>	8,860,000 1,700,000 10,560,000 2,000,000 599,200 11,159,200 2,000,000 9,159,200

II. RESULTS AND RESOURCES FRAMEWORK – PARLIAMENTARY SUPPORT

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Sub-output 1</p> <p>Improved capacity of MPs, with special focus on women, at the Union and State/Region levels to perform their functions in an effective, transparent and inclusive way.</p> <p><u>Baseline:</u> Newly established parliaments consisting of members with no previous experience.</p> <p><u>Indicators:</u> Percentage of MPs of both women and men participating in trainings and workshops and their perceptual change based on score cards measuring relevant parameters for parliamentary functions including gender.</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Draft for the parliamentary strategic development plan developed - Work plan and workshops developed for both national and state/regional level and initial workshops started - Workshops related to rudimentary skills, development issues and international practices implemented for national and state/regional level - Advisory services provided to key committees for both national and state/regional parliaments - Plan and recommendations for a network between the speakers at state/regional level developed <p>Target (year 2)</p> <ul style="list-style-type: none"> - Parliamentary strategic development plan implemented - All workshops started at national and state/regional level - Procedures for consultative practices developed, introduced and tested - Processes for analysing needs of women, children, people living with and affected by HIV and disabilities, and 	<p>1. Activity Result</p> <p>Parliamentary strategic development plan developed (PSDP).</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Review of strengths, challenges and opportunities, including gender responsiveness, for the parliament at union level. ▪ Consultation organized with all stakeholders on developing the PSDP and identify approaches to achieve the goals by developing a work plan. ▪ Recommendations developed for implementation and sustaining the PSDP. <p>2. Activity Result</p> <p>Capacity development for MPs in the Union Parliament, reflecting gender balance and ethnic diversity, are developed and implemented.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Assessment of the needs of MPs with regard to the functions of the Parliament, including promotion of gender equality. ▪ Capacity development action plan developed in consultation with Speakers and 	<p>Union Hluttaw, Amyotha Hluttaw, Pyithu Hluttaw</p> <p>State/Regional Hluttaws</p> <p>Ministry of Health, Ministry of Social Welfare, Relief and Resettlement, Myanmar Positive Network, Ministry of Home Affairs, Supreme Court of the Union, Gender Equality Network.</p> <p>International Parliamentary Union (IPU)</p> <p>UNDP</p>	<p>250,000 USD</p> <p>800,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	<p><i>marginalized groups into the legislative process developed</i></p> <p><i>- network for speakers at state/regional level implemented</i></p> <p>Target (year 3)</p> <p><i>- Review of the Parliamentary strategic plan and improvements made</i></p> <p><i>- Plan for further capacity development developed</i></p> <p><i>- Procedures for consultative practices implemented</i></p> <p><i>- Processes for analysing needs of women, children, people living with and affected by HIV and disabilities, and marginalized groups into the legislative process implemented</i></p> <p><i>- Review of network for speakers at state/regional level</i></p>	<p>Parliamentary Group leaders.</p> <ul style="list-style-type: none"> ▪ Workshop modules developed and conducted on parliamentary procedures. ▪ Workshops conducted on development issues (including participatory planning in coordination with the development effectiveness component). ▪ Develop and conduct training programme for English language courses, computer training and research skills. <p>3. Activity Result</p> <p>Legislations and policies respond to the needs of women, children, people living with or affected by HIV, people with disabilities, and marginalized groups in society and in line with international commitments on core human rights treaties.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Familiarize parliamentarians on human rights issues and commitments to core treaties. ▪ Forum with participation of stakeholders working for gender and women to better inform the issue to MPs. ▪ Develop work plan to assess differential impact of legislative and policy decisions on women, children, people living with or affected by HIV, and other vulnerable groups. <p>4. Activity Result</p>		<p>450,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p>Capacity building for MPs and Committees at national level to address issues relevant to national peace building.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Review the capacity and mandate of the Union Parliament for supporting peace building initiatives/processes. ▪ Workshops developed and organized on comparative advantages of parliamentary support to peace building processes. ▪ Knowledge products developed for parliamentarians on peace processes and parliamentary support. ▪ Seminars addressing issues relevant to peace processes, including women's participation, and the role of the parliament. <p>5. Activity Result</p> <p>Develop the capacity of all 14 Speakers and Deputy Speakers to run the House and develop the capacity of MPs in state/regional parliaments.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Develop recommendations for the Speakers on how to establish and support an information-sharing network. ▪ Provide seminars on relevant topics and development issues during the Myanmar Parliamentary Union meetings between 		<p>800,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p>Speakers and Deputies.</p> <ul style="list-style-type: none"> ▪ Organize workshops for speakers on parliament procedures, managing House business and other issues identified by Speakers. ▪ Review of the needs of MPs with regard to the functions of the Parliament. ▪ Capacity development plan developed in consultation with Speakers and Parliamentary Group leaders including gender responsive plans. ▪ Capacity development plan implemented for all 14 Parliament (intensively in three pilot areas). ▪ Seminar on gender analysis for male and female MPs. <p>6. Activity Result</p> <p>Intensive dialogue & peace-building capacity development provided to MPs in three pilot state/regional parliaments.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ All 14 regional and state parliaments analysed with regard to peace-building needs + MPs capacity and three state/regional parliaments identified as pilots. ▪ Capacity development plan developed and implemented for MPs in three pilot Parliaments in regards to dialogue with particular inclusion of women parliamentarians. 		<p>250,000 USD</p> <p>700,000 USD</p> <p>Total budget for this sub-</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<ul style="list-style-type: none"> ▪ Advice and consultation for developing recommendations on how state/regional parliaments can support local peace initiatives. ▪ Provide training on human rights issues and role of parliament. 		<i>output:</i> 3,250,000 USD
<p>Sub-output 2</p> <p>Enhanced institutional capacity of key parliamentary committees at the Union and State/Region levels to ensure the parliament is able to pass quality legislation and oversee government activities.</p> <p><u>Baseline:</u></p> <p>Newly formed committees.</p> <p><u>Indicators:</u> Key structures for parliamentary committees introduced and perceptual change of key committee's members on change of knowledge of committee work.</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - <i>Work plan for workshops, seminars and study visits developed in consultation with the committees</i> - <i>Workshops developed and started implemented for key committees</i> - <i>Technical resources provided for key committees</i> - <i>Procedures for consultative practices developed, introduced and tested for key committees</i> - <i>Consultative process and assessment for knowledge products and drafts produced</i> <p>Target (year 2)</p> <ul style="list-style-type: none"> - <i>All workshops started and updated based on progress and review of need</i> - <i>Procedures for consultative practices implemented with key committees</i> - <i>Knowledge material produced and introduced</i> 	<p>1. Activity Result</p> <p>Overall technical support and capacity building to key committees and training on development issues and commitments to core human rights treaties provided.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Workshops, seminars and study visits on international practices in law-making processes are provided. ▪ Workshops on international conventions and laws and human rights treaties. ▪ Develop recommendations for and support interaction between the committees and the Attorney-General's Office. ▪ Develop technical recommendations for how to address needs of women, children and other vulnerable groups, including people living with or affected by HIV and people with disabilities, in legislation and budgets. ▪ Conduct a Legal Review on the impact of laws and policies on Myanmar's HIV response and recommend policy improvements. ▪ Review the existing laws and develop a draft IP law and ensure that the TRIPS safeguards/flexibilities are firmly embedded 	<p>Committees of Amyotha Hluttaw, Pyithu Hluttaw and State/Regional Hluttaws</p> <p>IPU</p> <p>UNDP</p>	550,000 USD

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	<p><i>Target (year 3)</i></p> <ul style="list-style-type: none"> - <i>Review of workshops and capacity development conducted in order to identify further needs</i> - <i>Review of consultative practices conducted to identify gaps and needs for improvements</i> 	<p>into the law to retain its right to affordable medicines. Organize consultations and trainings and create platforms for multi sectoral discussion so that key actors in the country are able to advocate for access to generic medicines.</p> <ul style="list-style-type: none"> ▪ Support consultations with CSOs, particularly those working on gender, marginalized groups, people living with or affected by HIV and disabled people, and academics to support the work of committees. ▪ Technical support provided to Committee MPs to utilize legislative tools. ▪ Comparative knowledge materials developed on development issues and role of parliament. ▪ Workshops developed and implemented on relevant development issues. <p>2. Activity Result</p> <p>Technical support and capacity development provided in law-making for Bills Committees of the Amyotha Hluttaw and the Pyithu Hluttaw.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Workshops for Committee MPs and staff on law-making and legal analysis ▪ Advice and consultation for MPs on the committees. ▪ Workshops on specific sectoral issues, as appropriate to the legislative agenda, including legal analysis and drafting related to 		

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p>gender equality, protection for people living with HIV, support for people living with disabilities and human rights treaty implementation.</p> <ul style="list-style-type: none"> ▪ Training of committee secretariat staff on agenda setting, report writing, meeting management, etc. <p>3. Activity Result</p> <p>Technical support is provided to Public Accounts Committees of the Amyotha Hluttaw and the Pyithu Hluttaw.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Workshops for Committee MPs and staff on financial management, understanding audit reports, oversight and analysis developed and implemented. ▪ Support dialogue between PAC and Supreme Audit Office facilitated. ▪ Knowledge materials developed for all MPs on understanding the Budget and expenditure reports. ▪ Training of PAC committee secretariat staff on accounts analysis, writing briefings for MPs, etc. <p>4. Activity Result</p> <p>Technical support is provided to the Human Rights and Democracy Committees, the Women and Children Protection Committees and the</p>		<p>300,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p>Population and Social Development Committees of the Amyotha Hluttaw and the Pyithu Hluttaw.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Workshops developed and implemented with regard to human rights, CEDAW, gender equality and child rights. ▪ Develop and support an interaction between the committees and the NHRI. ▪ Workshops on analysis and review in terms of impact on marginalized groups such as people living with or affected by HIV and people with disabilities and recommendations for reform of laws if applicable. <p>5. Activity Result</p> <p>Technical support is provided to the Rule of Law and Peace and Stability Committee.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Comparative knowledge materials and expertise shared re a) analyzing existing justice and security sector laws and making submissions to the Hluttaw if laws need to be revoked or amended or a new law needs to be enacted, b) reviewing by-laws, rules and regulations, notifications, directives and procedures of government departments to ensure they are relevant and in compliance 		<p>250,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p>with existing laws and the laws enacted by the Pyidaungsu Hluttaw.</p> <ul style="list-style-type: none"> ▪ Support provided to develop a system to manage public complaints received by the ROL Committee. ▪ Recommendations developed for procedures on relations with the judicial branch of government, other relevant justice/ security sector bodies and the Human Rights Commission. ▪ Advice and consultation for developing recommendations on engaging CSOs and academics to support the work of the committee. <p>6. Activity Result</p> <p>Parliamentary Committees supported in conducting public consultations.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Explore options for public consultations with relevant Committee Chairs. ▪ Develop a manual on parliamentary public consultations with special focus on women, marginalized groups, people living with or affected by HIV and disabled people. ▪ Technical support and capacity development to selected committees to support public consultations. ▪ Advice and consultations on process for reviewing the rules of procedure and committee terms of reference to promote public consultations. 		<p>350,000 USD</p> <p>300,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<ul style="list-style-type: none"> ▪ Develop database of CSOs and relevant academic contacts for parliamentary engagement. 7. Activity Result Capacity development provided to Bills Committees and Public Accounts Committees where they exist in state/regional parliaments. <u>Actions</u> ▪ Capacity development provided to Committees in 3 pilot parliaments to utilize legislative tools of oversight. ▪ At least 2 training workshops per year provided to each of the other 11 parliament's Committees. ▪ Knowledge materials developed on oversight role of state/regional parliaments. ▪ Capacity development on gender analytical skills. ▪ Provide comparative analysis on best practices for public consultations and investigations. ▪ Support public consultations to seek input from experts and citizens on budget implementation. ▪ Workshops on local development issues with specific focus on the impact of vulnerable groups, including people living with or affected by HIV and people with disabilities. ▪ Support Parliaments to explore options to 		

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p>establish PACs.</p> <p>8. Activity Result</p> <p>Capacity development provided to National Race Committees in state/regional parliaments to manage complaints and mediate conflicts.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Review of the needs of MPs and staff supporting NR committees undertaken in three pilot parliaments. ▪ Capacity development plan developed and implemented for MPs and staff in three pilot parliaments. ▪ Information-sharing activities (workshops, newsletters, etc) supported for NR Committees in all 14 State/region parliaments. ▪ Review of the mandate and capacity of the NR committees to support local dialogues for supporting peace processes - Workshops on methodology and processes for organizing effective dialogues. 		<p><i>400,000 USD</i></p> <p><i>600,000 USD</i></p> <p><i>400,000 USD</i></p> <p><i>Total budget for this sub-output:</i></p> <p><i>3,150,000 USD</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Sub-output 3</p> <p>Improved capacity of parliaments to effectively communicate for internal and external purposes.</p> <p><u>Baseline:</u></p> <p><i>No communication plan and no International Relations Office as of now</i></p> <p><u>Indicators:</u> <i>Communication plan developed and recommendations for implementation shared with the parliament</i></p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - <i>Draft for communication plan finished by first year</i> - <i>Draft plan and recommendations for international relations office developed</i> <p>Target (year 2)</p> <ul style="list-style-type: none"> - <i>Implement communication plan and procure technical equipment needed and conduct training on implementation</i> - <i>International relations office established and training for staff developed and organized</i> <p>Target (year 3)</p> <ul style="list-style-type: none"> - <i>Assessment of communication plan conducted to identify gaps and further needs</i> - <i>Assessment of international relations office to identify gaps and further needs</i> 	<p>1. Activity Result</p> <p>Develop a Union Parliament communication plan.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Consult Union Parliament senior leaders and staff on external and internal communication needs and develop and support the implementation of a communication plan with specific consideration to accessibility of geographic areas and gender. ▪ Support development and implementation of an effective ICT system. ▪ Support the development of a website. ▪ Information sharing activities (workshops, newsletter, etc) in all 14 state/regional parliaments. <p>2. Activity Result</p> <p>Establish and Maintain International Relations Office.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Develop relevant procedures and guidelines on coordinating donor engagement with the parliament ▪ Develop internal guidelines to manage international relations, including on protocol. ▪ Train staff on parliamentary protocol. 	<p>Union Hluttaw and Secretariat of the Hluttaw</p> <p>IPU</p> <p>UNDP</p>	<p><i>150,000 USD</i></p> <p><i>100,000 USD</i></p> <p><i>Total budget for this sub-</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<ul style="list-style-type: none"> ▪ Train staff to provide quarterly reports to the House Leadership on donor support to the legislature 		<i>output:</i> 250,000 USD
<p>Sub-output 4</p> <p>Enhanced capacity of the Union parliamentary secretariats at the Union and State/Region levels to provide effective support to MPs, committees and the respective parliaments.</p> <p><u>Baseline:</u></p> <p><i>Staff recruited from other ministries with limited training and experience in parliamentary support functions</i></p> <p><u>Indicators:</u> <i>Enhanced capacity of the Union parliamentary secretariats at the Union and State/Region levels to provide effective support to MPs, committees and the respective parliaments</i></p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - <i>Draft for human resource plan finished.</i> - <i>Library resources improved according IPU recommendations on Library Services</i> - <i>Plan for improving the ICT infrastructure developed</i> - <i>Training for staff on rudimentary skills organized</i> - <i>Training on research developed and implemented for staff of key committees</i> <p>Targets (year 2)</p> <ul style="list-style-type: none"> - <i>Human resource plan started implemented</i> - <i>Adequate library resources provided and assessment of the services conducted to identify gaps and needs for further improvements</i> - <i>New ICT infrastructure assessed and training continued for staff</i> 	<p>1. Activity Result</p> <p>Review conducted of organizational structure of Union Parliament Secretariats.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Conduct consultations with senior parliamentary leadership and secretariat staff and parliamentary groups on staffing needs, including gender representation and responsiveness. ▪ Support to the secretariat in conducting organizational review report and assistance in developing recommendations for strengthening the structures. ▪ Develop a financial management capacity review. <p>2. Activity Result</p> <p>Human resource plan for the Union Parliament Secretariats is developed and implemented.</p>	<p>Secretariat of the Hluttaw</p> <p>State/Regional Hluttaws</p> <p>IPU</p> <p>UNDP</p>	250,000 USD

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	<p>- Assessment of research skills of staff conducted and further training provided</p> <p><i>Targets (year 3)</i></p> <p>- TBD based on assessment conducted during second year in order to identify further needs</p>	<p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Consult Union Parliament senior leaders and staff on staffing needs including gender representation and responsiveness. ▪ Draft a Human Resource Plan including a part on gender responsiveness, for endorsement by the Assembly leadership. ▪ Technical advice and support provided to implement the Human Resource Plan. ▪ Training for staff on roles and responsibilities. <p>3. Activity Result</p> <p>Support the development of library and research services for the Amyotha and Pyithu Hluttaw.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Implement the recommendations of the IPU Report on Library Services. ▪ Develop e-library. ▪ Workshops developed and conducted on parliamentary research. ▪ Fellowships provided to foreign parliaments for selected library and research staff. ▪ Mentoring and training of library and research staff conducted. ▪ Gender sensitive research training. 		<p>250,000 USD</p> <p>400,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p>4. Activity Result</p> <p>Provide ICT capacity and infrastructure for the Union Parliament.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Implement the recommendations of the IPU Report on ICT. ▪ Develop recommendations for use of ICT in parliamentary communications plan (in coordination with sub-output 3 Activity Result 1). <p>5. Activity Result</p> <p>Training provided to staff on rudimentary skills.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Develop and implement training programme for English language courses, computer training and research skills. <p>6. Activity Result</p> <p>Build the capacity of Union Parliament research staff to support parliamentary committees.</p>		<p>200,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Assessing existing capacity of staff to provide research support which is gender responsive. ▪ Develop Plan to strengthen legal research capacity of Secretariat, in particular, immediate ability to provide support to the Bills Committees. ▪ Develop recommendations and consult on establishing research unit(s) for the Amyotha Hluttaw and the Pyithu Hluttaw ▪ Training for staff on legislative and comparative research. ▪ Technical support and capacity development of research staff. <p>7. Activity Result</p> <p>Strengthen the research and knowledge services available to MPs in Regional/State Parliaments.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Development of libraries in 3 pilot parliaments, and others 11 parliaments as possible. ▪ Provision of computers to each sub-national parliament. ▪ Training provided to MPs staff on on-line research and development of briefing papers. 		<p><i>100,000 USD</i></p> <p><i>200,000 USD</i></p> <p><i>300,000 USD</i></p> <p><i>Total budget for this sub-output:</i></p> <p><i>1,700,000 USD</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Sub-output 5</p> <p>Civil society and media more aware and empowered to participate in democratic political processes.</p> <p><u>Baseline:</u></p> <p><i>No previous experience of national democratic processes.</i></p> <p><u>Indicators:</u> <i>TBD based on whether the government will request electoral support before 2015.</i></p>	<p>Targets (year 1)</p> <p><i>- Recommendations for strengthening consultation and dialogue between parliament, political parties, civil society, media and citizens developed</i></p> <p><i>- Workshops and training for media developed</i></p> <p><i>- Workshops on consultation developed and implemented for civil society</i></p>	<p>1. Activity Result</p> <p>Support civil society organizations to collect feedback on public perception of the parliament and present to relevant committees.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Seminars and workshops for stakeholders on parliamentary processes and functions as well as democratic governance issues ▪ Provide training for CSOs, especially those working with gender, marginalized groups, people living with or affected by HIV and disabled people, on effective ways of communicating with parliament ▪ Develop a thematic CSO roster within the parliament and link them to relevant committees. ▪ Develop recommendations for involving CSOs in providing information to the parliament and committees, especially those working with gender, marginalized groups, people living with or affected by HIV and disabled people. <p>2. Activity Result</p> <p>Strengthen the capacity of parliamentary journalists</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Training of relevant parliamentary 	<p><i>UNDP</i></p> <p><i>Other parties to be decided</i></p>	<p><i>150,000 USD</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		journalists on democratic governance issues. <ul style="list-style-type: none"> ▪ Training for MPs on interacting with journalists. ▪ Explore opportunities for establishing a media centre in the parliament 		<i>100,000 USD</i> <i>Total budget for this sub-output:</i> <i>250,000 USD</i>
			<i>Activity cost:</i> <i>Direct cost:</i> <i>Activity + Direct Cost:</i> <i>UNDP contribution:</i> <i>Indirect cost (7%):</i> <i>Component Total:</i> <i>UNDP contribution:</i> <i>Donor contribution:</i>	<i>8,600,000</i> <i>2,400,000</i> <i>11,000,000</i> <i>2,000,000</i> <i>630,000</i> <i>11,630,000</i> <i>2,000,000</i> <i>9,630,000</i>

III. RESULTS AND RESOURCES FRAMEWORK - RULE OF LAW AND ACCESS TO JUSTICE

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><u>Sub-output 1</u></p> <p>Strengthened institutional capacity to coordinate, formulate and implement a comprehensive (nationally owned and multi-stakeholder-driven) gender responsive policy and strategy for the justice sector</p> <p><i>Baseline:</i> No national coordination mechanism for justice sector policy and planning. Lack of data for effective planning. Legal framework of the sector to be revised and aligned with human rights standards, in conformity with the Conventions ratified by Myanmar.</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Nationally developed and coordinated policy and strategy and action plan for strengthening the justice sector. - Basis of case management system for 	<p><u>Targets (year 1)</u></p> <ul style="list-style-type: none"> - Road map for the development of the justice sector policy adopted - Coordination mechanisms on RoL in place at national level - Draft national policy developed with a focus on A2J - Management systems, procedures and skills analyzed and improved for the justice sector - Legislative mapping and priorities review completed including from a gender equality perspective <p><u>Targets (year 2)</u></p> <ul style="list-style-type: none"> - Justice sector coordination mechanisms in place at state/regional/township level in pilot states - National justice Policy adopted and strategic plan 	<p>4. Activity Result</p> <p>Capacity built for inclusive and participatory coordination, planning and policy making in the justice sector.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Workshops for development of a vision for the Justice Sector with all relevant partners (courts, Attorney General, police, prisons, National Human Rights Commission, parliament, officially registered civil society) ▪ Provide technical and Secretariat support for justice sector working group ▪ Training and capacity development for planning and policy making in the justice sector ▪ Consultative dialogues with all actors, including officially registered civil society organizations, for priorities and strategies for the justice sector ▪ National Workshop to present and validate national justice sector policy ▪ Strengthen or develop national justice oversight mechanisms to monitor progress of justice sector strategy implementation ▪ Support communication strategy for public information and communication on justice sector developments 	<p><i>Office of the Union Supreme Court, Union Attorney General's Office, Ministry of Home Affairs, Police Services, Parliament (RoL, HR Committees.</i></p>	<p>360,000 USD</p> <p>140,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><i>the judiciary and prosecution in place</i></p> <ul style="list-style-type: none"> - <i>Priority laws revised and compliant with international human rights standards in conformity with the Conventions ratified by Myanmar</i> 	<p>in formulation</p> <ul style="list-style-type: none"> - Priority laws reviewed or under discussion in parliament - Case management options presented and implementation launched <p><u>Targets (year 3)</u></p> <ul style="list-style-type: none"> - Strategic Development Plan adopted and under implementation - Coordination for the justice sector improved at all levels - Law review process ongoing and legal framework for the justice sector more compliant with human rights standards, in conformity with the Conventions ratified by Myanmar. - Integrated case management system for the institutions of the criminal justice system (police, prosecution, courts) developed at national level and piloted 	<p>5. Activity Result</p> <p>Inclusive and participatory legislative review.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Review key areas of legislation especially in relation to the most vulnerable, women and people living with or affected by HIV and identify and support revisions, in cooperation with key officially registered CSO organisations and other stakeholders ▪ Support legal measures for improving access to justice including a legal aid law ▪ Advise the Attorney General’s Office on legal and legislative drafting including specific thematic expertise as required <p>6. Activity Result</p> <p>Case management system options developed and piloted.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Diagnosis of justice sector case management procedures, workflows, IT infrastructure in pilot facilities ▪ Study tour for analysis of good examples 		<p><i>1,000,000</i></p> <p><i>Total budget for this sub-output: 1,500,000 USD</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
		of case management systems organized <ul style="list-style-type: none"> ▪ Develop integrated case management system ▪ Pilot case management system to assess compatibilities ▪ Improve and finalize case management system and pilot in three states 		
<p><u>Sub-output 2</u></p> <p>Enhanced capacity of justice actors for the development of a justice system that upholds the rule of law, protects human rights, promotes gender equality and improves access to justice, including through laws and regulations that are in conformity with the Constitution and international human rights standards, in conformity with the Conventions ratified by Myanmar.</p> <p><i>Baseline:</i> <i>Limited human rights, judicial reform and access to justice information included in trainings for judges; AG's and police</i></p> <p><i>Indicator:</i></p> <ul style="list-style-type: none"> - Areas for capacity development and implementation strategies identified - gender responsive capacity 	<p><u>Targets (year 1)</u></p> <ul style="list-style-type: none"> - Capacity building analysis, including on judicial integrity and gender equality within the various justice sector institutions conducted - Gender responsive and rights-based capacity development plan for UNDP support for selected justice actors developed - All justice sector actors identified benefiting from capacity development/training/mentoring schemes - Legislative analysis and drafting skills improved in the AGO and the RoL and Human Rights Committee of Parliament - Process for supporting training curriculum development launched 	<p>7. Activity Result</p> <p>Capacity Development Plan for the justice sector developed.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> • Conduct capacity building analysis and develop (human resources) capacity plan for the justice sector with all national partners • Support the review of the training curricula of training Center <p>8. Activity Result</p> <p>Capacity Development Plan implemented.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> • Provide relevant training centres (Judicial, prosecutor's and police) with 	<p><i>Judicial Training Center, Office of the Union Supreme Court, Union Attorney General's Office, Yangon University department of Law, Myanmar National Human Rights Commission, Police Services</i></p>	<p>300,000 USD</p> <p>720,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><i>development plan adopted</i></p> <ul style="list-style-type: none"> - <i>institutional contacts with Asia-Pacific judicial and legal training centers established</i> - <i>% of justice actors a) trained through the Judicial Training Center (JTC) and civil service board, and/or b) with increased capacities through UNDP support by job mentoring</i> 	<p>within the JTC and for AG legal officers, prosecution and police</p> <p><u>Targets (year 2)</u></p> <ul style="list-style-type: none"> - CD plan for justice sector under implementation and curriculum streamlined/improved in selected training centers - Increased understanding and knowledge of specific themes on human rights, gender equality and women's rights, access to justice, judicial independence and accountability <p><u>Targets (year 3)</u></p> <ul style="list-style-type: none"> - Judicial and prosecutorial professional training improved - training curricula revised and adopted mentoring/training to the pool of trainers in place - Legal clerks training plans on case management adopted and streamlined in institutions 	<p>books, materials and (limited) equipment to fulfil their tasks effectively</p> <ul style="list-style-type: none"> • Provide training on research, policy and legislative drafting techniques for Office of the Union Supreme Court, AGO, and relevant Parliament committees • Provision of on-the-job mentoring in justice facilities of pilot states including for police actors • Support south-south exchanges and other capacity building initiatives with peer organisations on human rights (in conformity with the Conventions that Myanmar ratified) gender equality and women's rights, access to justice, judicial independence and accountability • Develop and implement training plan for the new case management system • Establish and support prosecutorial performance monitoring systems 		<p><i>Total budget for this sub-output: 870,000 USD</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p>Sub-output 3</p> <p>Increased service delivery at the local level focusing on the rights of women and the rights of the most vulnerable, in target states/regions and in selected townships</p> <p><i>Baseline:</i> TBD by assessment and mapping</p> <p><i>Indicator:</i></p> <ul style="list-style-type: none"> - Number of functioning courts (with prosecution, judges, public defense, clerks and translators) - Increase in availability of police and justice remedies for the most vulnerable, in 3 target areas - Increase in % of claims effectively addressed, by formal and informal justice mechanisms, on the rights of women and the most vulnerable in 3 pilot areas 	<p><u>Targets (year 1)</u></p> <p>For 3 pilot States/regions:</p> <ul style="list-style-type: none"> - infrastructure and logistical priority needs of courts, prosecution and justice facilities including manual case management tracking identified and improved - mapping and baseline survey of police and justice (formal and informal) service delivery capacity - state/regional and Township partners (officially registered CSOs etc) identified to support access to justice - Training and mentoring on access to justice, women, SGBV, children, human rights (in conformity with the Conventions ratified by Myanmar), legal procedure, pre-trial detention and police and judicial integrity on going (for justice and police) <p><u>Targets (year 2)</u></p> <ul style="list-style-type: none"> - State and township level coordination 	<p>9. Activity Result</p> <p>Baseline assessments of justice service delivery in pilot states/regions completed.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> • Conduct a baseline analysis on status of facilities, legal and procedural obstacles in case management systems, and specifically focusing on barriers to women and vulnerable groups. • Conduct baseline analysis (numbers, competency, geographical spread, etc.) and capacity building analysis of some of the relevant justice sector actors in the states • Establish and manage a decentralization fund to support justice and police sector facilities (and emergent police equipping) with logistical and operational bottlenecks including contracting of interpreters for court proceedings • Conduct mapping (including geographical map by MIMU) of justice service provision including CSOs and CBOs (linked with mapping implemented by Pillar 1) • Provide training for court and police actors • Support establishment and functioning of the Rule of Law Coordination Committees (linked to sub-output 1) at 	<p><i>Office of the Union Supreme Court, Union Attorney General's Office, Ministry of Home Affairs, Police Services</i></p>	<p>80,000 USD</p> <p>1,100,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
	<p>improved between all sector actors (sub-output 1)</p> <ul style="list-style-type: none"> - Justice sector capacity improved on economic rights and civil law for judges, legal officers and officially registered CSOs - Selected officially registered CSOs provide legal information, paralegal services, including at village level - Legal Aid Centres implementation plan developed and launched (TBD by A2J assessment) - Community police strategies discussed and developed <p><u>Targets (year 3)</u></p> <ul style="list-style-type: none"> - Justice services expanded (legal aid, legal information and advice and referral mechanisms established) for priority groups (women, children, vulnerable, 	<p>local level</p> <p>10. Activity Result Justice service delivery expanded.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> • Establish Legal Aid Centre (or access to justice mechanism TBD by A2J assessment) which includes: • Small grants initiative for CSOs for paralegal services and development of police strategies at community level • Establish a Victim Support Fund for minor emergency support to victims of serious violations (transport to medical facilities, to seek shelter, travel, medicines) • Link justice services with other support areas for victims, such as psycho-social help and livelihoods opportunities. • Establish specialized help-desks in e.g. policing for sexual and gender based violence. • Support development of community policing strategy. 		<p><i>Total budget for this sub-output:</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
	IDPs) <ul style="list-style-type: none"> - Wider access to victim support solutions protected - SGBV units/help desks in place and community police strategies on going - Evaluation and Review of A2J completed 			1,180,000 USD
<p>Sub-output 4</p> <p>Empowerment of women and vulnerable groups in selected pilot states/regions to claim and have their rights adjudicated and grievances remedied</p> <p><i>Baseline:</i> TBD by A2J assessment</p> <p><i>Indicator:</i></p> <ul style="list-style-type: none"> - Access to Justice assessment completed - Access to Justice strategy for empowerment of women and vulnerable groups and action plan developed - Pilot activities for legal awareness 	<p><u>Targets (year 1)</u></p> <ul style="list-style-type: none"> - Access to justice assessment focussing on the needs of women and the most vulnerable (including informal/traditional justice) completed and disseminated. - A2J plan launched by piloting interventions on legal awareness, and popular education on rights for the most vulnerable. <p><u>Targets (year 2)</u></p> <ul style="list-style-type: none"> - Interface between formal and informal 	<p>11. Activity Result</p> <p>A2J assessment including informal justice systems studies completed.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Design and conduct, in an inclusive and participatory manner, an access to justice assessment on perceptions and priority justice needs of women and the most vulnerable. ▪ Conduct studies/research on formal and informal justice systems ▪ Support the organization public consultations based on data/materials collected 	<p><i>Office of the Union Supreme Court, Union Attorney General's Office, Ministry of Home Affairs, Police Services</i></p>	<p>300,000 USD</p> <p>400,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><i>and popular education on rights, access to justice and strengthened</i></p> <ul style="list-style-type: none"> - <i>Community gender-sensitive policing, implemented in 3 pilot areas</i> - <i>Study on interface between formal and informal justice available and disseminated</i> 	<p>justice system research completed and disseminated and options discussed.</p> <p><u>Target (Year 3)</u></p> <ul style="list-style-type: none"> - Recommended interface-between formal and informal justice systems-models presented and discussed 	<p>12. Activity Result</p> <p>Specific groups of claimholders empowered.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> • Implement legal awareness and popular education on rights for the most vulnerable • Support pilot mechanism for addressing public service related complaints (pillar 1 and pillar 3 component 3-public complain mechanism with public service project) • Implement community gender-sensitive policing initiatives <p>13. Activity Result</p> <p>Informal justice systems more in line with human rights standards (in conformity with the Conventions ratified by Myanmar)</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> • As part of the legal aid centers and CSO grants (for officially registered CSOs) support project register and document proceedings of ADR and informal justice under grant for 		<p><i>180,000 USD</i></p> <p><i>Total budget for this sub-output: 800,000 USD</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
		officially registered CSOs sub-output 3)		
<p>Sub-output 5</p> <p>Ethnic groups in ceasefire and border areas have increased knowledge of their rights and are better able to access and benefit from expanded justice remedies.</p> <p><i>Baseline:</i> <i>No access to justice assessment has been completed</i> <i>Limited legal awareness and access to justice remedies for ethnic groups</i></p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - <i>Access to Justice assessment completed</i> - <i>Pilot activities for legal awareness and popular education on rights, access to justice and strengthened community policing, implemented in cease fire and border areas with a focus on ethnic groups</i> - <i>Increase in % of claims effectively addressed, by formal and informal justice mechanisms, on the rights of ethnic minorities</i> 	<p><u>Target (year 1)</u></p> <ul style="list-style-type: none"> - Access to justice assessment designed, conducted and validated. - Agreed action plan to expand justice services (legal aid, legal information and advice and referral mechanisms) for ethnic groups. - Wider access to victim support solutions protected. - Increased legal information, materials and training for justice service providers in cease fire and border areas. - Redress and justice remedies more accessible to ethnic groups in cease fire and border areas. 	<p>14. Activity Result</p> <p>Comprehensive justice assessment, of both the supply and demand side and including informal justice systems, completed</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Design and conduct, in an inclusive and participatory manner a comprehensive assessment of justice context in cease fire and border areas with a focus on ethnic groups. ▪ Disseminate and discuss the findings of this assessment at local, subnational and national level. <p>15. Activity Result</p> <p>Justice remedies for ethnic groups in cease fire and border areas expanded.</p>		<p><i>400,000 USD</i></p> <p><i>Rakhine 200,000</i> <i>Chin 100,000</i> <i>Shan 100,000</i></p> <p><i>700,000 USD</i></p> <p><i>Rakhine 300,000</i> <i>Chin 200,000,</i> <i>Shan 200,000</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
		<p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Develop and agree with local stakeholders on action plan to expand justice services (such as legal aid, legal information and advice and referral mechanisms). ▪ Urgent provision of legal aid, assistance and counselling for priority groups special emphasis on victims of SGBV, women, children, displaced persons and ethnic groups ▪ Network of paralegals that can support with “paramedic” legal assistance established and supported. ▪ Small grants initiative for CSOs for paralegal services and development of police strategies at community level. ▪ Establish a Victim Support Fund for minor emergency support to victims of serious violations (transport to medical facilities, to seek shelter, travel, medicines). ▪ “Broader justice” victims support including the provision of psycho-social help for survivors of SGBV, as well as referral systems for possible livelihoods opportunities (linked with pillar 1 sub-output 2) and relevant services related to the provision of ID cards for IDPs and other minority groups <p>16. Activity Result</p> <p>Increased legal awareness of ethnic</p>		<p>600,000 USD</p> <p>Rakhine 275,000</p> <p>Chin 175,000</p> <p>Shan 150,000</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
		<p>groups in ceasefire and border areas</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Training and provision of legal awareness (including law materials) for justice services in cease fire and border areas on criminal procedure, pre-trial detention, human rights (in conformity with the Conventions that Myanmar ratified) in the administration of justice, women and children’s rights ▪ Training on economic and civil rights, land and access to natural resources etc). ▪ Training and legal awareness for officially registered CSOs ▪ Provide legal awareness for ethnic groups ▪ Build the capacity of ethnic based organizations to include human rights (in conformity with the Conventions ratified by Myanmar) monitoring and human rights documentation initiatives. <p>17. Activity result</p> <p>Informal justice systems more in line with human rights standards (in conformity with the Conventions ratified by Myanmar)</p>		<p><i>300,000</i></p> <p><i>Rakhine 150,000</i></p> <p><i>Chin 75,000</i></p> <p><i>Shan 75,000</i></p> <p><i>Total budget for this sub-output:</i></p> <p><i>2,000,000 USD</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
		<p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ As part of the legal aid centers and officially registered CSO grants support project register and document proceedings of ADR and informal justice under grant for officially registered CSOs (sub-output 3). ▪ Provide training for traditional, religious leaders on A2J, women’s rights, mediation, negotiation, ADR in line with human rights standards (in conformity with the Conventions ratified by Myanmar) 		
			<p><i>Activity cost:</i></p> <p><i>Direct cost:</i></p> <p><i>Activity + Direct Cost:</i></p> <p><i>UNDP contribution:</i></p> <p><i>Indirect cost (7%):</i></p> <p><i>Component Total:</i></p> <p><i>UNDP contribution:</i></p> <p><i>Donor contribution:</i></p>	<p>6,430,000</p> <p>1,286,000</p> <p>7,716,000</p> <p>1,750,000</p> <p>417,620</p> <p>8,133,620</p> <p>1,750,000</p> <p>6,383,620</p>

IV. RESULTS AND RESOURCES FRAMEWORK – PUBLIC ADMINISTRATION

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><u>Sub-output 1</u></p> <p>Long-term modernization agenda for an ethical civil service in support of the decentralisation and democratic reforms.</p> <p><u>Baseline:</u></p> <p><i>No clear long-term agenda for the development of the civil service.</i></p> <p><i>No system for analyzing and tracking integrity and ethics issues.</i></p> <p><i>No integrated personnel management information system to ensure accurate data for HR decision making.</i></p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - <i>White paper and road map adopted by working group.</i> - <i>Survey and feasibility study produced and used by UCSB.</i> - <i>Sectorial action plans to enhance</i> 	<p><u>Targets (year 1)</u></p> <ul style="list-style-type: none"> - Establishment of Working Group. - Survey of perceptions. - Review of the civil service context. - White paper and long-term road map. <p><u>Targets (year 2)</u></p> <ul style="list-style-type: none"> - Feasibility study. - Study of integrity and ethics challenges. - Workshop on integrity issues. - Policy options for ethics. - Action plan for mainstreaming of ethics. <p><u>Targets (year 3)</u></p>	<p>18. Activity Result</p> <p>A platform for the modernization, democratization and decentralization of the civil service.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Support the establishment and functioning of an inter-institutional Working Group to oversee the development and implementation of a platform for the modernization, democratization and decentralization of the civil service. Under the guidance of the Working Group, support the following activities. ▪ Conduct a survey of peoples' and civil servants' perceptions of the public sector, and more specifically the civil service. ▪ Conduct a review of the civil service context in light of ongoing decentralisation and democratic reforms. ▪ Conduct a white paper and long-term road map for the modernization, democratization and decentralization of the civil service. <p>19. Activity Result</p> <p>An agenda for ethics and integrity in</p>	<p><i>Line ministries, Parliament, UCSB, Training Institutes.</i></p>	<p><i>290,000 USD</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><i>civil service ethics approved.</i></p> <ul style="list-style-type: none"> - <i>Number of civil servants who attended ethics courses in the civil service training institutes.</i> 	<ul style="list-style-type: none"> - Policy options to foster ethics in the civil service developed. - Ethics mainstreamed into the curricula of the civil service training institutes (Phaunggyi and Mandalay). - Sectorial action plans for enhancing ethics in the civil service supported. 	<p>the civil service.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Assess and analyze current integrity and ethics challenges (and negative bureaucratic behavior) in the public service and selected sectors. ▪ Organize a workshop to discuss and disseminate findings. ▪ Develop policy options to foster ethics in the civil service (with possible focus on specific sectors - e.g. health, education, water and sanitation). ▪ Support sectorial action plans for enhancing ethics in the civil service. ▪ Mainstreaming of ethics into the curricula of the civil service training institutes (Phaunggyi and Mandalay). <p>20. Activity Result</p> <p>Feasibility study for a personnel management information system.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Conduct a feasibility study for a personnel management information system (PMIS) for an effective civil service human resource management. 		<p><i>290,000 USD</i></p> <p><i>70,000</i></p> <p><i>specialised consultancy firm</i></p> <p><i>Total budget for this sub-output:</i></p> <p><i>650,000 USD</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><u>Sub-output 2</u></p> <p>Strengthened institutional capacity of the Union Civil Service Board (UCSB) for the development of a professional, transparent and representative civil service.</p> <p><i>Baseline:</i></p> <p><i>No monitoring system for tracking the presence of women and disadvantaged groups in the civil service.</i></p> <p><i>Weak participation of disadvantaged groups in the civil service.</i></p> <p><i>Little information available. Weak public relations and information instruments – website, reports, etc.</i></p> <p><i>Indicator:</i></p> <ul style="list-style-type: none"> - Scorecard assessment of the capacity development of UCSB management and staff - Changes in the policy and legal 	<p><u>Targets (year 1)</u></p> <ul style="list-style-type: none"> - Study on gender balance and representation in the civil service. - Policy options and recommendations to enhance gender equality and women empowerment in the civil service <p><u>Targets (year 2)</u></p> <ul style="list-style-type: none"> - Recommendations for legal acts. - Training of UCSB staff. - Design of a monitoring system for tracking representation in the civil service. - Website of the UCSB further developed. <p><u>Targets (year 3)</u></p> <ul style="list-style-type: none"> - Establishment of the monitoring system for tracking representation in the civil 	<p>21. Activity Result</p> <p>Strengthened UCSB capacity and systems for balanced representation in the civil service.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Conduct a study to analyze gender, minorities’ and disadvantaged groups’ disparities and obstacles to equal opportunities in the civil service. ▪ Develop policy options in response to the study ▪ Support the design and establishment of a monitoring system to track the presence of women, minorities and disadvantaged groups in the civil service. ▪ Provide UCSB with recommendations for legal acts, policies and practices to strengthen the extent and quality of women’s, minorities’ and disadvantaged groups’ representation in the public service. ▪ Train UCSB staff on topics of gender equality and women empowerment, and balanced representation of minorities and disadvantaged groups in the civil service and add gender equality training into curricula at training institutes. <p>22. Activity Result</p> <p>Strengthened UCSB capacity for</p>	<p><i>UCSB, Line ministries, Training Institutes, civil society organizations.</i></p>	<p><i>410,000 USD</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><i>environment regarding gender equality in the civil service.</i></p> <p>- <i>Information on the civil service easily accessible through website and reports.</i></p>	<p>service.</p> <p>- Review of the possibilities of providing training and ongoing professional development to civil servants by other public or private sector or academic training institutions.</p> <p>- USCB's capacity to negotiate the delivery of training strengthened.</p>	<p>transparency and openness.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Support UCBS in producing and supplying information in a transparent manner to the public (publications, website, reports, etc.) with the aim to enhance access, responsiveness and integrity. ▪ Conduct a review of the possibilities of providing training and ongoing professional development to civil servants by other public or private sector or academic training institutions, and assist the development of the necessary framework of quality control and accreditation. ▪ Develop USCB's capacity to negotiate the delivery of training through other academic institutions, donor projects, research institutes, NGOs, etc. 		<p>220,000 USD</p> <p>Total budget for this sub-output:</p> <p>630,000 USD</p>
<p><u>Sub-output 3</u></p> <p>Strengthened capacity of the Civil Service Training Institutes.</p> <p><i>Baseline:</i></p>	<p><u>Targets (year 1)</u></p> <p>- Review of the system for planning and programming the training content.</p> <p>- Review of procedures for planning and delivery of training and selection of participants.</p> <p>- Review of the system for the</p>	<p>23. Activity Result</p> <p>Review of the system for the production of the training content, including recommendations for improvement and support for their enactment.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Review the system for planning and programming the training content and 	<p><i>Civil Service Training Institutes, ASEAN Resource Centre, UCSB, line ministries, Institute of Economics and other training providers.</i></p> <p><i>(Based on a review of the</i></p>	<p>300,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><i>Training still provided in a top-down, lecture type style.</i></p> <p><i>Curricula not adapted to the changing social, economic and political context.</i></p> <p><i>No training program tailored to women in management positions.</i></p> <p><i>No training on ethics, human rights, rule of law in public management, etc.</i></p> <p><u>Indicator:</u></p> <ul style="list-style-type: none"> - <i>Curriculum and training materials adjusted to reflect changed context and needs.</i> - <i>Quality of reviews conducted.</i> - <i>Scorecard assessment of the quality of capacity built, based on feedback from beneficiaries.</i> 	<p>monitoring and evaluation.</p> <ul style="list-style-type: none"> - Assessment of immediate training needs. - Specific training curricula developed and courses delivered. - English language training organized. - Training of Trainers organized and delivered. <p><u>Targets (year 2)</u></p> <ul style="list-style-type: none"> - System for identifying training needs. - Review of existing curricula. - Design of the training materials (in selected areas). - Training of Trainers of the civil service training institutes. - Training program delivery (in selected areas). <p><u>Targets (year 3)</u></p>	<p>mechanisms for ensuring coherence between identified needs and training provided.</p> <ul style="list-style-type: none"> ▪ Review the procedures for the development and validation of training curricula and materials. ▪ Review the training methodology used in the institutes. ▪ Review the system for the monitoring and evaluation of the quality and impact of training activities. <p>24. Activity Result</p> <p>Training infrastructure and content in key areas developed and delivered through the Training Institutes.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ As an entry point, provide support to training in English language and computer skills at the two training institutes. ▪ Provide computers and accessories for the computer learning classrooms in the two training institutes. ▪ Conduct an assessment of immediate training needs for the civil service to be delivered fast track through project-hired trainers. ▪ Design, develop and deliver the training program (including pre-determined topics of importance to the PA change process: gender balance and women’s empowerment in the civil service; integrity and ethics in the public service; rule of law in public management; 	<p><i>most effective project management arrangement, Some of these activities will be contracted through the CSO implementation modality to the International Management Group (INGO).</i></p>	<p>2,000,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
	<p>- Delivery of the training program.</p>	<p>human rights and rights-based approaches in public governance, e-government; local governance and decentralization, outsourcing public services).</p> <ul style="list-style-type: none"> ▪ Review the existing curricula in the following areas: i) human resource management, ii) public management, iii) public sector leadership, iv) e-government, v) rule of law in public management, vi) human rights, and, vii) local governance and decentralization, viii) public sector ethics and accountability. ▪ Support the design of the training material. ▪ Provide “training of trainers” to trainers of the civil service training institutes to improve teaching methods (including study tours). ▪ Upgrade the e-library of the two training institutes, and determine, on an ongoing basis, needs for regionally and internationally published journals, articles, books, audio-visual, and other materials, and conduct acquisition of materials. 		<p><i>Total budget for this sub-output:</i></p> <p>2,300,000 USD</p>
<p><u>Sub-output 4</u></p> <p>Strengthened capacity for the public sector through leadership and management competencies.</p>	<p><u>Targets (year 1)</u></p> <p>- Needs assessment and learning methodology, resources and curriculum.</p> <p>- Negotiations with UN agencies to prepare for the launch of the “U Thant Fellows” internship</p>	<p>25. Activity Result</p> <p>A "leadership development program" for public sector managers and leaders (involving also officials from non-executive institutions - e.g. parliaments, justice sector).</p> <p><u>Actions</u></p>	<p><i>Line ministries, UCSB, Training Institutes, international academic institutions, Myanmar universities.</i></p>	<p>1,300,000 USD</p> <p><i>Leadership Development Program</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><u>Baseline:</u></p> <p><i>No leadership development program or scheme in place that is adapted to the new needs of the public sector.</i></p> <p><i>No specific career progression programme available for young civil service leaders</i></p> <p><u>Indicator:</u></p> <ul style="list-style-type: none"> - <i>Number of senior officials trained through domestic and international activities.</i> - <i>Scorecard assessment of the quality of capacity built based on feedback from beneficiaries.</i> - <i>Number of young public service leaders enrolled in the program and career progression over time.</i> 	<p>programme.</p> <ul style="list-style-type: none"> - Launch of the “U Thant fellows” internship programme. - Negotiations with renowned academic institutions on the leadership program. <p><u>Targets (year 2)</u></p> <ul style="list-style-type: none"> - Assessment of young civil servants participation in, and perceptions of, the public service. <p>Training activities covering selected thematic areas for the leadership program.</p> <ul style="list-style-type: none"> - Scheme (methodology and content) for training and mentoring of young leaders. - Modalities and procedures for managing a “U Thant Fellows” internship programme and a Young Leaders Scholarship programme for young leaders in the public service. - Launch of the “Leadership 	<ul style="list-style-type: none"> ▪ Conduct a needs assessment and develop the learning methodology, resources and curriculum to meet the capacity building needs identified. ▪ Conduct training activities covering selected thematic areas identified in the assessment and relying on training material developed in sub-output 3. ▪ Organize leadership training through study visits to, or visiting scholars from, renowned academic institutions (e.g. Lee Kwan Yew School of Public Policy and Harvard’s Kennedy School). ▪ Establish knowledge networks, encourage peer learning and carry out the follow up and scaling up of the training impact among the public sector leaders in their respective sectors and regions. <p>26. Activity Result</p> <p>A "young public service leaders training and mentoring initiative".</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Conduct an assessment of young people's participation in, and perceptions of, the public service and needs for leadership capacity development. ▪ Develop a scheme (methodology and content) for training and mentoring of young leaders. 		<p>100,000 USD</p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
	<p>Development Program”.</p> <p>- Launch of the Young Leaders Scholarship Initiative.</p>	<ul style="list-style-type: none"> ▪ Implement the scheme in cooperation with identified domestic and international partners. ▪ Establish modalities and procedures for managing a “U Thant Fellows” internship programme and a Young Leaders Scholarship programme for young leaders in the public service (with specific attention to women and minority representation). ▪ Launch of the “U Thant Fellows” internship programme. ▪ Launch the Myanmar Young Leaders Scholarship (MYLEADERS) programme. 		<p><i>Assessment and development and management of the scheme</i></p> <p><i>Consultants (nat. & int.)</i></p> <p><i><u>“U Thant Fellows” internship programme</u></i></p> <p><i>180,000 (15 interns x 500US\$/month incl. a travel budget x 24 months)</i></p> <p><i><u>Young Leaders Scholarship programme</u></i></p> <p><i>4, 000,000 USD</i></p> <p><i>Total budget for this sub-output:</i></p> <p><i>5,580,000 USD</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><u>Sub-output 5</u></p> <p>Targeted innovations in public service delivery adapted to the local context</p> <p><i>Baseline:</i></p> <p><i>No culture of innovation or of promoting creativity.</i></p> <p><i>Limited learning and south-south cooperation on public service innovations.</i></p> <p><i>Indicator:</i></p> <p><i>- Number of members in the PUBLIS network of public service practitioners and researchers.</i></p> <ul style="list-style-type: none"> - Number of Public service Dialogues published every year. - Number of public service innovations submitted and considered every year for the annual awards. - Number of innovation research 	<p><u>Target (year 1)</u></p> <ul style="list-style-type: none"> - Creation of PUBLIS network. - Two public service dialogues organised. - Two public service innovation commissioned for further research. - First edition of the Public Service Dialogue Bulletin. <p><u>Target (year 2)</u></p> <ul style="list-style-type: none"> - First Public Service Innovations Award. - Four public service dialogues organised. - Three public service innovations commissioned for further research. - Three editions of the Public Service Dialogue Bulletin. <p><u>Target (year 3)</u></p> <ul style="list-style-type: none"> - Four public service dialogues organised. - Three public service innovations commissioned for 	<p>27. Activity Result</p> <p>Public Service Innovations and Solutions Network.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Select institution to host the network and related activities. ▪ Advocacy and communications related to the PUBLIS network (its purpose and modus operandi and ways to subscribe and participate). ▪ Organisation of regular public service dialogues. ▪ Collection and quality control of articles and contributions to the Public Service Dialogue Bulletin. <p>28. Activity Result</p> <p>Innovations in the Public Service.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> ▪ Identification, with relevant government counterparts of topics for research and development of concept papers and TOR. ▪ Selection of qualified consultants, researchers, academics. ▪ Workshops, bulletin publication and media coverage of the results of the research 		<p><i>1,000,000 USD</i></p> <p><i>1,200,000 USD</i></p>

INTENDED SUB-OUTPUTS	SUB-OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<i>sponsored for further development.</i>	further research. - Three editions of the Public Service Dialogue Bulletin. - Innovation activities determined and started.	and potential of further development and implementation. <ul style="list-style-type: none"> ▪ Annual public service innovations awards ▪ Dissemination of results through the PUBLIS network. 		<i>Total budget for this sub-output:</i> 2,200,000 USD
			<i>Activity cost:</i> <i>Direct cost:</i> <i>Activity + Direct Cost:</i> <i>UNDP contribution:</i> <i>Indirect cost (7%):</i> <i>Component Total:</i> <i>UNDP contribution:</i> <i>Donor contribution:</i>	11,360,000 2,200,000 13,560,000 2,850,000 749,700 14,309,700 2,850,000 11,459,700

<i>Summary</i>		
<i>Component I Total:</i>	<i>11,159,200</i>	
<i>UNDP contribution:</i>	<i>2,000,000</i>	
<i>Donor contribution:</i>	<i>9,159,200</i>	
<i>Component II Total:</i>	<i>11,630,000</i>	
<i>UNDP contribution:</i>	<i>2,000,000</i>	
<i>Donor contribution:</i>	<i>9,630,000</i>	
<i>Component III Total:</i>	<i>8,133,620</i>	
<i>UNDP contribution:</i>	<i>1,750,000</i>	
<i>Donor contribution:</i>	<i>6,383,620</i>	
<i>Component IV Total:</i>	<i>14,309,700</i>	
<i>UNDP contribution:</i>	<i>2,850,000</i>	
<i>Donor contribution:</i>	<i>11,459,700</i>	
<i>TOTAL:</i>		
<i>UNDP contribution:</i>	<i>45,232,520</i>	
<i>Donor contribution:</i>	<i>8,600,000</i>	
	<i>36,632,520</i>	

