

**A Case Study on Civil Service Training
in Central Institute of Civil Service (Lower Myanmar)**

**Dissertation submitted in partial fulfillment of the requirement
for the degree of MA in Governance and Development**

Submitted by

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ID No. 17172013

MAGD 8th batch

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Statement of Candidate

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Abstract

The government servants are including in the important sectors to develop and be growth sustainably their country. Thus their competences always need to higher and training that making polish also always need to train for them. The men power that having the government servants push a country to develop and be growth sustainably but we must use the tools (ICT) having super power without leaving. Nations cannot make any headway in development if the standard of performance of civil servants is not ensured. Therefore, developing the ability of civil service officials is the core of all public sectors. So, utmost priority should be laid on the ability of civil service for attaining total development of the officials. A capable and committed civil service founded on the principle of integrity, impartiality and accountability is the backbone of democratic governance. Thus Dr. Win Thein, Chairman, Union Civil Service Board wrote preface for Civil Service Reform Strategic Action Plan for Myanmar 2017-2020 on 10th July 2017. "The Strategic Action Plan aims to introduce a new ethos and culture to the Myanmar Civil Service, to support the overall transformation of the country in a more effective manner. It is based on the premise that the civil service should become a 'better place to be' in order to be able to harness motivation and efficiency, but it should also become a 'better partner to the people' through more people-centered culture and engagement, and more transparent and accountable mechanisms and practices. . With similar view, civil servants of all ministries from the Lower Myanmar receives training in the Central Institute of Civil Service (Lower Myanmar)[the CICS (Lower Myanmar)] under the supervision, control and guide line of the Union of Civil Service Board [the UCSB], Myanmar. Therefore, the aim of this research is to compare the old training courses and the new training courses particularly to see the differences between two types of courses. It also intends to do comparative analysis of effectiveness of both courses from by analyzing responses from the civil servants, teachers and officers who had finished the old training course and already attended or now the new training courses. In this research, the respondents are less because the junior civil service officers not only had finished the basic course for clerical staff in the previous training courses but also had finished the basic course for junior civil service officer in the current training courses. Beside the senior civil service officers not only had finished the basic course for junior civil service officer in the previous training courses but also had finished the basic course for senior civil service officer in the current training courses. So there are 50 respondents in the research but it is qualitative. Thus the scope of the dissertation is to find out the core facts of their views from two kinds of training courses which have a large public service effect. View of the research is also comparing the data provided by the institute in different conditions. In this research, we may find the facts making to redesign and reengineering about the subjects in the current training courses,

the facts redrawing to redesign and reengineering the training time duration, the facts taking to redesign and reengineering the teaching techniques, and the facts performing to redesign and reengineering to the current training courses to change the computerization. So we have to minimize the current training courses gaps. The policies of the institute should have specific targets to alleviate gaps.

Abbreviation

CICS (Lower Myanmar)	-	Central Institute of Civil Service (Lower Myanmar)
UCSB	-	Union of Civil Service Board
FGD	-	Focus Group Discussion
UNDP	-	United Nations Development Program
ARC	-	ASEAN Civil Service Matters' Resource Center
CSR	-	Civil Service Reform
ICT	-	Information and Communication Technology
SWOT	-	Strengths, Weaknesses, Opportunities and Threats

Chapter-1

Introduction: A Case Study on Civil Service Training

1.1. Introduction

Civil servants are very important for every country because they are really one group of the human resources who develops every sector of the country and they are not only small leaders but also small managers. Developing or not of the country depends on the qualities and abilities of the civil servants. So training provided in civil services must enhance qualities and abilities of civil servants for developing the country by promoting good governance and clean government. With similar view, civil servants of all ministries from the Lower Myanmar receives training in the Central Institute of Civil Service (Lower Myanmar)[the CICS (Lower Myanmar)] under the supervision, control and guide line of the Union of Civil Service Board [the UCSB], Myanmar. In 2016¹, the new training courses have been introduced for the training of civil servants in the CICS (Lower Myanmar). Therefore, the aim of this research is to compare the old training courses and the new training courses particularly to see the differences between two types of courses. It also intends to do comparative analysis of effectiveness of both courses from by analyzing responses from the civil servants, teachers and officers who had finished the old training course and already attended or now the new training courses.

1.2. Background

The Central Institute of Civil Service (Lower Myanmar), previously known as Public Service Institute was established on 1st January 1965. Later it was renamed as the Central Institute of Civil Service (Phaunggyi) on 5th May 1977. Finally by the permission of the meeting of Myanmar Union Government (No. 3/2016)² on 12th May 2016, it is promoted from the Central Institute of Civil Service (Phaunggi) to the Central Institute of Civil Service (Lower Myanmar) on 27th May 2016. Consequently, by the permission and guide line of the President Office and Myanmar Union Government on January 2017, the Union of Civil Board was reformed from the system of Old Public Administration to the New Public Service Delivery to provide training on the issues related to the new public management and, government, which are particularly related to the democratic system and emerged as important for Myanmar with the opening up of the country. With the changing process, the old training courses are change with some new training courses in stabling the current age. Thus the scope of the dissertation is to analyze the core facts i.e. course contents and effectiveness of two

¹ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

² UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

kinds of training courses which have a large public service effect. The study intends to do so by comparing the data provided by different stakeholders (e.g. teacher, trainees, policy makers, etc.) involved with related institutes in conducting trainings in different periods.

1.3. Result Objectives of the Research

This research is aimed at fulfilling the following objectives:

1. To examine satisfy condition by new training course for civil service,
2. To identify the views about old training course and new training course.

1.4. Research Questions

1. Does civil service satisfy by new training course?
2. Which training course do they mostly like in the past and the current?

1.5. Rationale of the study

Nations cannot make any headway in development if the standard of performance of civil servants is not ensured. Therefore, developing the ability of civil service officials is the core of all public sectors³. So, utmost priority should be laid on the ability of civil service for attaining total development of the officials. A capable and committed civil service founded on the principle of integrity, impartiality and accountability is the backbone of democratic governance⁴.

The following issues are that Daw Aung San Suu Kyi, State Counselor, Republic of the Union of Myanmar wrote foreword for Civil Service Reform Strategic Action Plan for Myanmar 2017-2020 on 10th July 2017⁵.

“Our civil servants have played, and continue to play, a vital role in Myanmar’s ongoing reform process, and in enabling the realization of the aspirations of our people for a peaceful secure and prosperous future. These men and women work in often challenging circumstances across the country, supporting the delivery of essential government services, the development of effective policy and regulation, and the strengthening of rule of law.

³ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

⁴ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

⁵ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

Thus, as the Strategic Action Plan⁶ emphasized over the coming years, Myanmar government is committed to building the capacity of its civil service and creating condition that will allow all civil servants to realize their full potential. The government also wish to foster greater trust and openness between civil servants and committees⁷. This Strategic Action Plan does not shy away from the challenges that Myanmar must overcome as it embark on this endeavors. The Plan rightly emphasizes the need to tackle corruption in all its forms, as well as the important of effective performance management, merit-based promotions, diversity of recruitment, and equal opportunities for training and learning throughout carriers.

We acknowledge that the necessary reforms cannot be delivered overnight, given the scale and complexity of the task ahead. But the UCSB and the government as a whole is determined to pursue these efforts as a priority, so that we may attain our collective goal of establishing a civil service of which all our people can be truly proud.”

The following issues are that Dr. Win Thein, Chairman, Union Civil Service Board wrote preface for Civil Service Reform Strategic Action Plan for Myanmar 2017-2020 on 10th July 2017⁸.

“The Strategic Action Plan aims to introduce a new ethos and culture to the Myanmar Civil Service, to support the overall transformation of the country in a more effective manner. It is based on the premise that the civil service should become a ‘better place to be’ in order to be able to harness motivation and efficiency, but it should also become a ‘better partner to the people’ through more people-centered culture and engagement, and more transparent and accountable mechanisms and practices.

We count on your active contributions and cooperation in fulfilling our Vision of an ‘ethical, merit-based, inclusive and responsive Civil Service promoting public participation and strengthening the trust of the people’ of Myanmar.”

Guided by these policies from higher levels of governments the CICS (Lower Myanmar) has taken various training measures to promote the ability of the civil servants by introduction new courses related to above issues. And an analysis of contents and effectiveness of new training courses and materials based on perceptions of different stakeholders involved will certainly have added value. It

⁶ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

⁷ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

⁸ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

will have important value addition to assess effectiveness of introduction of new courses and accordingly to suggest new courses and systems to improve the training further.

1.6. Methodology

Considering the nature of this research a single method would be difficult to explain the research findings properly. Therefore, a combine different methods and developing an appropriate strategy for it is adopted as the methodology for this study. Basically, there is no single rule to choose a research methodology. Different case studies have different research styles and different methodological tools are applicable for a good research. The nature of the case study in the research also plays role in choosing the method. In this research there is constraint of time and resources.

Quantitative Research Definition: Research based on traditional scientific methods, which generates numerical data and usually seeks to establish causal relationships (or association) between two or more variables, using statistical, methods to test the strength and significance of the relationships. (A dictionary of Nursing. Oxford University Press. 2008. Encyclopedia.com. 22 Dec. 2009)

Qualitative method has been used as the principle method in this research. Qualitative research is based on subjective judgment of the process or case studies. Quantitative method requires maximum quantity/number of respondents, it is difficult to collect and analyze data from so many sources/trainees within the short period of time and with very minimum resources.

Features of Qualitative & Quantitative Research

Qualitative	Quantitative
“ All research ultimately has a qualitative grounding” - Donald Campbell	“There’s no such thing as qualitative data. Everything is either 1 or 0” - Fred Kerlinger
The aim is a complete, detailed description.	The aim is to classify features, count them, and construct statistical models in an attempt to explain what is observed.
Researcher may only know roughly in advance what he/she is looking for.	Researcher knows clearly in advance what he/she is looking for.
Recommended during earlier phases of research projects.	Recommended during latter phases of research projects.
The design emerges as the study unfolds.	All aspects of the study are carefully designed before data is collected.

Researcher is the data gathering instrument.	Researcher uses tools, such as questionnaires or equipment to collect numerical data.
Data is in the form of words, pictures or objects.	Data is in the form of numbers and statistics.
Subjective-individuals' interpretation of events is important, e.g., uses participant observation, in-depth interviews. etc.	Objective-seeks precise measurement & analysis of target concepts, e.g., uses surveys, questionnaires. etc.
Qualitative data is more "rich", time consuming, and less able to be generalized.	Quantitative data is more efficient, able to test hypotheses, but may miss contextual detail.
Researcher tends to become subjectively immersed in the subject matter.	Researcher tends to remain objectively separated from the subject matter.

(The two quotes are from Miles & Huberman (1994, p. 40). *Qualitative Data Analysis*)

Main Points

- **Qualitative research** involves analysis of data such as words (e.g., from interviews), pictures (e.g., video), or objects (e.g., an artefact).
- **Quantitative research** involves analysis of numerical data.
- **The strengths and weaknesses** of qualitative and quantitative research are a perennial, hot debate, especially in the social sciences. The issues invoke class "paradigm war".
- **The personality/ thinking style** of the researcher and/ or the culture of the organization is under-recognized as a key factor in preferred choice of methods.
- **Overly focusing on the debate** of "qualitative versus quantitative" frames the methods in opposition. It is important to focus also on how the techniques can be integrated, such as in mixed methods research. More good can come of social science researchers developing skills in both realms than debating which method is superior.

<http://wilderdom.com/research/QualitativeVersusQuantitativeResearch.html>

<http://www.gifted.uconn.edu/siegle/research/Qualitative/qualquan.htm>

SWOT analysis (Tanya Sammut-Bonnici and David Galea)

Conceptual Framework: A SWOT analysis evaluates the internal strengths and weaknesses, and the external opportunities and threats in an organization's environment. The internal analysis is used to identify resources, capabilities, core competencies, and competitive

advantages inherent to the organization. The external analysis identifies market opportunities and threats by looking at competitors' resources, the industry environment, and the general environment. The objective of a SWOT analysis is to use the knowledge an organization has about its internal and external environment and to formulate its strategy accordingly. (See discussions, stats, and author profiles for this publication at:

<https://www.researchgate.net/publication/272353031>)

Both primary and secondary sources of data have been used during the research. The primary data have been collected from the research areas and the secondary ones from different relevant publications, dissertations, books, journal articles, reports, government publications, rules and regulations, different acts and websites. During the research especially at the time of collecting data/information, all privacy of the respondents had been maintained carefully. In total 50 respondents has been interviewed. Respondents were selected from every ministries of Myanmar government. Prior permissions were sought to the respondents before asking questions. It was ensured that if any information is security concern the name and address of the provider would not be disclosed. Even it was further ensured that there would be option of not mentioning the identity of any individual. Everything was clearly explained before taking any opinion on some certain issues. For assessing the existed old syllabus and the existing new syllabus differ situation, person to person quizzing help understand things more clearly.

That is why the method of interview has been incorporated. Interview schedules have been designed on the semi-structured questionnaire. As a social research, some issues may be discovered beyond the area of designed questionnaire. So to make the research elaborative and more realistic, semi-structured questions have been chosen. In the research survey is nothing but to see something from a high place. The first and foremost duty is to study the natural behavior of people. From this, new facts of life might be gathered. Alongside, the case study is fairly an intensive examination of a single person, a small group of people or indeed a single organization. It can enable us an in-depth examination of a case study. It also provides an accurate and complete description of the case which requires sufficient information⁹. It is the means of organizing social data. It gives new insights into the pattern and structure found in the data.

The case study brings important indicators to light. In addition, the technique of bringing individual's together to discuss a topic during a specific period of time is more suitable for a reliable

⁹ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

result. Focus Group Discussion (FGD) is an extremely useful technique for obtaining individual's impression about certain issues. It is typically made up of individuals who share a particular characteristics, demography or interest that have relevancy to the topic. Since it is a qualitative research, Focus Group Discussion (FGD) has been chosen¹⁰. It allows for interacts between the researchers and the participants. There is no definitive/specific way to design or conduct a Focus Group Discussion.

Since this research is composed of individual's matters, the decision of applying FGD method has been considered positively. During the FGD 8 to 10 persons were invited for sharing views/opinions. In the research, fewer than 6 participants may restrict the diversity of the opinions to be offered, and more than 10 may make it difficult for everyone to express their opinions comprehensive (Hoyle, Harris, and Judd, 2002). In the research many respondents were involved. Among the respondents the teachers, trainees etc. played a vital role since all of them have a wider social affiliation and have positive roles in contribution to public services. They have been considered as the respondent in this research work. Here male & female teachers and male & female trainees had been interview so that the new issue could be considered in a proper and focused way. Since the study was done by a government official one may not feel comfortable if the recorder is used. That is why such recording process had been discouraged and statements were sought through individual interview. The respondents are literate. So for their convenience the questionnaires were made easy to understand. The methodology we have chosen may assist in investigating the inquisitiveness of our research objectives. During field survey a total of 8 categories of respondents were fixed for interview. Two FGD (one in Lower Myanmar which coming civil services and the other are in Central Institute of Civil Service, Lower Myanmar) were done. Along with these, some individual cases were reviewed during the data collection. While taking interview, 50 persons were examined of whom 40 are trainees and 10 teachers.

1.7. Scope of the Study

The Central Institute of Civil Service (Lower Myanmar) has two training courses. They are the regular courses and Civil Service Academy course. The scope of the study for researching is only two courses of the regular courses: the basic course for junior civil service course and the basic course for senior civil service course. In these two courses, trainees (civil servants) must be not only the finished trainees to old training course but also the attending trainees to new training course. Besides the teachers and the staff officers must be the finished trainees both to old training course and to new

¹⁰ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

training course. In this research, the respondents are less because the junior civil service officers not only had finished the basic course for clerical staff in the previous training courses but also had finished the basic course for junior civil service officer in the current training courses. Beside the senior civil service officers not only had finished the basic course for junior civil service officer in the previous training courses but also had finished the basic course for senior civil service officer in the current training courses. So there are 50 respondents in the research but it is qualitative. Thus the scope of the dissertation is to find out the core facts of their views from two kinds of training courses which have a large public service effect. View of the research is also comparing the data provided by the institute in different conditions.

1.8. Limitations of the Study

The research addresses many social aspects. In doing quality works it requires personal integrity, tolerance, interactions, and ability. There are some limitations in this research. The research is quite time constraint. The allocated time is only two months. The area of research is too small to get a realistic result. The research activities are conducted with scarcity of knowledge on different points of the subject. There was shortage of allocation of money for conducting broad based research work. The data provided are not always reliable. Data and information collected were very much qualitative by nature. There might have some sampling errors. The samples taken may be bias to some extent. The data collecting devices like questionnaire may not be accurate wholly. Henceforth, it might provide results based on some misleading conclusions. Since the sample size is small, the information gathered may not be representative. Here it may be mentioned that the relevant groups/ trainees were selected for collecting data for the research work.

1.9. Structure of the Study

This research has four chapters in total. The first chapter consists of background, case study statement, research objectives, research questions, methodology, scope and limitation of the study and chapter outlines. In the second chapter review of related literature are discussed and the third chapter includes data analysis. The final chapter i.e. fourth chapter accommodates findings and recommendations of the research.

Chapter 2

Literature Review: A Case Study on Civil Service Training

2.1. Introduction: The Reform Opportunity

Literature review of a research work bears a significant role for clear conceptualization of the subject. It has relationship with the core topic/a case study. It highlights the limitations of the studies reviewed. In this study this chapter deals with different research works/documents, contextual aspects of administrative system/policy and different theoretical perspectives related to Myanmar.

Myanmar is in a period of tremendous change and democratization. The Government of Myanmar is delivering on its promise to the people to improve service delivery, modernize state institutions, strengthen accountability and adopt a more people-centered development approach¹¹.

Political, economic and social reforms are underpinned by a strong political commitment to peace and reconciliation. In this reform moment Myanmar is experiencing an unparalleled opportunity to improve the lives and wellbeing of the people and to reconnect Myanmar to the world. The Civil Service has a critical role to play in this change: in building trust, connecting people and ideas and delivering the services that will ensure the people of Myanmar benefit from reform¹².

Building trust is vital for enabling and sustaining reform. As the face of government in local communities, increasing the integrity, accountability and transparency of the Civil Service is a critical pathway for strengthening trust between the State and the people.

The Civil Service is the interface between the Government and the people and has a central role in bringing together communities and ideas to support and deliver reform. The Government of Myanmar has already committed to develop a people-centered approach in the Civil Service that will design service delivery and community engagement around people's circumstances, capabilities and needs. It will give opportunity to engage people in improving their communities through consultation and participation in design matched with transparency and public accountability for delivery of services. The Civil Service must provide a channel for the voice of people through to policy makers and build a sense of ownership of reform beyond government.

The Civil Service also has an important role in ensuring that benefits of change are delivered to the people. Through the delivery of services and the application of rules and regulations, the Civil

¹¹ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

¹² UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

Service will be central in enabling, harnessing and protecting the gains of political, economic and social reform to the benefit of communities across Myanmar¹³.

2.2. Civil Service in Myanmar: Potential for Reform

In recognition of the important role of the Civil Service in delivering, supporting and sustaining change the Government of Myanmar has made Civil Service reform a high priority. This Strategic Action Plan sets out the results to be achieved and the actions to be delivered in Civil Service Reform, from 2017 to 2020¹⁴.

Myanmar has a long and rich history of civil service to build on when seeking to modernize and deliver democratization and reform. The 900,000 Civil Servants consisting of people working in government ministries, departments and agencies at Union, Region and State level. All public-sector employees, including doctors, nurses and teachers, but excepting armed forces and the police, are administered by the Civil Service Personnel Act (2013). How civil servants conduct themselves, and how the civil service is managed and nurtured, has been shaped by the legacy of pre-democracy government in Myanmar. Modernizing practices, attitudes and mind-sets will take time but building the momentum of reform is urgent.

Reform and modernization presents significant opportunities and challenges for the Civil Service. The 2016 UCSB-UNDP Perception Survey on Ethics, Meritocracy and Equal Opportunities in the Myanmar Civil Service and the consultations on the Action Plan identified significant gaps between the desired and current state on a wide range of issues. The Survey points also to the considerable potential for improvement as reform takes effect and Myanmar benefits from the sort of Civil Service improvement that has been achieved in other countries¹⁵.

There is very limited awareness of the rights of Civil Servants and the mechanisms that are in place to enable complaints or suggestions for change. Strongly hierarchical environments discourage bottom-up communication and many concerns go unvoiced due to a fear of reprimand¹⁶.

Motivation is harder to sustain if people do not believe they will be fairly rewarded for their efforts. Survey respondents identified that a meritocratic promotion system and greater confidence that merit and good performance recognition are factors in promotion would increase their motivation.

¹³ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

¹⁴ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

¹⁵ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

¹⁶ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

Despite these significant concerns, the Perception Survey and the consultations on the Strategic Action Plan demonstrated high levels of motivation of Myanmar Civil Servants due to their passion for helping people and making a difference. The majority of survey respondents said they enjoyed their work (91%) and were proud to belong to the Civil Service (91%). The top three reasons stated for joining the civil service were the opportunity to make a difference to society (77%), job security (74%), and good social status (50%). In line with their stated motivations for joining, seeing people benefit from public programs is a source of job satisfaction for 97% of survey respondents (41% strongly)- a picture consistent across age, gender, ethnicity and type of job. The value of putting civic duty above personal benefit resonated with nearly all respondents (92%). There is also a high level of interest in making a personal contribution to improving the public service (97%). Leveraging, maintaining and strengthening motivation is a core focus for the Action Plan.

Reflecting this, the Government of Myanmar has recently changed the Theme and Focus Area of its ASEAN Civil Service Matters' Resource Center (ARC) to 'Public Service Motivation', clearly emphasizing the importance of motivating and engaging civil service personnel in the reform and transformation process.

The Union Civil Service Board (UCSB) has engaged since July 2016 in the design and development of the Civil Service Reform (CSR) Strategic Action Plan for the period of 2017-2020. The plan seeks to gradually address inherent organizational and cultural biases prevalent in the service and to introduce integrity, meritocracy and accountability mechanisms that would provide a stronger foundation for Reform.

2.3. Vision for the Civil Service

The opportunity for reform is reflected in the vision for the Myanmar Civil Service:

“Ethical, merit-based, inclusive and responsive Civil Service promoting public participation and strengthening the trust of the people”¹⁷

2.4. The Four Focus Areas

The Civil Service Reform Strategic Action Plan is organized under four focus areas and nine primary outcomes. These are set out in the diagram below and summarized in the following pages.

¹⁷ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

These will be developed into annual implementation plans and performance monitoring plans to drive and support delivery of Civil Service reform.

2.4.1. New Civil Service Governance 2.4.1.1. New directions for the Myanmar Civil Service are determined, reflecting the aspirations of the Government of Myanmar to instate a Federal Democratic Union 2.4.1.2. Role and mandate of the Union Civil Service Board strengthened and clarified	2.4.2. Merit-based and Performance-driven culture and systems 2.4.2.1. Meritocracy and equality mainstreamed across all regulatory and procedural frameworks 2.4.2.2. Modern Human Resources Systems introduced and upholding merit-based, performance-driven and gender sensitive selection, recruitment, promotion and transfer systems
<i>CSR Vision: Ethical, merit-based, inclusive and responsive Civil Service promoting public participation and strengthening the trust of the people</i>	
2.4.3. People-centered Civil Service Leadership and Capacity Development 2.4.3.1. Results-oriented and people-centered culture instigated through motivation 2.4.3.2. Leadership for mindset change and reform is strengthened 2.4.3.3. Learning and training methods and techniques improved	2.4.4. Transparency and Accountability in the Civil Service 2.4.4.1. Integrity and accountability enhanced across the Civil Service 2.4.4.2. Openness and transparency toward the public

2.4.1. New Civil Service Governance

The Government of Myanmar is committed to fully realizing a Federal Democratic Union of Myanmar. Achieving this goal will require a strengthening of the capacity and capability of States and Regions to take on an increasing leadership role in partnership with the Union Government. Civil Service decentralization is an essential component of this change.

Effectively supporting State and Region leaders in the development of policy and the design and delivery of local services will require a progressive shift of some Civil Service responsibilities, resources and decision rights from the Union to the sub-national level. The Civil Service is well positioned to lead on decentralization as it is already present in all the States and Regions right down to the village tract level and already plays a central role in supporting State and Region leadership¹⁸.

The Union of Civil Service Board (UCSB) who have been tasked with leading and coordinating development and delivery of the Civil Service Reform Strategic Action Plan. To play this role effectively UCSB is working with ministries to review its own mandate and responsibilities. Sustaining effective reform requires strong leadership from Government but also from within the Civil Service. UCSB will ensure that governance; management and secretariat arrangements are in place to drive and monitor reform and provide a voice in reform for States and Regions, civil society and the private sector.

2.4.1.1. New directions for the Myanmar Civil Service are determined, reflecting the aspirations of the Government of Myanmar to instate a Federal Democratic Union

Decentralization will represent a major change to the organizational structures, accountability mechanisms and operations of the Myanmar Civil Service. Current arrangements are highly centralized and States and Regions will come to have more authority and a more prominent management role in Civil Service affairs. This will require significant capacity and capability building at sub-national levels and the development of stronger localized civil service management structures. The role of line ministries, states and regions, districts and Townships in the management of human resources, in training and capacity development of staff, in ensuring responsiveness and receptiveness to the needs of the people will all need to be examined.

Decentralization is complex and difficult to get right. While it is a top priority for the Action Plan it will take longer to deliver than some of the other outcomes. A three-step process is prescribed

¹⁸ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

in the Action Plan for finding the right way forward on decentralization for the Civil Service. The first step is to conduct a study on current Civil Service regulatory and procedural frameworks and their level of adaptability to a decentralized federal system. The second step is to then develop a policy document on ways to gradually enhance decentralized Civil Service management structures and recommend amendments to regulatory frameworks as appropriate. The third step is to pilot two initiatives that decentralize aspects of recruitment, promotions and transfers to States/Regions in different settings and then assess the results and the way forward.

2.4.1.2. Role and mandate of the Union Civil Service Board strengthened and clarified

The Union Civil Service Board (UCSB) is constitutionally responsible for selecting and training civil servants, making regulations for governing the civil service, and approving and ensuring the application of the Civil Service Code of Conduct. The UCSB supports selection at gazette officer and above, approves promotions, and currently provides training up to Deputy Director General Level. Line Ministries (Such as the Ministry of Education, Health, etc.) also recruit their own civil servants at non-gazette officer level, and promote the civil servants working for them, and many also conduct trainings.

The UCSB has been tasked with leading reform of the Civil Service and requires a clearer mandate and a new set of roles and responsibilities to deliver key aspects of this Action Plan and be in a position to promote and enforce meritocracy, integrity and equality and inclusiveness in other government institutions¹⁹.

The UCSB will also play an increased role in monitoring, reviewing and influencing departmental performance in line with the new expectations reflected in the Action Plan. This will complement a strengthened responsibility for selecting and developing senior leaders and for the promotion of integrity and ethics across the Civil Service. UCSB will be a champion for diversity and inclusiveness. To deliver this increased responsibility the UCSB will strengthen its own capacity and capability through greater role clarity and targeted staff training. UCSB will also increase its public communication around reform and Civil Service codes of conduct, regulations, rules, procedures and processes.

¹⁹ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

2.4.2. Merit-based and Performance-driven Culture and Systems

When recruiting, promoting or transferring people, meritocracy and equality are important principles. Meritocracy demands that the best person be given the job based on the evidence of their skills, experience, performance record and fit with the role. Meritocracy provides a double boost to performance by matching the right person to the right role and incentivizing that person through the knowledge that it is their effort and performance that will be rewarded²⁰.

Equality demands that every individual, no matter where they are from, which religion they embrace or the gender identity they hold will have an equal opportunity to enter the Civil Service and be selected for leadership roles. Equality is not just about fairness it is also a driver of performance. Myanmar is a country of rich diversity and the Civil Service must be able to harness different knowledge, experience and ways of thinking to meet the country's many needs²¹.

Meritocracy and equality can be enabled by modern Human Resources practices, including competency frameworks, job descriptions and performance management, supported by dedicated Human Resources capacity and enhanced IT-based systems.

2.4.2.1. Meritocracy and equality mainstreamed across all regulatory and procedural frameworks

Civil Servants understanding and practice of meritocracy and inclusive approaches is central to the success of reform. Enhanced awareness of and action on these issues will increase performance motivation and harness the benefits of diversity. As Civil Servants come to believe that their merit and effort are the primary determinants of their success they will have a greater incentive to perform to the best of their abilities. The promotion of equal opportunities and further efforts to eliminate discrimination against people of a particular age, disability, religion, ethnicity, sex/gender, or sexual orientation will help attract and retain a workforce that reflects a wide range of existing and future talent, is inclusive and representative, and supports more effective policy making and service provision.

Members of Parliament, civil servants, academics, professionals, civil society and private sector stakeholders are to be engaged in national level discussions around integrity, motivation, meritocracy and equal opportunities. The Perception Survey (.....year)²² demonstrated that Civil

²⁰ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

²¹ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

²² UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

Service regulatory frameworks and systems need to be modified in order for them to better promote the values of meritocracy and equality and allow their translation into practice. These discussions will build public and Civil Servant awareness and will support the strengthening of the Civil Service Personnel Law, Bylaw, Rules and Code of Conduct.

Undertaking a follow-up Perception Survey on ethics, meritocracy and equal opportunities across the Civil Service every two years will enable measurement and understanding of progress and meaningful reporting to the general public.

2.4.2.2. Modern Human Resource systems introduced and upholding merit-based, performance-driven and gender sensitive selection, recruitment, promotion and transfer systems

Recruitment, promotion and transfer systems aim to put the right person in the right place at the right time. To do this effectively requires; (i) a clear understanding of the skills, experience and competencies required for the job; (ii) selection, based on merit, of the person who is a best fit for the role; and (iii) the ability to attract and appoint diverse candidates through fair and inclusive treatment.

Modern Human Resources systems and practice are designed to deliver against these requirements. The actions under this outcome will build a modern Human Resources system for the Myanmar Civil Service. Competency frameworks will be established; firstly for gazette officers and then across all roles in the Civil Service. Standard job descriptions for job families will be developed and then adapted by Union ministries and States and Regions for specific roles. Procedural amendments will be introduced that enhance the fair, meritocratic, equalitarian, gender-balanced and motivational nature of the selection, posting, transfer and promotions processes.

These processes will be supported by the review and improvement of the performance evaluation and management system. Effective performance management is a key tool for improving performance and boosting motivation and will build off the establishment of competency frameworks. Reviewing and encouraging performance through regular two-way conversations about strengths, weakness and development needs is a critical but challenging aspect of a manager's role. Implementation of the improved performance management approach will be tested through pilots in selected departments and supported by training for all Civil Servants but with a particular emphasis on the role of the supervisor.

An increased investment in dedicated Human Resources functions and IT-based solutions will strengthen the roll-out of these modernized Human Resources practices.

2.4.3. People-centered Civil Service Leadership and Capacity Development

The Civil Service exists in order to serve the Government and people of Myanmar. To do this effectively requires a people-centered approach: services that are designed around the needs of the people rather than the structures and systems of the Civil Service²³.

A people-centered approach requires a new mind-set that places the people of Myanmar at the center of all service design and decision-making.

This is particularly the case for the leaders who will take charge of this change. So there will be an increased focus on coordinated and purposeful leadership training and development to ensure that current leaders have the skills they need and future leaders are being prepared.

Reform will provide improvement opportunities and change challenges for Civil Servants all across Myanmar. The ability to capture these opportunities and manage this change will be built and supported by integrated training suited to the needs of different roles and people. The efficiency and effectiveness of the service will be strengthened by enhancing the knowledge and skills of Civil Service staff through on the job training and coaching, and through improving institutional training and capacity development. Empowering staff at all levels will be key to more effective service delivery.

2.4.3.1. Results-oriented and people-centered culture instigated through motivation

The ultimate test of the efficacy of this Action Plan is whether better results are being delivered by the Civil Service for the people of Myanmar. Effectively delivering results for people requires a people-centered approach that seeks to know what people need, gives them a role in designing the solution and keeps them informed about processes and outcomes. One of the first priorities of the Action Plan is the development of a policy framework on the new people-centered approach. This will establish a common understanding of how the people of Myanmar should be given a voice and encouraged to participate in the setting of priorities, the design and delivery of services and the monitoring of progress.

A strong service culture will be strengthened by better informed and trained Civil Servants but also by better informed service users. Clear and engaging guidance will be developed and delivered to

²³ UNDP_MM_Myanmar_Civil_Service_Reform_Strategic_Action_Plan.pdf

Civil Servants on their responsibility for customer oriented approaches and for rights holders and service users on their rights and obligations.

It is important for a modern Civil Service to understand what people really want and need from public services and to assess how they can do a better job in delivering it. A major survey will be conducted targeting rights holders and service users to assess the perception of people-centered approaches and level of trust of the people in their administration. The results of this survey will provide a deeper understanding of the requirements for change and improvement and provide a baseline for progress to be measured against.

To be genuinely people-centered Civil Servants need to be confident of their ability to support their own families and plan for their own futures. A review of pay, compensation and allowances is an early priority for the Action Plan which will be followed by a study of the feasibility of a welfare system after retirement for Civil Servants.

2.4.3.2. Leadership for mindset change and reform is strengthened

Leadership training, development and succession planning are important for any complex system that has to manage through ongoing change while delivering better services and results. This is true of the Myanmar Civil Service with democratization, modernization and reform driving significant change that will place high demands on leadership skills.

A new national leadership development program for senior and executive Civil Service personnel will empower leaders today and nurture the leaders of tomorrow. The program will infuse the new people-centered mind-set across the civil service and promote meritocracy, professionalism and non-discrimination.

Graduates of the leadership scheme will be better prepared to take on important roles managing the impact of change and reform to deliver better services for the people of Myanmar.

2.4.3.3. Learning and training methods and techniques improved

The Civil Service Academy was launched on 2 January 2017. The Academy will provide entry-level training for cadets and post-graduate management diploma courses for civil servants covering information Technology, English, management, economics, social science, political science and law. The Civil Service Academy is the first of the range of actions in the Strategic Action Plan that will deliver improved training for Civil Servants.

Training will be better coordinated and of a more consistent quality across departments, specialties and locations. The Union Civil Service Board will lead and integrated approach to training and learning: coordinating the right portfolio of training options for Civil Servants in different agencies and locations and at different levels of responsibility and stages in their career, and taking responsibility for quality control of training delivered right across the Civil Service.

There will be improved options for the delivery of national-level training. The curricula and in-house delivery capacity of the Central Institutes of Civil Service (CICS) in Lower and Upper Myanmar will be strengthened and supplemented by enhanced expert outreach to draw on regional and international knowledge and experience. There will also be increased utilization of online courses to enable rapid and cost-effective roll-out of training that can be managed locally and integrated into the working day.

To deliver on the people-centered mindset change and to support the momentum of reform there will be an increased emphasis on leadership in training at all levels.

2.4.4. Transparency and Accountability in the Civil Service

Trust is the cornerstone of an effective Civil Service. In Myanmar, building a trustful relationship between Civil Servants and the government and between Civil Servants and the people is critical to building the new social contract projecting democratic and human rights values, sought by the Government. Without a foundation of trust, it is extremely challenging to deliver services fairly and efficiently and to connect people and ideas to support effective policy making. Strengthening transparency and accountability mechanisms is a first step to regaining the trust of the people and even of Civil Service personnel in the State and its values.

The Civil Service is the primary interface between the State and the public and Civil Service personnel project the image of the State and its values. If the people cannot trust the Civil Service and perceive the service as failing to uphold the principles of integrity and accountability, the people may lose faith in public institutions and leaders. Building the trust of the people in the State and its institutions is necessary to deliver on Myanmar's overall democratic reform agenda and to reach development goals and targets, including the Sustainable Development Goals.

Trust is also vital between Civil Servants to create a working environment that motivates and supports Civil Servants to do the best job they can and have confidence that integrity, merit and hard work are what it takes to do well.

2.4.4.1. Integrity and accountability enhanced across the Civil Service

Enabling the voices of Civil Servants to be heard will be a driving force of reform and service improvement. The Action Plan will strengthen Civil Service performance and motivation through increased awareness of rights and obligations, more effective systems and mechanisms to deliver transparency and monitor accountability and increased opportunities for staff complaints and suggestions to be heard.

A strengthened Code of Conduct will be supported by targeted training modules on ethics and equal opportunities, anti-corruption and the rights and duties of Civil Service personnel. The systems and mechanisms for upholding and encouraging ethical conduct will be reviewed and enhanced including whistleblowing, grievance recording and feedback provisions and the use of IT-based accountability and transparency solutions. Impartial channels will be identified to enable staff to lay complaints or challenge decisions without running the risk of being reprimanded for speaking out.

There is a commitment in the Action Plan to undertake an independent follow-up perception survey on ethics, meritocracy and equal opportunities across the Civil Service to measure and report on progress to the general public every second year.

2.4.4.2. Openness and transparency toward the public

In the March 2107 Transparency International report on *People and Corruption: Asia Pacific* 72% of Myanmar respondents felt that ordinary people could make a difference in the fight against corruption. It is this belief that people can make a difference that the Action Plan seeks to foster and leverage. The plan commits to the release of more information to the public, stronger public complaints mechanisms and improved corruption investigation and prevention.

A standardized system of administrative procedures that ensures the transparency of the decision making process and provides predictability for the people is an important feature of a modern Civil Service. The publication of all relevant Civil Service procedures, particularly those related to the selection of Civil Service personnel, will significantly improve transparency to the public on how the Civil Service operates. This commitment to increased transparency will be taken further as the review of the Burma Official Secrets Act challenges the assumption that all official information should be assumed to be secret.

The Action Plan commits to a significant strengthening of the framework for receiving and addressing public complaints about services, procedures or corruption. The Union Civil Service Board,

the Anti-Corruption Commission and concerned Government of Myanmar entities will review how the Union Civil Service Board can play an increased role in strengthening integrity across the Civil Service and this will include the ability for the public to lay relevant complaints directly with the Union Civil Service Board. The work of the Anti-Corruption Commission in preventing corruption, but also investigating, making determinations on and publicizing the outcomes of corruption complaints will be reviewed and strengthened. The existing hotline for corruption complaints will become more utilized and effective. Asset disclosure requirements for senior and at-risk positions will be systematically enforced and collected.

There is a commitment in the Action Plan to conduct a survey targeting rights holders and service users to assess the perception of people-centered approaches and level of trust of the people in their administration.

Chapter-3

Analysis

Analytical Synopsis – The Satisfy or not previous training and current training of trainees

3.1. Introduction

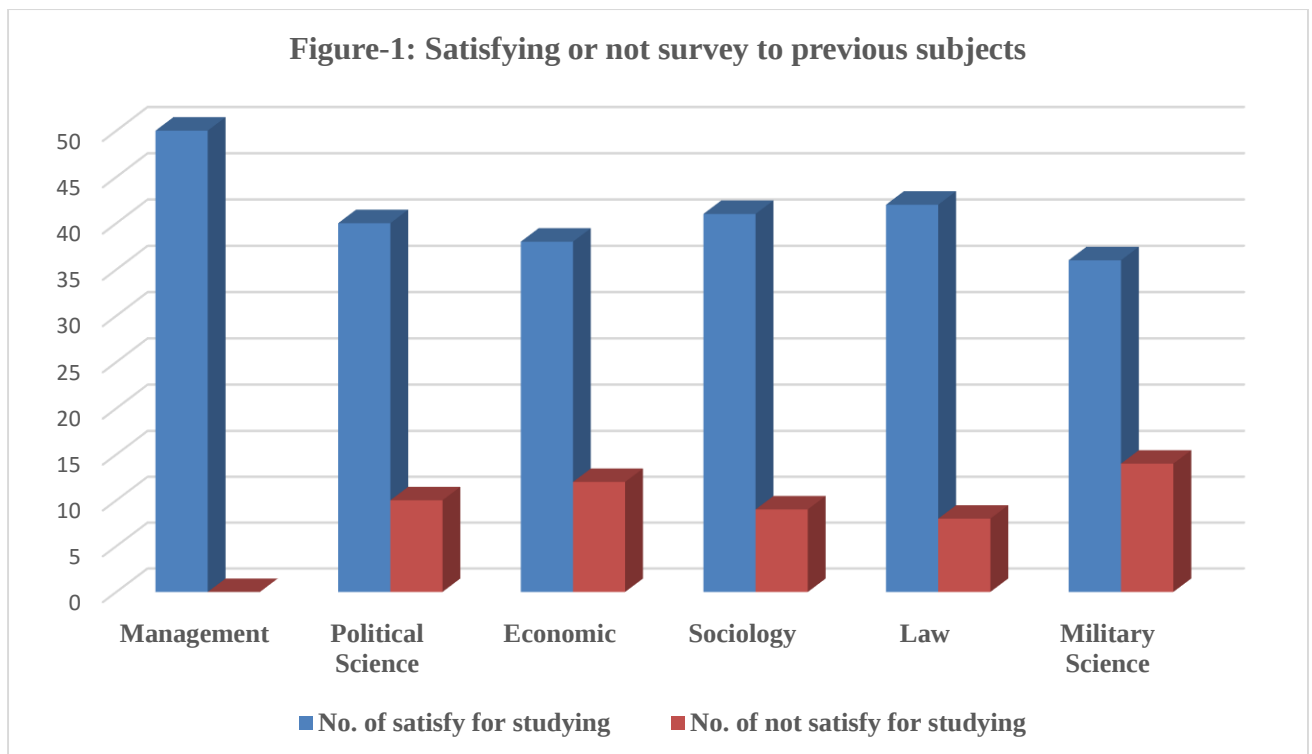
This chapter deals with the information discovered during the investigation of the research work. For quantities research, the related causes have been identified carefully so that it can make bridging between the existing context of Central Institute of Civil Service (Lower Myanmar) and the scopes and questions of the research. In this research, there are totally 50 trainees or respondents in having finished the previous training course and the current training course. There are 20 trainees in the junior civil service officers from every ministries in Myanmar Government and, 10 trainees are male officers and 10 trainees are female officers. And then other 20 trainees are the senior civil service officers from every ministries in Myanmar Government and, 10 trainees are male officers and 10 trainees are female officers. Besides the rest 10 teachers that being the senior civil service officers are 3 male officers and 7 female officers as well as they are assistant lecturers and lecturers who had finished two old and new training courses. So this research included 23 male respondents and 27 female respondents. And the junior civil service officers are non-gazette officers as well as the senior civil service officers and all teachers are gazette officers. This research showed the true feeling to training courses in their minds as well as the results are the windows of their hearts.

3.2. Comparative study on satisfaction level of previous subjects and current subjects

These table-1 and figure-1 are the facts of the 50 respondents' feedbacks. They respond their satisfaction or not on the 6 subjects of the previous training courses in learning for 3 and half months in our institute. Getting the facts are as follow:

Table-1: Satisfying or not survey to previous subjects

No.	Subjects	No. of satisfy for studying	No. of not satisfy for studying
1	Management	50	0
2	Political Science	40	10
3	Economic	38	12
4	Sociology	41	9
5	Law	42	8
6	Military Science	36	14



There are 6 subjects in the subjects of the previous training course. All of them were mostly satisfy the management subject (100% satisfy) and they were less satisfy the military science subject (72 % satisfy) and unlike respondents were mostly females to this subject that was not stratify. This research showed the priory of satisfy subjects are as follow management subject, law subject, sociology subject, political science subject, economic subject and military science subject. Most of them were satisfy to the subjects of previous training course and the average of satisfy all subjects was 82 % satisfy.

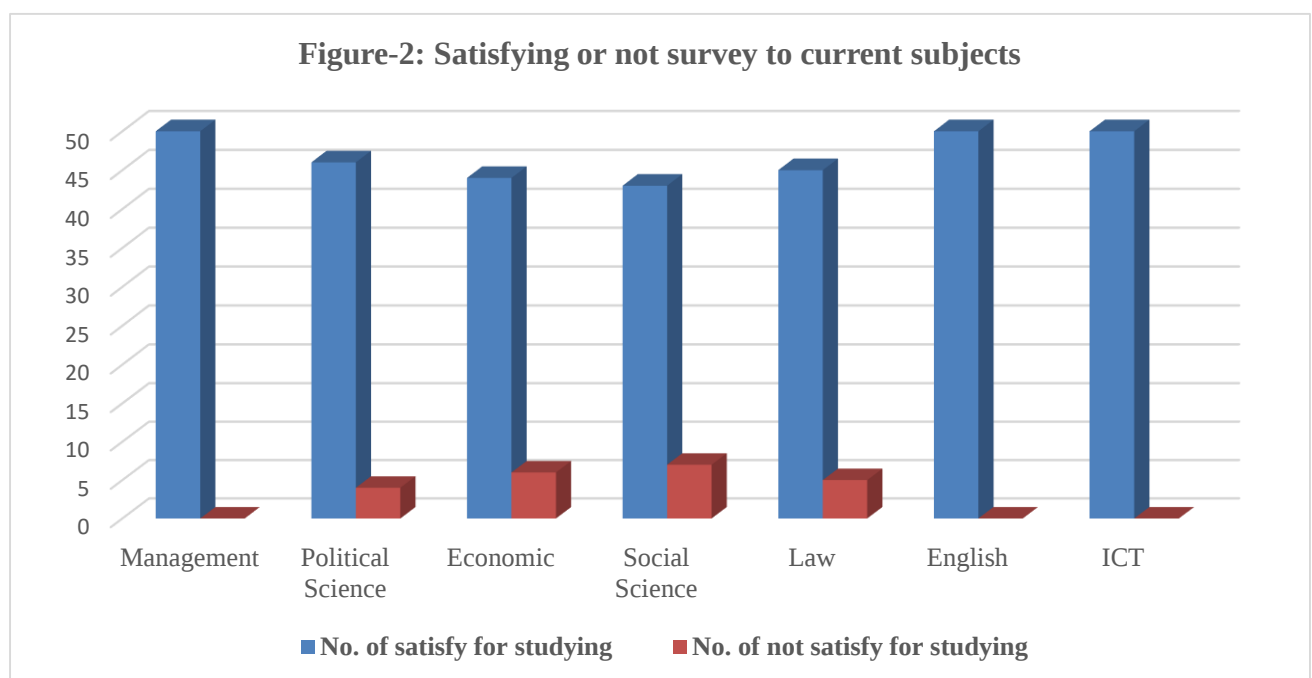
This research is showed that all subjects of the previous training courses are satisfy to respondents and are useful for respondents' jobs and life. Because these subjects are fit for the government servants in those day and in those policy. These subjects are really need to know as knowledge and practice because the government servants are the front line levels to develop their country. If the country want to be develop and growth, the government servants must master in competence (good knowledge, good skills, and good attitude) from their parts. The distinct fact is that they are fully satisfaction to the management subject because every person can manage himself/herself that he/she can manage his/her family, people, department, etc.. So the previous training courses were successful in those time, in those day and in those age.

These table-2 and figure-2 are the facts of the 50 respondents' feedbacks. They respond their satisfaction or not on the 7 subjects of the current training courses in learning for 2 months in our institute. Getting the facts are as follow:

Table-2: Satisfying or not survey to current subjects

No.	Subjects	No. of satisfy for studying	No. of not satisfy for studying
1	Management	50	0
2	Political Science	46	4
3	Economic	44	6
4	Social Science	43	7
5	Law	45	5
6	English	50	0
7	ICT	50	0

ICT = Information and Communication Technology



There are 7 subjects in the subjects of the current training course. All of them were mostly satisfy the management subject, the English subject and information and communication technology subject (100% satisfy) and they were less satisfy the social science subject (86% satisfy) and unlike respondents were less to this subject that was not stratify because they are more interest science than art. This research showed the priory of satisfy subjects are as follow management subject, English subject, information and communication technology subject, political science subject, law subject, economic subject and social science subject. This research was surprise as new result that was three

subjects are full percent. They were the management subject, the English subject and information and communication technology. Most of them were satisfy to the subjects of current training course and the average of satisfy all subjects was 92 % satisfy.

This research was showed the satisfaction to subjects of current training courses more than the satisfaction to subjects of previous training courses and the different was 10% satisfy. Most of respondents were satisfy to the subjects of previous courses and current courses. Besides most of respondents were satisfy to the three subjects of the current courses. They were the management subject, the English subject and information and communication technology subject. That point was showed the improving condition because our country is not stay alone and we must communicate other countries. So we must master these three subjects.

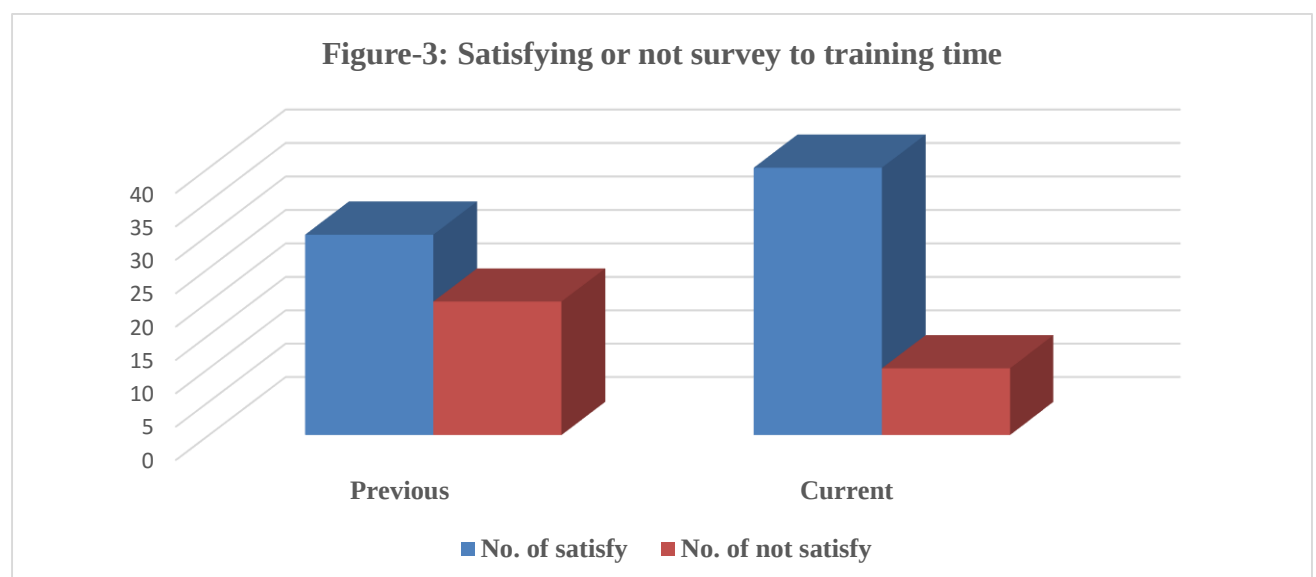
3.3. Comparative study about time duration of the previous training courses and the current training courses

Table-3: Satisfying or not survey to training time

No.	Items	Previous	Current
1	No. of satisfy	30	40
2	No. of not satisfy	20	10

Previous = 3 and half months

Current = 2 months

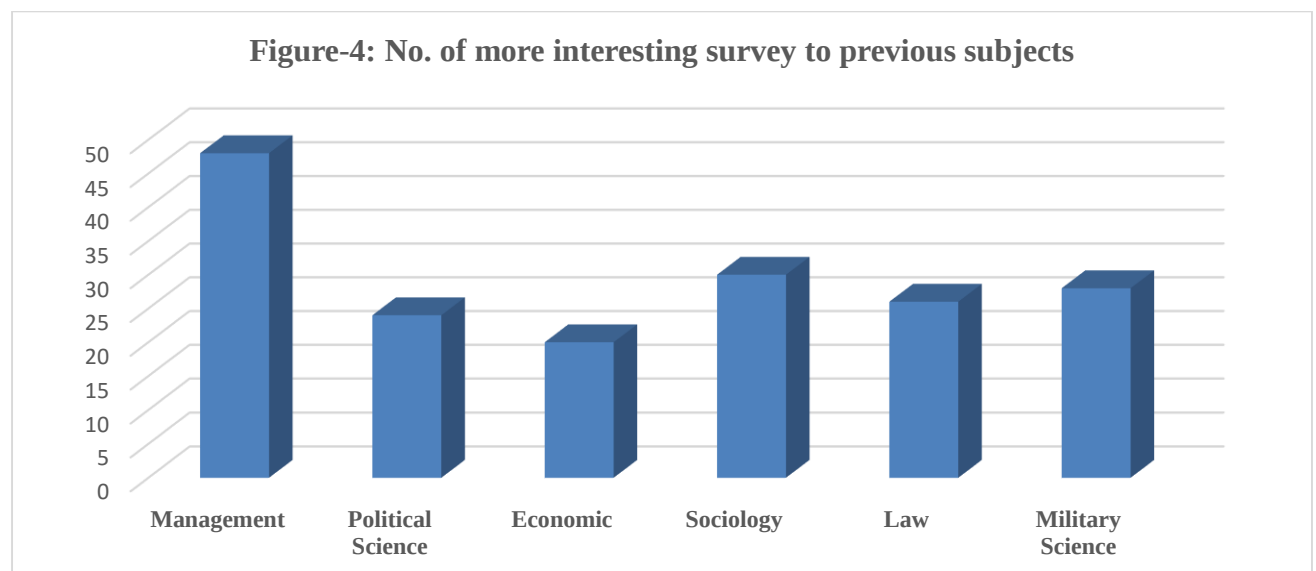


This research was showed the satisfaction to the time duration of current training courses more than the satisfaction to time duration of previous training courses and the different was 10% satisfy. Most of respondents were satisfy to the time duration of current courses. Because 60% of respondents were like the training time duration of previous courses and 40% of them were not like the training time duration of previous courses. Beside 80% of respondents were like the training time duration of current courses and 20% of them were not like the training time duration of current courses. This research was showed that the current training courses time duration was most suitable because these courses are only the certificated courses.

3.4. Comparative study about the more interesting subjects of previous training courses and current training courses

Table-4: No. of more interesting survey to previous subjects

No.	Subjects	No. of more interesting
1	Management	48
2	Political Science	24
3	Economic	20
4	Sociology	30
5	Law	26
6	Military Science	28



There are 6 subjects in the subjects of the previous training course. All of them were most interesting subject was the management subject (96% satisfy) and they were less interesting subject was the economic subject (40% satisfy). This research showed the priory of most interesting subjects

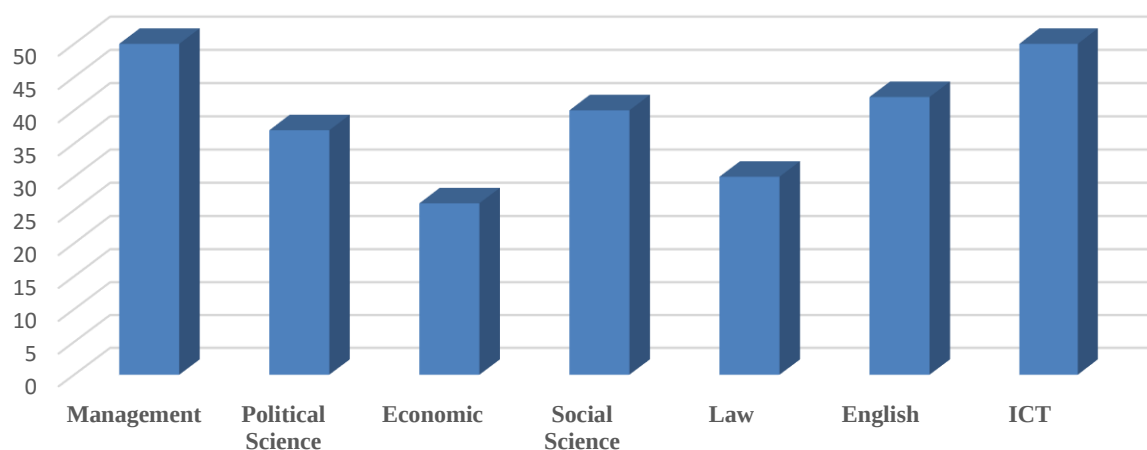
are as follow management subject, sociology subject, military science subject, law subject, political science subject, and economic subject. Most of them were more interesting to the subjects of previous training course and the average of more interesting all subjects was 58 % satisfy that was more than half of respondents.

This research is showed that all subjects of the previous training courses are more interest to respondents and are useful for respondents' jobs and life. Because these subjects are needed to know for government servants. The distinct point are that all respondents are interest all subjects and especially to the management subject. That fact is the positive sign for good governance. All government servants must need to know and must have to good knowledge, good skills and good attitude. This is called 3Hs. They are head, hand and heart. There is knowledge in the head, there is skills in the hand and there is attitude in the heart. This three characters must have to every government servants. Because competence is equal to the three characters are that knowledge, skills and attitude. This sign is point out to develop and growth for our country.

Table-5: No. of more interesting survey to current subjects

No.	Subjects	No. of more interesting
1	Management	50
2	Political Science	37
3	Economic	26
4	Social Science	40
5	Law	30
6	English	42
7	ICT	50

Figure-5: No. of more interesting survey to current subjects



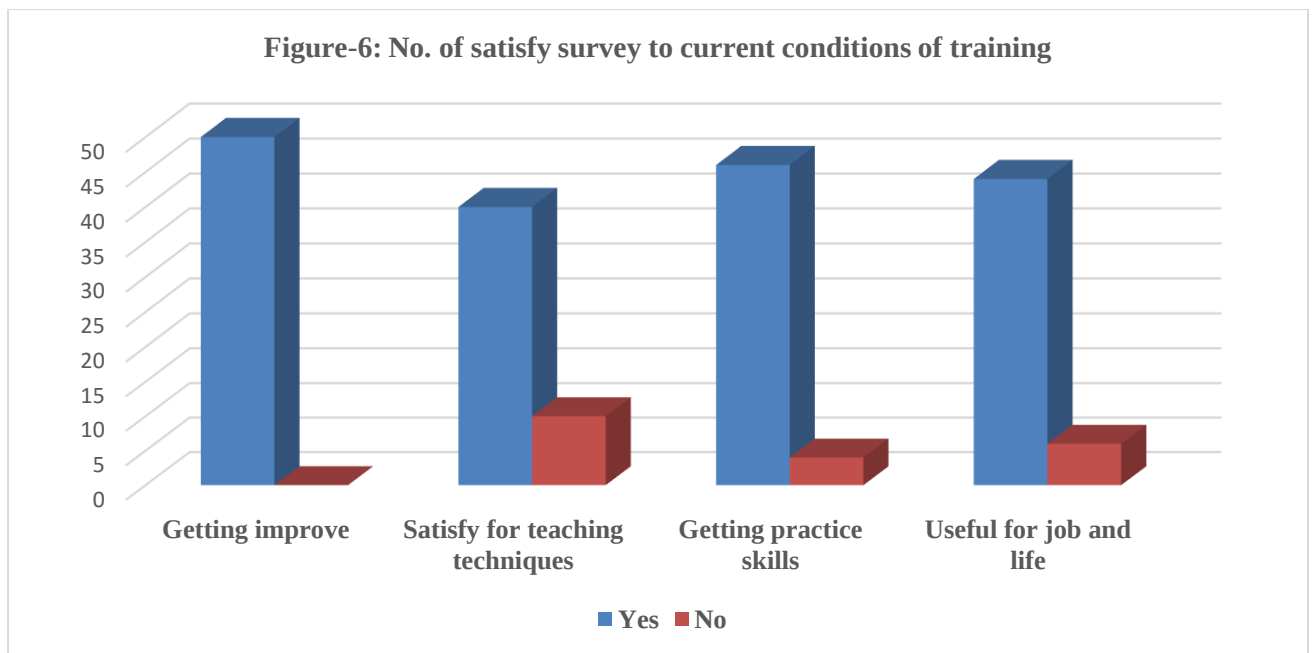
There are 7 subjects in the subjects of the current training course. All of them were most interesting subjects were the management subject and the information and communication technology subject (100% satisfy) and they were less interesting subject was the economic subject (52% satisfy). This research showed the priority of most interesting subjects are as follow management subject, information and communication technology subject, English subject, social science subject, political science subject, law subject and economic subject. Beside the new point was coming up the two most interesting subjects that are the management subject and the information and communication technology subject. Most of them were more interesting to the subjects of current training course and the average of more interesting all subjects was 78 % satisfy that was $\frac{3}{4}$ of respondents.

This research was showed the most interesting subjects of current training courses more than the most interesting subjects of previous training courses and the different was 20% satisfy. Most of respondents were most interesting the subjects of previous courses and current courses. Besides most of respondents were most interesting to the two subjects of the current courses that were 100% satisfy. They were the management subject and information and communication technology subject. That point was showed the improving condition because our country is not stay alone and we must communicate other countries. So we must master these two subjects. Besides now a day, the information and communication technology subject is very important as the developed countries were most used the e-government by using ICT, ICT can supply one of the important parts and it can more service to public by e-government, e-governance to become the good government and the good governance.

3.5. Comparative study on the real conditions of the current training courses

Table-6: No. of satisfy survey to current conditions of training

No.	Items	Getting improve	Satisfy for teaching techniques	Getting practice skills	Useful for job and life
1	Yes	50	40	46	44
2	No	0	10	4	6



This research was showed the respondents' mind for the real conditions of the current training courses. The first one was that the respondents improved or not the new experience and new knowledge from the current training courses. This research was showed that the 100% of respondents improved. The second one was that the respondents satisfied or not the teaching techniques from the current training courses. This research was showed that the 80% of respondents satisfied and the 20% of them did not satisfy. The third one was that the respondents got or not the skills such as team work skill and communication skill with new good friend form the current trainning courses. This research was showed that the 92% of respondents got and the 8% of them did not get. The last one was that the respondents applied or not this current training course in their jobs and life. This result was showed that the 88% of respondents applied and the 12% of them will not apply.

3.6. Conclusion

This research was showed the previous training courses and the current training courses were not different. This research was prove that the respondents were most interesting subject was the management subject in the previous training courses and the current training courses. Besides the next most interesting subject was also the information and communication technology subject in the current training courses. They knew that the ICT can support and push to ahead the governance and the public service functions. It is only one of the tool to improve and develop the every sectors of government functions. Because they want to develop quickly their country. That is the one part of their loveing mind to their country.

Chapter 4

Findings and Recommendation

4.1. Introduction

The ultimate aim of a research is to find or unearth the hidden causes of a training courses for the government civil service. For a social research, it is not the job of the researcher to solve all training courses but investigate the facts behind the training courses. In this research, the impacts of came out in both previous training courses and current training courses of our institute has been identified. Since the matter relates to the rights to training of the mass people, it has become a concern for the government to ensure all facilities for having government civil service for the people. Thus the important findings that are revealed in this research are mentioned hereby.

4.2. Findings

1. In the research it is found that the management subject in the previous training courses and the current training courses is useful for every one (especially for government civil service) and this subject is useful for person and people in every time and every where.
2. The military science subject in the previous training courses does not need now a day.
3. The economic subject in the previous training courses and the current training courses is less interest by respondents. As our institute needs to note this result. Our institute should review and revise this condition because the economic studies are very important for a family, a country and the growth and development for a country are very important as needing equally improve for them.
4. The english subject in the current training courses is satisfy in learning by respondents(100% satisfy). That point is showed to need really and demand is more. So it is prove absoluly right adding the english subject in the current training courses. And that is point out as one ot the right changes.
5. The information and communication technology subject in the current training courses is not only satisfy but also more interest in learning by respondents (100% satisfy and interest). That point is also showed to need really and demand is more. So it is also prove absoluly right adding the information and communication technology subject in the current training courses. And

that is point out as one of the right changes. The distinct fact is find that this subject is more interest and satisfy than the english subject.

6. In the research it is found that the political science subject, the law subject and the social science subject in the previous training courses and the current training courses are satisfy and more interest in learning by respondents. We can find that is right as the unearh fact is our institute took continuously these three subjects.
7. It is found that the current training courses time duration is more fit than the previous training courses time duration as this training courses are being as the only sartificated courses.
8. It is found that the real conditions of the current training courses are showed the good signs. This current training courses are improve for respondents (100% of improvement), are satisfy in teaching techniques for respondents (80% of satisfy), are got practice skills for respondents (92% of getting) and are useful for respondents' jobs and life (88% of usefulness).
9. It is found that the most of the respondents are more interest and satisfy to the science subject than the art subject.
10. It is found that the some of the respondents are more intereest and satisfy to the military science subject without replacing this subject in the current training courses. They want to know only knowledge without practice.
11. It is found that the some of the respondents are not satisfy about the current training courses time duration is not enough for 2 months. Their opinions are the subjects of the current training courses are more than the subjects of the previous training courses in one subject more. They want to more learn these subjects widely. So they want to attend for 3 months to the current training courses.
12. It is found that the some of the respondents are not satisfy about the current training courses including the English subject and the information and communication technology subject. They are weak to learn these two subjects as they are less knowledge these two subjects. So they want to attend for 3 months to current trainning courses.

4.3. Recommendations

The research on dropout a case study on civil service training in central institute of civil service to know about the previous training courses, the current training courses and the current conditions of the current training courses. The respondents put their valuable opinions for the two training courses in our institute. They also pointed out some training courses' cases to reengineering the program. Now the important recommendations are placed below.

1. Management subject is not only useful for person, family, team, organization and country but also save to time, money, work power. It is also very important to improve, develop and growth for private and public. According the research, all respondents are satisfy and most interest it in the previous training courses and the current training courses (100% of satisfaction and 100% of interest). They are respond that it is useful for jobs and life. But everything is not always perfect. So the need must have really. We must research to it every time. Thus it will be the effective subject. The strength of this subject is always useful for everyone in the past time, the present time and the future time. The weakness of this subject is a little less practice in the current training courses although including the practice lessons. We should think that we should change from informal to formal. But the opportunity of this subject should be often reengineering to it according to demand of age. Finally the threat of this subject is to change from the traditional method to the computerization during the training courses and the work fields.
2. Political science subject is very important for not only the government servants but also every citizen. We can not do any development and any growth unless the country is stable. So political science subject is very important for everyone. According the research, the strength of this subject is that the satisfaction and more interest of the respondents to the current training courses are more than the previous training courses. The weakness of this subject is that the trainees afraid to discuss as being the governance system of the part time. The opportunity of this subject is discuss opening and have opportunity to point out to own opinions. The threat of this subject is not easy to catch the new political ideas in time.
3. Law subject is the one of the must know group for every citizen. So the government servants must know the domestic laws and the international laws. But the apply and obey practice is more need than knowing the laws. According the research, the strength so this subject is most of the trainees are satisfy to learn in the previous training courses and the current training courses. The weakness of this subject is less interesting of the trainees in the previous training courses and the current training courses. This result is more depended on their attitude and

most of the law concept are not understood for everyone. So we should be reengineering it in every sides. The opportunity of this subject is to distribute the old and new law knowledge to the trainees and then the trainees will redistribute to their environment. The threat of this subject is to have difficult to discuss and lecture it because most of them are not adopted although adopting most of them especially international laws.

4. Social science subject is need to know for everyperson as we are not stay alone. We must use these skills to deliver and service to public. Social skills are very important for everyone because whoever can develop and be growth as his/her social skills but whoever can't develop and be growth as his/her social skills finally he/she is absolutely lost his/her life in life time. According the research, the strength of this subject is the trainees are more interest the current training courses than the previous training courses. The weakness of this subject is not popular in my country but other country is famous, e.g. TED talks (Technology, Education and Development). The opportunity of this subject is ever live in human environment as we are human beings. The threat of this subject is that most of pepole decide everything more adopting physical than mental.
5. Economic subject is very important for everyone as the government servants must more know. Economic vision is very important for one family/all families, one team/all teams, one organization/ all organizations and one country/all countries. To develop the country depends on nearly 100% to need economic growth of this country and to need higher attitude of its citizens. There is the economic vision in the idea of war that having or not to profit. According the research, the strength of this subject is that most of the trainees are satisfy to learn it in the previous training courses and the current training courses. That is good sign. The weakness of this subject is less interesting of the trainees in the previous training courses and the current training courses. This result is more depended on their attitude and the trainees are the old generations as well as the economic subject was not popular in those day but without having the new generations. Besides every person can't understand easily this subject as well as the law subject. Father more, it is more popular in private environment but it is not pupular in public environment including the work fields. Thus we should be reengineering it in every sides. The opportunity of this subject is more fill up the update knowledge to the trainees. The threat of this subject is to have challenges of economic process in public sectors, private sectors and public private partnership sectors, etc..

6. English subject is coming to reach the level of must know especially now a day for the government servants and for everyone because it is second language for every country and everyone without having the native speaking countries. And it is essential need for everyone as it is not only a global language but also a smart language. According the research, the strength of this subject is that the respondents are satisfy and more interest to learn it in the current training courses. The weakness of this subject is that some of the respondents are weak in English subject as one of the main facts is the hate spirit of English in the part time. Another one is not use to it as the most of the work field use the mother language. The opportunity of this subject is to fill up the knowledge of global language to trainees and to support the globalization performance. The threat of this subject is that the trainees are shame and afraid to the four skills in English. Thus we should be reengineering it in every sides. But all respondents are satisfy and more interest to learn it in the current training courses that is a good sign. This subject is really need for the government servants now a day and it is fit in the current training courses that is one of the truth changes.
7. Information and communication technology subject is also coming to reach the level of must know especially now a day for the government servants and for everyone because it is one of the effective tools to becom the good government and the good governance. All of government service functions are more effective, more competence and more transparency every sector using the information and communication technology. According the research, the strength of this subject is satisfy (100% of satisfaction) and most interest (100% of interest) to learn it to the trainees in the current training courses. The weakness of this subject is that some of the trainees are known the basic knowledge of information and communication technology. It is developed the new generations, is late developed in our country and is not interest. The main reasons is the language barrier especially in English and can't catch the ICT trends. The opportunity of this subject is to fill up the ICT awareness to trainees to support the computerization level. The threat of this subject is the gaps of ICT knowledge between the old generations and the new generations. Thus we should be reengineering it in every sides. But all respondents are satisfy and most interest to learn it in the current training courses that is a good sign. This subject is really need for the government servants now a day and is really effective tools and it is fit in the current training courses that is one of the truth changes. It is really carry out to our goals and really reach to the good governance and the clean government. So we must need to fill and behave the characters of competence that are the knowledge, the skills and the attitude.

8. The training time duration of the previous training courses is satisfy for some respondents to the training time duration that is 3 and half months (60% of satisfaction) but some respondents were not satisfy for the time duration that is 3 and half months (40% of no satisfaction). The training time duration of the current training courses is satisfy for most respondents to the training time duration that is 2 months (80% of satisfaction) but some respondents were not satisfy for the time duratiion that is 2 months (20% of no satisfaction). Thus we should be reengineering this time duration because the current training courses that having 7 subjects are more than the previous training courses that having 6 subjects.
9. The real conditions of the current training courses are found out the good sign. The respondents are really satisfy to learn as improving to them in this courses (100% of satisfaction). The teachning techniques are also satisfy to learn as interest to them in this courses (80% of satisfaction) and but some respondents are not satisfy (20% of no satisfaction). Thus we should be reengineering this condition. The practice skills are satisfy to work as being effectively to them in this courses (92% of satisfaction) and some respondent are not satisfy but it is very less (8% of no satisfaction). And some respondents are responded being useful to their jobs and lives (88% of usefulness) but it is very less (12% of unusefulness). In this real conditions, the strengths are found that this courses are improved to them as they had attented, teaching techniques are effective and this courses are being useful to their jobs and lives. The weakness is that some of the respondents are not satisfy the teching techniques but it is less amount. The opportunity is that we can be innovation as well as the new ideas to become have more effective in every area. The threat is that challenges and barrers have in the current training courses.
10. In this research, the other conditions to be consider for the regular courses are that the following facts. They are the respondents are not equal their education background, they are not equal the age levels, some respondents are less practice to learn and study about subjects because they served their work fields in the whole time and the mother language is used for the language of office staff so they are less experence to the second language (English). Thus we should be reengineering these conditions in the current training courses.
11. In this research, the other conditions to be consider for the regular coures are that the following facts. They have the appendix side effects as the information and communication technology subject is difficult to learn for them. Beacause the ICT subject composed in the second language. Thus we also should be reengineering these conditions in the current training courses.

12. So we have to minimize the current training courses gaps. The policies of the institute should have specific targets to alleviate gaps.

4.4. Conclusion

Civil service matter is including one of the main sectors of a government in a country to develop and growth sustainably. The government servants are not only implementer for government as well as the hands of the government but also giver to serve for public as well as a provider for them. Thus the competences of the government servants is very important for public (to give service), a government (to perform implement) and a country (to push ahead). There are three parts of competence and they are knowledge, skills and attitude. So we need to fill up that competence more and more improve to the government civil servants as the changes is always happened in time every fields newly. So that we need to train the government civil servants to reach and can be competitive in global level. In this research point out that the current training courses are to get satisfaction, to get interesting, to get improvement, to get practice experience, to be useful to jobs and life to the trainees. These facts showed that the current training courses are successful. Our institute is being supported as one of the government hands and is being born the good civil servants. Our institute is implementing to reach quickly to good governance and clean government.

Appendix

Questionnaire

Institute of Governance Studies, BRAC University

MA in Governance and Development Program, 2017-2018

Course: GOV-699

Topic: A Case Study on Civil Service Training in Central Institute of Civil Service (Lower Myanmar)

Survey Questionnaires

A Case Study on Civil Service Training in Central Institute of Civil Service (Lower Myanmar)

Questionnaire:

(Dear respondent, this survey questionnaire has been designed in order to collect data for academic research only. Strict confidentiality about your identity will be maintained. Your sincere cooperation will add countless value to the research.)

Name: Mr / Mrs / Ms _____ Age _____ Sex: Male/ Female
Profession: _____ Department: _____

1. Do you like to satisfy the studying from?

(a) Previous Subjects		Agree	Disagree
(i)	Management Subject	☐	☐
(ii)	Political Science Subject	☐	☐
(iii)	Economic Subject	☐	☐
(iv)	Sociology Subject	☐	☐
(v)	Law Subject	☐	☐
(vi)	Military Science Subject	☐	☐

(b) Current Subjects		Agree	Disagree
(i)	Management Subject	☐	☐
(ii)	Political Science Subject	☐	☐
(iii)	Economic Subject	☐	☐
(iv)	Sociology Subject	☐	☐
(v)	Law Subject	☐	☐
(vi)	English Subject	☐	☐
(vii)	Information and Communication Technology Subject	☐	☐

2. Do you like to satisfy the studying period from?

		Agree	Disagree
(a)	Previous Training Time (3 and half months)	☐	☐
(b)	Current Training Time (2 months or 3 months)	☐	☐

3. Do you more interest the studying from?

(a) Previous Subjects		Agree	Disagree
(i)	Management Subject	☐	☐
(ii)	Political Science Subject	☐	☐
(iii)	Economic Subject	☐	☐
(iv)	Sociology Subject	☐	☐
(v)	Law Subject	☐	☐
(vi)	Military Science Subject	☐	☐

(b) Current Subjects		Agree	Disagree
(i)	Management Subject	☐	☐
(ii)	Political Science Subject	☐	☐
(iii)	Economic Subject	☐	☐
(iv)	Sociology Subject	☐	☐
(v)	Law Subject	☐	☐
(vi)	English Subject	☐	☐
(vii)	Information and Communication	☐	☐
	Technology Subject		

4. Do you satisfy this new training course by improving to you(new experience and new knowledge)?

Yes ☐

No ☐

5. Can you satisfy the teaching techniques to you?

Yes ☐

No ☐

6. Can you get to practice the skill such as team work and communication with new good friends?

Yes ☐

No ☐

7. Can you apply this new training course in your job and life?

Yes ☐

No ☐

8. Others

Thank you for your cooperation.

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