

# UNDP ART MYANMAR

## 1. BACKGROUND

The UNDP ART Myanmar Programme is an integral part of the Local Governance pillar of the UNDP Country Programme for Myanmar (attached) and forms part of the *Art Initiative*. The Art Initiative was designed by a group of UN Agencies to promote the strategic and operational articulation among donors, decentralized cooperation and other development cooperation institutions and programmes in support of national and local policies of Local Governance and Local Development. Through the ART initiative, UNDP promotes dialogue between territories and their communities as a new development cooperation paradigm based on horizontal relationships between equal partners. This innovative cooperation modality links communities and countries (including South-South and triangular modalities) and allows them to work in partnership on issues of common interest, such as health, education, youth employment, citizens' rights, the environment and migration. The ART Initiative has become a mechanism to further the development cooperation effectiveness principles at local level through promoting inclusive ownership of development interventions, harmonization of development actors and alignment to local and national strategies.

ART Framework Programmes (FPs) present common operational frameworks that promote cross sector development processes based on UNDP's integrated strategy on Local Governance and Local Development. Development interventions are channelled in support of integrated territorial plans, reducing fragmentation and the overlap between programmes while increasing the impact and sustainability of efforts in support of sustainable human development. These FPs (institutional frameworks for multi-level and multi-actor articulation) are key entry points for Decentralized Cooperation actors who wish to harmonize their actions in support of national and local development policies.

The hereby described ART Myanmar Programme builds upon several years of cooperation between Italian Cooperation actors (bilateral as well as decentralized) and the ART Initiative, currently implemented through a number of ART FPs. It also builds upon UNDP's experience in the country, specifically its primary programme of assistance, the HDI, which supports 8,000 villages in over 60 townships nationwide, reaching an estimated 6 per cent of the population. With the lifting of mandate restrictions, UNDP is now able to have a regular programme as of 2013 as reflected in the Country Programme Action Plan (CPAP). The overall UNDP Country Programme consists of three pillars and its corresponding programmes. The Local Governance Programme represents the first pillar; the second pillar focuses on Disaster Risk Reduction and Environment, and the third pillar on Democratic Governance. The ART Myanmar Programme outlined in this document forms integral part of the first pillar, the Local Governance. The interventions foreseen in this Local Governance Programme will build on and mutual reinforce interventions in the other two pillars.

In line with the successful mainstreaming of the ART methodology within corporate UNDP policies and programmes, the ART Myanmar Programme is designed as integral module of the overall UNDP

Governance Programme and based on the principles of the integrated UNDP LG/LD strategy. In spite of this integrated nature, the programme is designed as a programmatically coherent module that contributes towards and complements the larger UNDP Governance Initiative but does produce specific and measurable results based on the inputs of ART Myanmar Programme partners.

## **2. DEVELOPMENTAL CHALLENGES**

Myanmar's population is estimated at 59.1 million, consisting of diverse ethnic groups speaking over 100 languages and dialects. The country is ranked 149 out of 168 countries on the Human Development Index (HDI), although scores have been improving in recent years. Economic growth has averaged five per cent in recent years with a per capita income of \$702. The economy largely depends on natural resources and agriculture. Inadequate infrastructure, limited access to finance, access to agricultural and off-farm "know how" as well as administrative constraints, have stifled the economy outside of the main urban areas. Poverty levels are currently high, at an estimated 26 per cent of the population. Food poverty is at 5 per cent. Poverty incidence widely varies by urban rural area and regions/states. The proportion of poor is higher in rural than urban areas (29.2 percent vs. 15.7 percent). Poverty incidence is highest in Chin, where three quarter of the people are poor, and lowest in Kayah, where one out of ten is poor. Poverty varies not only across regions/states but also within a region/state, suggesting that there are pockets of extreme poverty even in moderately poor regions/states. Despite an overall decrease in poverty, there are large and widening regional inequalities in human development and Millennium Development Goal (MDG) indicators. The National Rural Development and Poverty Plan aims to reduce the poverty rate by half, from 32 per cent in 2005 to 16 per cent by 2015. The most significant factors for vulnerable populations to descend into poverty are illness, followed by accidents, crop failure and damage to house and property. The remote border areas (mainly populated by Myanmar's minority ethnic groups), and areas emerging from conflict are particularly poor<sup>1</sup>. The reintegration of returning ethnic groups has raised expectations for a "peace dividend", which would require a greater extent of tangible benefits for these people, particularly through meaningful jobs.

### Context of decentralization

Myanmar is at an historic stage in its development. A new Constitution was adopted in May 2008. Parliament and governments have been formed at the national and region/state levels. The new Constitution is more specific in providing for basic principles of democracy, the rule of law and human rights, and separation of powers between the executive, legislature and judiciary. In particular, it contains elements towards a fiscal decentralization, such as own source revenue for State / Regions. Many of the principles laid out in this Constitution have yet to be fully reflected in the laws, regulations and policies currently in place. A new legal framework is in place for decentralization and devolution of legislative and executive functions to State levels and Self Administered Zones. UNDP and the Government have engaged in a dialogue in exploring mechanisms to improve the functional capacity and accountability of sub-national entities including township administrations. There is a clear interest

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<sup>1</sup> For example, poverty rates are 73 per cent in Chin and 44 per cent in Rakhine, according to the UNDP 2011 Integrated Household Living Conditions Assessment.

in making delivery of services respond to community needs and reduce poverty. However, with taxes contributing to only 3% of GDP, the Government has a limited fiscal space to improve service delivery. Beyond the Union level, its remaining resources are divided between States/Regions, Districts and Townships, leaving limited outreach capacity to tract and village levels. Local government institutions will need to build on organizational efficiency gains, local initiative and partnerships. Technical assistance in this area will be a determinant to improved service delivery.

### Civil society

In the past two centuries traditional Civil Society Organizations (CSOs) have played an important role in the shaping of social movements and promoting welfare and charity undertakings for poor in Myanmar. In addition to social and political organizations including student movements, there is also a tradition of faith based activism, mostly through Buddhist or Christian organizations. As the economy transformed itself over the last fifty years, the potential of civil society to organize and contribute to regional development has been inhibited by command driven decision making, restrictive laws, conflict and migration. Three important trends point towards an emerging opportunity to harness the potential of civil society in support for local development: (a) the President's recent announcement that "the consolidation of Civil Society Organizations is the most important thing in the process of democratic transition"<sup>2</sup>, (b) a significant increase in the registration of local NGOs in the last two years<sup>3</sup> coupled with the lifting of several media restrictions, and (c) the potential peace dividend and social mobilization towards reconstruction arising from cease fire agreements and peace initiatives such as the Myanmar Peace Support Initiative (MPSI). The expansion of an effective civil society, however, also requires a surge in capacity building for local NGOs and CBOs to improve awareness of the evolving development context, the legal context to work effectively, and strengthen their organizational and networking capacity. Skills in such areas as planning and reporting, fundraising, negotiation, management and accounting are particularly important. In cease fire areas conflict prevention and peace building competencies are critical.

### Regional economic development

The local economic development potential of Myanmar also remains to be unleashed. The current framework for economic development prioritizes access to finance, markets and skills to support inclusive growth through the Eight Task Agenda of the Rural Development and Poverty Reduction Plan<sup>4</sup> and the Regional Development Plan<sup>5</sup>. The total demand for unsecured loans among poor and vulnerable non-poor households is approximately US\$ 1 billion. The current supply of unsecured loans meets the demand of only a fraction of potential clients. Likewise the national institutional framework for

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<sup>2</sup> 1 March 2012, Speech of President of the Republic of the Union of Myanmar

<sup>3</sup> Civil Society Gaining Ground – Opportunities for Change and Development in Burma, Transnational Institute, 2011

<sup>4</sup> The Rural Development and Poverty Reduction Plan is one of the Government's planning documents. The eight tasks include: Development of Agricultural Productivity, Development of Livestock Breeding and Fisheries, Development of Rural Small Scale Productivity, Development of Micro savings and Credit Associations, Development of Rural Cooperative Tasks, Development of Rural Socio-economy, Development of Rural Energy and Environmental Conservation.

<sup>5</sup> The Regional Development Plan is the Government's operational plan to implement its various policies at the regional level.

employable skill development is fragmented with vocational training institutions spread between private and public sectors and often housed within unconnected Governmental institutions with limited links to the private sector, and few public private partnerships. There are also significant information asymmetries in market dynamics hampering local entrepreneurs from effectively developing their businesses. On-farm and off-farm extension services are fragmented by departments, sector and locations and local media and outreach is yet underdeveloped to serve as an effective information resource for local entrepreneurship.

### Social cohesion and peace building

Myanmar has made significant progress in a relatively short time span in dealing with the armed conflict. Starting in September 2011, the Government has finalized Cease Fire Agreements with 12 ethnic groups<sup>6</sup>. The government's peace initiative is anchored on a three step strategy: a) ceasefire agreement; b) trust and confidence building, including through economic and social development and re-integration of IDPs and returnees; and c) peace agreements for sustainable peace leading to endorsement by Parliament as the final stage in the process. Six of the thirteen States and Regions targeted by this Programme are ceasefire or conflict areas requiring an emphasis in confidence building, dialogue, and building local capacities for social cohesion within the local governance programme activities. The consolidation of the peace process will result in the return of IDPs and refugees, reintegration of ex-combatants and mine clearance, which are critical for sustainable peace.

## 3. PROGRAMME DESCRIPTION

As outlined above, the ART Myanmar Programme will be an integral part of the Local Governance pillar of the UNDP Country Programme which has a strong connection to nationwide programme and policy developments in the area of democratic governance. The UNDP Country Programme to which this project contributes identifies the support to local governments in service delivery and inclusive growth as a primary outcome. This is in line with the National Development Plan's goal of reducing poverty from the current 26% of the country's population to 16% by 2015, the emphasis in the National Framework for Social and Economic Reforms on regional development, decentralisation and local governance, and the UN Strategic Framework for Myanmar, which lists an increase in equitable access to quality social services and encouraging inclusive growth as priorities.

The Local Governance Programme aims to strengthen local governance and contribute towards local development by delivering five complementary outputs. The ART Myanmar Programme **will contribute towards Output one, two and five:**

*Output 1:* Strengthened institutional capacity and organisational management of State/Division, District and Township administrations for area-related development planning, responsive and effective public service delivery, and conflict prevention.

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<sup>6</sup> The new conflict in Kachin since 2011 is a notable exception.

*Output 2:* Strengthened institutional capacity to support sustainable livelihoods and reintegration.

*Output 5:* Livelihood support and social cohesion (high poverty & cease fire areas)

The ART Myanmar Programme will be an integral part of the Governance Programme and implemented through its offices established at local level. At local level, the Programme will establish development partnerships with Italian and European local authorities and communities. The internationalization of local governance and development processes is particularly relevant for strengthening the capacity of newly established local authorities and institutions and thereby promoting the decentralisation process, fighting poverty and for promoting peaceful and cooperative relations among the various ethnic groups. The ART Coordination office in Geneva will support the Myanmar ART Programme through networking opportunities such as:

- a. promotion of decentralised cooperation development partnerships between Myanmar and Italian local authorities and communities;
- b. promotion of South-South and triangulation partnerships aimed at sharing and diffusing innovations for development (South-South-North cooperation);
- c. promotion of partnerships between Myanmar and Italian/European local economic development stakeholders;
- d. promotion of partnerships between the Italian and other country's universities associated in the "Universities international network" and the Myanmar universities for training of development managers and practitioners;

The ART Myanmar Programme will be based on a multilevel approach that simultaneously implements activities at the local, national and international level in the main thematic sectors of human development:

1. Local Governance and Local Development: activities aimed to strengthen the capacity of newly established local authorities and administrations to plan, manage, execute, monitor and evaluate local human development in partnership with the local population. These peer to peer mechanisms and partnerships will complement other capacity building modules and thereby enhance the sustainability and effectiveness of the overall capacity building initiative. Specific focus will be laid on promoting the capacities of local authorities in delivering basic social services to the population and in establishing well tailored social accountability mechanisms. Local Government assessments, local development planning and the actual implementation of such plans will also feature prominently between the established partnerships. The ART Myanmar Programme will have a special focus for the most excluded areas and persons, for which purpose the Programme will leverage the social action carried out by municipalities and youth centres in the target regions to contribute to the development of their communities and promote social cohesion among different communities with different political, social and religious groups.

2. Territorial Approach to Development: This innovative modality promoted by UNDP is based on a multi-actor and multi-sector approach, where the plurality of actors of a given territory – local authorities, CSOs, academia, the private sector, traditionally excluded groups - work jointly to define priorities, plan and implement sustainable human development strategies at local level. Taking the territory as the referential space for development efforts also allows greater coherence among those development actors operating in the same space, instead of each actor working in his sector. Development interventions are thus channelled in support of integrated territorial plans, reducing fragmentation and the overlap between programmes while increasing the impact and sustainability of efforts in support of sustainable human development.

3. Local Economic Development: activities aimed at promoting balanced and inclusive *local economic development* as a means for reducing poverty and making employment and business accessible to the poor and the disadvantaged local groups. This will be done by the adoption of specific and worldwide experimented participatory and concerted public/private instruments and mechanisms that, adapted to the local context, allow for maximising the endogenous resources and regional competitiveness. Taking into consideration the specific context of the areas of operation, the ART Programme will initially support and build upon the various livelihoods, micro credit and job creation initiatives included in component five of the Governance Programme. At a later stage the Programme will, based on ART's extensive experience in promoting Local Economic Development strategies as well as LED Instruments, in addition promote a comprehensive approach aiming at i) elaborating comprehensive LED strategies and plans at sub national level (based on the town ship plans to be developed), ii) build the capacity of local authorities in promoting a favourable environment for LED (LED governance), and iii) promote mechanisms/instruments that would foster public private partnerships and the implementation of LED strategies and plans, and provide services and support to SMEs.

#### Geographical coverage

The overall governance Programme will target 13 States: Ayeyarwady Region, Bago Region, Chin State, Kachin State, Kayah State, Kayin State, Magway Region, Mandalay Region, Mon State, Rakhine State, Sagaing Region, Shan State, Tanintharyi Region. An office will be located in each State/Region and one additional satellite office will be located respectively in Chin, Kachin, Rakhine and Shan. Criteria for working at townships will be based on incidence of poverty, cease fire areas and enabling environment for the implementation of the Programme. This will be subject to a preliminary pre-project consultation process with State Governments. The states where the ART component will be implemented will be decided with the Government (national and local), the UNDP Country Office, the Italian Cooperation in Myanmar and the ART Initiative. Final decisions will be taken during a joint mission scheduled for the initiation phase of the Programme.

## 4. PROGRAMME OBJECTIVES

The overall outcome envisioned by the UNDP Country Programme/Local Governance Programme is that efficient and responsive local institutions deliver services in an accountable and sustainable manner, to respond to both immediate livelihood needs and to promote human rights during Myanmar's transition.

Expected outputs are: i) strengthened institutional capacity and organisational management of State/Division, District and Township administrations for area-related development planning, responsive and effective public service delivery, and conflict prevention; ii) strengthened institutional capacity to support sustainable livelihoods and reintegration programmes; iii) strengthened institutional capacity of civil society organizations to provide community services including civic and legal awareness and advocacy on human rights; iv) strengthened capacity of local media institutions in support of local development and civic awareness at the district and state/region levels; and v) livelihood support and social cohesion (high poverty & ceasefire areas).

### 4.1. SPECIFIC OBJECTIVES

The objectives of the ART Myanmar Programme **are aligned with Outputs one, two and five** of the UNDP Local Governance Programme, and are as follows:

**Objective 1:** Strengthen institutional capacity and organisational management of local authorities and administrations for area-related/territorial development planning, responsive and effective public service delivery, and conflict prevention.

- Output 1: At least three partnerships for promoting social service delivery between Italian decentralised partners and target area local authorities established.*
- Output 2: Coordination mechanisms for improved service delivery in townships strengthened.*
- Output 3: Local authorities in Regions/States trained on Local Governance and Human Rights.*
- Output 4: Local planning officials from 3 Regions/States sensitized on and trained in best local planning practices.*
- Output 5: Township level sectorial line departments in 3 townships of each respective State/Region and civil society organisations are sensitized on best practices in improving service delivery.*
- Output 6: Local development plans with conflict prevention and peace building perspective developed within 3 states/regions.*
- Output 7: Pilot projects for the improved health service delivery at township level implemented.*

**Objective 2:** Strengthen institutional capacities to promote local economic development and reintegration.

- Output 1: At least two partnerships for promoting local economic development between Italian decentralised partners and target area local authorities established.*
- Output 2: Key territorial stakeholders share a common vision on territorial development coherent with central priorities and open for international cooperation actors.*
- Output 3: Improved governance for LED through training of Local authorities in Regions/States LED and the establishment of LED units within the Governments.*
- Output 4: Potential entrepreneurs trained on business skills.*
- Output 5: A comprehensive service system, able to provide effective and efficient support to Regions/States' LED strategies promoted.*
- Output 6: Market and value chain analysis in 3 States/Regions undertaken.*
- Output 7: Two value chains implemented and B2B relationships with Italian partners promoted.*

**Objective 3:** Promote partnerships and training for livelihood support and foster social cohesion (high poverty & cease fire areas).

- Output 1: Set up / strengthen existing inclusive participatory mechanisms (Local Working Groups) to enhance stakeholders' capacities to play an active role in local development planning and decision-making.*
- Output 2: Harmonisation and alignment of development cooperation at local level through the elaboration of International Cooperation Guidelines and their dissemination to partners and donors.*
- Output 3: Establishment of South-South and Triangular Cooperation Agreements between local development actors from Asia and Europe.*
- Output 4: Capacity building for communities to implement and operate basic socio-economic infrastructure in an economically and environmentally friendly manner*
- Output 6: Provision of information and technical support for sustainable formation of cooperatives/ regulatory business oriented groups to interested community based groups, including women's and youth associations*

### **AT THE LOCAL LEVEL**

In the selected pilot-areas, the Programme aims at improving living conditions of the local population by promoting access to quality basic social services with regards to education, health, the environment,



social integration and income opportunities - with a special focus on most vulnerable parts of the population. This will be achieved through improving functioning of local public administration, enhancing basic services and promoting the widest participation of local communities in the development process in a wide ranging partnership between the public, private and civil sectors.

In parallel to the capacity and institution building activities, ART Myanmar will also ***implement concrete development initiatives at local level***, co-financed by the project and decentralised cooperation partners. These sub projects are pilots and include the implementation of at least two value chains as identified within the LED component, a project to improve health service delivery at township level and the elaboration of local development plans within 3 states/regions (including International Development Guidelines).

### **NATIONAL OBJECTIVES**

At the national level, the Programme aims at the creation of an enabling environment to consolidate and deepen national authorities' competencies and central state policies in support to local governance and local development. The Programme will furthermore promote national mechanisms that will assure harmonisation and alignment of (decentralised) development cooperation towards local level development plans and strategies, thereby promoting development cooperation effectiveness principles also at the local level. This mechanism will also facilitate the internationalisation of the targeted areas/territories and therefore assure that development cooperation interventions are guided by the national development strategies.

### **AT THE INTERNATIONAL LEVEL**

At the international level, the Programme has the objective to widen the development opportunities for Myanmar through the promotion of socio-economic collaborations and partnership arrangements with other countries, and in particular with decentralised cooperation partners. ART is cooperating with networks of local authorities and territorial institutions ready to engage with sub national authorities/civil society organizations from territories cooperating within the ART framework. The ART Initiative will mobilize its decentralized partners in support of the national and local development processes in Myanmar with a specific focus on Italian decentralized cooperation partners and networks. It will furthermore facilitate the insertion of sub national authorities within international discussions and fora that are dedicated to promote joint action of sub national authorities. This will allow sub national authorities and other territorial actors from Myanmar not only to actively shape relevant international policies but also to stay abreast with innovative approaches within the field of Human Sustainable Development. And finally, ART will establish and promote a platform for South-South and triangular cooperation at territorial level in support of sub-national governments in the country. Through this platform, the diversity of development stakeholders - including donor countries, decentralized cooperation partners, associations, universities, CSOs, the private sector and NGOs and other UN agencies - can integrate and effectively share their knowledge and expertise in one or various thematic areas.

## **5. PROGRAMME STRATEGY**

The ART Programme adopts a strategy that is in line with the overall strategic orientation of the UNDP Local Governance Programme and seeks to complement these strategic orientations with the specific ART related knowledge and expertise.

The strategy is focused at strengthening local capacities in the selected territories of Myanmar through the establishment of multi-stakeholder and fully inclusive institutional frameworks at local level applying conflict sensitiveness and peace-building approach that aims to mitigate inter-community threats as well as associated socio-economic decline in extremely fragile communities. These local mechanisms (Local Working Groups) will be key instruments for promoting inclusive and participatory local development that strengthens local stakeholders' capacities and facilitate horizontal and vertical policy dialogue among stakeholders and across local and central levels. In cease fire areas local capacities for peace will be strengthened by facilitating sub-national stakeholders' participation in the design and decision making of integrated local development plans and cooperation guidelines with a peace building perspective; thereby providing opportunities to reduce inter-community tensions through the creation and realization of a common vision for developing involved territories.

Another key strategic element is to foster strategic partnerships between local actors in Myanmar and development partners from the North and the South (mainly decentralized cooperation actors) in order to facilitate the exchange and promotion of innovative solutions, including relevant good practices (including experience on inclusive peace process, consensus building, conflict prevention, minorities exclusion, political reintegration, broadening participation amongst vulnerable groups, promoting the role of non-state actors in conflict situation, conflict mediation through local government, among others). Those instruments were largely experimented by UNDP and other agencies since late '80s in development cooperation programmes in Latin America, the Mediterranean (including Balkans and Arab States), Africa and Asia. Although originated in Europe, the decentralised cooperation proved effective in much diversified contexts, because they are specially designed to adapt to different and changing conditions. The comparative studies of all those experiences have produced a specific knowledge and know-how that the ART Initiative has mainstreamed into its strategy. For this reason, the ART Initiative holds a long lasting collaboration with the best acknowledged centres of excellence in this field and will facilitate their technical assistance to the ART Myanmar.

## **6. IMPLEMENTATION STRATEGY**

UNDP will directly implement the ART Myanmar Programme. In line with the implementation strategy of the overall Governance Programme, the ART Programme will put emphasis on capacity building thereby strengthening the capacity of the main government counterparts to implement the proposed project activities. An institutional capacity assessment of the main partner institutions will be undertaken to determine their readiness to implement UNDP projects.

The Ministry of Home Affairs (which has oversight over both sub-national Government and civil society organisations) along with the Ministry of Commerce on micro entrepreneurship development, the Ministry of Cooperatives, the Ministry of Planning and Economic Development, the Ministry of Finance and Revenues will be the main government counterparts to coordinate the implementation.

State/Region Governments will be the main government counterpart to coordinate the implementation of the Programme outputs at the sub-national level. The Chief Ministers and assigned focal points will be regularly updated on the course of the entire Programme in their respective regions. UNDP will also closely work with District and Township general administrations throughout the course of its Programme. Partnerships will also be established with civil society organizations in townships where project activities will take place. The presence of suitable local counterparts and committed stakeholders will be one of the key criteria used to determine the final selection of pilot districts and townships.

The ART Myanmar Programme will build upon the offices and sub offices established by the Local Governance Programme and field specific ART personnel that will work embedded in the overall office structure; alternatively UNDP local staff will be capacitated to implement the ART related components locally. The overall implementation of the ART Myanmar Programme and its smooth integration within the overall Local Governance Programme will be assured by an International ART Technical Advisor fielded within the main UNDP office in Rangoon.

## **7. MANAGERIAL AND EXECUTION ARRANGEMENTS**

The Programme will be implemented by the UNDP Myanmar CO in close coordination with the Geneva based ART International Coordination Office, under the guidance of the ART Initiative Coordinator. Programme activities will be coordinated by the International Technical Advisor, under the supervision of the UNDP Country Director/deputy CD programming and the responsible management of the Local Governance Programme. The Technical Advisor will be supported by national professional and support staff. UNDP will be in charge of identifying the most suitable implementing agents for each activity, following its rules and regulation and ensuring transparency and efficiency at all time. The UNDP will also manage the additional resources that may come from decentralised cooperation partners.

Overall managerial responsibility vis-à-vis the donor lies with the Geneva based ART International Coordination Office that coordinates the Global UNDP ART Programme established under both, the Bureau for Resource Mobilisation and External Partnerships (BRSP) and the bureau for Policy Development (BDP). UNDP directly implements the ART Programme. Italy will participate in the existing overall ART Consultative Committee managed by UNDP and in the local coordination mechanisms of the Programme. For the activities at the international level the ART Initiative will utilize established networks and centers of excellence within the United Nations, Italy and various additional partner countries.

## **8. BUDGET**

The ART Programme is an integral component of the UNDP Local Governance Programme (attached). The overall budget of the UNDP Local Governance Programme amounts to 59 million USD. 12 million are already committed by UNDP, UNCDF, FAO and UNESCO. Firm pledges amounting to USD 20 million have already been delivered by key bilateral donors.

The requested contribution of Euro 400.000 for the ART component will cover the costs for the International Initiative Coordinator, international and national technical assistance, resources for the establishment of SS partnerships/ Decentralized Cooperation/Triangulation, pilot projects for Local Economic development and service delivery, management and operational costs, including 7% GMS.

The present document defines overall objectives and outputs, whereas the detailed planning and budgeting of each activity will be the responsibility of the national and local working groups, to be established under the coordination of the International Technical Advisor, the UNDP Governance Programme and the responsible national and local authorities.

## **9. TIMELINES**

The Programme duration is approximately 12 months. Two phases are foreseen:

- 1) A three months initiation phase: this phase will allow presenting the ART approach and mechanisms to all local partners, select the piloting areas for the Programme in discussion with the Government and a smooth integration of the ART Programme elements within the overall Local Governance Programme. It will also serve to define and make operational the anticipated participatory programme mechanisms and instruments and to develop the first year work-plan of the ART Programme.
- 2) A 9 months phase to mobilize decentralized cooperation partners in support of Myanmar and to implement the first year work-plan. In the final programme period a programme extension will be prepared and discussed with potential partners locally as well as internationally.
- 3) Ideally an ART Programme extends over a minimum of three years in order to allow for the appropriation and institutionalization of the approach and methodology by local programme counterparts.

## **10. MONITORING AND EVALUATION**

The Programme will be subject to UNDP's auditing mechanisms as also outlined in the donor cost sharing agreement. Joint evaluation missions (Italy/UNDP/ Government) can be arranged if required.