

UNDP Country Programme for Myanmar (2013-2015)

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December 2012

I. Situation analysis

1. Myanmar is at an historic stage in its development. A new Constitution was adopted in May 2008 and elections were held in November 2010 with bi-elections in April 2012. Parliament and governments have been formed at the national and region/state levels. The new Constitution is more specific in providing for basic principles of democracy, the rule of law and human rights, and separation of powers between the executive, legislature and judiciary. However, it also reserves a significant political role for the military. Many of the principles laid out in this Constitution have yet to be fully reflected in the laws, regulations and policies currently in place. The President has set out a reform agenda focusing on good governance and ensuring fundamental rights. A number of reforms have already been undertaken in the financial sector, in relaxing media censorship, release of detainees and reaching ceasefire agreements in a number of conflict areas. These reforms are seen as positive steps, which have led to increasing engagement with the international community, and for Myanmar to assume the Chair of the Association of Southeast Asian Nations (ASEAN) in 2014. The Government has expressed its interest to work with the international community to help advance the reform process. The next round of general elections, in 2015, will be a significant test in the move towards a more democratic society. Many international development partners have signaled their intention to expand the currently very low levels of development assistance,¹ provided reforms continue.

2. Myanmar's population is estimated at 59.1 million,² consisting of diverse ethnic groups speaking over 100 languages and dialects. The country is ranked 149 out of 168 countries on the Human Development Index (HDI), although scores have been improving in recent years. Economic growth has averaged 5 percent in recent years with a per capita income of \$702.³ The economy largely depends on natural resources and agriculture. Inadequate infrastructure, limited "know how" and administrative constraints have stifled the manufacturing sector. Poverty levels are currently high, at an estimated 26 per cent of the population. Food poverty is at 5 percent.⁴ The National Strategy on Rural Development and Poverty Alleviation aims to reduce the poverty rate by half from 32 percent in 2005 to 16 percent by 2015.⁵ Despite an overall decrease in poverty, there are large and widening regional inequalities in human development and Millennium Development Goal (MDG) indicators. Poverty is twice as high in rural areas, where 70 percent of the population lives, compared to urban areas. The remote border areas (mainly populated by Myanmar's minority ethnic groups), and areas emerging from conflict are particularly poor.⁶ The reintegration of returning ethnic minorities has raised expectations for a "peace dividend", which would require a greater extent of tangible benefits for these people, particularly through meaningful jobs. Myanmar also has the third largest HIV epidemic in Asia, with prevalence concentrated in urban and peri-urban areas.

3. Myanmar is blessed with rich natural resources, the sustainable use and extraction of which is seen as a major linchpin for future development. Electrification is limited to only 26 per cent of the population and firewood is a major source of energy for the population. The Government has voiced interest in promoting renewable energy. However, natural resource governance remains a challenge, with limited accountability over the revenues from mining, logging and other extractive activities. The country is highly vulnerable to climate change and extreme weather events,⁷ as exemplified by the devastating Cyclone Nargis of 2008. This heightens risks and vulnerabilities for the rural poor, and particularly women and children and other vulnerable groups, a challenge for which local communities are still unprepared.

¹ Myanmar currently receives the second-lowest per capita amount of development assistance among low-income countries.

² The last census took place in 1983.

³ International Monetary Fund estimates in 2011, using 2010 current prices.

⁴ 2010 estimate.

⁵ These targets were based on poverty data provided by the UNDP-supported IHLCA. Action plans for each state and region for the period from July 2011 to December 2015 have been drawn up to implement this strategy.

⁶ For example, poverty rates are 73 per cent in Chin and 44 per cent in Rakhine, according to the UNDP 2011 Integrated Household Living Conditions Assessment.

⁷ PreventionWeb, Global Assessment Report 2009.

4. A new legal framework is in place for decentralization and devolution of legislative and executive functions to region and State levels and Self-Administered Zones. However, these newly created structures have limited institutional and technical capacities in democratic governance, modern public administration, inclusive poverty reduction and gender equality and women's empowerment strategies. New governance institutions⁸ are seeking support to continue the reform agenda and ensure inclusive and equitable development based on the rule of law. The Constitution provides women "the same rights and salaries as those received by men in respect of similar work". With regard to representation, there are few women in senior positions in Parliament and Government.⁹ Female participation in the labour force is also much lower than men, with only 54 per cent for women as compared with 82 per cent for men.¹⁰ In general, limited updated and reliable data is a major constraint, including sex-disaggregated data and gender analysis.

II. Past cooperation and lessons learned

5. Since 1993, the UNDP programme in Myanmar has been targeted towards interventions having grass-roots level impact in a sustainable manner.¹¹ The primary programme of assistance has been the Human Development Initiative, which supports 8,000 villages in over 60 townships nationwide, reaching an estimated 6 per cent of the population. This wide presence was necessary to provide crucial livelihood support in an environment where other development partners had a limited presence on the ground. However, this approach has hampered impact, sustainability and cost-effectiveness, as was noted by various assessments, including the annual Independent Assessment Missions (IAM).

6. The 2011 IAM report listed a number of challenges for the new programme, including maintaining relevance in the changing local context. It also highlighted the need for robust baseline data, a consistently applied gender strategy, and for stronger links between grass-roots level and policy-level work. The IAM report recommended that successful features of the two community development projects (such as the growth of social capital, community decision-making capacities and the participation of women) be retained under the new programme, while addressing issues of impact, sustainability and cost-efficiency. The 2012 IAM report notes progress in addressing these issues. With the Human Development Initiative coming to an end, the opportunity now exists to carry forward its successful features and address the challenges.

7. The UNDP microfinance project¹² works with close to 450,000 clients, of whom 97 per cent are poor women. UNDP was instrumental in bringing microfinance to Myanmar and is the largest microfinance provider in the country. A new regulatory framework has recently been established for the microfinance sector, which is likely to encourage the entry of many new microfinance providers. The 2011 IAM recommended that UNDP move beyond the direct provision of microfinance services to focus on strengthening the governance framework for the sector, and the 2012 IAM recommends reviewing such activities within the context of the newly emerging legal framework for the sector.

8. Beyond working at the community level, UNDP has also supported successful policy initiatives such as the Integrated Household Living Conditions Assessment (IHLCA),¹³ and policy efforts on HIV/AIDS, disaster risk reduction and post-disaster early recovery efforts. The first ever nationwide, multipurpose household survey was conducted under IHLCA in 2004/2005 and updated in 2009/2010. It provided an important entry point for policy discussions on inclusive development. The survey has been widely cited by many development partners and used by the Government for setting national MDG targets for poverty reduction. The HIV/AIDS project helped civil society to establish strong working relationships with national counterparts on the formulation of HIV/AIDS policy and strategy.

⁸ For example, such as parliaments, the judiciary and new constitutional or statutory bodies such as the National Commission for Human Rights or the Public Service Commission.

⁹ According to the Central Statistical Organization, women represented 33 per cent of senior-level officials in Government Departments in 2008-2009.

¹⁰ Integrated Household Living Conditions Assessment 2011.

¹¹ In line with the Governing Council decision 93/21

¹² Implemented by the NGO PACT (Non-Governmental Organization Programme for Accountability and Transparency).

¹³ Conducted in cooperation with the Ministry of National Planning and Economic Development

In early 2012, UNDP together with the United Nations country team also organized with the Government a conference on development policy options as part of the expanding dialogue on emerging issues and policy responses.

III. Proposed programme

9. The proposed programme will support the Government of Myanmar in its objective to achieve democratic transformation and poverty reduction in the country. This programme is consistent with the United Nations Strategic Framework (UNSF) 2012-2015 and is designed to take into account the rapidly changing country context. As the institutional nature and pace of reforms and their implementation cannot be predicted, the programme is meant to be flexible and responsive to risks and opportunities. In line with the principle of national ownership of development cooperation, the Government and other national stakeholders play a central role in guiding implementation and attainment of programme priorities. The programme aims to promote poverty reduction and sustainable development that are rights-based, gender-sensitive, inclusive and equitable by strengthening institutional capacity of national and local governments and non-state actors. Based on the UNDP comparative advantage and strengths, community-level actions are intended to show what works in achieving the above goals in the Myanmar context and at the same time engage in policy advocacy based on these experiences and lessons from other countries. This goal will be pursued through three complementary pillars, as described below.

10. Pillar I: Effective local governance for sustainable inclusive community development. Building on the social mobilization experience of the Human Development Initiative, this component will support institutional strengthening of local governments and civil society that will promote sustainable and inclusive local development models and contribute to poverty reduction in Myanmar. This will facilitate the transition of UNDP community development activities into more sustainable local governance and development processes, with successful models to potentially be further scaled up by government and other partners. These models will be promoted through capacity building of local governments (including in the self-administered zones) for area-based development planning and responsive public services; supporting development of a model of integrated village development; nurturing local civil society, community learning centres and media for increased legal and civic awareness and community services. At the same time UNDP will support strengthening local institutions of livelihoods support through access to finance, vocational training and small enterprise development, and social inclusion and equity (including gender equality, persons with disabilities and addressing the needs of HIV-affected populations) while at the same time provide direct targeted support to livelihoods and social cohesion as further outlined in paragraph 12.

11. UNDP will transition its microfinance work to policy support for institutionalizing its current microfinance project within national legal and oversight frameworks including through support for strengthening regulatory oversight, and promoting provision of diverse and affordable financial products and services. The programme will explore options for transitioning the existing microfinance portfolio to a financial intermediary or other suitable mechanism under the new regulatory framework.

12. With regard to target groups and geographic spread for direct support to livelihoods, community trust and confidence building, and social cohesion, UNDP will focus its interventions on areas with the greatest need (such as with high poverty incidence and ceasefire areas). In so doing UNDP will support an integrated United Nations response in coordination with government- and donor-supported group efforts with a view to increase potential impact and sustainability.

13. Pillar II: Climate change, environment, energy and disaster risk reduction. This pillar will build mitigation, preparedness and adaptation capacities of communities to manage the impact of climate change and natural disasters, including the sustainable use of natural resources and appropriate technologies (such as rural electrification and renewable energy). UNDP will promote the equal participation of women and men in adaptation, preparedness

and mitigation responses. Support will also be provided for policy advice on climate change, disaster risks, energy- and environment-related issues that need to be addressed at the region as well as central levels, such as environmental impact analysis, environmental standards and procedures, and multi-hazard risk information. Furthermore, this component will help improve life skills and capacities of communities, civil society and local and national institutions to form systems and networks for disaster risk management. If and when they occur, UNDP will help communities to recover from the effects of natural disasters.

14. **Pillar III: Democratic governance and development effectiveness.** This pillar will support policy and governance changes through analysis of data (both existing and newly gathered) and lessons learned from grass-roots level experience, to strengthen poverty reduction strategies and democratic governance in Myanmar. Analysis and policy advocacy will focus on poverty and specific thematic issues including gender, HIV, inclusive development and access to justice. The programme will provide support to the formulation and implementation of national development and governance reform strategies, and provide policy advice for advancing regional development, decentralization, and economic governance. UNDP will also help improve gender-sensitive data and statistics that strengthen national monitoring and evaluation systems pertinent to human rights based approach to poverty reduction and MDG achievement.

15. The programme will, through a prioritization and sequencing approach dependent upon legislative and institutional development, support efforts to ensure accountability of emerging democratic institutions, including Parliament, the judiciary and public administration, media and civil society. It will help to promote inclusive legislative processes, the rule of law and access to justice, including enhancing awareness of these concepts and empowering people. Support will be provided to the Union Parliament and sub-national parliaments to provide consultative, inclusive and transparent law-making processes, oversight as well as strengthen their capacity to support dialogues as part of the peace processes. It will help expand democratic space by strengthening capacities for, and dialogue among, national stakeholders (e.g., communities in rural areas where Pillar I efforts are focused, research institutions, advocacy groups and government). Capacity-building activities will be targeted at systems and institutions with the greatest impact on legal empowerment, access to justice and public administration, with a particular focus on promoting gender equality in decision-making and the fulfilment of human rights. As it is recognized that the reform process is at an early stage, this support will be provided on an incremental basis, taking into account progress on broader democratic reforms and the inclusiveness of government systems.

16. UNDP will be ready to assist the institutional and enabling framework for democratic elections in 2015. The programme can help increase awareness of and ensure meaningful participation in a fair and transparent electoral process.

17. Working together with the organizations of the United Nations system and development partners the programme will at the country level support implementation of Busan Partnership for Effective Development Cooperation, particularly by contributing to harmonization and coordination of development assistance in support of national priorities. The programme will also support the implementation of the Istanbul Programme of Action for the Least Developed Countries.

IV. Programme management, monitoring and evaluation

18. UNDP will look for cost-effective ways of implementing its community-level actions by building local capacity for the delivery of intended results. The programme will be directly implemented by UNDP, which will be responsible for ensuring efficient delivery of programme outputs, and coherence and coordination with other programmes. In consultation with government and donor partners, UNDP may consider modalities such as national implementation, non-governmental organization and United Nations agency implementation to enhance efficiency and results. Joint programming with other United Nations agencies will be prioritized in the design of new programmes in ceasefire areas and will be guided by the UN Strategic Framework's monitoring and evaluation system. UNDP will seek synergies with

other partners and work closely with development partners and sector coordination groups to optimize development effectiveness.

19. UNDP will also expand its country office capacities by aligning its structure with the requirements of the new programme and by blending international expertise with national talent. Leveraging its comparative advantage as the global development solutions exchange, UNDP will mobilize its regional expertise and global policy centres, and will facilitate South-South knowledge sharing in support of its country programme in Myanmar. A network of area presences in regional and state capitals will directly support implementation of activities under the Pillar 1 of the programme while at the same time facilitating UNDP's integrated cross-pillar programmatic response at sub-national and local levels.

20. The programme will be monitored and evaluated against the UNDP results and resources framework. UNDP will share monitoring and evaluation reports with relevant government authorities. Furthermore, to facilitate strategic guidance, results focus, national ownership and strong development partnerships, the programme's implementation will be overseen by the programme and pillar steering committees comprised of UNDP, relevant government counterparts, development partners and non-state actors. Given the rapidly changing country context, the underlying assumptions and design of programmatic activities will be reviewed and assessed on an ongoing basis and in consultation with the programme and pillar steering committees. At the end of the programme, outcome evaluations will be conducted to feed into the next country programme. This will include a specific gender impact assessment.

Annex. Results and resources framework for Myanmar, 2013-2015

<p>National priority or goal: Inclusive economic growth and poverty reduction, while facilitating reduced vulnerability to natural disasters and climate change and the promotion of economic, social and political reform processes.</p>					
<p>Country programme Outcome 1/United Nations Strategic Framework for Myanmar¹⁴ Priority 1, 2 and 4: Community driven development institutions that support local governance in service delivery; and inclusive growth, including agricultural development and enhancement of employment opportunities for women and men.</p> <p>Outcome indicators: 1. Strengthened institutional capacities for democratic governance in the delivery of public and private goods and services. 2. Positive and sustained rural household income growth rates of targeted poor. 3. Number of townships with a government-led development plan, formulated through consultation with women, youth and marginalised populations, under implementation</p>					
Government/partner contribution	Other partner contributions	UNDP contribution	Indicator (s), baselines and target(s) for UNDP contributions	Indicative country programme outputs	Resources by outcome (in thousands of United States dollars)
<p>The Government is implementing a National Strategy on Rural Development and Poverty Alleviation with its eight focus areas: Agricultural production sector; Livestock and fishery sector; Rural productivity and cottage industries; Micro- saving and credit enterprises; Rural cooperative tasks; Rural socio-economy; Rural renewable energy and Environmental conservation. The Government is establishing Planning and Implementation Committees at the region/state levels, district and township levels.</p>	<p>United Nations agencies, non-governmental organizations, civil society organizations and bilateral donors implementing interventions to combat food insecurity and to promote sustainable poverty reduction, especially focusing on agriculture and rural development. Private sector to contribute access to finance as well as technology and innovative solutions in the area of agriculture and environment.</p>	<p>UNDP will provide an integrated package of support to strengthening and nurturing institutional capacities of local governments, civil society and media to work in synergy to support human development and national integration. UNDP will promote sustainable local governance and development processes and models with potential to further scale up by the government and other partners. UNDP contribution will include support to relevant decentralization reforms through capacity assessments, participatory planning and capacity development of local governments, civil society, media and local institutions of livelihoods support including integrated village development and community empowerment with active involvement of both women and men. In addition UNDP will provide targeted direct support to sustainable livelihoods and social cohesion in border and ceasefire areas.</p>	<p>1. Number of completed township development plans supporting effective service delivery and conflict prevention; Baseline: none. Target: 17</p> <p>2. Active forum of civil society established, operational and sustainable; Baseline: None. Target: one in each region and state</p> <p>3a. Number of functioning local media channels operating in each target State or Region.</p> <p>3b. A toolkit of field-tested training methodologies and materials, case studies and sample content for replication and dissemination. Baseline: None. Targets: 3-5 local media channels and toolkit</p> <p>4b. Number of trained graduates of the target vocational skill development institutions. 4c-4b Number of beneficiaries having improved business development and enterprise management skills. Baseline and target: TBC</p> <p>5a. Percentage of target communities having active community-led governance structures and percentage of women represented in community led governance structures.</p> <p>Baseline: 15% of community development project villages have development committees with 30% women representation; no peace committees; local development plans are yet to be proofed from a conflict sensitivity angle. Targets: at least 80% of target communities have community-led governance structures with 40% female representation; number of community peace committees established (target TBC).</p>	<p>Output 1: Strengthened institutional capacity of local governments</p> <p>Output 2: Strengthened institutional capacity of civil society organizations to provide community services</p> <p>Output 3: Strengthened capacity of local media institutions in support of local development and civic awareness</p> <p>Output 4: Strengthened capacity of institutions to support sustainable livelihoods, including development of model of integrated village development;</p> <p>Output 5: Support to social cohesion and livelihoods in districts</p>	<p>Pillar I: Regular 12,000</p> <p>Other 47,000</p>

¹⁴United Nations Strategic Framework for Myanmar (2012-2015): a framework for joint initiatives among organizations of the United Nations system in Myanmar. It is built around four Strategic Priorities: (1) Encourage inclusive growth including agricultural development and enhancement of employment opportunities; (2) Increase equitable access to quality social services; (3) Reduce vulnerability to climate change and natural disasters; (4) Promote good governance and strengthen democratic institutions and human rights. The outcomes in the country programme document are aligned with the United Nations Strategic Framework outcomes.

				with high poverty incidence and ceasefire areas	
<p>Country Programme Outcome 2/ United Nations Strategic Framework for Myanmar Priority 3: Reduced vulnerability to natural disasters and climate change, improved environmental and natural resource management, and promotion of energy conservation through access to affordable and renewable energy, particularly in off-grid local communities.</p> <p>Outcome indicators: 1. Vulnerable communities have increased resilience to respond to natural disasters and climate change. 2. Disaster Risk Reduction, Climate Change Adaptation and more effective environmental policies. 3. Enhanced capacity for natural resource management at the local, region and national levels. 4. Improvements in rural electrification.</p>					
<p>Government to implement Myanmar Action Plan on Disaster Risk Reduction and Standing Order on Disaster Management. National institutions also provide access to and commitment for improving modelling, forecasting systems, and data and information. Environmental legislation recently passed and policies in place.</p>	<p>Academic, professional, technical institutions, private sector, NGOs, other CSOs provide complementary support and participation in climate change adaptation and disaster risk reduction activities.</p>	<p>UNDP contribution are structured around four technical elements: (i) climate change adaptation and mitigation; (ii) disaster risk reduction; (iii) environmental governance; and (iv) access to energy. These will be implemented through policy support at the national level and area-based programme components across three different eco-agricultural zones in Myanmar: (a) Coastal areas, including Delta; (b) Central Dry Zone; and (c) Northern Forest region. Gender issues will be mainstreamed across all three components, particularly through entry-points such as energy access, disaster risk reduction and community-based resource management.</p>	<p>6a. Number of villages that have Community-Based Disaster Risk Management (CBDRM) plans and are connected into the end-to-end early warning system. Baseline: 1,034 villages have been trained in CBDRM. Early Warning mechanism in place, yet to reach all communities at risk. Target: 300 new villages receiving support through the programme will be trained in CBDRM by 2015 and will be connected into the end-to-end early warning system.</p> <p>6b: Number of townships having completed Multi-hazard Risk Assessments. Baseline: Multi-hazard Risk Assessments have been covered in 71 townships of the Delta area and all 17 townships in Rakhine state. Other vulnerable states and regions have not prepared Multi-hazard Risk Assessments. Target: To be confirmed following further consultations with the Government.</p> <p>7a. Land use policy and environmental impact assessment procedures. Baseline: Environmental impact assessments foreseen in new law, however, procedures not fully developed; no land use policy. Target: Drafted land use policy and environmental standards and procedures.</p> <p>7b: Number of target villages that have developed Community-Based Natural Resource Management Plans (CBNRM) integrated within Government Township Development Plans. Baseline: none; Target: 350.</p> <p>8: Electrification of rural households through use of alternative energies such as solar power, mini hydro and/or biomass. Baseline: 2.3 million rural households with electrification; Target: 25,000 additional rural households with electrification from renewable energy sources.</p>	<p>Output 6: Rural communities and institutions have climate and disaster-resilient plans</p> <p>Output 7: Enhanced institutional and people's capacity for environmental conservation and use of natural resources.</p> <p>Output 8: Rural households have increased access to renewable energies.</p>	<p>Pillar II: Regular 4,000</p> <p>Other 42,000</p>
<p>Country Programme Outcome 3/ United Nations Strategic Framework for Myanmar Priority 4: Promote democratic governance and the rule of law to strengthen democratic institutions and the advancement of human rights.</p> <p>Outcome indicators: 1. Transparent and participatory legislative processes are developed to a recognized standard including increase of women's political empowerment 2. Justice institutions and legal framework improved to ensure RoL and A2J for all with a specific focus on marginalized groups 3. Strengthened capacity for service delivery and improved responsiveness of the public administration. 4. 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).</p>					
<p>Government has set out to focus on</p>	<p>United Nations agencies, CSOs and</p>	<p>UNDP will provide technical assistance in: (1) development</p>	<p>9a: Technical assistance for regional development planning Baseline: Limited technical assistance in regional development</p>	<p>Output 12: Policy analysis and advocacy</p>	<p>Pillar III Regular</p>

<p>sustainable development and equitable growth, good governance and improved public service, human rights, independent media, the rule of law, transparency, accountability, anti-corruption and national reconciliation. In addition, a Comprehensive National Development Plan and action plans for each state and region are being developed.</p>	<p>NGOs as well as bi-lateral donors will implement initiatives to support democratic governance. In addition, these partners will provide support for policy analysis and planning. Academic institutions and local think tanks will also provide technical support for policy analysis.</p>	<p>effectiveness and public policies, (2) parliamentary development, (3) law and justice, (4) public administration reform. Mechanisms of support will include: (a) information and analysis for reforms based on national context and international standards; (b) assistance for the expansion of democratic space, including coordination and exchange of information; (c) the strengthening of democratic institutions through capacity- building; and (d) support for the annual poverty reduction and evaluation mechanism. Within this Pillar, UNDP will include activities specifically addressing gender inequality and women's political empowerment, inclusion of people with disabilities and specifically addressing HIV legal and policy issues.</p>	<p>planning; Target: At least one state/region supported in regional development planning.</p> <p>9b. Policy advice and analysis of poverty reduction strategies and subsequent capacity building; platforms and mechanisms for multi-stakeholder policy advice on major social and economic issues. Baseline: One development policy options conference organized in 2012; Target: Three manor conferences on public policy with follow-up actions.</p> <p>10c: A consultative process to articulate national poverty reduction strategies/plans. Baseline: Limited technical assistance for a poverty reduction strategy through a consultative process; Target: Support for the articulation of national poverty reduction strategies through a consultative process.</p> <p>11. Technical capacity for parliamentary development and in particular well-equipped parliamentary library. Baseline: Ad hoc capacity based on recent parliamentary exchange visits from other countries, and limited reference material in parliamentary library; Target: Technical assistance provided to support parliamentary committees and a well-equipped library.</p> <p>12: Technical assistance to address needs of the justice sectors Baseline: limited institutional and human capacity to uphold the rule of law and ensure access to justice; Target: Justice sector needs assessments conducted and capacity building for the justice sector provided.</p> <p>13: Needs assessment of institutions at region and state level providing service delivery functions to population; capacity-building of civil servants for service delivery. Baseline: Limited international support. Target 1: Needs assessment conducted and capacity building based on identified needs.</p>	<p>provided to national and regional governments to strengthen poverty alleviation programmes and to improve development effectiveness.</p> <p>Output 13: Inclusive and participatory systems demonstrated in national and regional parliaments.</p> <p>Output 14: Information and capacity for justice sector development.</p> <p>Output 15: Inclusive and participatory systems demonstrated in public administration.</p>	<p>9,000 Other 36,000</p>
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