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**Draft country programme document for Myanmar
(2013-2015)**

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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 signalled 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 per cent 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 per cent.⁴ The National Strategy on Rural Development and Poverty Alleviation aims to reduce the poverty rate by half from 32 per cent in 2005 to 16 per cent 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 per cent 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

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. PreventionWeb, Global Assessment Report 2009.

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.

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" (article 8). 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).

⁷ PreventionWeb, Global Assessment Report 2009.

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.

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. 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 national priority of poverty reduction. This programme is consistent with the United Nations Strategic Framework (UNSF) 2012-2015,¹⁴ and is designed to take into account the rapidly changing country context. The programme will also support the

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.

¹⁴ The UN Strategic Framework 2012-2015 comprises four priorities: (a) encourage inclusive growth, both rural and urban, including agricultural development and enhancement of employment opportunities; (b) increase equitable access to quality social services; (c) reduce vulnerability to natural disasters and climate change; and (d) promote good governance and strengthen democratic institutions and human rights.

implementation of the Istanbul Programme of Action for the Least Developed Countries. 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. The programme aims to promote poverty reduction at the grass-roots level, growth and sustainable development that are rights-based, gender-sensitive, inclusive and equitable. 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: Transitioning from the Human Development Initiative to sustainable inclusive community development. Building on the social mobilization experience of the Human Development Initiative, this component will promote sustainable cost-efficient rural development models that reduce poverty and support the growth of responsive local governance structures. This will facilitate the transition of UNDP community development activities into more sustainable locally driven development processes, with successful models to potentially be further scaled up by government and other partners. These models will be promoted through support for employment opportunities, access to finance, rural markets and small enterprise development, and social inclusion and equity (including gender equality, persons with disabilities and addressing HIV-affected populations). In parallel, UNDP will help strengthen the capacities of local governance systems at the township and regional levels, to ensure that these systems are able to respond to the development and service provision needs identified by communities and that communities have the information (e.g., community libraries), legal awareness and capacity to engage with local governments.

11. UNDP will transition its microfinance work to policy support for institutionalizing its current microfinance project in national oversight and governance structures including through support for strengthening regulatory oversight, supporting expansion of service providers, 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, UNDP will focus its interventions on areas with the greatest need based on criteria including: (a) incidence of poverty¹⁵ and (b) ceasefire areas¹⁶ in coordination with government- and donor-supported group efforts. In applying these criteria, consideration will also be given to the presence of an enabling infrastructure in target areas to increase potential impact and sustainability.

¹⁵ Poverty scorecards will be derived from the data collected in the IHLCA. Vulnerability Assessment Mapping undertaken by the World Food Programme is another source of information to approximate poverty incidence.

¹⁶ For ceasefire areas (or areas where peace is being established with ethnic groups) the new programme will provide assistance through an integrated United Nations response. Within this response, UNDP will consider community mobilization, livelihoods (including cash for work), participatory development planning structures, community trust and confidence-building, support for demining efforts and other identified needs, as well as addressing issues of gender-based violence in post-conflict situations.

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: Policy advice and review for poverty reduction and democratic governance. This pillar will support policy advocacy through analysis and lessons learned from grass-roots level experience, to help 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 democratic governance. The programme will provide support to the formulation and implementation of national development 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 poverty reduction and the MDGs.

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, the media and civil society. It will help to promote inclusive legislative processes and the rule of law, including creating awareness of these elements at the community level. Support will be provided to the National Parliament and sub-national parliaments to enable highly consultative law-making 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 local development and community needs, 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 the electoral process.

17. Working together with the United Nations country team, bilateral donors and other partners, the programme will strengthen dialogue and coordination for development effectiveness based on the Busan principles, particularly by supporting national efforts to harmonize and coordinate donor assistance in support of national

development priorities, particularly in areas such as governance and for programming in ceasefire regions.

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 development of new programmes in ceasefire areas. In such cases monitoring and evaluation will be guided by the UN Strategic Framework monitoring and evaluation framework and UNDP will monitor interventions jointly with partners. UNDP will seek synergies with other partners and work closely with donor coordination groups to optimize development effectiveness, especially as several other partners are also currently developing their assistance strategies for Myanmar. UNDP will also expand its country office capacities in line with the requirements of the new programme.

19. 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. 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 government and development partners. At the end of the programme, outcome evaluations will be conducted to feed into the post-2015 programme. This will include a specific gender impact assessment.

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

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.					
Country programme Outcome 1/United Nations Strategic Framework for Myanmar¹⁷ 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.					
Outcome indicators: 1. Number of community driven development institutions active in planning and supporting local level development activities; 2. Positive and sustained rural household income growth rates of targeted poor. 3. Greater access to inclusive financial services including women receiving micro-finance support.					
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)
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.	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.	Under Pillar I, UNDP will support sustainable and cost-efficient mechanisms for socially, economically, gender-responsive and environmentally resilient community governance and development in priority areas of the country, selected according to (i) incidence of poverty, ¹⁸ (ii) vulnerability to climate and disaster risk, and (iii) ceasefire areas. UNDP contribution will include: (a) awareness, participation, and organizational capacity of communities to engage village/tract and township authorities in service delivery with active involvement of both women and men. Training for local government officials in participatory planning and service delivery; (b) support to rural livelihoods in areas such as skills training, improving access to markets, access to finance, support to increased food production, and	<p>1: Percentage of target communities having active community- led governance structures such as Village Development Committees¹⁹ (VDCs) functioning and linking to Township Planning and Implementation Committees. Baseline: 15% of community development project villages have VDCs. Target: By the end of 2015, at least 80% of target communities have community-led governance structures in place for local level decision-making and implementation.</p> <p>2: Percentage of women represented in VDCs. Baseline: 30% women representation in 650 VDCs in 2012. Target: By 2015 at least 40% female representation in VDCs.</p> <p>3: Poverty reduction through increased household income and employment opportunities in target villages. Baseline: Sample household expenditure to be obtained from poverty scorecards in year 1 and 3. Target 1: Households in target areas report increases in expenditure of 10% or more, greater than a control group by 2015. Target 2: Women benefit from 50% of new employment opportunities created.</p> <p>4: Greater range of financial services available from local and national entities. Baseline: National provider of funding capital for microfinance organizations working directly with clients does not</p>	<p>Output 1: Inclusive community institutions supporting local-level development activities for women and men planned and implemented at the village, tract and township levels.</p> <p>Output 2: Sustainable livelihoods and improved household incomes through increased access to financial resources, employment and economic opportunities.</p>	<p>Pillar I: Regular 13 000</p> <p>Other 62 000</p>

¹⁷ United Nations Strategic Framework for Myanmar, 2012-2015. The United Nations Strategic Framework is a framework for joint initiatives among the United Nations country team 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.

¹⁸ In the context of monitoring poverty trends, UNDP will support data collection on socio-economic impacts of HIV at the household level, and resultant data will inform inclusion of HIV targeted activities within this Pillar.

¹⁹ Village Development Committees are civil society organizations established by UNDP and other development actors to facilitate participatory local governance.

The Government is establishing Planning and Implementation Committees at the region/state levels, district and township levels.		assistance to community-driven infrastructure initiatives; (c) support for the stabilization of target communities in ceasefire areas through strengthening of local community structures, improving rural livelihoods, food security, vocational skills and demining.	formally exist; Target: At least one such organization exists with capacity-building support from UNDP. 5: Number of sub-townships where returnees will receive reintegration and livelihood opportunities. Baseline: Limited reintegration of displaced persons in ceasefire areas. Target: 9 sub-townships have reintegration opportunities for returnees.		
<p>Country Programme Outcome 2/ United Nations Strategic Framework for Myanmar Priority 3: Reduced vulnerability to natural disasters and climate change, and the 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>					
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.	Academic/professional/technical institutions, private sector, NGOs, other CSOs provide complementary support and participation in climate change adaptation and disaster risk reduction activities.	UNDP contributions in Pillar II 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>6. Number of villages that have Community-Based Disaster Risk Management (CBDRM) development 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: 515 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>7: Number of townships having completed Multi-hazard Risk Assessments. Baseline: Multi-hazard Risk Assessments have been conducted 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>8. Environmental impact assessment procedures. Baseline: Environmental impact assessments foreseen in new law, however, procedures not fully developed. Target: Drafted environmental standards and procedures.</p> <p>9: 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>10: 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</p>	<p>Output 3: Rural communities and institutions have climate and disaster-resilient plans</p> <p>Output 4: Enhanced institutional and people's capacity for environmental conservation and use of natural resources.</p> <p>Output 5: Rural households have increased access to renewable energies.</p>	<p>Pillar II: Regular 5 000</p> <p>Other 49 000</p>

			renewable energy sources.		
<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 parliamentarians 2. Justice sector development 3. Strengthened capacity for service delivery at the local level through public administration reforms. 4. Broad stakeholder participation (including women, people with disabilities and HIV/AIDS) and evidence based analysis in planning public policies with gender and human rights explicitly addressed.</p>					
Government has set out to focus on 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, the National Strategy on Rural Development and Poverty Alleviation and action plans for each state and region are planned to be developed.	United Nations agencies, CSOs and NGOs as well as bi-lateral donors will implement initiatives to support and strengthen good 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.	Under Pillar III, UNDP will provide technical assistance in: (1) Parliamentary Development, (2) Law and Justice, (3) Administrative Reform and Decentralization, and (4) Public Policy. 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>12. 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>13: Technical assistance to address needs of justice sector institutions. Baseline: limited; Target: Justice sector assessments conducted and capacity-building for justice sector development based on assessments provided.</p> <p>14: 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>15: Technical assistance for regional development planning. Baseline: Limited technical assistance in regional development planning; Target: At least one state/region supported in regional development planning.</p> <p>16: 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 major conferences on public policy with follow-up actions.</p> <p>17: A consultative process to articulate a national poverty reduction strategy. Baseline: Limited technical assistance for a poverty reduction strategy through a consultative process; Target: Support for the articulation of a national poverty reduction strategy through a consultative process provided.</p>	<p>Output 6: Inclusive and participatory systems demonstrated in national and regional parliaments.</p> <p>Output 7: Information and capacity for justice sector development.</p> <p>Output 8: Inclusive and participatory systems demonstrated in public administration.</p> <p>Output 9: Policy analysis and advocacy provided to national and regional governments to strengthen poverty alleviation programmes.</p>	<p>Pillar III Regular 7 620 Other 13 380</p>