

**Ministry of Agriculture, Livestock, and Irrigation**

**The Republic of the Union of Myanmar**

**Department of Rural Development**

**National Community Driven Development Project**



**Myanmar National Community Driven Development  
Project**

**Report of the Sixth Annual Union Level Review**

**Nay Pyi Taw, 8<sup>th</sup> October 2019**

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**This report summarizes proceedings and outputs of the Sixth Annual Union Level Review of the National Community Driven Development Project (NCDDP) implemented by Department of Rural Development, Ministry of Agriculture, Livestock and Irrigation in collaboration with the World Bank. The event was held on 8<sup>th</sup> October 2019 from 9am to 5pm at M-Gallery Hotel in Nay Pyi Taw.**

## **Introduction**

1. The community project cycle of NCDDP is implemented in 6 stages: community preparation, planning, sub-project preparation, sub-project consultation and review, sub-project implementation and sub-project closing. The Union Level Review is held in order to collect and process feedback from the community and wider stakeholders' suggestions for improving the coming cycle by discussing and reviewing the highlights, lesson learned and challenges of project implementation during the previous cycle, including the findings of technical, financial and social audits. The Union Level Review carried out on October 8, 2019, is the sixth such Union-level event that DRD has organized since the start of the NCDDP in 2013.

## **Meeting Date & Location**

2. The sixth Annual Union Level Review was held on Tuesday, 8<sup>th</sup> October 2019, 9:00hr to 17:30hr at M-Gallery Hotel, Nay Pyi Taw.

## **Objective**

3. The objective of the Annual Union Level Review of NCDDP is to reflect and share highlights, lessons learned and challenges from NCDDP implementation during the previous cycle and identify and apply the suggestions from discussions in the coming cycle.

## **Participants**

4. Dr. Aung Thu, Minister of Agriculture, Livestock and Irrigation; Vice Ministers ; Nay Pyi Taw Councils; Chairman and Members of Parliament of 4 Parliamentary Committee from Pyithu Hluttaw and Amyotha Hluttaw, Committee Members; Representatives of Department of Rural Development; Township Administrators; Union and Township Technical Assistance (TTA); Representatives of respective Embassies; Representatives of the World Bank; Representatives of development partners. A total of 250 stakeholders attended. (Annex 2 : List of Participants)

## **Prior Fora in the Annual Review Process**

5. Before conducting the Union Level Review, multiple forums were carried out with community and technical facilitators, and key TTA experts between mid-July and the end of August, 2019. In these fora, township project staff, INGOs/NGOs and civil society organizations discussed the lessons learned, achievements, and made suggestions to improve project implementation.

## **Opening Remarks**

6. The Union MSR was opened by Minister Dr. Aung Thu, who highlighted that the NCDDP was one of the key projects to reflect the National Economic Policy, since it is developing the sectors of roads and bridges, water supply, electrification, education, etc., in order to reduce the gap between rural and urban community living standards, foster good practices of democracy

amongst the community, develop community capacity, plan and implement the required socio-economic development infrastructure to properly exploit our own or regional-owned resources. The opening speech by the Minister of Agriculture, Livestock and Irrigation is attached in the Annex 3.

7. Following the Minister, Mr. Gevorg Sargsyan, Acting Country Director of the World Bank, delivered opening remarks emphasizing the project's achievements to date. He noted that in the last year, the project has been scaled up to all States and Regions of the country, and has just completed its sixth year of operations, covering 63 townships, over 11,500 villages, and more than 7 million people. He noted that the project has completed construction of 29,000 subproject and helped to build or repair more than 11,000 kilometers of roads and foot-paths, 2,000 bridges, 4,400 schools, 3,800 water systems, and 2,300 electrification projects. The importance of these investments to rural communities could not be underestimated. He concluded that the NCDDP has delivered tremendous results on the ground, with tangible impacts on the day-to-day lives of these people and communities. The opening speech by the Acting Country Director of the World Bank is attached in Annex 4.

## **Presentation of Year 6 Annual Highlights**

8. Following these remarks, U Khant Zaw, Director General of the Union DRD, presented, together with video, the summary and highlights of the project implementation activities, including accomplishments from the sixth year, results from the technical audit and social audit of completed sub-projects, reports from township MSRs, and other achievements.<sup>1</sup>
9. Following the DGs remarks, U Hla Khaing, Director of the Union DRD, gave further detail about project implementation activities, project townships, block grants and CDD 5 components. He also explained that VDP workshops are completed in 55 townships and that 11,104 VDP books have been completed. The Director also referred participants to the project website ([cdd.drdmyanmar.org](http://cdd.drdmyanmar.org)) should further information be needed.

## **Panel Discussion**

10. Following these remarks, the Director facilitated a panel discussion on: "Supporting Integrated Local Development for Ensure Sustainability" that featured Mr. Sean Bradley (Lead Social Development Specialist, the World Bank) U Ye Naing (Permanent Secretary, Ministry of Border Affairs), U Aung Kyaw Moe (Deputy Director General, the Ministry of Social Welfare) and Mr. Roger Shotton (Senior Consultant, Asia Foundation).
11. Topics covered by individual panel members included:
  - a. U Hla Khaing, Director of the Union DRD: introduced the topic "Supporting Integrated Local Development to Ensure Sustainability" and explained the contribution to sustainability of sub-project activities, PRA tools, and the VDP process.
  - b. Mr. Sean Bradley (Lead Social Development Specialist, the World Bank) emphasized the importance of regular operations and maintenance of basic infrastructure for

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<sup>1</sup>[https://cdd.drdmyanmar.org/sites/cdd.drdmyanmar.org/files/documents/integrated\\_local\\_development\\_by\\_dg\\_at\\_umsr\\_2019\\_-\\_20191006\\_final\\_rev.pdf](https://cdd.drdmyanmar.org/sites/cdd.drdmyanmar.org/files/documents/integrated_local_development_by_dg_at_umsr_2019_-_20191006_final_rev.pdf)

sustainability, and the high (94%) satisfaction rate reported by the last external Technical Audit.<sup>2</sup>

- c. U Ye Naing (Permanent Secretary, Ministry of Border Affairs) talked about the implementation activities being prioritized in the border areas such as Mon, Kayin, Kayah, Chin, Rakhine and Shan and the areas that are autonomous regions. Most of the sub-projects are prioritized on transportation, education, health, agriculture, water supply and buildings.
- d. U Aung Kyaw Moe (Deputy Director General, the Ministry of Social Welfare): explained the structure of MSW and its seven Social Welfare Plans, in which the needs of the people are divided into two parts: school-based and community-based, like NCDDP. Gender equality is enshrined in the SDG, which the MSDP is committed to implementing. The DSW also implements an Order People Self Help group (OPSHG) since 2009, which is similar to the CDD and can be implemented in CDD areas too, with a focus on Gender Mainstreaming. Together with the work of Youth Affairs Committee, we hope Gender Mainstreaming will successfully sustained in the CDD areas.
- e. Mr. Roger Shotton (Senior Consultant, Asia Foundation): NCDDP and World Bank cooperation, the project is a people-centered project. Shared experiences of making project site-visits in 10 CDD townships in Kayin, Rakhine and Chin States, including health, roads, bridges, and education sub-projects. At present, township level planning is driven and constrained by the current national budgeting system which is largely top down, with project funding coming mainly from the national level.<sup>3</sup>

12. The panel discussion was followed by a question and answer session, which ended the morning session. The afternoon session proceeded with working groups on: infrastructure and safeguards, financial management, monitoring & evaluation, procurement, gender, GHM, O&M, conflict. A summary of these discussions is given below.

## Closing Remarks

13. Following the group discussion, Dr Khin Zaw, Permanent Secretary of the Ministry of Agriculture, Livestock and Irrigation delivered the closing remarks first by noting the importance of the NCDDP in contributing greatly to meeting Myanmar's poverty reduction goal in future. In light of the bottom-up and demand-driven process of the NCDDP where community themselves select and implement sub-projects, the process of continuous learning of lessons and adaptation of the operational procedures of the project are crucial. As such, the PS acknowledged the importance of the MSR, with its approximately 250 participants, and the village-level social audits and expert forums that led up to and informed the work of the MSR. The experiences, lessons learned, challenges and recommendations of the project cycle emerging from this Annual Union Level multi-stakeholder Review are important inputs for the next cycle. Based on these results, a more comprehensive and practical project operation manual for the sixth project cycle will be developed.

14. The meeting closed at 17:30hr.

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<sup>2</sup> <http://documents.worldbank.org/curated/en/632671468180228943/Operations-and-maintenance-of-rural-infrastructure-in-community-driven-development-and-community-based-projects-lessons-learned-and-case-studies-of-good-practice>.

<sup>3</sup> <https://asiafoundation.org/publication/financing-local-development-in-myanmar-arrangements-outcomes-options-for-improvement/>

## Summary of Workshop Outputs from Annual Union Level Review

The following is a summary of key outputs from the 8 working groups held during the AULR: 1) Infrastructure & Safeguards 2) Financial Management 3) Monitoring & Evaluation 4) Procurement 5) Gender 6) Grievance Handling Mechanism 7) Operations & Maintenance 8) Conflict.

Recommendations for improvement of Operations Manual are presented in Annex 4, and further details on discussions regarding Infrastructure, O&M and Safeguards in Annex 5.

### 1. Infrastructure and Safeguards

What worked well in the last year cycle:	Difficulties	Suggestions
<ul style="list-style-type: none"> <li>Well use of safeguards.</li> <li>Developed a habit of planting 10 trees after cutting one.</li> <li>Committee members started to know about E-cops.</li> <li>Well use of local materials for infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Would like to implement over MMK 40,000,000 sub-subject but only have to do below that.</li> <li>Safety equipment insufficient. (lack of money)</li> <li>Lack of skilled-labor.</li> <li>Local people having to adapt their tradition or old habits of doing/working things.</li> </ul>	<ul style="list-style-type: none"> <li>To change the NOL for a sub-project from MMK 40,000,000 to MMK 60,000,000</li> <li>To do awareness campaign together with respective departments.</li> <li>To allow more than 5% of the donation if the donor is willing.</li> </ul>

### 2. Financial Management

What worked well in the last year cycle:	Difficulties	Suggestions
<ul style="list-style-type: none"> <li>Able to request BG on time.</li> <li>Implemented sub-projects according to code of conducts.</li> <li>Connected with DRD/TTA/CFs/TFs for field trips and its expenses.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of attendance in the meeting because of no refreshment program.</li> <li>Some of the villages do not get enough funds for SP.</li> <li>Allowance MMK 500 is not enough for O&amp;M training.</li> <li>Communication problem in conflict areas.</li> </ul>	<ul style="list-style-type: none"> <li>To give procurement and finance training together at the village level.</li> <li>To do the assessment of F-forms.</li> <li>To edit travel allowance and meal allowance on F-9 instead of per-diem.</li> <li>To allow refreshment cost at the SA.</li> <li>To consider as special case for conflict areas. (e.g – to keep contingency Fund)</li> <li>To allow using Township project fund for coming to town to close the account. (Actual cost)</li> </ul>

### 3. Monitoring and Evaluation

What worked well in the last year cycle:	Difficulties	Suggestions
<ul style="list-style-type: none"> <li>• Able to get 50% HH.</li> <li>• Villages got more opportunities because of VDP books as it was easier to get contact with the other organizations.</li> <li>• Other orgs started to get interested in CDD because of VDP works.</li> <li>• Able to do full assessments on MIS data.</li> </ul>	<ul style="list-style-type: none"> <li>• Had to postpone the meetings because of not reaching 50% HH attendance.</li> <li>• Not able to arrange meeting in one place if there are too many HHs.</li> <li>• Communities don't attend meeting until the end.</li> <li>• People vote as a committee member but some people deny taking the role.</li> <li>• The communities are not interested in choosing non-eligible sub-projects</li> <li>• Weak to keep the records systematically.</li> <li>• Some of the data are not correct because of staff or system weaknesses.</li> <li>• Tablet repairing or recruiting staff are delayed to respond.</li> </ul>	<ul style="list-style-type: none"> <li>• To give village level training just for One day.</li> <li>• To describe in the OM about utilizing the budget for Township level trainings.</li> <li>• To give M&amp;E/MIS training to other TTA/ TL/ DRD from townships.</li> <li>• To send the updated/latest forms on time.</li> <li>• To provide with the sufficient file shelves.</li> <li>• To install the MIS system software on time.</li> <li>• For the relevant sectors to check MIS system time to time.</li> <li>• To change some wordings in Page 76, Sector (B) related to land donation.</li> </ul>

### 4. Procurement

What worked well in the last year cycle:	Difficulties	Suggestions
<ul style="list-style-type: none"> <li>• Able to do procurement plan according to the estimate.</li> <li>• Good quotation process and good quality.</li> <li>• Gained more experiences about procurement.</li> </ul>	<ul style="list-style-type: none"> <li>• P-6 not having enough info.</li> <li>• Delayed in the implementation because of unstable material cost.</li> <li>• There are no exact guidelines for P-3 so it's a bit challenging to fill that up.</li> <li>• In P-3, two tables are overlapping so it takes unnecessary time.</li> </ul>	<ul style="list-style-type: none"> <li>• To have a look at the P-6 again and do necessary amendment.</li> <li>• To change 30 days instead of 60 days for quotation.</li> <li>• To give exact guidelines P-3.</li> <li>• To combine two tables into one in P-3.</li> </ul>

## 5. Gender

What worked well in the last year cycle:	Difficulties	Suggestions
<ul style="list-style-type: none"> <li>• Able to do well in gender reports, labor reports.</li> <li>• Able to establish Women Network group.</li> </ul>	<ul style="list-style-type: none"> <li>• Challenge to send on time.</li> <li>• M&amp;E data and CSAG data not matching.</li> <li>• Women Network not able to function well.</li> <li>• For the townships that have no CSAG, it's difficult to organize campaign, public dialogues, grievances and gender awareness.</li> <li>• Women participation in Procurement Sub Committee as a head is weak.</li> <li>• Women not able to collect O&amp;M fund.</li> </ul>	<ul style="list-style-type: none"> <li>• To collect gender report once a month.</li> <li>• To have more collaboration between Township Focal M&amp;E and CSAG.</li> <li>• To have expenses for Women network group. (travel cost)</li> <li>• To have TOR for them.</li> <li>• To keep the CSAG and TTA until the project ends.</li> <li>• To have 2 DRD staff for Communication, Grievance and Gender.</li> <li>• To organize focus group discussion once in 3 months.</li> <li>• To have expenses for key person in public dialogues.</li> <li>• To provide Women Led Training in all the townships.</li> </ul>

- **Data and Reporting:** Majority of the participants agreed to keep gender reporting routine as monthly. But suggested to ensure forms used by gender team and M&E/MIS team are consistent, to improve coordination between CSAG/CF and township M&E/MIS staff for data quality.
- **Public Dialogue:** There is no budget from NCDDP/DRD to provide transportation cost for the speakers invited to the forum. It is therefore difficult to get participation from other government department. The participants provided a few suggestions 1) to allocate budget for this by DRD/NCDDP and 2) to discuss with Union DSW if this cost can be supported by DSW budget.
- **NCDDP Gender Target:** Data analysis on women leadership in NCDDP committees indicated that the women leadership and participation did not meet the target in a few townships especially in the procurement and O&M sub-committees. Challenges identified by the participants are 1) cultural norms, 2) physical capability (e.g. skills to ride motorbike), 3) women's limited ability to travel, and 4) safety. Gender equality and women empowerment is a long-term process since behavior change takes time. That's why innovative ways of promoting women's awareness on their rights and their ability to lead and to make decision are important. NCDDP to invest more on this.
- **NCDDP Women Network:** A clear guidance and more support are needed to ensure the functionality and sustainability of the networks. The DRD/NCDDP staff requested to provide a TOR for the network. The NCDDP team should also review existing gender/women network at the union and local levels (such as Gender Equality Network and Women Organizations Network) to explore possible linkages with NCDDP Women Network and other networks. The DRD/NCDDP township teams discussed and agreed on the idea of organizing quarterly focus-group discussion with members of NCDDP Women Network, these discussions will be used as forums to promote awareness on women rights, empower women on skills to speak out, to make decision, etc.
- **Collaboration with DSW:** DSW has developed NPSAW Operation Plan. DSW will consider including NCDDP Women Network in their plans for continued support and collaboration.
- To ensure relevant suggestions and changes are incorporated into the project Operations Manual.



## 6. Grievance Handling Mechanism

What worked well in the last year cycle:	Difficulties	Suggestions
<ul style="list-style-type: none"> <li>• Able to solve well.</li> <li>• Cooperated well with other departments for land donation issues.</li> <li>• Communities gained more confidences.</li> </ul>	<ul style="list-style-type: none"> <li>• Not reaching 50% of HHs in Social Audits. (Reached 50% at the beginning but reduced when voting)</li> </ul>	<ul style="list-style-type: none"> <li>• To protect the department staff.</li> <li>• Not to allow the village to implement the sub-project if the meeting attendance doesn't reach 50% of HHs.</li> <li>• To keep TTA for 4 years.</li> <li>• To give CDD tasks only to DRD counterpart. Not to give DRD tasks.</li> </ul>

## 7. Operations & Maintenance

What worked well in the last year cycle:	Difficulties	Suggestions
<ul style="list-style-type: none"> <li>• Able to collect funds well.</li> <li>• Able to help the community to expand their fund. (Put in the bank and get bank interest)</li> <li>• Did well in the O&amp;M plan.</li> <li>• O&amp;M committee led well in managing O&amp;M.</li> </ul>	<ul style="list-style-type: none"> <li>• It was difficult to manage the cash (rural area).</li> <li>• Lack of trust for each other.</li> <li>• Not cooperating well with Electrification departments for electrification sub-projects (Grid-line)</li> </ul>	<ul style="list-style-type: none"> <li>• Take turns to keep the O&amp;M funds.</li> <li>• Keep the record properly and keep in the bank.</li> <li>• To have clear guidelines for Townships for who to handover after phasing out.</li> <li>• To give O&amp;M trainings to DRD staff as well</li> <li>• To give same expense for O&amp;M training like others.</li> </ul>

## 8. Conflict

What worked well in the last year cycle:	Difficulties	Suggestions
<ul style="list-style-type: none"> <li>• Used negotiation and mediation methods.</li> <li>• Done more discussions with Parliament members to give more awareness of the project.</li> <li>• Union staff went to Bilin, Hlaing Bwe and Maukmai to do negotiation with EAO group.</li> </ul>	<ul style="list-style-type: none"> <li>• To use the negotiation methods well.</li> <li>• Project staff still need negotiation skills.</li> <li>• It is found that some of the restricted villages do not get permission to implement the project depending on the ground situation.</li> <li>• Some challenges were there in Ponnagyun to implement the project.</li> <li>• Difficult to implement sub-projects in Ponnagyun at the moment because of section 144 and curfew and there's no internet as well.</li> </ul>	<ul style="list-style-type: none"> <li>• To include negotiation and mediation in the conflict sensitivity training from the Union and the WB.</li> <li>• To create like Kayah Peace Monitoring Network.</li> <li>• To provide instructions for active conflict situation.</li> <li>• To explain about CDD to military in Rakhine State.</li> <li>• To give guidelines for social conflicts.</li> </ul>

**Photos of the Union Multi Stakeholder Review**

His Excellency Dr. Aung Thu, Union Minister for Agriculture, Livestock and Irrigation, delivering the opening remarks



Mr. Gevorg Sargsyan, Acting Country Director of the World Bank, giving his opening remarks



U Khant Zaw, Director General of the Department of Rural Development, giving his opening remarks



Group photo of distinguished guests and representatives



DG U Khant Zaw presents project photos and communications materials to His Excellency Aung Thu and distinguished guests



Panel Discussion



Questions from Parliamentarians



Khant Zaw, Director General DRD answering questions from the participants



**Group discussions with participants**

Conflict Working Group



Finance Working Group



Infrastructure Quality & Safeguards Working Group



Procurement Working Group



Grievance Working Group



O&M Working Group



M & E Working Group



Gender Working Group



Khant Zaw Director General delivering closing remarks



## Annex 1: Agenda of the Sixth Annual Level Review Meeting

Myanmar National Community-Driven Development Project

### THE SIXTH ANNUAL UNION LEVEL REVIEW MEETING

Irrawady Ballroom, M Gallery Hotel, Nay Pyi Taw, 2019

8 October 2019

Tuesday, 8 October 2019	
08:30 – 09:00	<b>Registration</b>
09:00 – 09:30	<b>Welcome and Opening Remarks</b> <ul style="list-style-type: none"> <li>• H.E. Dr. Aung Thu, Union Minister for Agriculture, Livestock and Irrigation</li> <li>• Mr. Gevorg Sargsyan, Acting Country Director, The World Bank</li> <li>• U Khant Zaw, Director General, Department of Rural Development (Summary)</li> </ul>
09:30 – 09:45	<b>Photo Session</b>
09:45 – 10:00	<b>Photo – booth tour</b>
10:00 – 10:30	<b>Coffee Break</b>
10:30 – 12:00	<b>Panel Discussion:</b> <b>Supporting Integrated Local Development for Ensure Sustainability</b> <ul style="list-style-type: none"> <li>• U Ye Naing, Director General, Progress of Border Areas and National Races Development</li> <li>• U Aung Kyaw Moe, Deputy Director General, Department of Social Welfare</li> <li>• Project Manager, Department Rural Development</li> <li>• Mr. Sean Bradley, Lead Social Development Specialist, World Bank</li> <li>• Mr. Roger Shotton, Senior Consultant, Asia Foundation</li> </ul>
12:00 – 12:15	<b>Highlights from Cycle 6 Project Implementation</b> <ul style="list-style-type: none"> <li>➢ Presentations by the Department of Rural Development (DRD) covering results to date on impact of NCDDP</li> </ul>
12:15 – 13:30	<b>Lunch Break/ Media Conference</b>
13:30 – 15:00	<b>Thematic Focus Group Discussions (8 small groups)</b> <ul style="list-style-type: none"> <li>• Themes to include key NCDDP technical and implementation issues including fragility and conflict, infrastructure quality and safeguard, O&amp;M, social accountability and GRM <ol style="list-style-type: none"> <li>(1) Vulnerable and Conflict</li> <li>(2) Quality of the Infrastructure and Safeguard</li> <li>(3) Operation and Maintenance</li> <li>(4) Social Accountability and Grievance Handling Mechanism</li> <li>(5) Gender Mainstreaming</li> <li>(6) Monitoring and Evaluation</li> <li>(7) Procurement</li> <li>(8) Finance and Management</li> </ol> </li> </ul>
15:00 – 15:30	<b>Closing Session</b> <ul style="list-style-type: none"> <li>• Closing remarks and next action</li> </ul>

## Annex 2: List of Participants

No.	Department/ Ministry/Title	Attendance
1.	Minister of Agriculture, Livestock and Irrigation	1
2.	Deputy Minister of Agriculture, Livestock and Irrigation	1
3.	Committee member of Pyithu Hlittaw Agriculture, Livestock and Community Development Committee	2
4.	Committee members of Pyithu Hluttaw Farmers and Workers Committee	2
5.	Committee members of National Hlittaw Agriculture, Livestock and Fishery Development Committee	2
6.	Committee members of National Hluttaw Farmers Committee	2
7.	Secretary of a Government Ministerial Department	2
8.	Members (DACU)	1
9.	Director General	12
10.	Rector	1
11.	Deputy Secretary of a Government Ministry	2
12.	Deputy Director General	4
13.	Director	7
14.	Representatives of World Bank (Myanmar) & other international and national agencies	36
15.	Members of Technical Committee	16
16.	Union level NCDDP staff	61
17.	DRD Directors of States and Regions, Officer-in charges of State and Region CDD Offices, Township Officers of DRD,	32
18.	Township TTA TL	51
19.	Media Persons	15
	<b>Total</b>	<b>250</b>

### **Annex 3: Opening Remarks from His Excellency Dr. Aung Thu, Union Minister for Agriculture, Livestock and Irrigation**

It is a great opportunity and pleasure to extend my heartfelt greetings and cordial welcome to honorable Union Ministers, Chairmen of Parliamentary Affairs Committees and Members of Parliament, Ambassadors and Embassy representatives, Vice-minister, The World Bank Delegation, Departmental Officials, CSOs, and Representative of project villages and Distinguished Guests participating in this magnificence event.

The communities' livelihood, socio-economic and country's development is connected, hence, it is highly important. NCDDP is one of the opportunities to make the community strong and improve in this people-centred democracy era. In 2013 the democracy-transition state, the concept of the community leading the implementation was introduced and now the CDD project is currently completing its sixth cycle, with the initial assistance of the World Bank.

According to our country's geographical condition and settlements, there are over 60,000 villages within the country and the rural communities of this country represent about 70% of the population. Because of offensive forest coverage, most villages face difficulties for transportation, and were left behind by development which let the rural communities' socio-economy down. Even-though rural development was implemented according to the yearly budget, the needs of the development were big and the budget was limited. The above fact was evaluated and therefore, the government fulfilled conditions and applied for not only a grant but also a loan for the rural development. Consequently, the NCDDP started with a USD \$80 million grant and by the 6<sup>th</sup> cycle, it has now become a National Project with the assistance from the World Bank, the IDA loan for USD \$400 million, the loan from the Government of Italy, with Euro €20 million, a grant from the Italy DFD SWAP, USD \$3 million, a grant from DFID, USD \$3 million and support from the Government of Myanmar, USD \$30 million.

**Ladies and gentlemen,**

As they say, "The people-centred project begun with CDD", and it became the most familiar project for rural communities. The CDD project is principal component implemented with the objective of infrastructure development which is an essential need of rural development using a people centred approach, together with capacity development and emergency response. Hence, it can be witnessed that the communities' socio-economy has increasingly developed since the project started.

The project has been implemented in around 12,000 villages from 63 townships across the country. The villages select the infrastructure necessary for their village, implement, monitor, and take full responsibility of the whole sub-project. This project gives equal opportunity for the men and women and vulnerable groups. It also supports the participation of minorities. In order to ensure sustainability of the implemented sub-project, Operation and Maintenance plans are developed for the sustainable benefit. The communities selected committee members manage the sub-projects in a democratic way, thus creating transparency, accountability; respect for other's point of view.

**Ladies and gentlemen,**

In project villages, rural roads, bridges, water supply, electrification, education, health infrastructures are being planned and developed in a collaborative way, resulting in the improvement of community's living standards. In this way, the sustainability of UN Millennium Development Goals can be achieved (Goals 5, 6, 7 & 9).



To ensure the best use of resources and compliance with guidelines, audits have been undertaken as follows: technical audits are undertaken by the DRD and World Bank, financial audits are conducted by the office of Auditor General Office, and social audits are carried out by the local community themselves.

In order for infrastructure to be sustainable and to avoid damage from natural disaster, the project designed the infrastructure to be resilient to natural disaster. Therefore, this project is very well-designed from all aspects, thus, the communities are starting to have courage to speak-up and discuss more than before. And this is the obvious improvement. Developing the village roads, having enough water-supply, electricity, schools, health-centre, community hall, library and community markets are the benefits from the CDD project.

We come together with the project which just completed its sixth-year of operations at the community level. A great year is behind us, in the project covered almost 12,000 villages; and more than 7.1 million people received the project benefits.

I would also like to acknowledge and express my gratitude to the project staff that support the communities with technical support, so that they can complete the sub-projects themselves. I would like to recommend the project staff to learn lessons from the experience of this year, and continue their effort to succeed in the coming years, so that they can better serve our communities.

I would like to conclude my speech here by recommending all the stakeholders to actively participate in all discussions so that the project can implement with great quality in the upcoming years, by encouraging mutual cooperation with each other for the development of our Ministry and Department of Rural Development.

**Thank you all.**

## **Annex 4: Opening Remarks by Mr. Gevorg Sargsyan, World Bank Acting Country Director for Myanmar, Cambodia and Lao PDR**

Dear Minister of MoALI, Excellencies, Members of Parliament, and Representatives of the participating NCDDP communities, Government agencies, and development partners,

### **Thank you...**

- It is my great pleasure to be delivering opening remarks at this annual union-level multi-stakeholder review for the National Community Driven Development Project, or NCDDP. This annual performance review is a critical element of the NCDDP's commitment to a process of continual feedback and learning. I would like to thank all of you for taking the time to be here today to contribute your thoughts and suggestions in support of that process.

### **We are at the end of a great year...**

- The project has just completed its sixth year of operations, where it has worked in 63 townships and over 11,500 villages, covering more than 7 million people. The NCDDP has delivered tremendous results on the ground, with tangible impacts on the day-to-day lives of these people and communities:
  - Through more than 30,000 subprojects completed to date the project has helped to build or repair more than 11,000 kilometers of roads and foot-paths, 2,000 bridges, 4,400 schools, 3,800 water systems, and 2,300 electrification projects. The importance of these investments to rural communities cannot be underestimated.
  - These investments have also provided more than \$24 million of wages paid to villagers that has direct positive impacts on the local economies of these communities.
  - The participatory approaches that the project applies is also yielding positive results. Communities are showing their strong support for the program with household participation rates this year up to more than 62 percent. The most recent community-level social audits show that 97 percent of community members are satisfied with the project's process and the infrastructure that the project finances.
  - The project is also effectively working in 21 conflict-affected townships. DRD is to be commended for its dedication and hard-work in reaching out to these communities and all relevant stakeholders—including EAOs-- to deliver the benefits of the NCDDP to people and places that have been adversely affected by conflict. A recent independent assessment conducted by the World Bank found that over time, NCDDP has been able to increase its coverage within townships affected by conflict by more than 37 percent-- indicating that the project and staff are gaining the trust and confidence of both the communities and the EAOs in these areas. And despite significant challenges in these conflict-affected areas, the study also found that community participation and satisfaction rates were nearly as high as in the non-conflict affected areas.
  - Lastly, the World Bank is especially impressed with the robust Grievance Handling Mechanism of the NCDDP. This system, which allows for confidential feedback from all stakeholders in every one of the villages where the project operates has, to date, received more than 24,000 comments, of which 99 percent have been resolved. This system is taken very seriously by DRD as shown by the fact that, on average, it takes only 7 days to resolve or respond to all types of comments or complaints, and only 11 days for the more serious "core" complaints. An independent World Bank review of the system found it to be the best functioning system in Myanmar and a "best practice" globally.

- Many people deserve credit for this progress: First are the members of the beneficiary communities themselves, representatives of which are here with us today. These communities and their volunteers have led the work and managed these project resources for the results that we are talking about today. Second, this progress is also testament to the hard work of the more than 2,000 technical and community facilitators, and the facilitating partners who work directly and tirelessly with the communities on the project. Finally, the program's success is also a reflection of the dedication of the Department of Rural Development, and the overall leadership and guidance of the Minister, in working to refine a new way for government to work together with poor communities in Myanmar.

#### **We are beginning another challenging year...**

- However, the project cannot afford to rest on its successes. The coming year of project implementation will present some key challenges, including:
  - The Ministry will be scaling up the NCDDP to 13 more townships to reach as many as 1.5 million additional people, some of whom are the poorest and most vulnerable in Myanmar. DRD will need to move quickly to launch this process with States and Regions, to secure final cabinet approval of, and to initiate implementation in, these new townships.
  - At the same time, the project will phase out of another 18 townships. While DRD has gained valuable experience in the past two years in phasing down from 63 to 54 townships, this process still presents a number of administrative challenges. In particular, the conflict-affected townships that may not have disbursed all block grant funds to inaccessible village tracts will have special close-down needs that require further clarification. I understand that this will be a topic of discussion later today in this event.
  - Handing over and seeking integration of the Village Development Plans (VDPs) into township planning and budgeting processes. The VDPs represent a tremendous resource for local-level planning and funding decisions. The extent to which these village plans supported under the NCDDP are informing local planning is not clearly known and at present there is no clear process for adopting or adapting these to Government's own planning systems. This is an important question for DRD and other Government bodies (including the General Administration Department and the offices of local MPs) that should be tackled. I understand that this will also be part of the panel discussion later this morning.

#### **These challenges reaffirm the importance of this Multi-Stakeholder Review forum...**

- The NCDDP has achieved tremendous things to date, and many of you here today-- along with many others in the villages, village tracts and townships where the project operates-- deserve recognition and credit for that success. Nonetheless, while the project has experienced ample success, it will also continue to face challenges. This event, and the social audits and township stakeholder forums that led up to it, are key to addressing those challenges. Such open feedback loops are critical elements to continuing to learn and achieve success and the World Bank is honored to stand with you in tackling those challenges.
- The best performing projects are not the ones that have the perfect design, but the ones that can learn, adapt and improve over time, as NCDDP has been doing from its start. This multi-stakeholder review forum is a clear indication of that philosophy. Therefore, I hope you will all join me in making this important event a success for the project and the people of Myanmar.
- The World Bank sees the participatory and community-based approach that is applied under the NCDDP as critical in the Bank's efforts to place greater emphasis in our country portfolio in helping the Government to support inclusion and peace here in Myanmar. It is this same approach that forms the core of a new project—the Peaceful and Prosperous Communities

Project (PPCP)—that we are finalizing the design of with Government. The Bank has high hopes that the PPCP can learn from and build upon the successes of the NCDDP.

- Let me close by repeating my thanks for being invited to speak here today. The World Bank considers the NCDDP one of the most successful projects in our Myanmar portfolio and it is therefore a privilege for me to speak at this forum. I would also like to take this chance to acknowledge the Governments of Italy and the United Kingdom, and their respective development agencies, for their financial and technical support of this program. We are also looking forward to the Government of Japan soon joining the club of development partners supporting the NCDDP. Along with the Government of Myanmar and the communities themselves, we are all in this process of learning and adapting together.

**Thank you.**

## Annex 5: Key Areas to Improve and Update the Existing Operations Manual

Subject		Recommendation
<b>Procurement</b>		
1	Procurement	- To keep only once place for the shop's owner signature in Procurement Form (3)
2	Procurement	- To change it to 7 days for the Tender process instead of 14 days.
3	Procurement (P-7)	- For the Procurement TTA, DRD to directly enter information to the MIS.
4	Procurement (P-3)	- To have the old form and utilize again.
5	Procurement (P-6)	- To provide more detailed information. - To allow editing contract. - To differentiate 2 contracts such as Procurement contract for whole contractor task and Procurement contract for service work in P-6. - To exclude giving 5% deposit at the service work.
6	Procurement	- To give new form to the village as the deposit 5% is not okay for small SPs.
7	Procurement (P-7)	- To check the form again and do the amendments.
8	Procurement Page 98, Para 249	- Quotation closing day is mentioned one week in the OM but at the ground it is instructed for 14 days. So, to change into a week.
9	Procurement	- To standardize the amount if there needs to be procuring some materials (for tender)
10	Procurement & Finance committee	- To include a line saying "Selected committee member should know how to calculate (e.g – 5 <sup>th</sup> grade)
11	Page 94, Invitation for quotation	- Page 98, para 249, the closing date "about a week" and page 94, 2 weeks should change to just a week.
12	Chapter 2, Para 514, renting a contractor contract.	- To differentiate skilled worker and whole contractor.
13	P-5	- If there is any other agreement, it should be attached with the P-5.
14	P-4	- TF signature should be included. - At the para 4, "Procurement sub-committee" should be replaced to "village sub-committee". - P-4, para 1, "work's name" should be "shop's name". - Para 2, "subject" should be "item"
<b>Block Grants</b>		
15	Block Grant	- Block Grant Update to add annually.
16	Page 15, Para 27 (Not enough BG)	- To remove a sentence about "if not enough BG, to use the BG from next cycle."
17	Page 35	- Page 35, para 69, to change a sentence about BG. It should be "BG will be terminated".
18	Page 15, para 15	- If there are more villages but population is few, the BG should be increased. (e.g – 1 VT, 9 villages, not 3000 population)
<b>Project Cycle, Infra, Safeguards</b>		

Subject		Recommendation
19	Asking for WB approval for SP MMK 400 lakhs and above.	- To change to MMK 600 lakhs instead of 400.
20	Social Audit (Guideline)	- To include gender sector in the discussions (participation/workers)
21	50% of HHs for meetings attendance	- Would like to put in the OM that if a village meeting has to postpone for 3 times due to lack of attendance, that village will be left out for receiving BG for the particular cycle.
22	F-6, PC-6	- To edit in order to write actual expense (PC-4,5,6,F-6)
23	PC-14	- To add the approval of Land department in PC 14
24	Para 42 (Committee members qualification)	- To specify village leader word in order to make the community understand. (e.g -100 HH head, administer, religious leader etc)
25	Page 76, preparing for SP	- At page 76, Part B, a sentence about "taking land by force" should be changed.
26	Page 18, BG to the community	- To remove a sentence about spending next cycle money on page 19, para 27. - To allow implementing a SP under 20 lakhs.
27	Implementing a SP (community participation)	- To standardize 30%/40% to the V that have more than 500 HHs.
28	Selecting SP	- To include decision making of a TF to 10% to 20% on SPs.
<b>VDP</b>		
29	VDP	- To provide clear guidance for VDP Book
30	Giving individual task for VDP	- To give exact tasks for repairing VDP book, editing and checking.
31	VDP Workshop	- To have clear VDP workshop guideline.
32	Page 55, Para 118 2-2 (VDP)	- To share sample book that was produced by the VDP team.
<b>Finance</b>		
33	Meals allowance	- At the Township level training, meal allowance to standardize for 2500 kyat. - To standardize local price for village level training.
34	VT petty cash	- To standardize daily allowance for the person who came together with women committee member (for womens' security)
35	F9	- To include signature of checker, approver, and writer. To change word "per diem to allowance.
36	Finance Instructions	- To keep some balance at the bank and transfer full amount of money that was requested. (ABB)
37	VT bank account	- To include "For the VT to give 30,000 to the bank from their pocket and withdraw all the BG.
38	F 1-9	- To include checker's signature on F-9 and put one column for date.
39	Audit	- VT and V committee members to have accountability and come to audit in the related townships. (so that they understand)
40	F-6	- To instruct from Infra about actual use and RE (to match).

Subject		Recommendation
41	Village clerk.	- To select 2 clerks at the village.
42	F-5	- To remove "specify if it is paid in cash" line in the F-5.
<b>GHM</b>		
43	GHM	- Not the stop the SP after the GHM is addressed by the relevant staff.
44	GHM	- To give GHM training to the village level committee members. To add S/R level on the envelope.
45	GHM actions	- To include in the OM about who to put as a complainant when there are misuse of funds.
<b>M &amp; E / MIS</b>		
46	MIS System	- For the relevant sectors to do regular check on MIS and to officary declare the tasks in the TOR.
47	Page 107, Para 276 (F-6,7)	- To check the F6/7 and update to the MIS only after checking by the relevant finance staff.
48	Page 123, Para 318 (Grievance)	- To remove M&E as the PC-9 is entered/uploaded by CSAG.
49	PC 5/6, F6, P7	- PC 5/6, F6, P7 should be signed by the MSC
50	P-6	- To change the word "women/men proportionately" to "to include" in the form.
51	Part 3, OM forms	- For PC-16 to PC-20 table 5, should replace to PC 16 (a,b,c,d,e).
52	PC-20	- To remove "one year since project start"line.
<b>Phase-Out</b>		
53	Handover Process	- To keep a procedure of handing over things according to checklist if one staff resign. - To allow resigning only after completing the handover checklist and respective department's head signature.
54	Phase Out Guideline	- To give clear instruction of the procedures that has to be done at the Township and village.
55	O&M 5%	- To remove Page 89, Para 291, number 5. - To have clear instructions for closing the SP.
56	Page 106, Para 272	- To change the word Union Level to Township DRD.
57	Page 112, Para 8, number 5 (O&M)	- To give clear instruction on keeping the O&M balance or not.
58	Page 341, 5-4 (Petty cash 4%)	- To give clear instruction regarding 4%.
59	Page 20, Para 28 (BG balance)	- In that para, to add about spending 100% of VT BG.
<b>Gender</b>		
60	Gender report	- To mention clearly about the template of monthly report and other reports.
61	Women Network	- To add expenses for women network activities.
62	Gender TOR (S/R)	- To edit the TOR separately in OM Page 272, para 3.
63	Gender sector	- To give Gender training before the SP starts.
64	Gender monthly report	- To change quarterly instead of monthly.
<b>Communication</b>		
65	Campaign	- To organize 6 to 8 times per year at the Township level. - 1 to 2 times per year at the Township level.

<b>Subject</b>		<b>Recommendation</b>
66	Communication	- To publish 1 article per month instead of 2. (Will publish more info on social media and webs)
67	Communication	- If IEC is translated, then it should be for all the ethnics. Or should distribute only in Burmese.
<b>Technical Assistance</b>		
68	Assigning consultant	- To assign CSAG (TTA) until 4 <sup>th</sup> cycle. - To assign separate DRD/TTA for CSAG sector. - To include separate TOR at the OM.



## Annex 6: Discussions on Infrastructure, O&M and Safeguards issues

### 1. Sub-project Design

Subject		Recommendations
1	Roads	<ul style="list-style-type: none"> <li>- Measuring of cutting/filling before the implementation</li> <li>- Current road measurement</li> <li>- Current status of the road</li> <li>- Current usage of the vehicles</li> <li>- Usage of the vehicles in the future</li> <li>- Highest water level/ rainfall in the yearly basis</li> <li>- Status of including Slab Culvert</li> <li>- Status of the drainage</li> <li>- Condition of the road/land (PC-14)</li> <li>- Machines availability</li> <li>- Status of transportations of the machines</li> <li>- Duration of the work</li> <li>- Beneficiaries</li> <li>- QA/QC</li> </ul>
2	Bridges	<ul style="list-style-type: none"> <li>- Soil test</li> <li>- Catchment Area</li> <li>- Status of the water flow</li> <li>- High Flood Level</li> <li>- Max Load</li> <li>- PC-14</li> </ul>
3	Water supply	<ul style="list-style-type: none"> <li>- Source of water, status of water for the whole year (gal/min)</li> <li>- Current status of water usage (15 gal/capital/day)</li> <li>- Water Test</li> <li>- Residual Head</li> <li>- Electrification availability</li> <li>- Ecops/EMP</li> <li>- Preparation of natural disaster (20% depending or location)</li> <li>- Preventing the environment of water source</li> </ul>
4	Infrastructure	<ul style="list-style-type: none"> <li>- Land availability (PC-14)</li> <li>- To think about (9sft) for a primary &amp; middle school student, (12 sft) for high school student (Education department standard)</li> <li>- To think about the design according to local resource</li> <li>- To keep the Plinth Level 1.5 above HFL</li> </ul>
5	Electrification	<ul style="list-style-type: none"> <li>- Water quantity (Q Discharge)</li> <li>- Head Difference</li> <li>- Watt quantity</li> </ul>
6	Summary of design	<ul style="list-style-type: none"> <li>- To consider about natural disaster (landslide, flood, earthquake)</li> <li>- Economy</li> <li>- Ecops and EMP</li> <li>- To change the amount 40,000,000 to 60,000,000 for asking NOL from the World Bank</li> <li>- To change 200 to 400 ft for a well to do EMP</li> </ul>

Subject		Recommendations
7	Estimation	- For the Township electrification department to do field visits and give trainings on estimations.

## 2. Operations & Maintenance

Subject		Recommendations
1	O&M fund	<ul style="list-style-type: none"> <li>- To attach PC 18 as an annex and file it together with O&amp;M form. (List of donors and cash amount)</li> <li>- Explain about keeping the docs at the O&amp;M training</li> </ul>
2	O&M implementation	<ul style="list-style-type: none"> <li>- If needed (to update O&amp;M committee members for phased-out townships)</li> <li>- To explain clearly about the O&amp;M meeting concepts by CF/TF.</li> </ul>
3	Phaseout Guidelines Annex-1	- To do the O&M meeting review according to Annex - 1
4	O&M Training Guideline	<ul style="list-style-type: none"> <li>- To keep standard for Training guideline/ session plan</li> <li>- To have same information of the O&amp;M training in the TOF-2 (e.g – F-5)</li> </ul>