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Myanmar Good Governance Forum

ညီညာဖြူဖြူ၊ ကောင်းသောလူ့အဖွဲ့အစည်းကို တည်ဆောက်ကြ။ ညီစေနေော်။

In unity towards a good society. Let's do it!

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24 - 25 February, 2015

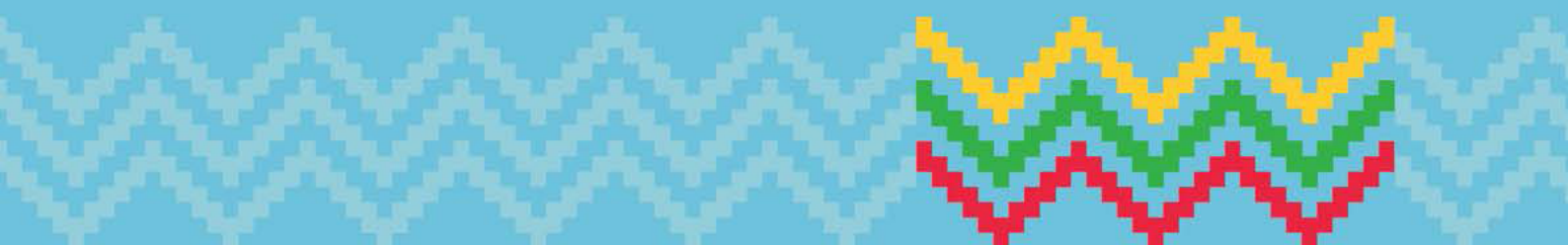
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Nay Pyi Taw, Myanmar

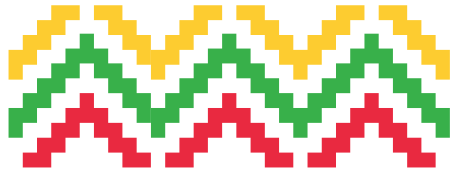
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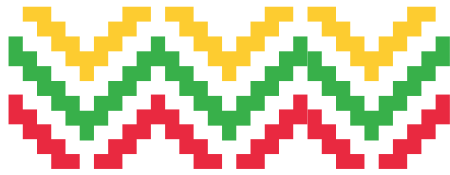


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In unity towards a good society. Let's do it!



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24-25 February, 2015

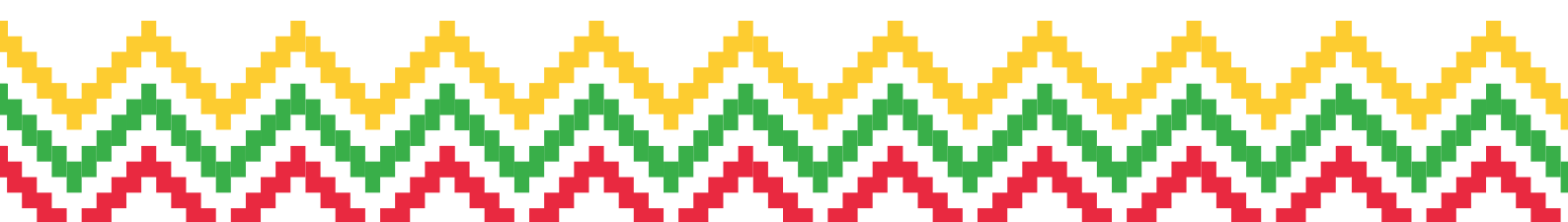
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Nay Pyi Taw, Myanmar

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FOREWORD

Dear Reader,

This report summarizes the main proceedings and discussion of the 2nd Myanmar Good Governance Forum, jointly organized by the General Administration Department (GAD) of the Ministry of Home Affairs and UNDP Myanmar.

The Forum provided for two days a vibrant platform for more than 280 mainly national as well as international participants and resource persons to discuss the progress of subnational governance reform in Myanmar and to share experiences and lessons learnt.

Critical for the success was the high level government participation of key ministers and members of the President's office, the Ministry of Home Affairs, key Union and State level Ministries and Departments, as well as of parliamentarians, representatives of national and international NGOs, UN Agencies, Embassies and Development Partners.

The focus of the 2015 Myanmar Good Governance Forum was on local governance and the Forum also provided the platform for launching the 14 State and Regions report of the GAD/UNDP led Local Governance Mapping and in-depth discussions on findings and ways forward. All reports in both languages are available at the UNDP Myanmar website.

It is evident from the discussions and level of contributions that Myanmar indeed has made much progress on many fronts along the four waves of reforms, and that reforms are trickling down to the local level, while naturally there is also space for improvements and future steps.

UNDP would like to thank all who have contributed to the success of the event, the government partners, the high level national and international resource persons, as well as all the participants. A dedicated thank you goes to the GAD for successfully completing the local governance mapping exercise as well as for an effective and successful partnership in organizing the Forum.

It is the ambition of the organizers that the forum will indeed continue as a regular annual event of discussion, debate, knowledge sharing and visioning about how to foster good governance and people centered development in Myanmar in the years to come.

The translation of the Myanmar motto of the Forum - "In Unity towards a good society. Let's do it!" - shows the way forward.

We hope that you will find the report informative and useful.

Christian Hainzl,

Team Leader UNDP, Local Governance/ Local Development, UNDP Myanmar



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FORUM AGENDA



24_{Feb} Tuesday

Opening and launch of the local governance mapping reports: Taking stock of the state of local governance

07:00-08:00 Registration

08:00-10:00 **Session 1 - Opening:
Launch of the State of Local Governance reports**

Welcome and
Inaugural Address

H.E. Lt. General Ko Ko, Union Minister of Home Affairs

- Launch of the local Governance reports
- Video presentation
- Vote of thanks
- Vote of thanks

Mr. Toily Kurbanov, UNDP Country Director and
H.E. Brigadier General Kyaw Zan Myint, Deputy
Minister of Home Affairs

Community Dialogues in Myanmar

Col. Htein Linn, Minister Security and Border Affairs,
Rakhine State Government

Ms. Renata Lok-Dessallien, UN Resident
Coordinator and UNDP Resident Representative

Key note address:

H.E. U Hla Tun, Minister Presidents Office

Photo session

10:00-10:30 Coffee and tea break

10:30-12:00 **Session 2 - Scene-setter:
The current state of local governance reform - achievements and challenges**

Key findings from the local governance mapping: people's perception on quality of service delivery in education, health and water supply.

Ms. Mithulina Chatterjee, UNDP local governance mapping coordinator



Panel discussion including:

- H.E. Dr. Khin San Yi, Union Minister of Education
- H.E. Dr. Than Aung, Union Minister of Health
- H.E. U Tin Ngwe, Dy. Union Minister of Livestock, Fisheries and Rural Development
- H.E. Dr Min Nwe Soe, Minister Economy and Planning, Mon State Government

Facilitator: UNDP

12:00-13:00 Lunch break

13:00-14:30 **Session 3 - Knowledge fair:**
Good practices and lessons from other countries - Policy development, coordination and monitoring of decentralization reforms

Guest speaker: Mr. Robert Boothe, Economist and Public Sector Specialist, World Bank

Panel discussion including:

- Indonesia: Mr. Wariki Sutikno, Director for Local Autonomy, Ministry of National Development Planning (Bappenas)
- Vietnam: Mr. Le Van Chien, PAPI expert, Institute of Leadership and Public Policy
- Academia: Dr. Zaw Oo, Executive Director, Myanmar Development Resource Institute (MDRI) and Advisor to the President

Facilitator: UNDP

14:30-15:00 Coffee and tea break

15:00-17:30 **Session 4 - Brainstorm:**
Parallel sessions on the State of local governance in Myanmar – what works and what to improve?

Plenary introduction to the Local Governance Mapping: objectives and methodology
 U Aye Lwin, Programme Specialist, UNDP Myanmar

Parallel breakout sessions:

Group 1:
Development Planning and Participation

Presenters

- Mr. Gerhard Van't Land, Senior Public Sector Management consultant, UNDP
- Mr. Joern Kristensen, Executive Director, Myanmar Integrated Institute for Development

Group 2:
Access to basic services

Presenters

- Mr. Paul van Hoof, UNDP Local Governance Mapping consultant, UNDP
- Mr. John Timothy Denny, Education Specialist, UNICEF

Group 3:
Institutional and social accountability

Presenters

- Ms. Anki Dellnas, Local Development Specialist, UNDP
- Mr. Shihab Uddin Ahamad, Director ActionAid

Group 4:
Women's participation in local governance

Presenters

- Ms. Mithulina Chatterjee, Local Governance Mapping Coordinator, UNDP and Ms. Sanda Thant, Gender Specialist, UNDP
- Mr. Paul Minoletti, Research Coordinator at the Centre for Economic and Social Development (CESD), Myanmar Development Resource Institute

17:30-18:00 **Session 5 – Conclusion:**
Plenary session to discuss the summary of group work & way forward
 Facilitator: UNDP

18:00-19:00 Reception and display of the State of Local Governance reports



FORUM AGENDA



25_{Feb} Wednesday

Thinking Ahead: Framing the future reform agenda

08:50-09:00 **Recap of Day 1**
H.E. Daw Lei Lei Thein, Dy. Minister Ministry of National Planning and Economic Development

09:00-10:00 **Session 6 - Scene-setter:**
Key policy priorities for fostering people-centered services

- Presentation by H.E. U Tin Naing Thein, Union Minister President's Office
- Presentation by H.E. U Soe Thein, Union Minister President's Office

10:00-10:30 Coffee and tea break

10:30-12:00 **Session 7 - Knowledge fair:**
Good practices and lessons from other countries: Bringing services effectively to the people: transparency, accountability and e-governance

Guest speaker: H.E. Jigme Thinley, Former Prime Minister of Bhutan, Member of Club de Madrid

Panel discussion including:

- Mongolia: H.E. Luvsan Erdenechuluun, Former Minister of Foreign Affairs and Ambassador to the UN, National coordinator of One Stop Shops, Mongolia
- India: Mr. RS Sharma, Secretary Department of Electronics and Information Technology, Government of India
- Estonia: Mr. Ivar Tallo, Member and founder of the Executive Board at E-Governance Academy, Former Member of the Estonian Parliament

12:00-13:00 Lunch break



13:00-16:00 **Session 8 - Brainstorm:**
Parallel sessions on future reform priorities

Group 1:
Local and Regional Economic Development

Presenters

- Italy: Mr. Enzo Lavolta, Deputy Mayor in charge of Development, Innovation and Environment, Municipality of Turin
- Turkey: Mr. Sadrettin Karahocagil, President Southeastern Anatolia Project

Group 2:
Effective information and service access

Presenters

- India: Mr. Sanjay Jaju, Senior Expert on e-governance, Joint Secretary to the Government of India
- Mongolia: H.E. Luvsan Erdenechuluun, Former Minister of Foreign Affairs and Ambassador to the UN, National coordinator of One stop shop

Group 3:
Accountability mechanisms and tools

Presenters

- Sweden: Ms. Anne Andersson, Municipal Chief Executive, Orebro municipality;
- Vietnam: Ms. Do Thi Thanh Huyen, UNDP Vietnam

Group 4:
Local Governance and social cohesion - building trust between institutions and communities

Presenters

- Ireland: Dr. Clem McCartney, Senior expert in conflict and community issues, Project Content Coordinator of Club de Madrid's Shared Societies Project and Associate of the Berghof Foundation for Peace Support
- Ms. Dilrukshi Fonseca, UNDP Social Cohesion and Governance Specialist

16:00-17:00 **Session 9 – Conclusion:**
Panel discussion with key bilateral Development Partners (DPs) on: takeaways from the Forum, reflections on reforms and DPs support to priority areas

17:00 **Closing:**
H.E. Brigadier General Kyaw Zan Myint, Deputy Minister of Home Affairs



SUMMARY OF DISCUSSIONS

SESSION 1

OPENING AND LAUNCH OF THE STATE OF LOCAL GOVERNANCE REPORTS



Welcome and
Inaugural Address

H.E. Lt. General Ko Ko, Union Minister of Home Affairs

Launch of the local
Governance reports

Mr. Toily Kurbanov, UNDP Country Director and
H.E. Brigadier General Kyaw Zan Myint, Deputy
Minister of Home Affairs

Video presentation
Vote of thanks

Community Dialogues in Myanmar
Mr. Christian Hainzl, Team Leader (Local Governance/
Local Development) UNDP Myanmar, on behalf of
Ms. Renata Lok-Dessallien, UN Resident Coordinator and
UNDP Resident Representative in Myanmar
Ms. Renata Lok-Dessallien, UN Resident
Coordinator and UNDP Resident Representative

Vote of thanks

Key note address:

H.E. U Hla Tun, Minister Presidents Office

H. E. U Hla Tun,
Minister,
President's office
delivers keynote
address



H.E. LT. General Ko Ko, Minister of Home Affairs, delivers the welcome and inaugural address.

H.E. LT. GENERAL KO KO referred in his introductory remarks to the four waves of national reform initiated by the Government of Myanmar, which outlined strong foundations for democratic governance. The first wave of reform was the peaceful transition from the military government to a multi-party democratic system, establishing an inclusive political process of national reconciliation. The second wave unleashed an array of political, economic, administrative and private sector development reforms. The third wave aimed at laying down a firm foundation for a new democratic state, benefiting the people by fulfilling their socio-economic needs. He underlined that a key element of this third wave is the reform of the Public Administration which aims to improve the performance of the public administration and its civil service, and clarify the division of powers between the Union and the State and Regional Governments.

The commitment to further strengthen the work on local governance, and the Ministry of Home Affairs and the UNDP committed to the Local Governance Mapping in the 14 regions and

states emerged from the first national workshop on "Good Local Governance and People Centered Services – What can we learn from best practices in the region" in August 2013, organized by the Government and the UNDP. H.E. Lt General Ko Ko welcomed the participation of international guests to this Second Forum mentioning that their experiences in local governance and the role of local governments are of great value to inform the current reform process in Myanmar. He highlighted that the exchanges with partner countries around local governance have intensified in the last years, thanks to UNDP's support. In November 2013, a Myanmar delegation took part in a study tour to Cambodia to exchange experiences on the implementation of reforms to make local development participatory, accountable and responsive to the needs of citizens. In September 2014, another Myanmar high-level delegation took part in a study tour to Turkey and Sweden to get an enhanced understanding of multi layered governance structures in decentralized systems, regional economic development and effective people-centred service delivery. Among

the international experiences, the Government of Myanmar found particularly interesting the concept and practice of One Stop Shops (OSS) to enhance efficiency, transparency and effectiveness of service delivery.

H.E. Lt. General Ko Ko concluded by reaffirming that, building on the findings of the Local Governance Mapping, the Government hopes that the Forum serves to further enhance the discussion on the future reform priorities to promote good governance and improved service delivery to the people. He thanked all involved national and international stakeholders for their commitment in supporting this process.

MR. TOILY KURBANOV, in launching the local governance mapping reports, quoted Bogyoke Aung San, on the arduous way to democracy and good governance. He reported to the audience on the completion of the nationwide Local Governance Mapping, an exercise of unprecedented scale and speed undertaken by the Government of Myanmar in cooperation with the UNDP. In little more than a year, the Government and UNDP carried out data collection and local governance analysis in all 14 states and regions of Myanmar and in 56 selected townships, conducted hundreds of community meetings, and interviewed thousands of people. This allowed for an in-depth understanding of strengths and weaknesses of local governance in the country. While the results of the mapping differ in details from one State/Region to another, Mr. Kurbanov highlighted two key cross-country findings:

1. Local administrations are going beyond their traditional role of maintaining law and order to provide better services to the population.
2. People of Myanmar are already giving direction to local governance as measured by the rate of participation in public consultations.

The findings of the mapping also reveal areas requiring focus and significant improvement, for instance:

- Across the country, the ratio of people who feel comfortable to speak up is still less than 50%.
- There are disparities in the quality of service provision between States/ Regions.

Mr. Kurbanov congratulated the people and the Government of Myanmar for this effort, which significantly expands the knowledge for evidenced-based decisions in the area of public administration and local governance. He underlined that the mapping also has triggered community interactions that have made an impact in gradually changing mind-sets, and has exposed national actors to internationally recognized methodologies.

Mr. Kurbanov concluded his speech by reminding that the aspiration of people-centered governance is an demanding journey that starts at the local level. He reiterated that the UNDP and its Development Partners are convinced that the Local Governance Mapping will help Myanmar in this path, and stand ready to further support the Government in this process.



“To reach the aspiration of people-centered governance is an arduous travel but it starts with local governance. Myanmar has firmly chosen the destination. We – United Nations Development Programme and our development partners – are convinced that the local governance mapping will help you to reach it.”

Mr. Toily Kurbanov, Country Director, UNDP Myanmar

H.E. BRIGADIER GENERAL KYAW ZAN MYINT

began his speech stressing the importance of good governance in the building of a modern and democratic society. The strengthening of the local governance sector is key in promoting the principles of good governance and citizen-centered services, as is the collaboration between the different levels of government, business organizations, non-governmental organizations and other stakeholders within the society. A system of good governance is to be built at all levels of governance in Myanmar: the ward/village level, township level, district level, Region/State level and Union level.

as community dialogues.

H.E. Kyaw Zan Myint observed that the findings of the reports with regards capacities, tasks, challenges and obstacles of the reform process at local level will be used to assess well-functioning local level governance mechanisms and processes for better citizen-centered services.

Following H.E. Kyaw Zan Myint speech, the **VIDEO COMMUNITY DIALOGUES IN MYANMAR** was premiered, offering participants with an audio-visual testimony of the Local Governance Mapping. The video can be accessed in the following link: youtu.be/O84eeGaiV4o

Premier of the video Community Dialogues in Myanmar



In the context of the Myanmar reform process, he recalled that the UNDP partnered with the General Administration Department (GAD) under the Ministry of Home Affairs to conduct the Local Governance Mapping across the country. The purpose of the mapping is to improve the understanding of the current quality of local governance and service delivery particularly at township level. The mapping was conducted in a phased manner in all 14 states and regions of Myanmar: Phase 1: Chin and Mon States, completed in November 2014; Phase 2: Kayah, Kayah, Tanintharyi, Bago and Ayeyarwaddy – May to July 2014; Phase 3: Kachin, Magway, Mandalay, Rakhine, Sagaing, Shan and Yangon - July to September 2014.

The findings of the 14 State of Local Governance reports were gathered by teams, which visited 56 townships across Myanmar. They collected the perceptions of more than 5,000 people through citizens' report cards, interviews with basic service providers such as nurses and teachers and village and township administrators, as well

COL. HTEIN LINN underlined that as part of the administrative reform, people centered development, good governance and a bottom up planning approach (responsive service delivery to the needs prioritized by the people) are particularly in focus for the Rakhine State Government.

He explained that as a first step of the local governance mapping in Rakhine, a stakeholder sensitization and consultative workshop was held with representatives from District and Township level General Administrations Department (GAD), Township Development Support Committees (TDSC) and Township Management Committee (TMC) and town elders in July 2014. Four townships were selected as sample townships of the village tracts and wards of the selected townships from August 25 to September 20, 2014. Respective local administrations in Rakhine State provided support and coordinated the security and administrative needed to conduct the mapping.

In February 2015, a consultative meeting for the draft State of local governance report was held in Sittwe at the State GAD office where the main findings were reviewed. The report and its recommendations were very useful in order to enhance good local governance and social development in Rakhine State.

In the mapping report, there were some unexpected achievements that the government of Rakhine did not expect. For example, people's perspectives on improvements in primary education and health services were very positive even in the Gwa Township, which is a very remote area in Rakhine State. These results are an indication that the Government has improved in meeting people's needs and expectations. Many challenges and weaknesses can be found in Myanmar with only 3 years of democratic practice. The findings and suggestions from the local governance mapping will help to address the weaknesses and hopefully overcome the challenges faced at the local level (State, district, township, ward and village) when implementing the Government's reform processes.

To conclude, Col. Htein Linn noted that the identification of people's needs and knowing people expectations on the ground are very important in the current situation to carry out a people-centered development approach in line with democratic practice. In this situation, the State of Local Governance Reports will be very useful for the government. The Rakhine State government recognizes UNDP's good cooperation with the Union government and hopes to have more cooperation with UNDP on good governance processes in the future.

MR. CHRISTIAN HAINZ, speaking on behalf of Ms Renata Lok-Dessalien recounted how the methodology for the Local Governance Mapping was presented and endorsed by the participants of the first Good Local Governance Forum in Nay Pyi Taw in August 2013. From that initial stage and during the roll out of the mapping exercise, he underscored the high level of commitment of the Government at the Union, State /Region and Township levels to support the research teams and consultants.

Mr. Hainz specified that the reform of governance structures is a long term process and change cannot occur overnight. Joint engagement in analysis and collection of information allows

having a joint baseline, from which progress can be monitored. It can also help to inform next reform steps, as well as identify priorities, both for government and for support by partners. What distinguishes the Local Governance Mapping from other valid research on decentralization and sub-national governance reform, is not only the partnership of the Government and a development organization, UNDP, in the nationwide exercise, but also the broad outreach to more than 5,000 people (community members as well as services providers delivering health, education and water services at township and community level).

He added that capturing the views and perceptions on progress, on the quality of services and on the existing arrangements for participation and transparency, demonstrates the concrete commitment of the Government to listen to the voice of the people and consider their expectations, needs and ideas when designing the next steps of reforms. Naturally, with such an exercise, not all the findings are favorable, and gaps where more needs to be done have been identified. It is not always easy for governments to admit openly that gaps exist.

“Allocated funds to support local development projects for regions and states have increased to 12% in the 2015-2016 fiscal year. This is testimony to the new government's commitment to and support for the improved capacity and effectiveness of local governance.”

H.E. U Hla Tun, Minister, President's Office



yet gap identification is the first important step toward improving public services and translating a

**Display of the 14
State of Local
Governance reports**

people-centered approach into reality.

Mr. Hainzl thanked all of the organizations and institutions within Myanmar and from abroad who have engaged in the Forum, especially the donors and Development Partners who support the local governance and local development programme of UNDP: the governments of Denmark, Sweden and Japan. He stated that it is the intention of the organizers that the Good Governance Forum becomes a regular annual platform to take stock of the status and achievements of the ongoing governance reform, as well as to facilitate learning, reflection and experience sharing with countries in ASEAN and beyond.

H.E. U Hla Tun thanked all Development Partners in his key note address for their support in the reform process of the country. He evoked that since the new government has assumed responsibility, it has been committed to the policy of good governance and clean government. In implementing this policy, the Government has embarked upon several waves of reform. As part of the second and third waves, capacity development of local governance and public administration at the sub-national level was defined as a goal. In addition, during the four years of responsibility by the new Government, central governing bodies, organizations at the Union and regional levels have introduced and practiced a new people-centered administrative approach in line with a democratic system of government.

Drawing from his own experience as responsible for the reform process in public administration, he underlined that developing the capacity of the country's regional and local governance is of extreme importance. He also found that in capacity development, it is necessary to reduce centralized control by the process of power sharing and allocation of financial and natural resources. As 70% of the country's population live in the rural areas, it is necessary to place emphasis on good local governance and the provision of efficient public administration services country-wide. He affirmed that in order to carry out such activities, allocated funds to support local development projects for regions and states have been increased to 12% in the 2015/16 fiscal year. In addition, in order to improve public services such as health and education, centralized control has been reduced, while regional and state governments have been

given the rights to administer their regions more independently. The efforts to bring about local governance reform involve financial management, budget allocations, and management of revenues and taxes.

For H.E. U Hla Tun, the support of international development partners will greatly help the Government in strengthening local governance and improving public services. The efforts of the district and township committees in the regions and states will also contribute to the socio-economic development of the local people and the decentralization process, based on a bottom-up consultation system, and reflect the genuine needs of the local people.

He also referred to the challenges in implementing the local governance reform process, which differ slightly, depending on the context, cultural history, population, natural resources and economic situation of the relevant region, but can be summarized in the following six:

1. Lack of effectiveness in the practical implementation of projects and processes, and incompetence of civil service.
2. Weaknesses in transparency and upholding the rule of law.
3. Inadequate accountability and responsibility.
4. Insufficient participation of stakeholders, including the local people.
5. The need for equality in development.
6. Decentralization needed in financial matters and weaknesses in financial management.

Finally, H.E. U Hla Tun underlined the importance of not being discouraged by these challenges, but to view them as opportunities for developing the country. He added that experiences of other countries, shows that it can take at least 15 years to implement sustainable reforms in governance. He concluded by encouraging all participants to work together to find answers to the challenges presented, to take the opportunity to benefit from international experience, and to focus on interest of Myanmar while working for the improvement of the local governance reform process.

SESSION 2

THE CURRENT STATE OF LOCAL GOVERNANCE REFORM – ACHIEVEMENTS AND CHALLENGES



INTRODUCTORY SPEECH

Ms. Mithulina Chatterjee, UNDP local governance mapping coordinator

Premier of the
video Community
Dialogues in
Myanmar

SPEAKERS

H.E. Dr. Khin San Yi, Union Minister of Education

H.E. Dr. Thein Thein Htay, Deputy Minister, Ministry of Health

H.E. U Tin Ngwe, Deputy Minister, Ministry of Livestock, Fisheries and Rural Development

H.E. Dr. Min Nwe Soe, Minister for Economy and Planning, Mon State Government

MS. MITHULINA CHATTERJEE underlined that given the importance of good local governance for improving effectiveness and efficiency of local administration for public service delivery, issues of inclusiveness, transparency and accountability gain credence. She focused on sharing some of the key findings from the local governance mapping on perceptions of people across three basic services; education, health and water supply --- where the State and the Citizens may interact more closely. She began by providing an overview of people's perception of changes in service delivery in these three sectors. Results across the States/Regions indicate that:

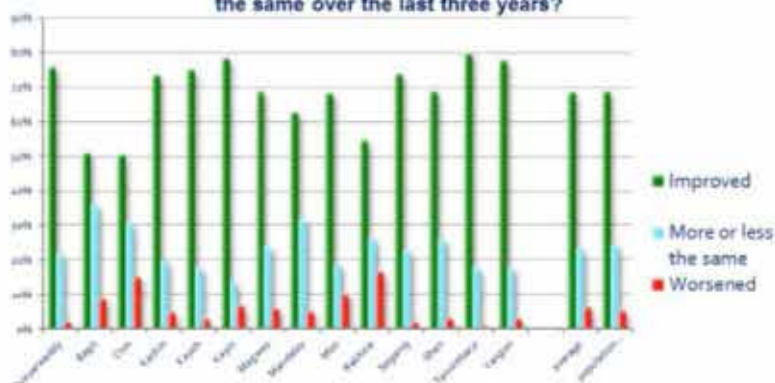
- the majority (over 90% for all three sectors) are of the opinion that the situation is 'better or the same as before'
- maximum positive change was noted in education
- Least positive change was noticed for water supply.

In terms of urban–rural differences, people were more satisfied in the rural areas with education, with gender differences: women displayed more satisfaction in both health and education services compared to men, and as for State and Region differences, people in the Regions are comparatively more satisfied with these services vis-à-vis States.

Peoples' perceptions on Changes in Service Delivery (3 sectors) Primary Education



Has primary education in the nearest primary school in your village tract/ward improved, worsened or stayed more or less the same over the last three years?



Ms. Chatterjee further indicated that people also expressed continuing challenges in the same sectors and viewed primarily the Village Tract/

Ward Administrator (VTA/WA) or the Region/ Union Government as actors to address their development problems and not the township level (GAD/Township Administrator). Overall, people do not feel very involved in any discussions on health, education and water supply issues with the administration.

She added that the mapping findings indicate that despite the level of people's involvement, it seems that people's priorities are being increasingly incorporated into the annual plans of the department. There is also evidence of de-concentration and autonomy in the education sector. At the same time there are issues with regard to an overlap of turf between the department of rural development and Department of Municipal Affairs/Township Municipal Affair Committee (TMAC) and delayed decision-making in resource allocation in these sectors with implications for effectiveness and accountability.

She concluded by highlighting the positive trend in perception in different sectors especially in education and the need for better understanding among people of the accountability mechanisms at different level of public service delivery system.

H.E DR KHIN SAN YI started her presentation on the education sector reform by underlining that the 2012 Framework for Economic and Social Reforms (FESR) identifies education as a top priority for government. The FESR recognizes that the quality of education at all levels of the system is generally poor. To address this, the Government has already increased public expenditure on education significantly, with a budget that has grown from 300 billion kyat in 2011 to 1400 billion kyat in 2015. She also highlighted that education policies of the government was in line with the findings of the Comprehensive Education Sector Review (CESR).

She added that it is crucial to put in place an overarching education sector reform policy and strategy that focuses on expanding the quantity and quality of education and that recognizes the complementary roles of government, private sector and non-government sectors in service provision. The Government is moving ahead with further decentralization of aspects of education management to district level as well as non-formal programs in basic education system. She also stressed that though education budget was allowed to the state and region level, further

allocation decision is based on township level needs. She also informed that a short term education strategy was that the state and region governments were allowed to recruit primary school teachers locally and a plan had been developing to fulfil the one village-one teacher target.

She continued to list the main challenges of the education sector reform, namely:

- Teacher training and capacities;
- Infrastructure requirement – roads/water supply/furniture;
- For the villages where there is no school: non-formal education;
- Lack of experience of local administrators to plan, monitor, report and communicate;
- Low accountability to make sure effectiveness of reform activities (i.e. low level of experience, auditable mechanism, etc.); and
- Lack of implementation capacity.

Despite these challenges, H.E. Dr Khin San Yi considers that there is a positive trend, with improvements year by year. There needs to be a further push in enhancing the accountability and competency of all involved stakeholders to continue this trend of improving the education sector.

H.E DR. Thein Thein Htay presented the governance reform in the health sector, its achievements and challenges. Under the guidance of the National Health Committee and the leadership of the Union Health Minister, the Ministry of Health has been implementing the third wave of reform in accordance with the good governance principles:

Participation:

Transform the top-down policy making into a living, responsive participation process, with involvement of all relevant stakeholders at all levels of health arena.

Rule of Law:

Follow clear institutional standards and enforcement in accordance with the relevant laws; advocate to improve the awareness on anti-corruption measures.

Transparency:

Recognize the importance of the free flow of news and information; multi-stakeholder involvement in all stages of management cycle.

Governance Principles



Accountability:

Enhanced consultative processes and participation, with long term support for the engagement of communities and civil society; increase institutional checks and balances; horizontal and vertical accountability, establishing a high-profile and effective ombudsman system.

Responsiveness:

The Ministry of Health has to serve the health needs of the entire community while balancing competing interests in a timely, appropriate and responsive manner.

Consensus Oriented:

The Ministry of Health is in the middle of a transitional period, initiating the reform process

Rural Development Policies & Strategies

(1) Food Security (2) Food Safety (3) Sustainable Rural Development



for decentralization with a bottom-up approach and measures carried out to identify the needs at grassroots level.

Equity and Inclusiveness:

Make the community feel their interests have been considered in the decision-making process, which means that all groups, particularly the most vulnerable, have the opportunity to participate in the process.

Effectiveness and Efficiency:

The Ministry of Health has been implementing prevention and control activities of communicable diseases including polio eradication, elimination of neonatal tetanus, Ebola and other communicable diseases.

She also shared some exemplified activities and actions of the Ministry of Health to improve in these governance principles.

Dr. Thein Thein Htay identified the following key challenges in unfolding this reform process:

- the need to review and revise legislation and regulation;
- building broad-based support for reform;
- assessing public opinion;
- strengthening checks and balances, both administrative and political;
- recognizing opposition to reform;
- thinking regionally and globally; and
- staying focused on the long term.

H.E. U TIN NGWE provided an overview of the achievements and challenges in the provision of people-centered water supply services. He started by clarifying that the Ministry of Livestock, Fisheries and Rural Development is the focal ministry for rural development in Myanmar and is responsible for the thematic working areas of livestock, fisheries, rural infrastructure and rural livelihoods.

In relation to water supply, H.E. U Tin Ngwe Dy presented the Ministry's approach to improve Water Supply Services with a three-pronged approach: policy, mechanisms and cooperation. Firstly, in terms of policy, he shared policies and 5 strategic elements of the Ministry for Rural development and water supply as one of those strategic elements. He also highlighted a series of efforts by the Ministry transforming household-managed water supply to government-initiated

water supply as well as examples for how effective community participation is in the water supply with facts and figures. The Ministry is promoting community participation in the planning process, transparency in the use of the Ministry's budget, and subsidies to people living below poverty line. Secondly, in terms of mechanisms, there are financial mechanisms for community contribution (Money, Material & Labor), for gender balance, to avoid discrimination, and to ensure the effective management of operations and maintenance. Thirdly, cooperation promotes a sense of ownership and collaboration between the Government and the communities.

Closing his presentation, H.E. U Tin Ngwe outlined the current limitations of the water supply services in Myanmar, namely:

- lack of a monitoring mechanism;
- failure to focus on water quantity rather than quality;
- lack of machines, equipment, drilling rigs, ground survey instruments, etc.;
- limited technical know-how and capacity of different levels suited with the present trend of a people-centered approach; and
- budget limitations.

H.E. DR MIN NWE SOE shared his experience on the success and challenges of local governance from the perspective of a State government minister. He explained how the administrative reforms have brought about sub-national government: Region/State - District - Township - village tract/ward. This has led to the formation of new committees, such as the Township Management Committee, the Township Municipal Affairs Committee (TMAC), the Farmland Management Committee and the Township Development Support Committee (TDSC). These consultative structures work towards better planning from a bottom-up perspective, allowing citizen to participate and representation of important interest groups such as farmers, workers and businessmen to contribute to the successful implementation of local development projects.

Based on his experience, the main challenges of these local governance mechanisms are:

- at the ward/village tract level, weakness in cooperation and cohesion of these committees with the citizens;

- election of some Village Tract administrators is not consistent with the people's desires;
 - weaknesses in the implementation process;
 - Township Development Support Committee and Farmland Management which provide support to the GAD are not always consistent with the people's desires;
 - Township committees need to understand their responsibilities better and improve their communication skills;
 - some GAD administrators do not take into account the advice of committees;
 - at the township level, GAD administrators do not have enough strength for the implementation in their territories; they are required to have capacity to work for the development of their assigned township;
 - for a successful bottom-up approach, capacity and mandate should be promoted;
- and
- at the district level, capacity building of district administrators is needed;

Dr. Min Nwe Soe stressed that these challenges must be transformed into strengths. In the current institutional setting, every State/Region has its parliament elected by the people, with powers provided by the constitution. Despite this formal recognition, State/Regional governments are not in a position to implement some activities. In his opinion, if development at the state/regional level is to be successful, there needs to be a conducive environment and further decentralization to transfer more competencies and resources to the State/Regional level. This would reduce the workload of the Union level government, with States/Regions implementing projects and effectively providing citizen-centered services.

SESSION 3

KNOWLEDGE FAIR: GOOD PRACTICES AND LESSONS FROM OTHER COUNTRIES.
POLICY DEVELOPMENT, COORDINATION AND MONITORING OF DECENTRALIZATION REFORMS



INTRODUCTORY SPEECH

Mr. Robert Boothe, Economist and Public Sector Specialist, World Bank

SPEAKERS

Mr. Wariki Sutikno, Director for Local Autonomy, Ministry of National Development Planning (BAPPENAS)

Mr. Le Van Chien, PAPI expert, Institute of Leadership and Public Policy

Dr. Zaw Oo, Executive Director, Myanmar Development Resource Institute (MDRI) and Advisor to the President

MR. ROBERT BOOTHE focused his presentation on decentralization and the coordination of central-local relations. Firstly, he observed that the World Bank sees governance as a critical dimension of development. There are clear links between the quality of governance and the quality of public service delivery, as well as between good governance, poverty reduction and shared prosperity.

Turning to sub-national governance, he observed that the past decades have seen a trend towards decentralization, both within the region and globally. There is a general recognition of the need of effective institutions, processes and mechanisms that support multi-layered governance system. Mr. Boothe underlined that the position of the World Bank on decentralization is agnostic; it is neither good nor bad, as there are examples of countries that deliver efficient, responsive and accountable services under centralized systems as well as under decentralized systems. Instead, the key question is how to appropriately calibrate the institutions, mechanisms and processes to support effective, efficient and accountable service delivery.

According to the World Bank's experience, the process of decentralization can be challenging hence it involves diverse stakeholders with diverse demands. It inherently entails political issues, such as natural resource management, budget and personnel management. The process has winners and losers, so the appetite for reform can disappear quickly if the process is not undertaken in a timely fashion. For all these reasons, there needs to be a framework in which to consider the central-local relations in terms of policy setting, coordinating implementation, and equally important, monitoring results and performance.

Mr. Boothe argued that in such a framework for central-local relations, the first important aspect is to outline what questions that need to be addressed. There are a number of common issues which countries consider related to central-local relations, for instance:

- Expenditure assignment – who is responsible for different government functions and for delivering different services?
- Revenue assignment – what powers do different levels of government have for collecting revenues?
- Needs assessment – how do needs differ

across a country or within a region or state?

- Intergovernmental transfers – what role should central government have in financing sub-national government activities? How should these resources be delivered?
- Equalization – what is the role of the union and state/region government in equalization of uneven resources?
- Subnational administration – what degree of autonomy should sub-national government have in administration, especially in managing personnel?

He concluded by sharing examples of coordination mechanisms in South Africa and Thailand as well as of different approaches to monitoring and evaluating progress in decentralization reforms.

MR. WARIKI SUTIKNO presented the decentralization process and regional autonomy in Indonesia. Drawing from his own experience, he spoke about the promises and dangers of decentralization.

The promises being:

1. endorse the process of democratization at local level,
2. reduce the temptation of local government to disintegrate from a united nation,
3. improve accountability of government in providing public services and welfare,
4. allocate resources in an efficient and effective way.

The dangers being:

1. macro-economic stability problems,
2. inequality problems,
3. inefficiency problems.

He added that the decentralization process has three main objectives:

- Creation of people's welfare
- Provision of basic services
- Enhancement of Democratic Governance

Mr. Sutikno then turned to presenting the decentralization process in Indonesia from the independence to the current times, pointing to the major milestones in the transit from a highly centralized system to the current decentralized system. The major "big bang" in this process



Achievements:

- proximity: services and accountability closer to the citizen;
- innovation: on services, governance, local economic development;
- competition: every region wants to perform well.

Challenges:

- strong local sentiments;
- procedural politics rather than substantive;
- rise of regional proliferation;
- local government dependency on fiscal transfer
- quality of local government expenditure
- local government capacity

was the Regional Autonomy Law of 1999, which transferred many functions to local governments. This was followed by the 2004 law and the 2014 law on local governments, which improved and optimized the local-national relations. He also presented the Policy Framework for Decentralization and Regional Autonomy in Indonesia, touching upon the distribution of authority, the scope of local government budget, the ratio of civil servants to population, the organizational size of local governments, and the accountability and public complaint services.

Mr. Sutikno concluded by summarizing the achievements and remaining challenges of decentralization in Indonesia as follows.

MR. LE VAN CHIEN presented an overview of the public administration reform in Vietnam, with particular attention to the Vietnam Provincial Governance and Public Administration Performance Index (PAPI). He explained that the comprehensive reform in Vietnam started in 1986 with a shift from the centrally planned economy to the socialist-oriented market economy, in which economic reform was defined as a pivotal component. The Public Administration Reform (PAR) has been considered by the Vietnamese Government as a core factor of the political reform since 1995. The overall goal of the PAR is to build a democratic, clean, strong, professional, modern, effective and efficient administrative system, as well as to ensure that civil servants



have the appropriate capacities and ethical qualities to respond to the requirements of nation building and development.

Mr. Chien emphasized the four key reform areas of PAR: institutional reform; reform of the organizational structure of the public administration; development and quality improvement of public civil servants; and public financial reform. In terms of institutional reform, the main results to date have been the issuing of new laws and decrees, the simplification and abolishment of red-tape, bureaucratic, complicated and unnecessary administration procedures, and the establishment of the One-Stop-Shop organizational model for handling administrative services.

The PAPI is a barometer of provincial performance, the largest nationwide governance and public administration survey in Vietnam. It captures the perception of Vietnamese citizens about governance and public administration experiences hence providing evidence and data to policy makers. Since 2010 it has surveyed more than 47,400 citizens, in 2013 alone 13,892 citizens.

PAPI has evolved over time. It started in 2009 as a pilot in 3 provinces, with 600 interviews. In 2010, the pilot was scaled up to 30 provinces, which were selected by following international standard sampling procedures with 5,568 citizens interviewed face-to-face. In 2011 there was the first nation-wide survey in all 63 provinces with 13,642 citizens interviewed face-to-face. From 2012 it has been repeated on an annual basis

PAPI mainly measures:

- how citizens experience local government's implementation of policies, laws and regulations on the ground;
- progress of reforms;
- identifies "burning issues" in public service delivery across the country.

As a conclusion, Mr. Chien highlighted how useful PAPI has been in raising the awareness of both the people and the administrations on how the Public Administration reforms are progressing in Vietnam.

SESSION 4

BRAINSTORM, PARALLEL SESSIONS ON THE STATE OF LOCAL GOVERNANCE IN MYANMAR – WHAT WORKS AND WHAT TO IMPROVE?

DR. ZAW OO presented the evolution of decentralization in Myanmar, the current reform process and future challenges in the transition to a democracy. The reforms started in 2011 under President U Thein Sein, learning from the experience of other countries. There had been experiences of decentralization in Myanmar in the past, in particular with administrative reforms during the parliamentary and socialist periods. In 2011 the reforms became deeper, with the four waves of reforms being political liberalization, socio-economic reforms, the administrative decentralization and peace-building process. Dr. Zaw Oo stressed that along with fiscal decentralization; public service performance appraisals have been carried out, anti-corruption activities and civil service reforms implemented. The third wave of reforms concentrates on short-term programmes but with a focus on long-term targets to build strong foundations for the future. Moving to the challenges, Zaw Oo underlined that special attention needs to be given to fiscal decentralization and the promotion of accountability, with more transparency and rule-based systems. Budget allocation should be clear and transparent based on a formula

and local governments should be held politically accountable. Coordination is still weak between higher and lower levels of government as well as between different ministries and departments at the same level hence there is a need to build a strong coordination system both horizontally and vertically. The relations between top down and bottom up perspectives are also crucial. It is necessary to listen to the people's voice and promote people-centered service delivery at the local level, whereby the implementation of One Stop Shop services can be instrumental. In order to develop these new initiatives, capacity development is required at the union as well as the local level. A Competency Framework is needed for public civil servants for sustainable capacity development.

He concluded by arguing that the third wave of reforms is laying a strong foundation for future development, with an important role of the leadership in the reform process. These reforms are made step by step through evolution and following a "Myanmar Way", learning from past and international experiences.

INTRODUCTION TO THE PARALLEL SESSIONS

U Aye Lwin, Programme Specialist, UNDP Myanmar

U AYE LWIN offered an overview of the objectives and methodology of the Local Governance Mapping. He explained that the overall objective of the exercise is to get an indication of the state of governance at township level, by mapping the perspectives of people and civil servants on:

- The process of service delivery in health, education and water supply.
- The quality of local governance (effectiveness and efficiency, accountability, participation, transparency, equity) at township and community level.

He continued to present the local governance mapping methodology. The criteria used for the sample township selection were:

- balance between large and small townships;
- diversity in economic activity and development;
- urban/rural and accessibility;
- as much as possible, balanced representation of people's/religious diversity;
- inclusion of post conflict areas (if possible);
- security situation.

The final selection was done in consultation with a broad stakeholder group in a State/Region level workshop.

With regard to the selection of sample village tract/wards and households:

- within each township, 2 village tracts and/or wards were selected on the basis of the same selection criteria as for the sample townships;
- within each village tract/ward, a maximum of 4 villages or ward areas were randomly selected by drawing a map of housing

clusters/villages/ward areas;

- within each village or ward area, 48 households were randomly selected for interviews based on a walking transect method, where households along a walking line were selected in set intervals related to the size of the village or ward area.

U Aye Lwin reflected on the importance of good local governance since the most direct interaction between government and the people takes place at the local level. Public servants at the community and township level are the connecting link between the State and the people of Myanmar and their performance will, to a large extent, determine public trust in the government and the success of government development programmes.

He concluded by saying that the findings of the mapping can be used:

- overall to develop people-centred policies adapted to each territory;
- by Township Administrations to improve the functioning of support committees, people's consultation and information sharing to citizens;
- by State and Region Governments to identify areas for additional capacity development support, policy revision and/or improved performance management;
- by the GAD/MoHA and by sector ministries for policy review and to define the next steps in the government reform programme;
- by Development Partners to design their programmes to support government reforms.

PARALLEL SESSION 4.1

DEVELOPMENT PLANNING AND PARTICIPATION

PRESENTERS

Mr. Gerhard Van 't Land, Senior Public Sector Management consultant, UNDP

Mr. Joern Kristensen, Executive Director, Myanmar Integrated Institute for Development

MR. GERHARD VAN 'T LAND presented on sub-national development planning and participation. He began with an overview of the basic concepts of planning and defined planning as 'making decisions on the allocation of (most often) limited resources to go from where you are to where you want to be'. What makes public sector planning special is that it is about the allocation of (scarce) public resources. Hence it concerns everybody, which links planning to participation.

He differentiated between three types of planning that can presently be observed in Myanmar:

- Planning as data collection and data provision: for decision-making by higher levels;
- Territorial planning: making a plan for the geographic area (township or Region/State), useful but implementation depends on other parties;
- Corporate planning: a plan by and for a unit that has control over the concerned budget envelope, usually approved by people's representatives, and with guarantees implementation (as funds are available).

Mr. Van 't Land then turned to presenting some findings of the Local Governance Mapping in relation to township level planning. He observed that the TDSC and the TMAC are the committees with peoples' representatives. They are taking root and becoming more prominent, still, relatively few people know about them. They are very different in nature since the TDSC is consultative and has no budget, while the TMAC can make decisions and has a budget. The WA/VTAs are very well known people's representatives. Some townships make good use of them as intermediaries that inform departments, while their role is still largely consultative. In relation to citizen awareness of township committees, the mapping findings indicate that the general awareness is low. It is higher in few urban areas – notably on Sagaing, Mandalay, Mon and Chin.

He continued to highlight other mapping findings, one being that in many townships all committees meet together, which might be

Citizen awareness of Township committees for peoples' participation / representation



- General awareness low
- But higher in few urban areas – notably on Sagaing, Mandalay, Mon and Chin
- As much as there is positivism around the new committees, the knowledge of their benefits seems thus far restricted to a very small circle



good for coordination, but not so good from an efficiency perspective as each committee would be expected to have its own specific role. Another finding is that there is still little real township level planning, as the planning department 'just' compiles sector plans. The only real (corporate) planning is done by the DMA using its own generated income. Planning also takes place for the 'discretionary funds' such as CDF, RFF and PRF – but the constituent (corporate) body is less clear and the amounts relatively small. In relation to State/Regional level planning, he noted that state/region plans are becoming a reality with both a budget and a constituent body (being the state/region hluttaws approving the state/region budget). An example of such a budget linked to the region/state organizational structure was presented.

Mr. Van 't Land then offered some concluding remarks on township level planning:

- there is limited discretionary funding for township level planning;
- different townships have different arrangements but overall there is overlap in roles of various committees;
- genuine township level planning only takes place for (i) the DMA / TMAC and (ii) on project basis for CDF/RDF/PRF;
- the committees are still more used for top-down (as compared to bottom up) information flows;

Mr. Van 't Land closed his presentation by outlining some lessons learnt from the local governance mapping. First, for effective township level planning, a budget envelop is essential, and

different sources of funding should ideally be subjected to the same single planning process. Secondly, for effective (indirect) participation, all inclusive elections for committee members is critical; there should be provisions for the electorate to meet with the elected with two way communication flow; and Ward/Village Tract Administrators have a big potential to serve as peoples' representatives.

MR. JOERN KRISTENSEN presented the Chin State's Comprehensive Development Plan and Local Social Plan as a case study for local development planning and participation. Firstly, he argued that the reform process in Myanmar has caused a radical shift in the way development planning is undertaken at State and Regional level. There is now much more planning responsibility given to the States and Regions, and most of them are struggling to adapt to the new process. In relation to participatory planning in Myanmar, he referred to the Constitution, Schedule 2, which, outlines decentralized legislative powers of whereas local planning is one of the decentralized functions to State/Region level. Additionally, in Chin State the ceasefire agreement ratified between the Union Government and the Chin National Front (CNF) in 2012 states that the Union government commits to the "participation of Chin peoples in determining development priorities".

He continued to explain the planning phases and methodology of the Chin State Comprehensive Development Plan 2016-2021, as a locally developed plan that can be used by state-level actors to influence policy and budgeting at



Overview of parallel session 4.1

union level. The people-centred, bottom-up and inclusive planning process included stakeholder consultations at all levels: village people and the village leadership; township administrations and township officials; CSOs/NGOs; Chin State Government departments; political leadership - Chief Minister and Cabinet Ministers.

Planning Process: People-Centred, Bottom-up and Inclusive



Stakeholder consultations at all levels:

- **Villages – village people and the village leadership**
- **Township Administrations and Township officials**
- **CSOs/NGOs**
- **State Government Departments**
- **Political Leadership - Chief Minister and Cabinet Ministers**



The planning process resulted in a number of project proposals in key prioritized sectors:

- Social Protection
- Agriculture/Livestock/ Fisheries/Forestry
- SME and TVET
- Eco-Tourism
- Infrastructure
- Institutional Development

Mr. Kristensen stressed that the plan is embedded within the Chin State Government's own planning process. It enhances Chin's State government's ability to carry out their planning mandate, supports the preparation of State-level GDPs for submission to Union Government and inclusion in National Comprehensive Development Plan, and assists in State budgeting. He also noted how the plan can provide access to diverse funding sources. The Union Government provides a major share of the Chin State Budget, hence a good planning and budgets will attract more government funds. With the plan, the Chin State government and local Civil Society can identify opportunities for additional donor funding. For the civil society and international donors, a locally-prioritized set of issues and projects allows local and international groups to contribute to a cohesive state-level plan.

The **group discussion** that followed the presentations highlighted the following points:

- people's participation in planning is essential, but in order to ensure it, citizens should have knowledge of the planning process. There is a lack of awareness on various committees, hence people cannot effectively participate and express their needs
- the planning process is linked to a budget. Budget limitations do not allow the implementation of many of the identified needs.
- Multi-departmental projects seem to be more effective, and coordination is necessary in order to avoid the overlapping. Ward/ Village Tract Administrator are weak in communications with 3 committees.

PARALLEL SESSION 4.2

ACCESS TO BASIC SERVICES

PRESENTERS

Mr Paul van Hoof, UNDP Local Governance Mapping consultant, UNDP

Mr. John Timothy Denny, Education Specialist, UNICEF

MR. PAUL VAN HOOF presented some of the mapping highlights in relation to service delivery in health, primary education and drinking water provision. He started by arguing that an incremental approach to administrative reform requires regular monitoring to adjust the pace and direction of the reform based on what works in practice and what does not, hence the importance of the data coming from the mapping exercise.

The mapping took stock of perceptions and experiences of both service providers and service

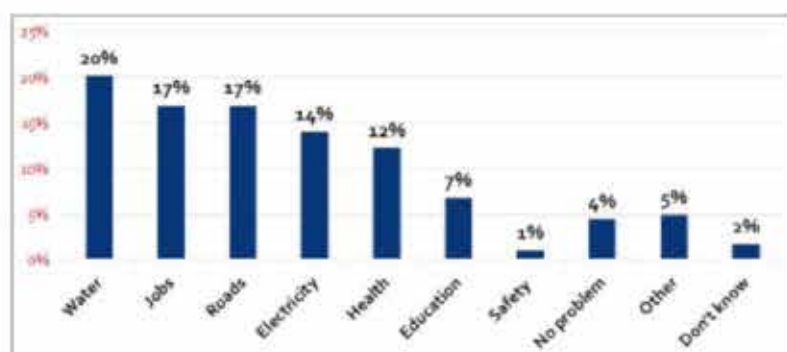
users. According to 5,400 people interviewed, water is the most important problem (20%), followed by jobs (17%) and roads (17%). Differences in needs per township (and per village tract/wards depending on local situations indicate the need for differentiated responses.

According to Mr. Van Hoof, effectiveness and efficiency of service delivery is difficult to assess at this stage, because they are in practice not yet high on the agenda of most service providing ministries, and the necessary tools are not yet developed. In addition, there is limited

Community development priorities



The most important problem in village tract or ward, according to 5400 respondents in all States and Regions combined



transparency in planning and budget allocation, limited external oversight over service providers at all levels, and civil servants at lower levels are not fully capacitated to handle more responsibilities.

In his concluding words, Mr. Van Hoof observed that the health and education services have improved substantially over the last three years, and these improvements are recognized and appreciated by the people. However, the starting position was low, so more still needs to be done. Currently, the needs of citizens are much larger than government can provide, hence the government being transparent and honest about what is possible and involving citizens will make citizens co-responsible and prevent frustration. While information exchange has improved between departments, actual coordination remains limited as a result of a hierarchical structure. Enhancing the planning and administrative capacities of lower level staff and a gradual delegation of authority are logical next steps.

Mr. Denny presented how the program was developed. There was first a needs assessment, with discussions at central and subnational levels pointed towards human capacity gaps in planning, monitoring and managing education at all levels. This was followed by the design of the intervention to train head teachers, township/district and state education officers in planning and management. The third step was the actual delivery, with international consultants working with the Ministry of Education to develop the courses, with the Ministry and subnational officers delivering the courses. The final step was a mid-term evaluation, which pointed to the consolidation of activities, while the Ministry requested the expansion of the strategic planning.

FOCUS ON UNICEF/*QBEP EDUCATION SECTOR ASSISTANCE THROUGH CAPACITY BUILDING AT THE SUBNATIONAL LEVEL

1. **Planning and management** – head teachers, education officers
2. **School level data collection** - education management information system
3. **Education officer training** – functional and general

*QBEP – quality basic education program. Australia, Denmark, EU, Norway, UN-Aid, UNICEF



Overview of parallel session 4.2

MR. JOHN TIMOTHY DENNY focused his presentation on the UNICEF's assistance to the education sector through capacity development activities at the subnational level. This programme aims primarily to support head teachers and education officers at township level in planning and management, to strengthen the education management information systems and to train education officers. The program was piloted in Mon State and is expected to expand countrywide.

Mr. Denny summarized what the main changes arising from the work in planning and management, which are:

- Perceived increased awareness that planning at township level can affect change;
- More confidence from head teachers and education officers; and
- A more inclusive approach to planning.

While the changes in school level data collection are:

- Perceived increased awareness that accurate data can help in the planning process; and
- National support for EMIS as a key tool in decision making.

In relation to education officers training, the expected changes are:

- Increased confidence among township education officers.

- A clearer plan for education officer continual professional development.

The **group discussion** stressed the following points:

- Governance is about the government- citizen interaction. This means improving the government but also the citizen's capacity to demand good services and take ownership of projects.
- There has been progress, but there still needs to be more inclusion in the consultations. Line ministries don't have an institutionalized form of engaging with the committees and in some cases there is selective participation. Individuals also have little capacity to speak up and demand.
- There is a gap between the needs at the local level and the planning and decisions at Region/Union level. In most cases the proposals from the local level are ignored. Many ministries have no representation at the local level.

PARALLEL SESSION 4.3

INSTITUTIONAL AND SOCIAL ACCOUNTABILITY

PRESENTERS

Ms. Anki Dellnas, Local Development and Governance Specialist, UNDP

Mr. Shihab Uddin Ahamad, Director ActionAid

MS. ANKI DELLNAS provided an overview of the concepts and practice around institutional and social accountability and considered the situation of accountability in Myanmar. She started by defining accountability as 'the obligation of public office holders to account for or take responsibility for their actions'. Accountability exists when public office holders must explain or justify their actions or face sanctions. It is a principle of democracy that citizens have both the right and responsibility to demand accountability.

Moving to accountability in Myanmar, she noted that there are formally elected representatives only at the Union and State/Regional level. This is, however, starting to change, with signs of this being the VTA election, the election of members to the Yangon City Development Committee (YCDC) and the upcoming election to the city development committee in Mandalay following the same principles as the election in Yangon. Most VTAs are still indirectly elected through 10 household leaders but a significant number are elected through ballot voting. She also observed that praxis varies across States/Regions, as well as across townships within a State/Region. For example, the YCDC and the MCDC have more formalized elections with much more widespread information about the election and the different candidates.

Referring to the pivotal role of the VTAs, Ms. Dellnas observed that elected, indirectly or directly, VTA/WAs still largely remains in their traditional role of upholding 'law & order' but more and more refer to themselves as elected

representatives of the people. Evidence from the local governance mapping indicate that the VTA/WAs are seen as the ones who take 'village problems' to the township administration. They also have an important role in bringing information to the people from the township administration and vice versa. WAs/VTAs are the – potential - bridge between the village and the township administration and a core asset for GAD to grow into its new role of 'coordinator of development activities'.

Accountability in Myanmar



- Formally elected representatives only at Union and State/Region level
- But – starting to change. VTA election, Yangon City Development Committee (YCDC) election, Mandalay to come
- Most VTAs still indirectly elected through 10/100 HH leaders but significant number elected through ballot voting

In her concluding remarks, Ms. Dellnas first highlighted that the WA/VTAs need training to better understand their role as 'elected' representatives and their role in local development. Secondly, that the mandate of the township level committees needs to be further clarified. Thirdly, there is a need for the government to increase transparency and share more information on public affairs with the people.

MR. SHIHAB UDDIN AHAMAD focused his remarks on presenting ActionAid's support to participatory processes and active citizenship in Myanmar. His organization considers that people's empowerment is the "software" needed to run and utilize accountability structures, promoting active citizenship to strengthen democratic institutions at all levels.

He argued that local governments, as the layer of governance closer to the citizen and main government-citizen interface, are key in promoting accountable institutions. Accountability also requires working at all levels – village, township, region, union, through multilevel linkages, to bring people's demand all the way up to the Union level.

In relation to social accountability, Mr. Uddin stressed that participatory processes are fundamental. Citizens can make their government accountable if they know their rights, hence collective needs help articulate demands to the right authority. In his opinion, these processes should promote self-reliance instead of dependency, engaging people in the discussions and implementation of decisions. He finalized by stressing the importance of social audit, whereby for any project that government or NGOs implement at village level, villagers should have right to know the amount of money, how it is spend, even with the possibility of establishing an audit committee at village level.



Overview of parallel session 4.1

PARALLEL SESSION 4.4

WOMEN'S PARTICIPATION IN LOCAL GOVERNANCE

PRESENTERS

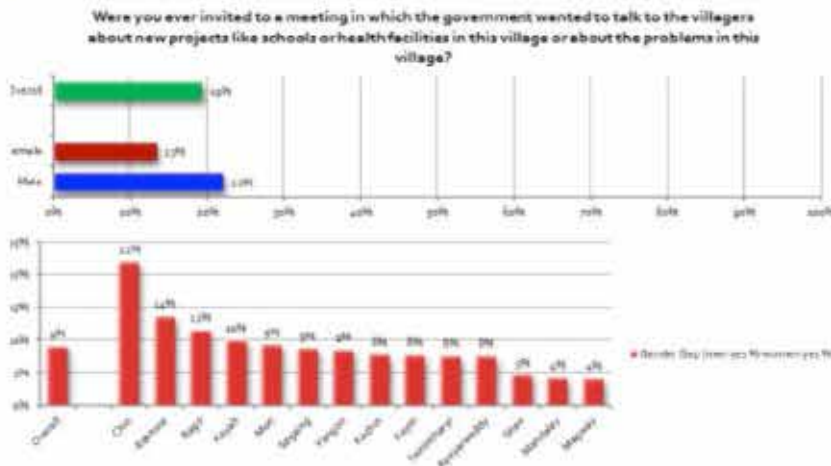
Ms. Mithulina Chatterjee, Local Governance Mapping Coordinator, UNDP

Mr. Paul Minoletti, Research Coordinator at the Centre for Economic and Social Development (CESD)

MS. MITHULINA CHATTERJEE provided a brief overview of the institutional environment for gender equality in Myanmar and highlighted the constitutional guarantees, and the National Strategic Plan for the Advancement of Women (2013-2022)- NSPAW. She focused on presenting the local governance mapping findings on women’s representation and factors that have implications for their participation. Towards, this, she pointed out the overall picture of women’s representation in administration and as elected VTA/WAs.

She outlined the degree of participation of women at the village or ward levels through different mechanisms and forums that were available to them. The local governance mapping showed for instance, that there is a difference of almost 15% in the level of participation between men and women in ward/village level meetings. This gender gap varied across States/Regions. Gender gap in participation was higher in Ayeyarwady, Kachin and Rakhine and Bago but lower in Magway and Mandalay. In terms of political participation, the overall participation in elections was high. But as voters, women’s participation was slightly lower than men. This was more so for VTA/WA election as very few 10 HH representatives electing the VTA/WA are women. Many reasons were related in the mapping for their lower participation in the broader development dialogue. She underlined the existence of public-private divide as seen in other countries as well and the disproportionate weight of household work and care giving assigned to women and this shapes practices and institutions. Gender gaps although not significant also existed in information levels between men and women such as knowledge of governance actors. There are differences in sources of information whereby men appear to have more time to access information through radio, newspapers and TV whereas women depended on friends/family or 10/100 HH for their information.

Participation in development discussions



Closing her presentation, Ms. Chatterjee outlined some suggestions that could improve women’s participation in local governance covering

institutional interventions, leadership development and socio-cultural changes. In order to have a critical mass of women in management of public affairs, a quota system for all representative institutions (like the VT/WDC, the TDSC and the TMAC) as well as in elected VTAs/WAs was important to ensure that women are more involved in consultation processes and gain experience and confidence in playing a more active public role in society. Leadership development needs to be facilitated to improve self-esteem and self-confidence among women as well as leadership opportunities for women at community level. Engaging in addressing socio-cultural attitudes through civic awareness of women's rights among citizens and 10/100 household heads leaders is also important.



Overview of parallel session 4.4

MR. PAUL MINOLETTI focused his presentation on capturing the degree of women's participation in key governance positions in Myanmar. With regards to sub-national governments, women represent less than 3% of State/Region MPs, less than 3% for State/Region ministers, 0% of township administrators, and less than 0.2% of ward and village tract administrators.

In the justice sector, women are nearly 40% of the judges in State/Region courts, and nearly 50% of the judges and judicial officers at district and township level. Across national and subnational levels in the civil service women account for 36% of 'senior level positions' in the civil service (i.e. deputy-DG and above), but only 1.5% of the 'most senior' positions (e.g. DGs and MDs). Regarding women's participation in non-government institutions, men fill most senior positions in political parties, and women have high levels of participation in LNGOs and INGOs, including holding senior decision-making positions.

Women's Representation in Key Positions of Myanmar's Subnational Government

- Women account for:
 - 2.83% of State and Region MPs
 - 2.37% of State and Region Ministers
 - 0% of Township Administrators
 - <0.2% of Ward/Village Tract Administrators.

Mr. Minoletti finished his presentation by highlighting barriers and enabling factors for women participation in governance. Education does not seem to be a conditioning factor. Surveys such as the IHLCA 2009-10, show that there is no significant difference in Myanmar men's and women's formal educational attainment. Whether women have their own source(s) of income seems to be a major influence of how much bargaining power they have within the household. Time Constraints are a major barrier for women participating in governance. Furthermore, restrictions on females' travel are greater than those on males. Another significant barrier to women participation in governance in Myanmar is related to confidence, as many women lack confidence to speak in public and take on decision-making roles. Attitudes towards women leaders vary considerably between communities in Myanmar, and women leaders can help and motivate other women to engage and participate in governance.

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The **open discussion** highlighted that, there is no formal/direct discrimination but structural barriers such as custom, traditions, and societal norms which have been hindering women's participation and representation in public sphere or local governance. Participants proposed to focus on changing the mind-sets, sharing of household responsibility at 'individual and family level', enhancing the community's better understanding of positive linkage between gender equality and sustainable development, creating role models, and engaging men to promote gender equality, Importance of access to information and meaningful participation of women at 'organization level' was stressed. Piloting of a gender quota in township committees and local administrations was emphasized as an important initiative. For translating political will to action, collaboration among/with relevant stakeholders in supporting NSPAW implementation was pointed out.

SESSION 6

KEY POLICY PRIORITIES FOR FOSTERING PEOPLE-CENTERED SERVICES

SPEAKERS

H.E. U Tin Naing Thein, Union Minister President's Office

H.E. U Soe Thein, Union Minister President's Office

Reflecting on key policy priorities for fostering people centered services, **H.E. U TIN NAING THEIN** presented two key components – the first being policy priorities and the second government reform activities to improve public administration. He reiterated, by quoting various speeches of the President, the need to build a peaceful, modern and democratic nation to fulfil the willingness of the people to be able to live a peaceful and socio-economically developed life. To achieve the vision, the President's has set the following targets for 2020:

- attain genuine and sustainable peace;
- graduate from the status of least developed country (LDC) and reach the status of middle income country.

H.E. U Tin Naing Thein further analyzed the present situation and highlighted the areas that need to be reformed to attain the vision. The areas are political reform, social and economic reform, government administrative reform and private sector reform. Both public and private sectors are drivers to ensure improvement and changes in the four areas. By differentiating the terms “reforms” from the terms “waves”, he clarified participants the step-wise acceleration (waves) of these reform areas.

U Tin Naing informed the audience of new deregulations, policy and procedure refinement in various socio-economic sectors and elaborated on the Framework for Economic and Social Reform (FESR) and the 20-year National

Comprehensive Development Plan (NCDP). He highlighted a mix of vertical coordination for regional development plans to be formulated by sub-national governments and administrations, and horizontal coordination for sectoral plans to be formulated by union government ministries, as a key characteristic of NCDP. While balanced growth among state and regions based on a two polar growth strategy together with a focus on border area development (including conflict affected areas and the areas with high poverty rate) is the key objective of the NCDP, the approach contains the following areas of intervention:

- public administration reform;
- improving access to information and transparency;
- control of corruption;
- improving rule of law; and
- enhancing people's participation and consultation.

For government reform activities, His Excellency gave some details of the following reform areas: reemerging of basic characteristics of government administration (consultative approach) to support people's participation; improving efficiency of government organizations; establishment of “Delivery Units” to support responsiveness and service delivery; restructuring and reengineering of government organizations and their capacity development; performance management of public services and local governance assessment; undertaking of anti-corruption activities;

enhancing public-private partnership; and leveraging capacity development workshops and trainings.

Additionally, he informed about future reform activities, particularly of the restructuring and reengineering of the government organizations and their capacity development. Finally, U Tin Naing highlighted the following advantages and disadvantages with regard to the reform of the government.

Advantages:

- strong political will of the top government officials lead by the President;
- stronger bureaucratic commitment of senior level government officials including heads of departments; and
- improved partnership with international development partners including United Nations agencies.

Disadvantages:

- need for capacity building and human resource development not only for staff responsible for different levels of government administration but also for those in the private sector;
- inadequate infrastructure to deploy e-government effectively; and
- need sufficient time for restructuring and reengineering of union ministries and organizations, as well as organizations at the state and regions, district and township levels.

H.E. U SOE THEIN started his presentation by describing the 4-year effort of the Government to fulfil its vision to build a new Myanmar that is peaceful, all inclusive, democratic, dynamic and sustainably developed for the benefit of the people, while recognizing also the many threats and challenges as the country transitions from a military government to a democratic one. For the country to achieve the vision, U Soe Thein highlighted as the most essential ingredients the promotion of good governance

and a clean government together with openness, transparency and accountability, in order to abide not only by the government but also by all important institutions such as parliaments, private sector and CSOs.

His Excellency also claimed that good governance is not only the concern of the government, good people and clean people are also important. Reaffirming the political will of the Government to promote governance reform actions, U Soe Thein particularly highlighted the progressive achievement of national budget formulation and approval as one of the main achievements to improve transparency.

He also informed about some of the activities to reform public administration, such as restructuring some core government institutions and improving access to information and transparency by collaborating with international organizations such as UNDP, EITI and OGP. Control of corruption, rule of law, participation and consultation are all strategic pillars for collaboration with these international organizations.

H.E. U Soe Thein continued to stress some of the challenges in public administration reform by recognizing the need to rethink outdated mandates and to streamline them with new democratic values together with an upgrading of public officials' capacities to be compatible with the new mandates. He also appreciated the collaboration and support from some NGOs such as Myanmar Development Resource Institute (MDRI), Myanmar Peace Center (MPC), Human Right Commission, and Anti- Corruption Committee, to the government reform processes. By quoting the speech of the President Thein Sein, His Excellency also urged changing of mind set to make government organizations more effective in serving the public. Finally, H.E. U Soe Thein reassured that the reform of the government will move Myanmar forward to a democratic society and requested international organizations, especially UNDP, to continue its support and assistance while recognizing the efforts that have been done.

SESSION 7

KNOWLEDGE FAIR: GOOD PRACTICES AND LESSONS FROM OTHER COUNTRIES – BRINGING SERVICES EFFECTIVELY TO THE PEOPLE: TRANSPARENCY, ACCOUNTABILITY AND E-GOVERNANCE



SPEAKERS

H.E. Jigme Thinley, Former Prime Minister of Bhutan

H.E. Luvsan Erdenechuluun, Former Minister of Foreign Affairs and Ambassador to the UN, National coordinator of One Stop Shops, Mongolia.

Mr. RS Sharma, Secretary Department of Electronics and Information Technologies, Government of India

Mr. Ivar Tallo, Member and founder of the Executive Board at E-Governance Academy, former Member of the Estonian Parliament

“What this great nations is embarked on is not only of importance to the people of Myanmar but of huge consequence to the human society in our globalized world. That Myanmar progresses and prospers is of concern and desire to the international community”

H.E. Jigme Thinley, Former Prime Minister of Bhutan

H.E. JIGME THINLEY extended the greetings from the people of Bhutan and from the Club de Madrid, an organization comprising over 100 former elected Prime ministers. He expressed his interest to respond to the open arms that the Government of Myanmar has extended to the international community for cooperation, and how he has been inspired by the developments that have been unleashed by the current leadership.

Drawing from his own experience, he shared his personal observations and reflections on Bhutan's journey towards democracy and good governance. The need to raise the people of Bhutan out of poverty and improve their wellbeing made economic development necessary. This compelled the Government to open its doors to the outside world and foreign aid, with the risk of losing control over their development process. The Government therefore chose its partners carefully and the sectors and areas in which each donor was best suited to support. He stated that there are now reasons for Myanmar to be cautious and very selective of what is being offered, not to go down the wrong path in its search for prosperity.

Mr. Thinley described the four distinct phases/stages in Bhutan's development process.

First the visioning and consultation phase that came after almost two decades of conventional GDP-led development, which he considers as the most important phase. It began with the Bhutan king questioning the meaning and purpose of development, which could not be just about pursuing endless economic growth in a world with limited resources. It had to be about creating sustainable and equitable conditions for the emotional, physical and material wellbeing of all citizens within a caring and just society. This resulted in the philosophy of Gross National

Happiness (GNH) that has guided Bhutan's development process for almost four decades.

Second was decentralization, making government more people-centered and cost effective. As their aspiration to provide better services rose, they began to see the inherent weaknesses and limitations of Bhutan's highly centralized administrative system. The failure of the Government to reach out and ensure equal development and the lack of people's participation in decision making were beginning to create a sense of separation and animosity, unequal treatment, distrust and resentment for the Government among certain sections. Government needed to get closer to the people and ensure their active participation in decision making and in the implementation of the decisions taken. This led to the decentralization process in 1981 that resulted in considerable devolution of power to the 20 Dzongkhags level to be followed by deepening of the process down to the village level in 1991. There was strong resistance to this initiative from the ministries and the bureaucracy. However the decentralization of decision-making power in the hands of the elected local officials quietened the divisive voices along religious, regional or ethnic lines.

Third was the progression to democracy. The king abdicated the throne and ushered in constitutional democracy that is guided by a Constitution.

Fourth was the improvement of public service delivery as the ultimate measure of governance quality or efficacy of democracy. Means such as Government to Citizens (G2C) delivery systems including business, civil society and all legitimate entities in society, E-governance and one-stop shop were means to this end.

Mr. Thinley closed his speech commending the UNDP for the good work in Myanmar and for the similar contributions elsewhere, including his country.

H.E. LUVSAN ERDENECHULUUN presented the experience and lessons of the One Stop Shops (OSS) in Mongolia. The first phase of the establishment of OSS spanned from 2007 to 2012, where the Government was supported by the Swiss Development Cooperation agency (SDC). He defined the OSS as "One location where citizens can receive different kinds of public administrative services". He then described the main stages of establishing OSS in Mongolia:

- Introduce OSS concept & create commitment.
- Design the process of service delivery according to OSS principle.
- Develop OSS structure and management.
- Design physical space of OSS.
- Train OSS staff.
- Pilot OSS.
- Replicate OSS.

He continued to present the OSS service domains in Mongolia:

- Social welfare and labour
- Social insurance
- Civil registration
- Land administration
- Property rights registration
- Legal entity registration
- Services for small, medium enterprises
- Receiving customers' complaints and suggestions
- Notary services
- Bank

Mr. Erdenechuluun outlined the benefits produced by the OSS, which are mainly to save time and money for citizens; provide better access to services; and increase the transparency of information about services. Regarding challenges faced, he highlighted the following:

- Vertical structure of governmental institutions makes management of OSS centers more challenging;
- Making changes in the legal environment to streamline service procedures proved to be time-consuming and challenging;
- In some cases, OSS functions as information provider rather than service provider.
- Replacement of public officials during 2012 elections posed a problem in OSS management and operations.

He concluded his presentation by sharing the lessons learnt. He noted that active and consistent support at all levels on the part of the Government is essential. To ensure ownership and commitment, the government should incorporate specific OSS provisions in its long-term programmes and action plans, and allocate sufficient funds. Coordination of OSS should be managed by a governing body (representatives of relevant organizations) headed by a high-level official (Chief of Government Secretariat or Ministry). In brief, he stressed that the overall impact of the project depends mainly on long-term commitment and sufficient funding on the part of the Government and donors alike.



What is One-Stop-Shop (OSS)?

One location where citizens can receive different kinds of public administrative services

Main stages of establishing OSS:

1. Introduce OSS concept & create commitment
2. Design process of service delivery according to OSS principle
3. Develop OSS structure and management
4. Design physical space of OSS
5. Train OSS staff
6. Pilot OSS
7. Replicate OSS



MR. RS SHARMA began his “India-Myanmar Partnership in e-Governance” presentation by outlining the vision of Digital India, a programme for transforming India into a digitally empowered society and knowledge economy. Digital India is centered on three key areas: digital infrastructure as a utility to every citizen; governance and services on demand; digital empowerment of citizens. Mr. Sharma presented the main features of each area:

Vision Area 1: Infrastructure as a Utility to Every Citizen:

- High speed internet as a core utility
- Cradle to grave digital identity -unique, lifelong, online, authenticable
- Mobile phone and Bank account enabling participation in digital and financial space
- Easy access to a Common Service Centre
- Shareable private space on a public cloud
- Safe and secure Cyber-space

Vision Area 2: Governance & Services On Demand:

- Seamlessly integrated across departments or jurisdictions
- Services available in real time from online and mobile platform
- All citizen entitlements to be available on the cloud
- Services digitally transformed for improving Ease of Doing Business
- Making financial transactions electronic & cashless
- Leveraging GIS for decision support systems & development

Vision Area 3: Digital Empowerment of Citizens:

- Universal Digital Literacy
- Universally accessible digital resources
- All documents/ certificates to be available on cloud
- Availability of digital resources / services in Indian languages
- Collaborative digital platforms for participative governance
- Portability of all entitlements through cloud

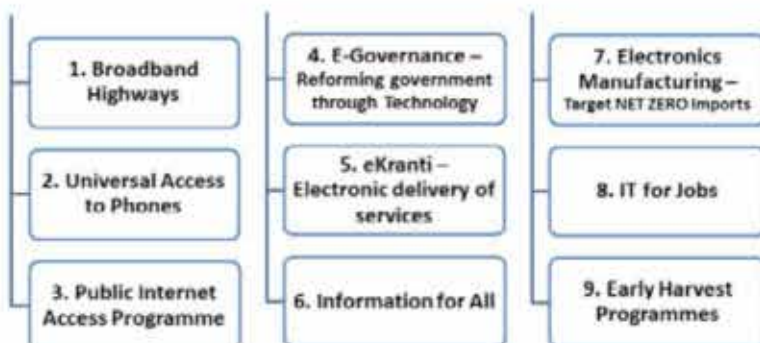
Finally, he discussed the potential areas of partnership with Myanmar, underlining digital infrastructure, institutions that can be established mirroring India's example (IIITs), the examples of governance reforms that can be replicated (Health, Education, Land Records, Certificates), digital identity, technology driven banking, and training and capacity building.

MR. IVAR TALLO presented the lessons from Estonia's successful transformation into an e-government country. Firstly, he described the E-Government infrastructure of Estonia, which is based on four main pillars:

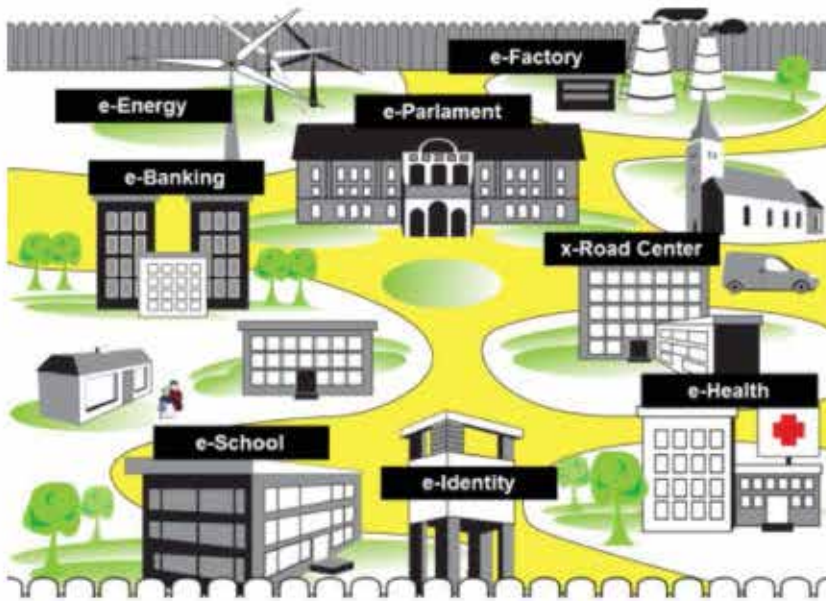
- access: with Public Internet Access Points; Village Road 1 (aimed at the internetization of local government agencies), Village Road 2 (targeted at the internetization of public libraries), and Village Road 3 (aimed at the internetization of rural areas);
- digitalized information: information systems and databases in all levels of government;
- formalized exchanges: the connection of government databases by a data exchange service layer; and
- electronic identity: user authentication embedded in the ID or SIM card.

DIGITAL INDIA

Nine Pillars of Digital India



Mr. Tallo also presented the path towards e-governance in Estonia. He stressed that a turning point was the introduction of ICT in public schools in 1997. Also important was the introduction of computer and internet usage courses, for instance in 2002 for 100.000 citizens and in 2009 for another 100.000 citizens. Referring to some major landmarks of e-governance in Estonia, he underlined the launch of e-tax board and e-parking in 2000, the use of the first digital signature in 2002, the launch of the ID bus ticket in 2003, the introduction of i-voting in 2005, the introduction of the e-ID and the launch of the e-Police system in 2007, the launch of the e-Health system in 2008,



He attributed the reasons for success to the general consensus among the main forces in Estonian society, a commitment of political elites, the right mix of private and public initiative, an active role of government, and a project-based development.

SESSION 8

PARALLEL SESSIONS ON FUTURE REFORM PRIORITIES

PARALLEL SESSION 8.1

LOCAL AND REGIONAL ECONOMIC DEVELOPMENT

PRESENTERS

Mr. Enzo Lavolta, Deputy Mayor in charge of Development, Innovation and Environment, Municipality of Turin, Italy

Mr. Sadrettin Karahocagil, President Southeastern Anatolia Project, Turkey

The session was introduced by **MR. JOHANNES KRASSNITZER**, UNDP ART Programme Specialist, who shared some reflections around Local Economic Development (LED) and presented some of the LED work that UNDP is supporting globally. He defined LED as a partnership approach involving local/regional governments, the private sector, the non-profit sectors and the local community, aimed at generating sustainable local economic opportunities and quality of life gains through improved economic governance. Unlike conventional economic development, LED calls for strategic, comprehensive local planning that prioritizes social, cultural, and environmental objectives and manages consumption and production patterns. LED also allows for a more geographically dispersed economic development and generates sustainable economic opportunities for all people, including women, indigenous people, youth, ethnic minorities and vulnerable groups.

MR. SADRETTIN KARAHOCAGIL presented the Southeast Anatolia Project (GAP), an integrated, multi-sectoral and sustainable regional development project aimed at developing land, water and human resources. He stated that the project area of 9 provinces covers roughly 10% of the total area and has 10% of the population, of Turkey. Although GAP covers 10% of the land of the country, it has 20% of economically irrigable land and 28% of the water resources of the country. This gave the basis for the GAP project to focus on water/power and land resources development. He clarified that GAP is however not only an energy and irrigation project. It is a multi-sectoral sustainable/human development project, with series of priority sectors such as agriculture, industry, transportation/communication, urban/rural infrastructure, health, education, tourism and culture.

Mr. Karahocagil noted that in order to effectively develop a project of such scale, there was a

GAP ACTION PLAN TARGETS and DEVELOPMENTS

Irrigation

- ✓ 424.710 ha of land have been irrigated.
- ✓ 971 km of main irrigation canals have been completed.



Overview of parallel session 8.1

need to draft a guiding strategy, the GAP Action Plan. The preparatory process of this plan involved social and economic council meetings in 9 provinces to get the contributions of local administrations, local NGOs, associations, chambers, and universities. It also took into account the outputs of the national competitiveness agenda for the GAP region. Upon completion, the GAP Action Plan became the guiding document for central agencies to send their projects and activities for the region.

In relation to the energy projects, Mr. Karahocagil explained that when the project is completed, the hydropower plants will have a total installed capacity of 7.476 MWs, producing 27 billion kilowatt-hours energy per year. In 2014, GAP represented a 49.3% of share in Turkey's overall hydropower energy production. When comparing almost 20 million USD spent on the project, with over 17 billion USD of income, the project has almost financed itself only through energy production.

Mr. Karahocagil finished his presentation by revealing the GAP vision for the future. In order to foster competitiveness, the region will need to integrate to global markets with a unique value proposition. Their vision is to become the Cradle of Sustainable Civilizations. Following this vision, major sectors have been identified which will make the region a trademark: renewable energy, sustainable tourism, organic agriculture, organic textile and organic clothing. This strategy will target high-income consumers with a high value-added and hard-to-imitate value proposition.



MR. ENZO LAVOLTA explained how the city of Turin recovered from a period of industrial decline through urban transformation and regeneration, becoming a pole of innovation, design, information technology, high education and culture. The milestones of this process were: the Town Master Plan (1995), the First Strategic Plan (2000), the Winter Olympics (2006), and the Second Strategic Plan (2006). He stressed the sustainability dimension of this evolution, presenting the Torino Smart City. This is a project that aims to reduce CO₂ emissions by 40% by 2020 by producing high technology solutions, reducing buildings' energy consumption and promoting clean transport.

Mr. Lavolta continued by providing an overview of the ongoing collaboration of Turin and Yangon City Development Committee (YCDC) in Myanmar, specifically two ongoing projects. The first is on environmental protection and sustainable development, which aims to build capacities of local administrations in Yangon on solid waste management. The second is on sustainable urban mobility intending to strengthen the capacities of local administrations in Yangon in urban mobility planning and traffic reduction as a key towards a sustainable urban environment.

Mr. Lavolta finished his presentation by inviting all Myanmar stakeholders to the Third World Forum of Local Economic Development to be held in Turin in October 2015. The Forum is

organized by the Municipality of Turin, United Cities and Local Governments (UCLG), the Organization of Regions United (ORU FOGAR), the Brazilian Service of Support for Micro and Small Enterprises (SEBRAE), the International Labor Organization (ILO) and the United Nations Development Programme (UNDP). Building on the discussions and results of the 1st World Forum on Local Economic Development (Spain, October 2011) and the 2nd World Forum on Local Economic Development (Brazil, October 2013), the 3rd World Forum on Local Economic Development aims to emphasize the strategic role of territories as a resource to improve nutrition for the population and protect environmentally-friendly products, while giving special focus to youth and women as key actors in LED.



During the **group discussion**, one of the main issues raised was access to finance. Some participants shared their experience on social and cooperative-like schemes to provide small loans to those enterprises and associations that cannot provide collaterals to access private bank loans. A concrete example was the small ceramic industries in Twantay Township, with the intervention of the Myanmar Ceramic Industries Association to provide with enabling capital loans. Another issue was the difficulty of implementing LED strategies in conflict or post-conflict situations. On this point, the Turkish presenter responded that the Southeastern Anatolia region in Turkey has been and still is a conflict zone but nevertheless well planned and executed development programs by development partners could be carried out.

PARALLEL SESSION 8.2

EFFECTIVE INFORMATION AND SERVICE ACCESS

PRESENTERS

Mr. Sanjay Jaju, Senior Expert on e-governance, Joint Secretary to the Government of India

H.E. Luvsan Erdenechuluun, Former Minister of Foreign Affairs and Ambassador to the UN, National coordinator of One Stop Shop, Mongolia

MR. SANJAY JAJU presented the one-stop shop initiative Mee Seva (at your service) implemented in the Indian State of Andhra Pradesh (50 million population). Mee Seva aims to provide smart, citizen centric, ethical, efficient and effective governance facilitated by technology. The initiative provides over 300 services of 30 government departments with 100 million transactions a year through 7500 one-stop shops across the State based on a public-private partnership model. He started by discussing the initial challenges faced in establishing the logic of one stop e-governance shops, which related to the standardization of rules, the IT readiness of departments, the electronic service delivery rules and the digitally signed services. Apart from technical, legal and structural issues, attitudinal changes among the administration was a major issue.

He explained the Mee Seva architecture and user convenience, with the elimination of multiple-visits by the citizens, its transparency and simplicity, the offer of across the counter services, its cost effectiveness and user friendliness.

With regard to key strategies, Mr. Jaju highlighted the following:

- Identifying focus departments
- Department concurrence
- Central pooling
- Enabling District administration
- Stopping parallel transactions
- Rewards and recognition
-



He indicated that the sustainability of the initiative relates to economic and technical aspects. In relation to capacity building, he explained that 2,758 training sessions have been conducted for 302 services of 30 Government Departments, over 2,000 training sessions to Mee Seva Operators on different modules and 464 training sessions to Department Officials on different modules.

Finally, Mr. Jaju pointed out the lessons learnt and main challenges, which are: ensuring speed of execution, breaking department silos, eliminating the concept of transactions, strategizing change

management, ensuring e-participation, and managing a centralized IT infrastructure with decentralized implementation.



Group discussion of parallel session 8.2

H.E. LUVSAN ERDENECHULUUN offered a detailed account of the One Stop Shop experience in Mongolia. He reminded participants of the general aspects introduced in the plenary session, and started by recalling that the OSSs provide services that are most in demand by citizens.

Mr. Erdenechuluun stated that in order to streamline service procedures, the government developed a mapping of service procedures on 4 main services, social insurance, social welfare, land administration and civil information and registration services at district and aimag levels. The mapping found that the delivery

of some services is not regulated by existing laws and regulations. Also that there are cases when service-providing departments demand documents not prescribed by existing legislation or do not follow procedures stipulated in regulations. The Maps served as a useful tool for conducting the legal study on social welfare and social insurance laws.

He stressed that one of the main problems people face in accessing services is the lack of transparent and easy-to-understand information about service procedures. This is why an important feature of the OSS model is to provide accurate, transparent and easy-to-understand information about services, including information on required documentation, conditions of service delivery and service fees. He also underlined that customer satisfaction of OSS services is assessed and monitored on a regular basis throughout the duration of the Project. 3 surveys were planned from the start of the project, one baseline and two follow up monitoring surveys.

Mr. Erdenechuluun continued to present some of the benefits produced by OSS:

- OSS is successfully institutionalized: citizens know about OSS and go there first to receive public services; OSS is high in demand; and the government recognizes the importance of OSS.
- as a result of bringing services into OSS that were previously offered in different locations, people don't have to go to these offices separately, which helps save their time and money.



Benefits produced by OSS

- OSS is successfully institutionalized
- Saves time & money for customers
- Better access to services
- Increased transparency of information about services
- Conveniently located at the Governor's Office with a specific identity (logo & mission statement)
- OSS – as an example for replication (in soums & khoros)

- Better access to services: after the establishment of OSS, the number of newborn babies having health insurance increased in a district of Ulaanbaatar City as people who obtain birth certificates for their babies at one window also apply for their health insurance at another window.
- Increased transparency of information about services: information about services, fees, duration of processing requests, and other important information is displayed on information boards, in guide booklets, or provided by officers.

He finished his presentation by sharing some of the challenges faced. The first one is that the vertical structure of governmental institutions complicates management of OSS centers. A second challenge is that changes in the legal environment to streamline service procedures and eliminate duplication proved to be time-consuming and challenging. A third one is that a high-level government commitment has somewhat failed to entail line ministry/agency commitment to reforming service delivery processes. A fourth and final challenge is that

the 2012 government elections resulted in the replacement of 72% of Governors and 58% of Heads of Governor's Offices, which posed a significant problem in the smooth functioning of OSSs.

During the **group discussion**, participants expressed concern on possible unemployment problems due to the implementation of e-governance, which may considerably reduce the human work force. Mr. Jaju responded that in India IT is the biggest employment provider, so instead of reducing employment, IT changes the nature of work. Also e-governance centers appoint more employees. Mr. Erdenechuluun replied by stressing that in Mongolia services have become faster, reducing red tape and corruption. When they created the OSS, there was an increase in government employees, from 120.000 in 2000 to 160.000 today, so e-governance will not create any unemployment problem. Lack of infrastructure was also pointed out as an issue and Mr. Jaju indicated that there are many technological options available and investment could be made into getting the required infrastructure.

PARALLEL SESSION 8.3

ACCOUNTABILITY MECHANISMS AND TOOLS

PRESENTERS

Ms. Anne Andersson, Municipal Chief Executive, Örebro municipality, Sweden

Ms. Do Thi Thanh Huyen, UNDP Vietnam

MS. ANNE ANDERSSON focused her presentation on accountability mechanisms and tools used in the Örebro municipality in Sweden. As an initial reflection, Ms. Andersson stated that a fundamental condition for the establishment of a robust accountability is having legislation to enhance good ethics and transparency. She mentioned legislation such as the provision for handling conflicts of interest, the principles of public access, the protection of sources of information, or the law on public procurement.

She continued to present direct methods to ensure public trust, such as:

- Consistency and transparency in decision processes
- Appeals against decisions
- External auditing
- Internal control framework
- Open data, data access
- Public hearings

The central part of Ms. Andersson's presentation focused on the proactive and reactive tools used in Örebro. The first is the Code of conduct that includes provisions against giving and taking bribes for employees and elected officials in the Örebro municipality. The second relates to town planning, with an exhibition of all area planning, before decision-making. In order to invite the public, including individual citizens, to participate in the planning of land, building/housing and infrastructure, all town planning is advertised well in advance. The third is the Service academy, an in-house training of reception and provision of services, linked to the One-stop shop (OSS). She also stressed the issue of languages. The Örebro OSS gives service in 15 different languages, including Sign language. This is to ensure that as many people/citizens as possible can get service in a language they are comfortable with.

Another important aspect of the accountability system is the complaints function. Örebro municipality offers this function via mail and e-mail, external web, the One-stop shop (service-centre) and through text messages. All complaints are registered and dealt with within five days, using a form specifically developed for this, on the municipal intranet. There are also reports and investigations for executive management and/or elected officials within the subjects of financial

Ms. Andersson's closing remarks stressed that citizen dialogue is a cornerstone for accountability. The municipality promotes the sharing of information with the citizens, fosters dialogue and consultation to acquire advice, and invites citizens to participate in the processes leading to a decision as well as the actual decision.

Proactive and reactive tools in Örebro

- Skills management
- Service guarantees
- Inquiries and surveys
- Customer Satisfaction Index – measuring the satisfaction of citizens and consumers of specific services
- Employee Satisfaction Index – measuring management performance
- All measuring are anonymous



MS. DO THI THANH HUYEN provided with details of the Vietnam Provincial Governance and Public Administration Performance Index (PAPI), complementing the plenary session on PAPI. She started by stressing that the PAPI monitoring tool has been useful in dispelling the myths and looking at people's perceptions of people-centered services. Before PAPI, governance and public administration was measured by self-assessments, which were subjective and input oriented. There was also a monochromatic understanding of provincial performance, with only one metric for all 63 provinces. Against this, PAPI assesses three mutually reinforcing processes: policy making, policy implementation and the monitoring of public service delivery. The dimensions are specifically tailored to Vietnam's national and local level contexts. The philosophy behind PAPI's innovative policy monitoring approach is that citizens are seen as "end-users of public administrative services" capable of assessing governance and public administration in their localities.



Overview of parallel session 8.3

trends both at national and provincial levels. It also allows for province to province comparison, revealing relative strengths and weaknesses which may shift over time requiring policy

What is PAPI?

- **A policy monitoring tool** for middle-income Viet Nam
- **PAPI is a barometer** of provincial performance
- **The largest nationwide governance and public administration survey** in Viet Nam
- **Voice of Vietnamese citizens** about governance and public administration experiences
 - Since 2010 more than 47,400 citizens surveyed
 - **In 2013 alone: 13,892 citizens**
- **A provider of evidence and data** to policy makers and a complement to self-assessments and other surveys

The main body behind PAPI is the National Advisory Board, which leads, guides and monitors implementation, and ensures consistency and usefulness of information. PAPI is a joint collaboration between the Centre for Theory Work of the Vietnam Fatherland Front (VFF), the CECODES (Center of Community Support & Development Studies) and the UNDP.

In relation to the usefulness of PAPI, she underlined that it provides evidences to provincial governments, not through a single index, but through an array of indicators assessing various aspects of governance. This allows for charting

adjustment. Additionally, it allows for evaluation of results and impacts of reform efforts at central and local level over time.

Ms. Huyen observed that to date, 30 provinces have issued decisions and action plans and/or convened dialogues to address issues identified by PAPI. 16 provinces hosted in-depth provincial diagnostic workshops to analyse PAPI results and potential implications. Additionally, PAPI data is used in several donors reports and policy papers, as an external source of data for the monitoring and evaluation, and for policy and research.

PARALLEL SESSION 8.4

LOCAL GOVERNANCE AND SOCIAL COHESION

PRESENTERS

Ms. Dilrukhsi Fonseka, Social Cohesion and Governance Specialist, UNDP Myanmar

Dr. Clem McCartney, Senior expert in conflict and community issues, Project Content Coordinator of Club de Madrid's Shared Societies Project and Associate of the Berghof Foundation for Peace Support

MS. DILRUKHSI FONSEKA opening remarks emphasized that the purpose of social cohesion is to create a 'strong enough' social contract between people and between people and the State that can hold against people's loyalties to other bonds – to religion, ethnicity, language, class etc. It requires asking two critical questions: Do all people and groups enjoy the same freedoms, rights and opportunities? Do people and groups interact, dialogue, trust, and share institutions?

Turning to the question of the relationship between local governance and social cohesion, Ms. Fonseka argued that local governance opens up more opportunities for participation and inclusion at the local level. It also connects citizens with the state, but also different groups of citizens with each other when they interact with the state. Local governance is therefore an opportunity for conflict prevention and peacebuilding because it gives people a formal, constitutionally enshrined way of participating in the political process, an alternative to violent participation. Local governance facilitates a more responsive service-delivery a) as elected local governments have the potential to be more knowledgeable about and responsive to local needs, and b) citizens have more opportunities to articulate their needs but also hold their officials accountable.

She stressed that local governance does not automatically correlate with social cohesion; it can also have negative implications. There is a

risk that local service delivery will be used for political patronage or by local leaders mobilizing along ethnic or religious lines and creating further polarization between groups, as well as between the state and different groups. Inclusive and effective local governance can reduce conflict, strengthen social cohesion and build trust between institutions and communities, while ineffective local governance can risk violence, worsen conflict and erode trust between institutions and communities.

Ms. Fonseka argued that local governance can strengthen social cohesion and build trust between institutions and citizen, by:

- being responsive. It helps builds the state-citizen relationship;
- building in ways to measure social cohesion results in local governance;
- building in ways to analyze and measure conflict into local governance;
- linking democratic reforms (and specifically local governance reforms) to peacemaking and peacebuilding;
- improving service-delivery. One of the key ways of doing this is to improve social infrastructure and social services;
- 'Piloting' inclusive arrangements – for example transition arrangements for service-delivery can be used as learning grounds;
- using local governance to promote pluralism, tolerance and respect.

In her concluding remarks, Ms. Fonseka highlighted that local governance can be an effective strategy for building a strong foundation of sub-national governance that opens up opportunities for diverse groups to participate. In other words, it can be a point of convergence.

DR. CLEM MCCARTNEY started by arguing that social cohesion is not a peripheral issue for local governments, since these play a big role in building cohesion. The local governance arena provides an opportunity for interaction among people/groups that do not trust each other, to establish dialogue and overcome differences. He referred to the example of Indonesia, with areas where local leadership saw value in managing conflict (Sulawesi), and other areas where local leadership got involved in the conflict themselves (Maluku).

He observed that in any community, different sections need each other and will do better working together than working against each other. People need real issues to work on where there is some benefit to be achieved by cooperation. This spirit of cooperation needs time and effort and local governments will sometimes make mistakes in using these opportunities. Some level of corruption, inefficiency, bias and unequal treatment within community may happen. But it is only through making mistakes that one can learn and improve capacities.

Mr. McCartney finished by presenting the Club de Madrid, an organization of former presidents and prime ministers which offers services of its members to be of help to other countries after

they leave office in their own. Club de Madrid is interested in working in Myanmar, particularly on local government/devolution and social cohesion/social inclusion. He clarified that Club de Madrid uses "shared societies" instead of social cohesion, since sometimes social cohesion is used to mean minorities can become part of a group but have to be quiet.

During the group discussion, a conclusion was that Myanmar has progressed in social cohesion, considering the previous total separation that existed between the government and CSOs. Some participants stressed that the Government needs to continue its efforts to build trust and involve all parties, as conflict is still latent in some regions. In this sense, it is important to find and tackle the real sources of conflict in order to build understanding and long-lasting solutions.



Overview of parallel session 8.4

SESSION 9

CONCLUSION: PANEL DISCUSSION WITH KEY BILATERAL DEVELOPMENT PARTNERS ON: TAKEAWAYS FROM THE FORUM, REFLECTIONS ON REFORMS AND DPs SUPPORT TO PRIORITY AREAS



SPEAKERS

Mr. Johan Hallenborg, Minister Counsellor - Head of Section Office Swedish Embassy in Myanmar

Ms. Lodovica Longinotti, Senior Development Advisor, Italian Ministry of Foreign Affairs and International Cooperation

Mr. Toily Kurbanov, Country Director, UNDP Myanmar

MR. JOHAN HALLENBORG congratulated the Government and the UNDP for the successful organization of the Forum. He found it particularly encouraging to listen to the Government senior officials' strong commitment to continue the reform process towards a people-centered governance system in a multi-party democracy.

With regards to the issue of local governance and poverty, he underlined that the most important added value of local governance is its closeness to the people. However, the poorest and most excluded are not always able to effectively participate in local governance, which risks undermining legitimacy. For this reason the Government of Sweden considers critical to empower all citizens so they enjoy adequate information, understand their opportunities and responsibilities.

Mr. Hallenberg argued that there is no automatic link between decentralization and poverty reduction. To make service delivery more effective for all, including the poor, there need to be a system of clear division of responsibilities and accountability, so also the poor are able to claim their rights, request accountability, and the right to access accountability. This empowerment has to be embedded in a formal structure, following a human rights based approach

In relation to Sweden's priorities in Myanmar, Mr. Hallenberg stressed that most of their development cooperation targets are strengthening and empowerment of Civil Society. CSOs play a crucial role in ensuring a higher degree of involvement of citizens in the public policy-making and demanding accountability. Therefore, Sweden sees its support to CSOs as a contribution to local governance in Myanmar. He also noted the role of free media and its function to hold the administration accountable. Another focus area for Sweden is gender equality, including in the public administration, so men and women are equally represented. A third interesting perspective is the role of ICT in governance, using new technology to make governance more effective and transparent.

In his final remarks, Mr. Hallenberg underlined that 2015 is an important year for Myanmar and challenges should not be underestimated. In particular, the ceasefire and peace process will have an impact on the governance area, defining to what extent reforms are inclusive for all people in Myanmar.

MS. LODOVICA LONGINOTTI started by thanking the Government of Myanmar and the UNDP for the organization of this Forum, which was a great opportunity for Italy to gain valuable insight on the reform process and future priorities. She was impressed by the Government's strong commitment to local development and local governance.

She observed that decentralization is a challenge worldwide, as it entails an increased institutional capacity, the transfer of power and resources, and increased participation. Despite complex, decentralization is key to achieve people-centered development. Based on Italy's experience, she explained that decentralization calls for stronger coordination among different levels of government and for policy integration, with joint decision-making mechanisms for common solutions. Decentralization is fundamental to ensure people's engagement to express development aspirations but also to support the peace and reconciliation process and foster social dialogue. Decentralization means decentralizing services, but it also means local economic empowerment, with the creation of jobs, livelihoods and SME support at local level.

Ms. Longinotti described how Italy is accompanying the process of reforms in Myanmar, concentrating its support in the area of rural development, food security and support to the private sector. She elaborated on the area-based approach to local development that Italy has supported in partnership with the UNDP in many countries.. Another key aspect is the promotion of complementarities between local development processes and innovation, mobilized through triangular, decentralized and South-South Cooperation. She stressed that such an approach promotes long-term partnerships between local stakeholders from different countries and moves from the traditional donor-recipient relation to a partnership approach. She concluded by inviting all stakeholders to participate in the III World Forum of Local Economic Development to share the experience of Myanmar and bring in new experiences.

MR. TOILY KURBANOV accentuated the Union Government's clear vision of the public administration and local governance reform in Myanmar. He also welcomed the active participation of State and Regional governments and parliaments sharing very clear messages, which is a sign of their strong role in decentralization.

Mr. Kurbanov summarized the initiatives and organizational innovations that were discussed during the Forum and could be applied in Myanmar in order to further improve the governance structure. He referred specifically to the One Stop Shops, e-governance and the importance of having functional accountability systems.

A reflection from Mr. Kurbanov was that in relation to local governance and the capacity of local administrations in Myanmar, there tend to be a binary perspective of either seeing everything positive or everything negative. In his view, it is important to find a balanced approach with nuanced solutions. The Local Governance Mapping, identifies strengths and weaknesses in the present local governance structure. As shown in the Forum, capacity development is multidimensional, including both training of individuals, institutional and organizational development and incentive systems.

While the Government and the Forum mostly focused on the Third wave of reforms discussing public administration and governance all four waves reforms are closely interconnected. By way of illustration, strengthening local governance will achieve a strong impact if it goes in parallel with the socioeconomic reforms, fiscal decentralization, redistribution of resources and power. Similarly, local governance is linked to the peacebuilding process. In future there will be a need to expand the numbers of interlocutors influencing decisions about local governance, including the Union, States/Regions, parliamentarians, CSOs, ethnic groups and the private sector.

Mr. Kurbanov stated that the UNDP will continue to support the Government's reform and people centered approach, be it in capacity development, the One Stop Shops or e-governance. Also gender equality will be an important focus of future efforts.

Mr. Kurbanov appraised that the Forum has created a positive dynamic and a valuable network which should be nurtured, allowing for the exchange of information and of many good experiences from within the country. In conclusion, he considered that given the great value of the Forum bringing together so many stakeholders, it could be considered as an annual event.

CLOSING REMARKS



H.E. Brigadier
General Kyaw
Zan Myint, Deputy
Minister of Home
Affairs

SPEAKERS

H.E. Brigadier General Kyaw Zan Myint, Deputy Minister of Home Affairs

H.E. BRIGADIER GENERAL KYAW ZAN MYINT

in his closing remarks, thanked on behalf of the Government all participants to the Myanmar Good Governance Forum and the UNDP for the good partnership and work in preparation for the Forum. He shared the Government's satisfaction for the successful celebration of the Forum and the fact that it brought together Union level representatives, Region/State Government representatives, CSOs, INGOs, academia, UN agencies and international delegates to discuss decentralization and local governance reform.

He stressed that the plenary sessions and group discussions have offered very useful discussions on the state of local governance in Myanmar and practical suggestions to support local governance reform in what regards development planning and participation, access to basic services, institutional and social accountability, and participation of women in local governance. Similarly, he underscored that the future reform programme for strengthening people-centered services will benefit from the international

experiences on issues such as local and regional economic development, effective information and service access, accountability mechanisms and tools, and local governance and social cohesion.

Zan Myint noted that the Government will take on the suggestions and advice emerging from the Forum discussions and use them to inform future actions in the local governance reform sector. This reform process shall foster the effective implementation of strategies according to the national policy and based on the strengths and weaknesses identified. For that, it will be essential to work in a coordinated manner, with joint efforts at all levels and with different sectors converging to promote growth and people-centered services.

In conclusion, he affirmed that the Myanmar Good Governance Forum has successfully bolstered the country's local government sector, and called on all involved institutions and stakeholders to build on these results and momentum to continue working together to support the progress of local governance in Myanmar.

SPEAKERS

SPEAKERS

FROM MYANMAR UNION AND STATE/REGION GOVERNMENT

(in order of speeches)

Tuesday 24 February
08:00 – 10:00
Plenary room

Session 1 – Opening
Launch of the State of Local Governance reports

H.E. Lt. General Ko Ko Union Minister of Home Affairs

H.E. Brigadier General Kyaw Zan Myint Deputy Minister of Home Affairs

Col. Htein Linn Minister Security and Border Affairs, Rakhine State Government

H.E. U Hla Tun, Union Minister President's Office

Tuesday 24 February
08:00 – 10:00
Plenary room

Session 2 - Scene-setter:
The current state of local governance reform -
achievements and challenges

H.E. Dr. Khin San Yi Union Minister of Education

H.E. Dr. Than Aung Union Minister of Health

H.E. U Tin Ngwe Dy. Union Minister of Livestock, Fisheries and Rural Development

H.E. Dr Min Nwe Soe Minister Economy and Planning, Mon State Government

Wednesday 25 February **Recap of Day 1**
08:50 - 09:00
Plenary room

H.E. Daw Lei Lei Thein Dy. Minister Ministry of National Planning and Economic Development

Tuesday 24 February
09:00 – 10:00
Plenary room

Session 6 - Scene-setter:
Key policy priorities for fostering people-centered
services

H.E. U Tin Naing Thein Union Minister President's Office

H.E. U Soe Thein Union Minister President's Office

SPEAKERS

GUEST SPEAKERS

Renata Lok-Dessallien

UN Resident Coordinator and UNDP Resident Representative in Myanmar

Toily Kurbanov

Country Director, UNDP Myanmar

Robert Boothe

Economist and Public Sector Specialist, World Bank

Le Van Chien

PAPI expert, Institute of Leadership and Public Policy

Wariki Sutikno

Director for Local Autonomy at Bappenas, Government of Indonesia

U Zaw Oo

Executive Director, Myanmar Development Resource Institute (MDRI)

U Aye Lwin

Local Governance Specialist, UNDP Myanmar

Gerhard van 't Land

Senior partner Dege Consult, based in Myanmar

Joern Kristensen

Executive Director, Myanmar Institute for Integrated Development

Paul van Hoof

UNDP local governance mapping consultant

Tim Denny

Education Specialist for Capacity Development, UNICEF Myanmar

Anki Leona Dellnas

Local Development Specialist, UNDP Myanmar

Shihab Uddin Ahamad

Country Director ActionAid Myanmar

Mithulina Chatterjee

Local governance mapping coordinator, UNDP Myanmar

Paul Minoletti

Research Coordinator at the Centre for Economic and Social Development (CESD), Myanmar Development Resource Institute (MDRI)

Jigme Y. Thinley

Former Prime Minister of Bhutan, Member Club de Madrid

Luvсан Erdenechuluун

Former Foreign Minister of Mongolia and Ambassador to the UN, Director of the Human Security Policy Studies Center, Mongolia

RS Sharma

Secretary Department of Electronics and Information Technologies, Government of India

Ivar Tallo

Founder and Member of the Executive Board at E-Governance Academy, former Member of the Estonian Parliament

Sadrettin Karahocagil

President of the Southeastern Anatolia Project Regional Development Administration

Enzo Lavolta

Deputy Mayor, in charge of Innovation, Public Works and Environment City of Torino, Italy

Sanjay Jaju

Senior Expert on e-governance, Joint Secretary to the Government of India

Anne Andersson

Chief Financial Officer Örebro municipality, Sweden

Do Thanh Huyen

Policy Analyst on Public Administration Reform and Anti-corruption, UNDP Viet Nam

Clem McCartney

Shared Societies Project Content Coordinator, Club de Madrid, and Associate of the Berghof Foundation for Peace Support

Dilrukshi Fonseka

Social Cohesion and Governance Specialist, UNDP Myanmar

Christian Hainzl

Team Leader, Local Governance/ Local Development Program UNDP Myanmar

Lodovica Longinotti

Senior Development Advisor, Italian Ministry of Foreign Affairs and International Cooperation

Johan Hallenborg

Minister Counsellor - Head of Section Office Swedish Embassy, Yangon



Renata Lok-Dessallien

UN Resident Coordinator and UNDP Resident Representative in Myanmar

Ms. Renata Lok-Dessallien is currently the UN Resident Coordinator and UNDP Resident Representative in Myanmar. She has served as Resident Coordinator in China (2010-2014) Bangladesh (2005-2010) and in Bhutan (2002-2005). Before that, she was UNDP Deputy Resident Representative in Myanmar (2000-2002) and in Mali (1998-2000). Her career within the United Nations began in 1986. Prior to joining the UN, Ms. Lok-Dessallien worked for the Association of Universities and Colleges of Canada. She graduated from University of Ottawa, Columbia University and Harvard University.

Session 1 – Opening

Launch of the State of Local Governance reports

Tuesday 24 February

08:00 – 10:00

Plenary room



Toily Kurbanov

Country Director, UNDP Myanmar

Mr. Toily Kurbanov is currently the Country Director of UNDP Myanmar. Prior to this engagement, he was the Deputy Resident Representative in UNDP Fiji and worked in a number of different roles at UNDP Headquarters in New York. Mr. Kurbanov began his career with the Government of Turkmenistan first as the Head of Treasury culminating as First Vice-President Turkmen Vnesheconombank (or Bank for Foreign Economic Affairs), then as the Minister of Ministry of Foreign Economic Relations of Turkmenistan. His last assignment with the Government of Turkmenistan was as the Ambassador Extraordinary and Plenipotentiary to the Republic of Armenia. Mr. Kurbanov holds a Master Degree in Public Administration from the Harvard Kennedy School of Government, Cambridge, MA, USA and a Diploma in Economics from the Plekhanov Russian Academy of Economics, Moscow.

Session 1 – Opening

Launch of the State of Local Governance reports

Tuesday 24 February

08:00 – 10:00

Plenary room



Robert Boothe

Economist and Public Sector Specialist, World Bank

Robert Boothe is an Economist and Public Sector Specialist with the World Bank. He is based in Bangkok and has been working in the region for the past 3 years. Robert works primarily on public financial management and public sector performance, and has been involved with a number of regional initiatives, including the Public Expenditure Management Network in Asia, a variety of governance and public sector performance workshops, and various local governance and accountability initiatives. Before Bangkok, Robert worked with the World Bank Institute in Washington DC.

Session 3 - Knowledge fair:
Good practices and lessons from other countries - Policy development, coordination and monitoring of decentralization reforms

Tuesday 24 February
13:00-14:30
Plenary room



Le Van Chien

PAPI expert, Institute of Leadership and Public Policy

Mr. Le Van Chien graduated in Economics from the Hanoi National University in 1994, and started his professional career as a lecturer of Economics at the institute of Development Economics, Ho Chi Minh National Academy of Politics (HCMA), a Vietnam National centre focusing on providing different training courses to public employees of Vietnam. In 2000, he completed a master's degree in Political Economics in Hanoi National University and in 2008, he completed his PhD degree in Economics with the thesis titled "The effects of foreign direct investment on economic growth in the Association of Southeast Asia Nations" at the University of Dundee, Scotland and went back to Vietnam to work for the Ho Chi Minh National Academy of Politics. He spent many years lecturing Micro and Macroeconomics, Development Economics, and Environmental Economics. In 2011, he transferred to the Institute of Leadership and Public Policy, where he has been lecturing Public Policy since. In the last few years, he has collaborated in a number of studies on the topics of decentralisation and local governance. Specifically, he has focused on the factors influencing provincial governance and public administration in Vietnam. Based on the research findings, he has formulated policy recommendations and advices to local leadership. These policy dialogues were highly appreciated by Vietnamese local authorities and several action plans to improve local government performance have been made by these provinces.

Session 3 - Knowledge fair:
Good practices and lessons from other countries - Policy development, coordination and monitoring of decentralization reforms

Tuesday 24 February
13:00-14:30
Plenary room



Wariki Sutikno

Director for Local Autonomy at Bappenas, Government of Indonesia

Before working for the Indonesian National Development Planning Agency (Bappenas), Mr. Sutikno was a lecturer in Sociology. He joined Bappenas in 1990, working on various social aspects of regional development policies including the growing urban development problems. For the last 5 years he has been actively engaged in the formulation of the intergovernmental fiscal transfer as well as local autonomy policies. He is the Director for Local Autonomy at Bappenas and has been strongly supporting good local government practices, local government's fiscal capacity improvement, better planning and budgeting processes, and innovations.

Session 3 - Knowledge fair:

Good practices and lessons from other countries - Policy development, coordination and monitoring of decentralization reforms

Tuesday 24 February

13:00-14:30

Plenary room



U Zaw Oo

Executive Director, Myanmar Development Resource Institute (MDRI)

U Zaw Oo is Economic Advisor to the President U Thein Sein of the Republic of the Union of Myanmar. He is also Executive Director of the Centre for Economic and Social Development of the Myanmar Development Resource Institute (MDRI/CESD), an independent think tank dedicated to inclusive and sustainable development in Myanmar. Previously he was a lecturer at Chiang Mai University and he returned to Myanmar in 2011 to help the country's transition after years of dedication to restoring democracy at home. He holds graduate degrees from Columbia University and American University in international development, finance and banking, and political economy. He contributed to the development of Framework of Economic and Social Reform that guide a comprehensive set of reforms and development cooperation for 2012-15.

Session 3 - Knowledge fair:

Good practices and lessons from other countries - Policy development, coordination and monitoring of decentralization reforms

Tuesday 24 February

13:00-14:30

Plenary room



U Aye Lwin

Local Governance Specialist, UNDP Myanmar

U Aye Lwin has a Bachelor degree in Commerce from the Institute of Economics, Yangon and a Master in Economic Policy Management from McGill University, Montreal, Canada. He has also finalized an extensive training in Development Economics from International Development Center of Japan, Tokyo. He started his career as Research Assistant in the Department of Medical Research in Yangon where he engaged in several research activities and surveys in community-based primary health care programmes, supported by the WHO. During 1980s and 1990s, he worked as Planning Officer in the Planning Department under the Ministry of Planning and Finance, particularly for economic and social policy related areas at the national level as well as development planning and reporting at the regional level. Starting from 2000, he joined the Human Development Initiative Programme (HDI) of UNDP Myanmar as Sectoral Specialist in the Primary Health Care Project and Integrated Community Development Project. Starting from 2004, he worked as Programme Analyst with UNDP Myanmar Country Office and from 2013 up till now, he has been engaging as Programme specialist in the Local Governance Programme of UNDP Myanmar, where he works extensively to promote local governance in line with priorities of the Government of Myanmar, including management of developing the State of Local Governance reports for 14 states and regions of Myanmar.

Session 4 – Brainstorm:

Parallel sessions on the State of local governance in Myanmar – what works and what to improve?

Plenary introduction

Tuesday 24 February

15:00 – 17:30

Plenary room



Gerhard van 't Land

Senior partner Dege Consult, based in Myanmar

Gerhard van 't Land is a development economist (Wageningen University, The Netherlands) with over 30 years of work experience in Africa, Asia and the Pacific. He worked on long-term assignments with central, regional and local governments in Cameroon, Burkina Faso, Tanzania and Sri Lanka and managed a consultancy office in Kenya for almost 15 years thereafter. Since 2010 he is senior partner with Dege Consult (Copenhagen). His consultancy assignments span a wide range of topics but are all linked to fiscal decentralisation, public service delivery and Institutional development. During the past 2 years he has amongst others been township planning consultant for UNDP in Myanmar, and was author of two of the State of Local Governance Reports (Yangon Region and Shan State).

Session 4 – Brainstorm:

Parallel sessions on the State of local governance in Myanmar – what works and what to improve?

Group 1 – Planning and participation

Tuesday 24 February

15:00 – 17:30

Delegates Listening Room (1)



Joern Kristensen

Executive Director, Myanmar Institute for Integrated Development

Mr. Joern Kristensen is a Socio-economist with extensive international experience in management of multi-sectoral development, research, humanitarian and disaster response programmes. He has extensive knowledge of the political, economical and cultural conditions in Myanmar, from holding senior position in United Nations administration and Civil Society organizations in the region for over 20 years. He was Resident Representative of UNODC in Myanmar (1991-1994), Vietnam (1994-1997), and Senior Manager at UNODC Headquarters, responsible for Southeast Asia, including Myanmar (1997-1999). From 1999 through 2003 Mr. Kristensen was Chief Executive of Mekong River Commission, established by Cambodia, Lao PDR, Thailand and Vietnam, with China and Myanmar as observers. Following five years (2004-2009) as Director of Norwegian Refugee Council in Sri Lanka and Myanmar he re-joined the UN in charge of coordination of the international response to the natural disaster caused by Cyclone Nargis that struck Myanmar in 2008. In 2014 Mr. Kristensen founded Myanmar Institute for Integrated Development (MIID), specializing in Myanmar's upland regions with high proportion of ethnic minorities.

Session 4 – Brainstorm:

Parallel sessions on the State of local governance in Myanmar – what works and what to improve?

Group 1 – Planning and participation

Tuesday 24 February

15:00 – 17:30

Delegates Listening Room (1)



Paul van Hoof

UNDP local governance mapping consultant

Paul van Hoof has been working as a professional in the field of decentralisation and local governance in Africa and Asia for more than 25 years. During that period he has been Country Director for SNV, Netherlands Development Organisation in various African countries for 10 years. From 2008 until 2013, Paul has been working as a senior advisor on Local Governance at Idasa, the institute for democracy in Southern Africa in Pretoria, designing and conducting governance assessments in a large number of municipalities in South Africa. Presently, Paul is working as an independent consultant in the field of public governance assessment and governance capacity development. He has carried out assignments for the Swiss Development Cooperation designing and backstopping governance assessments in Zambia, Malawi and Botswana. At the moment he has an assignment as local governance mapping consultant for UNDP in Myanmar. Paul's core competencies are: governance and service delivery assessment (in the education and health sectors as well as local government service delivery); strategic planning for local government; decentralisation; organisational development and change process facilitation.

Session 4 – Brainstorm:

Parallel sessions on the State of local governance in Myanmar – what works and what to improve?

Group 2 – access to basic services

Tuesday 24 February

15:00 – 17:30

Delegates Listening Room (2)



Tim Denny

Education Specialist for Capacity Development, UNICEF Myanmar

Having worked in the education sector for the past 27 years Tim's career has covered the 3 main areas of; university lecturer, international education consultant and currently as a program manager at UNICEF. Currently he leads two main areas of concern for UNICEF Myanmar. First in subnational level capacity development; through projects covering EMIS, townships education planning, township officer training and integrated state level approaches to delivery. Second, he also manages the UNICEF portfolio on teacher education initiatives including research on teacher education, assistance to the government on teacher education policy, large scale in-service teacher education and setting standards/norms for quality assurance.

His work in a multicultural, multilingual developing country focuses on leadership towards peacebuilding through inclusion, decentralization and democracy through capacity development and policy work and assistance to improve on quality improvements and quality assurance in education delivery.

Session 4 – Brainstorm:

Parallel sessions on the State of local governance in Myanmar – what works and what to improve?

Group 2 – access to basic services

Tuesday 24 February

15:00 – 17:30

Delegates Listening Room (2)



Anki Leona Dellnas

Local Development Specialist, UNDP Myanmar

Over the past 20 years Ms. Dellnas has been working as a capacity development professional in a variety of capacities. She spend many years in the academia as lecturer and researcher before she engaged in international development cooperation. She has developed and managed international training programs for local government officials in Southern and Eastern Africa as well as in Asia in areas such as local development planning, public financial management, decentralization, governance and inclusive service delivery. As Director for the Sida-funded Centre of Knowledge at the International Centre for Local Democracy in Sweden she directed global research teams and capacity development programs related to local development and local democracy. One recent publication is The Imperative of Good Local Governance. Challenges for the Next Decade of Decentralization (2013). Before joining UNDP Myanmar she was senior policy advisor to the Royal Government of Cambodia.

Ms. Dellnas holds a Doctorate in History of Ideas and Theory of Science from Gothenburg University in Sweden and a BA in Public Administration and Political Science from the same university. She has also been a visiting professor at University of Chicago (2000), Columbia University 2004/5 and Furman University respectively (2006).

Session 4 Brainstorm:

Parallel sessions on the State of Local Governance in Myanmar – what works and what to improve?

Group 3 - Institutional and social accountability

Tuesday 24 February

15:00-17:00

SOM Holding Room



Shihab Uddin Ahamad

Country Director ActionAid Myanmar

A human rights activist cum development professional with over 22 years of working experience in NGO sector, of which, 19+ years with ActionAid mainly in Asia. Shihab has Masters Degree in Human rights and social development from Mahidol University, Thailand and graduation with major in finance and business administration. He is passionate about working towards building just and democratic society. Shihab's main areas of interest are Rights Based Programming, local governance, civil society development, especially building youth as future leaders. Shihab is currently working as Country Director of ActionAid Myanmar based in Yangon, where he is leading a team of 220 staff, managing program with 21 local and national partners NGOs and civil society organisation. Under his leadership ActionAid is promoting decentralisation and local governance with bottom up participatory planning and social accountability as drivers of change, amplifying voice and participation of the marginalised people in the development processes. Shihab's major achievement in Myanmar is building more than thousand youth as Change Makers and future leaders for strengthening local democracy. He has been instrumental in shaping the development thinking of various governments and development partners in accommodating participatory approaches in development.

Session 4 Brainstorm:

Parallel sessions on the State of Local Governance in Myanmar – what works and what to improve?

Group 3 - Institutional and social accountability

Tuesday 24 February

15:00-17:00

SOM Holding Room



Mithulina Chatterjee

Local governance mapping coordinator, UNDP Myanmar

Ms. Chatterjee over the last 19 Years has led in several technical and managerial positions, in the areas of democratic governance, capacity development, human rights and gender equality with UNDP, international NGOs and academic institution. During the course of her professional experience, she has worked in countries in South Asia, East Asia and South East Europe. She has engaged on issues of local governance, with a range of stakeholders (public sector, parliamentarians, multi-lateral agencies and civil society) at national and regional levels supporting policy development, decentralisation strategies and capacity development of local administration. She has also been instrumental in integrating gender perspectives in policies and programmes. She has led and coordinated a significant number of research, assessments and studies in different sectors. Ms. Chatterjee holds a Master degree in International law from the University of Oxford, Oxford, UK.

Session 4 Brainstorm:

Parallel sessions on the State of Local Governance in Myanmar – what works and what to improve?

Group 4: women's participation in local governance

Tuesday 24 February

15:00-17:00

SOM Listening Room

Session 4 Brainstorm:

Parallel sessions on the State of Local Governance in Myanmar – what works and what to improve?

Group 4: women's participation in local governance

Tuesday 24 February

15:00-17:00

SOM Listening Room

Paul Minoletti

Research Coordinator at the Centre for Economic and Social Development (CESD), Myanmar Development Resource Institute (MDRI)

Paul Minoletti is a Research Coordinator at the Centre for Economic and Social Development (CESD) of the Myanmar Development Resource Institute (MDRI) in Yangon, where he has been working since October 2012. During his time at MDRI-CESD he has worked on a wide range of economic, social and governance issues, including: women's participation in governance; migration; labour; public finances; and trade and investment. His publications include, *Women's Participation in the Subnational Governance of Myanmar* (MDRI-CESD & The Asia Foundation, June 2014). Prior to joining MDRI-CESD he had spent some time teaching English with Myanmar refugees in Thailand. He attained a doctorate in Economic and Social History from the University of Oxford in May 2011.



Jigme Y. Thinley

Former Prime Minister of Bhutan, Member Club de Madrid

Jigme Y. Thinley, a graduate of St Stephen's College, India with an MA from Pennsylvania State University, USA, was the first elected Prime Minister of Bhutan from 2008-2013. He was head of education, Secretary of Civil Service Commission and Governor of Eastern Bhutan. He was Bhutan's Permanent Representative to the UN and later appointed Ambassador to the UN in Geneva and 8 European countries concurrently. He became Foreign Minister and Minister of Home and Culture and received the title of Dasho and many awards including the country's highest honour from the King. His government oversaw the adoption of the democratic constitution which enshrines Gross National Happiness, rather than GDP, as the national goal. Internationally well known for his advocacy of a holistic development paradigm, he led the first UN high level meeting on wellbeing and happiness in 2012.

Session 7 - Knowledge fair:

Good practices and lessons from other countries - Bringing services effectively to the people: transparency, accountability and e-governance

Wednesday 25 February

10:30 - 12:00

Plenary room



Luvsan Erdenechuluun

Former Foreign Minister of Mongolia and Ambassador to the UN, Director of the Human Security Policy Studies Center, Mongolia

Mr. L. Erdenechuluun worked in the Foreign Ministry of Mongolia for 32 years. He is now retired. Mr. L. Erdenechuluun served in various capacities, including Foreign Minister of Mongolia and Ambassador to the UN in New York. He also served as a Foreign Policy Advisor to two Presidents and Prime Minister of Mongolia. He has extensive experience in multilateral diplomacy, participated in 26 sessions of the United Nations (UN) General Assembly. His elective posts include, inter alia, Chairman of the First Committee (Disarmament and International Security) of the 50th session of the UN General Assembly, Chairman of the UN Disarmament Commission, Chairman of the Group of Land-Locked Developing Countries, Member of the Executive Board of UNESCO (2007-2011), President of the Fifth International Conference of New or Restored Democracies (2003). At present, Ambassador Erdenechuluun is founder and Director of an NGO, the Human Security Policy Studies Centre (HSPSC), a non-governmental organization established in order to contribute to the strengthening of the culture of democracy in Mongolia by providing independent analysis on human security issues and suggesting innovative and practical approaches to policy-makers, NGO's and government agencies.

Session 7 - Knowledge fair:

Good practices and lessons from other countries - Bringing services effectively to the people: transparency, accountability and e-governance

Wednesday 25 February

10:30 pm- 12:00 pm

Plenary room



RS Sharma

Secretary Department of Electronics and Information Technologies, Government of India

Mr. RS Sharma is currently working as Secretary to Government of India in the Department of Electronics and Information Technology. Prior to this assignment he has worked as Chief Secretary to the State Government of Jharkhand (India). His other assignments include Director General & Mission Director of the Unique Identification Authority of India (UIDAI) where he was responsible for over-all implementation of this ambitious and challenging project undertaken by the Government of India for providing Unique Identification to all its Residents. Before his posting with UIDAI, Mr. Sharma worked with the Government of Jharkhand as Principal Secretary of the Departments of Science and Technology, Drinking Water & Sanitation, Information Technology (IT), Rural Development and Human Resources Development. As Principal Secretary of the IT Department, Mr. Sharma was responsible for formulation of State policies in the IT and e-Governance areas. He also over-saw the implementation of various e-Governance Projects in all the Departments of the State Government. Mr. Sharma has held important positions both in the Government of India and State Governments in the past and has been deeply involved in the administrative reforms and leveraging IT to simplify the administrative processes. During his posting in Government of India, he has worked in the Department of Economic Affairs and has dealt with bilateral and multilateral development agencies like World Bank, ADB, MIGA and GEF. He was also in-charge of Financing of Infrastructure projects in the Highways, Ports, Airports and Telecom sectors. Mr. Sharma holds a Masters Degree in Mathematics from IIT, Kanpur (India) and another Masters in Computer Science from the University of California (USA).

Session 7 - Knowledge fair:

Good practices and lessons from other countries - Bringing services effectively to the people: transparency, accountability and e-governance

Wednesday 25 February

10:30 pm- 12:00 pm

Plenary room



Ivar Tallo

Founder and Member of the Executive Board at E-Governance Academy, former Member of the Estonian Parliament

Ivar Tallo is one of the founders and the Board Member of e-Governance Academy. Before that, he was a Member of Parliament of Estonia and Member of the Parliamentary Assembly of the Council of Europe. He has also worked as a Foreign Policy Advisor to the President of Estonia and he has been lecturing on public policy and public administration at Tartu University. He was the author of the Basic Principles of Information Policy of Estonia, Code of Conduct for Civil Servants and co-authored Public Information Act. From 2002-2012 he served as Director of the e-Governance Academy and from 2013 serving as Board Member of e-Governance Academy. Since January 2007 he was serving as a regional ICTD advisor for the Bratislava Center of the UNDP and 2007-2009 he was seconded by Estonian government to the United Nations Institute for Training and Research where he was the manager for the e-governance programme. As a director of the e-Governance Academy Ivar Tallo was promoting the use of the information and communication technologies for the public sector leaders in the Central and Eastern European countries, Balkan states, the CIS, the Arab countries and in Africa. He created an e-democracy programme at e-Governance Academy. Under his leadership e-Governance Academy won a contract from the European Commission to create a generic participatory portal TID+ based on the lessons of TOM portal of the government of Estonia. He has given e-gov lectures to presidents of Kazakhstan and Armenia, Cabinets and Ministers of Uzbekistan, Moldova, Ukraina, Azerbaijan, Northern Cyprus, Palestinian Autonomy, Namibia and Rwanda, Speakers and MPs from Macedonia, Afghanistan, and Kazakhstan.

Session 7 Knowledge fair:

Good practices and lessons from other countries - Bringing services effectively to the people: transparency, accountability and e-governance

Wednesday 25 February

10:30 pm- 12:00 pm

Plenary room



Sadrettin Karahocagil

President of the Southeastern Anatolia Project Regional Development Administration

Mr. Karahocagil holds a bachelor degree from Ankara University Faculty of Political Sciences and a Master's degree in Economics from Manchester University, England. He is currently working on his doctorate thesis on "EU Common Foreign Politics and Turkey" with the Faculty of History, Hacettepe University. Mr. Karahocagil worked as District Governor at Sinop-Türkel, Ordu-Karabüz, Diyarbakır-Dicle and Balıkesir-Dursunbey, for the Ministry of Interior as Head of Department for General Directorate of Civil Registration and Nationality and was a researcher for the Board of Strategic Development. In 2002 -2003 he worked as Head of Department for European Union Education and Youth Programs at the State Planning Organization. Since 2008, he is the President of the Southeastern Anatolia Project Regional Development Administration. The GAP is a multi-sector integrated regional development project based on the concept of sustainable development for the 9 million people living in the Southeastern Anatolia region of Turkey. GAP's basic aim is to eliminate regional development disparities by raising people's income level and living standards; and to contribute to such national development targets as social stability and economic growth by enhancing the productive and employment generating capacity of the rural sector. Current activities under GAP include sectors such as agriculture and irrigation, hydroelectric power production, urban and rural infrastructure, forestry, education and health.

Session 8 Brainstorm:

Parallel sessions on future reform priorities -

Group 1: Local and Regional Economic Development

Wednesday 25 February,

13:00-16:00

Delegates Listening Room 1



Enzo Lavolta

Deputy Mayor, in charge of Innovation, Public Works and Environment City of Torino, Italy

Mr. Lavolta started his public officer path as public administrator in Circoscrizione IV, a district of the City of Torino. In 2006, he was elected for the first time to the city council and appointed coordinator of the Committee competent council of Labour and Productive Activities. In 2011 he was re-elected for the second time to the city council and appointed Councillor with responsibility for Policies for Innovation, Development and Environment. Since 2011 he is the President of the Torino Smart City Foundation. He is Vice-President of the Organic Cities Network, member of the Board of Directors I3P (the Innovative Enterprise Incubator of the Politecnico of Torino) and member of the Board of Directors Torino Wireless, organization that coordinates and develops the Piedmont Technology District. As Town Councillor for Environment, he is directly involved in the organization of the Third World Forum on Local Economic Development that will be held in Turin from 15 to 18 October 2015.

Session 8 Brainstorm:

Parallel sessions on future reform priorities -

Group 1: Local and Regional Economic Development

Wednesday 25 February

13:00-16:00

Delegates Listening Room 1



Sanjay Jaju

Senior Expert on e-governance, Joint Secretary to the Government of India

Mr. Jaju comes from Indian Administrative Service and is presently working on central deputation as Joint Secretary to the Government of India in the National Highways Infrastructure Development Corporation in the Ministry of Road Transport & Highways. He had earlier worked as Secretary to Government of Andhra Pradesh in Information Technology & Communications Department. He is a Post Graduate Mechanical Engineer and a Cost & Management Accountant by background and has recently completed MBA in Finance. He has worked in diverse areas like Urban, Infrastructure, Civil Supplies, Education & Tribal Welfare. One strand common across these jobs has been his passion for Information Technology. He has been an ardent advocate of Information Technology for Development and Governance. 'Mee Seva' a comprehensive flagship initiative for delivering host of G2C services through an integrated architecture in AP (2011) was conceptualized and successfully implemented by him with over 350 G2C services clocking more than 300 Million transactions till date. The project has revolutionised citizen service delivery in AP and has become a National role model and has been awarded National e-Governance Gold Award by Government of India for the year 2014. He also led the Country's first biometric identity project for the Civil Supplies Department and led the Aadhaar (UIDAI) Initiative in AP. AP has emerged as the leader in Aadhaar enrolment and is now bracing ahead for the use of Aadhaar in most of its welfare programmes.

Session 8 Brainstorm:

Parallel sessions on future reform priorities -

Group 2: Effective information and services access

Wednesday 25 February

13:00-16:00

Delegates Listening Room (2)



Anne Andersson

Chief Financial Officer Örebro municipality, Sweden

Over the past 25 years Ms. Andersson has led a number of initiatives focused on transparency, anti-corruption and accountability, as well as sustainable development, human rights, gender equality, risk management and quality assurance. She spent her first professional years as an economist working and living in Zimbabwe before returning to Sweden, where she spent many years performing audits and investigations within the public sector. She also led compliance issues for Kommuninvest, a financial institute established by, and owned by, Swedish municipalities co-operating in financing public investments. For most of the past decade Ms. Andersson has worked as the Chief Financial Officer for Swedish municipalities. She is currently the Chief Financial Officer for Örebro municipality, a Swedish municipality of 140.000 inhabitants. In these roles Ms. Andersson has established a number of measures to improve accountability, including one-stop shops that provide government services directly to citizens, open access to municipal information, provision of online services, and e-governance initiatives.

Session 8 - Brainstorm:

Parallel sessions on future reform priorities -

Group 3: Accountability mechanisms and tools

Wednesday 25 February

13:00-16:00

SOM Holding Room



Do Thanh Huyen

Policy Analyst on Public Administration Reform and Anti-corruption, UNDP Viet Nam

Ms Do Thanh Huyen is Policy Analyst on Public Administration Reform and Anti-corruption, UNDP Viet Nam since June 2008. She has an MA in Development Studies (First Class Honor) from the University of Auckland, New Zealand. She has been a co-author of the annual report "The Viet Nam Provincial Governance and Public Administration Performance Index (PAPI): Measuring citizens' experiences" (which can be found at www.papi.vn), an annual citizen-centric policy monitoring tool being conducted by UNDP and its local partners in Viet Nam since 2009. Ms Huyen has also authored and co-authored a few articles about as well as provided advice on water governance, civil service reforms, anti-corruption and local governance in Viet Nam. Ms Huyen is also a founding member and active person for some youth forums discussing various youth integrity and development issues in Vietnam. Before joining UNDP, she worked first as a teacher of English at the Foreign Trade University and later as Project Officer for the DANIDA-funded Water Programme Support project supporting for implementation of the Law on Water Resources. She got a BA in translation and interpretation from the Viet Nam National University in Hanoi in 1999.

Session 8 - Brainstorm:

Parallel sessions on future reform priorities -

Group 3: Accountability mechanisms and tools

Wednesday 25 February

13:00-16:00

SOM Holding Room



Clem McCartney

Shared Societies Project Content Coordinator, Club de Madrid, and Associate of the Berghof Foundation for Peace Support

Dr. Clem McCartney is from Northern Ireland. His first degree is in law but he switched to social development for the first part of his working career. He mainly worked in the United Kingdom but also spent some years in Papua New Guinea. From the mid 1980s his main interest has been in conflict resolution and mediation. He worked in the Centre for the Study of Conflict in the University of Ulster being responsible for connecting academic researchers to policy makers and practitioners and making research more relevant to decision makers. In 1982 he became an independent consultant on conflict and community issues and has a wide range of experience in Northern Ireland, the Caucasus, Middle East, South America, South and South-East Asia. He has worked with a variety of organisations including Conciliation Resources in London, Berghof Peace Support in Berlin and International Alert in London. He has contributed to Berghof Research Centre's publications including the "Berghof Handbook for Conflict Transformation", and the Accord Series of Conciliation Resources, editing the edition on Northern Ireland - "Striking a Balance, the Northern Ireland Peace Process." Since 2007, his main activities have been as advisor to the Shared Societies Project of the Club de Madrid, focusing on policies to promote inter community harmony. He has been directly involved in developing the materials of the Project, including the recent publication "The Economics of Shared Societies" and has taken part in Club de Madrid missions to international bodies and a number of countries.

Session 8 Brainstorm:

Parallel sessions on future reform priorities -

Group 4: Local Governance and Social Cohesion

Wednesday 25 February

13:00-16:00

SOM Listening Room



Dilrukshi Fonseka

Social Cohesion and Governance Specialist, UNDP Myanmar

Dilrukshi Fonseka (Sri Lanka) holds an MSc in international relations from the London School of Economics and Political Science (LSE), United Kingdom and earned her BA from Mount Holyoke College, USA. Between 2005 and 2006, she worked with the Tsunami Recovery Unit of the United Nations Development Programme (UNDP) in Sri Lanka, where she oversaw UNDP's human rights and human rights-based approaches and initiatives. Later, she was the Team Leader – Peace and Recovery at UNDP Sri Lanka. Before joining the UN she worked for the Berghof Foundation for Conflict Studies and also for the International Center for Ethnic Studies in Sri Lanka. Currently she is the Social Cohesion and Governance Specialist of UNDP Myanmar.

Session 8 Brainstorm:

Parallel sessions on future reform priorities -

Group 4: Local Governance and Social Cohesion

Wednesday 25 February

13:00-16:00

SOM Listening Room



Christian Hainzl

Team Leader, Local Governance/ Local Development Program UNDP Myanmar

Mr. Hainzl has joined UNDP Myanmar in 2010 as the manager for a large community development and empowerment program, operating in roughly 1500 villages in 30 townships across Myanmar. Since 2012 and under the present country program, he took over the roll out of the local governance and local development program of UNDP Myanmar, covering a number of initiatives on government, civil society and media support, financial inclusion and sustainable livelihoods support for social cohesion and peacebuilding. Before coming to Myanmar, Mr. Hainzl was heading the local governance program of UNDP Bosnia Herzegovina, where he led initiatives in the area of participatory local development planning capacity development and training for local government officials and civil society, as well as headed a program that pioneered the inclusion of a HRBA (Human Rights Based Approach) in local development in Bosnian municipalities. He also has a background in academic and research work with the University of Vienna, where he completed his Doctoral thesis on „Promotion of Human Rights and Democratisation in International Development“ (2002). Mr. Hainzl further holds a Master Degree in Law from the University of Graz, Austria, and a Postgraduat Diploma from Johns Hopkins University, S.A.I.S., Bologna Centre.

Session 9 – Conclusion:
Plenary panel session and conclusion from a Development partner perspective

Wednesday 25 February
16:00 – 17:00
Plenary room



Lodovica Longinotti

Senior Development Advisor, Italian Ministry of Foreign Affairs and International Cooperation

Ms. Longinotti is a political scientist with over 30 years of experience in the field of development both with multilateral organizations and bilateral development institutions. She is currently responsible for cooperation with multilateral organizations in the Central Technical Unit of the General Directorate for Development Cooperation of the Italian Ministry of Foreign Affairs and International Cooperation. She has worked extensively on development policy issues and in designing, managing, monitoring and evaluating economic and social development projects. Most of the work has been carried out through extensive travel in Africa, Asia, Latin America, Europe and North America. Ms. Longinotti holds a degree (laurea) in political Sciences from the University la Sapienza of Rome.

Session 9 – Conclusion:
Plenary panel session and conclusion from a Development partner perspective

Wednesday 25 February
16:00 – 17:00
Plenary room



Johan Hallenborg

Minister Counsellor - Head of Section Office Swedish Embassy, Yangon

Johan Hallenborg holds a LL.M. degree with specialization in human rights law and public international law. He was a bilateral expert in development cooperation at the Swedish Embassy in Vientiane between 2003- 2005 and later he became Sida's Regional Adviser on Human Rights and Democracy in Southeast Asia, posted at the Swedish Embassy in Bangkok. He worked in this capacity until 2008, providing advice on human rights issues to Swedish development programs throughout the Southeast Asian region. In 2008 he joined the Department of International Law, Human Rights and Treaty Law at the Ministry for Foreign Affairs in Stockholm, where he served as a Deputy Director in the Human Rights Division. His main tasks included the Swedish Government's work on freedom of expression, in particular Internet freedom. In September 2014 he was appointed Minister Counsellor and Head of the Swedish Embassy's Section Office in Yangon.

Session 9 – Conclusion:

Plenary panel session and conclusion
from a Development partner
perspective

Wednesday 25 February

16:00 – 17:00

Plenary room

