
NATIONAL COMMUNITY DRIVEN DEVELOPMENT PROJECT

**IDA Grant No: H814-MM
IDA Credit No: 5687-MM
Italian soft loan 10244**



PROJECT ANNUAL REPORT
(APRIL 2015 – MARCH 2016)

Presented by

Community Driven Development Secretariat
Department of Rural Development
Ministry of Agriculture, Livestock and Irrigation

5 January 2017

List of Abbreviations and Acronyms

BG	-	Block Grant
CF	-	Community Facilitator
CDD	-	Community Driven Development
DRD	-	Department of Rural Development
ECOP	-	Environmental Codes of Practice
EMP	-	Environmental Management Plan
HH	-	Household
IDA	-	International Development Association
iTOT	-	Training of Infrastructure Trainers
MSR	-	Multi-Stakeholder Review
M&E	-	Monitoring & Evaluation
MIS	-	Management Information System
NCDDP	-	National Community Driven Development Project
OM	-	Project Operations Manual
O&M	-	Operation and Maintenance
SA	-	Social Audit
SP	-	Sub Project
TA	-	Technical Assistance
TF	-	Technical Facilitator
TOF	-	Training of Facilitators
TOR	-	Terms of Reference
TOT	-	Training of Trainers
TPIC	-	Township Planning and Implementation Committee
TTA	-	Township Technical Assistance
TTF	-	Training of Technical Facilitators
UMSR	-	Union Multi-Stakeholder Review
VDP	-	Village Development Plan
VPSC	-	Village Project Support Committee
VT	-	Village Tract
VTDSC	-	Village Tract Development Support Committee
VTDP	-	Village Tract Development Plan
VTPSC	-	Village Tract Project Support Committee
VV	-	Village Volunteer
WB	-	World Bank

Table of Contents

Executive Summary	i - viii
--------------------------------	----------

Main Report

Introduction	1
1 Component 1: Community Block Grants	1
1.1 NCDDP Second Cycle: November 2014 to October 2015 (9 townships)	1
1.2 NCDDP Third Cycle : November 2015 to October 2016 (27 townships)	6
2 Component 2: Facilitation and Capacity Development	9
2.1 Capacity Development	9
2.2 Grievance Handling Mechanism (GHM)	10
2.3 Expansion into Conflict Affected Areas	14
2.4 Technical Assistance	15
3 Component 3: Knowledge and Learning	16
3.1 Review of Performance Against Result Matrix Indicators	16
3.2 Social Audits	19
3.3 Union Level Multi-Stakeholder Review (UMSR)	21
3.4 Cross Township visits	23
4 Component 4: Implementation Support	23
4.1 Staffing and Management	23
4.2 Financial Management	24
4.3 Procurement	28
4.4 Monitoring and Evaluation	29
4.5 Communications	30
4.6 Gender Mainstreaming	31

TABLES

Table 1: Sub-project completion of nine townships in Year 2
Table 2: Sub-project completion of nine townships in Year 2 by cost and sector
Table 3: Status of nine townships Year 3 to end March
Table 4: Status of 18 townships Year 3 to end March
Table 5: Key parameters and progress of 27 townships to end March 2016
Table 6: Main training completed April 2015 – March 2016
Table 7: Cumulative grievance received and resolved (Jan 2014 – March 2016)
Table 8: Grievances received and resolved by category and township (Jan-Mar 2016)
Table 9: Summary of Results Matrix indicators to end March 2016
Table 10: Summary of satisfaction scores from social audits of 9 townships
Table 11: Milestones and workplan for next reporting period (2016/17).
Table 12: Use of funds by project component to 30/09/14

FIGURES

Map 1: Map of NCDDP Project Areas

Figure 1: Cost and Physical Distribution of Sub-Projects by Sector

Figure 2: Sub-Project Quality Rating by Technical Audit

ANNEXES

Annex I : Summary of Multi-Stakeholder Review Findings

Annex II : Training Plan Year 3

Annex III : Aggregated Social Audit Report for 9 townships

Annex IV : Procurement Plan 7

Annex V : NCDDP Secretariat Organogram at 31/03/2016

Annex VI : Annual Workplan and Budget

1 Executive Summary

1. **The National Community Driven Development Project (NCDDP) seeks to enable poor rural communities to benefit from improved access to and use of basic infrastructure and services through a people-centered approach.** Implemented by the Department of Rural Development, the project began implementation in three townships in November 2013. Since then, the project has expanded to new townships annually, covering 27 townships in the 2015-16 community cycle, home to approximately three million people across 5,000 villages in all of Myanmar's 14 States and Regions and the Nay Pyi Taw union territory.

2. **This annual report covers the government fiscal year 2015/16 (e.g. 1 April 2015 through 31 March 2016).** During this time, the project saw the conclusion of the second community cycle in nine townships by mid-2015, and the start of the third community cycle in late 2015, in which the project expanded from nine to 27 townships (see map 1).¹

3. **During the reporting period, the project's success in delivering results for poor rural communities led the Government to decide to scale up the project to make its benefits available to more communities across the country.** In addition to increased financing from the Government budget, a concessional IDA \$400 million additional financing credit was agreed between the World Bank and the Government of Myanmar in June 2015 to support the scale up of the project. At the same time, the project was also able to attract additional donor support, with a €20 million soft loan by the Italian government becoming effective in December 2015, and a grant from the Japanese Social Development Fund agreed in principle in June 2015. The project's total financing envelope is now \$554 million, with the project scheduled to run through October 2021, aiming to cover at least 63 townships home to an estimated seven million people during this period.

Component 1: Community Block Grants

4. **In FY2015/16, the project disbursed MMK 21.6 billion (\$16.8 million²) in block grants to communities, to finance the construction of over 5,000 subprojects across 5,429 villages in 27 townships.** Cumulatively, the project by 31 March 2016 had disbursed MMK 33.4 billion (US\$ 25.9) in block grants to communities across the country, representing 68 percent of overall project spending (Table 12).

5. **In the second community cycle (2014/15), the project disbursed grants totalling MMK 10.5 billion (\$8.2 million), financing a total of 1,811 sub-projects across 1,727 villages in 9 townships.** Out of this amount, MMK 10.45 billion was spent on construction, with a total of MMK 102.9 million in unspent grants remaining with villages for operations and maintenance. Transport (roads, jetties, bridges, etc.) and education were the most frequent priority sectors in year 2 accounting for 41% and 24% of subprojects respectively. This was followed by water and sanitation (23%), energy (8%), and community meeting places and other buildings (4%). (See Figure 1). This sectoral distribution profile is very similar to year 1, and based on a review of planned subprojects appears similar again for year 3.

6. **An independent technical audit carried out in January 2016 found that the NCDDP has been successful in supporting the construction of satisfactory quality infrastructure in rural communities.** The technical audit, which looked at a representative sample of 10 percent of completed subprojects rated 92% of subprojects as satisfactory or highly satisfactory (see Figure 2). Moreover, the audit found that technical quality of subprojects was consistent across villages regardless of whether they were remote or easily accessible, including due to consistency in support from technical and community facilitators across remote and less remote villages. Finally, it found that subprojects constructed under the NCDDP were cost-effective when compared to similar infrastructure financed through other government programs in Myanmar.

¹ Since community cycles (e.g. the periods during which communities plan and implement sub-projects) are aligned with Myanmar's dry season, this cycle continued beyond the reporting period. As such, completion data on subprojects in this report include data only up to the second completed community cycle.

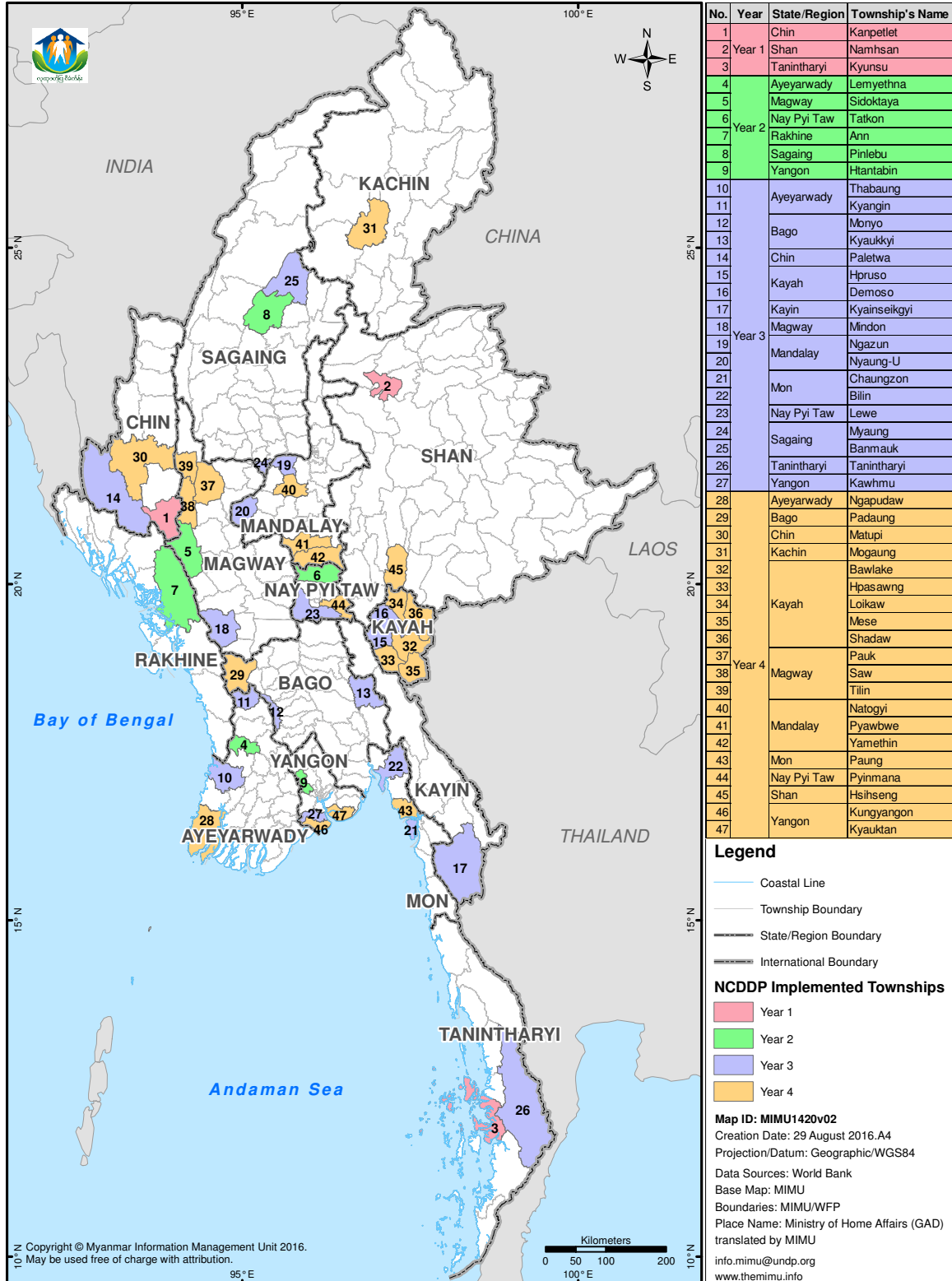
² Myanmar Ministry of Finance official conversion rate : US\$ 1 = MMK 1285

Map of NCCDP Project Areas



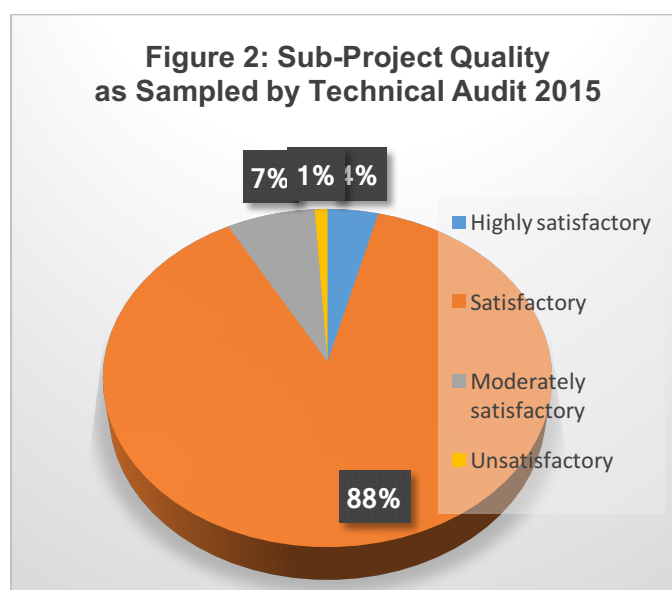
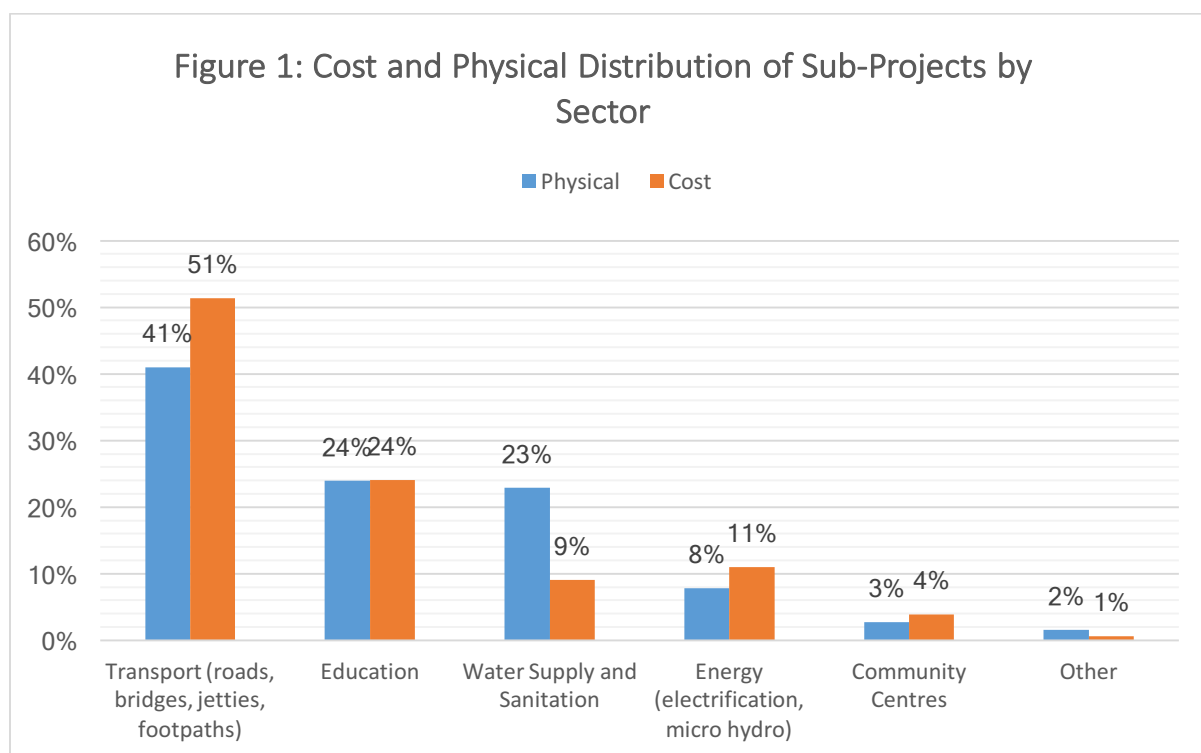
Myanmar Information Management Unit

Myanmar National Community Driven Development Project



Disclaimer: The names shown and the boundaries used on this map do not imply official endorsement or acceptance by the United Nations.

7. **Ensuring a timely start to the community cycle remains a challenge, in particular in townships entering the project for the first cycle.** For example, in the 18 new townships entering the project in the 2015/16 cycle, township teams began mobilizing only in December 2015, meaning that communities for the most part were unable to implement subprojects prior to the onset of the rainy season in June 2016 due to the time needed for sufficient training and community planning. DRD accommodated this delay by authorizing construction of subprojects under the cycle to continue through January 2017, ensuring that communities would not need to construct subprojects during the rainy season (when access is often more difficult and more expensive) and are able to integrate participation in NCDDP with seasonal livelihood activities. For subsequent cycles, implementation timing continues to be generally satisfactory, with plans developed from October through January and implementation taking place from February through May.



Component 2: Facilitation and Capacity Development

8. **Active participation by communities is at the heart of the NCDDP, and the continued high participation rates (62 percent during the reporting period) confirm the relevance of the project to communities and the value of the facilitation provided under the NCDDP.** In the NCDDP, it is communities that decide which projects to undertake, communities that hold the funds and decide how to use them, and communities that offer the primary indicators of whether the project is working. Over the reporting period, the project has continued to thrive through active community participation and leadership, including by women (who comprise 46 percent of committee members in Year 3).

9. **Expenditures on this component in FY2015/16 was MMK 5.8 billion (\$4.5 million), while cumulative spending to end March 2016 was MMK 8.4 billion (\$6.5 million), representing 18 percent of overall project spending (see table 12).**

Training

10. **In response to feedback provided by participants at the 2015 union-level multi-stakeholder review regarding the content, timeliness and delivery of training, the project has significantly reinforced the training program, with an increased focus on village planning skills and participatory rural appraisal methodology.** The project initiated the development of a pool of permanent trainers, able to deliver trainings at township level in modules throughout the community cycle. Following training provided by the union training team to 27 project townships, township teams then provided training in project planning, financial management, and procurement to an estimated 75,000 village and village tract committee members in 27 township (see Table 6 below and Annex II for details).

11. **Training for the project's community facilitators (CFs) was a particular area of focus in the strengthening of the training program, given NCDDP's commitment to hiring CFs locally at the township level wherever possible.** This both helps the project to benefit from the local knowledge that CFs can bring, and provides job opportunities in poor and remote parts of the country. Under the new training program, NCDDP has enhanced the training program for facilitators comprised of, over the course of the first project cycle, a 20-day core program for all facilitators, with an additional 9-12 days for technical facilitators, and up to 5 additional days on sector-specific topics.

Grievance Handling Mechanism

12. **The NCDDP grievance handling mechanism (GHM) continued to play an important role in ensuring accountability and effective feedback loops over the reporting period, with communities across all project townships using the system to communicate questions, grievances and comments about the project.** Over the reporting period, the system received 1,358 grievances and enquiries through the GHM, bringing the cumulative number of grievances to end March 2016 to 1,934, with 1,923 of these (99 percent) having been resolved (Table 7). Core grievances (e.g. those relating to violations of project rules and regulations, including corruption, abuse of power, etc) constitute about 9 percent of total grievances. The resolution rate for these core grievances is consistent with the overall resolution rate, at 99 percent.

13. **The majority of grievances were received using the grievance boxes available in every village participating in the project, suggesting that this mechanism continues to serve its intended purpose.** Other mechanisms used include calls to grievance hotlines at the township or union level, email, Facebook and in person during supervision visits. As connectivity increases in project townships, the project will continue to explore using social media and mobile-based applications to ensure effective grievance and feedback mechanisms.

Gender Mainstreaming

14. **During the reporting period, the NCDDP continued to successfully achieve key gender mainstreaming objectives.** The gender parity targets for committees and committee leadership

outlined in the Operations Manual have been consistently achieved across all project townships, with women accounting for 50 percent of committee members and of committee chairs. Principles of equal pay for equal work are being adhered to, gender disaggregated reporting continues, and the village development planning process includes a number of provisions that ensure voice for priorities identified by women.

15. **The union level gender team continued to provide technical guidance and advice to township-based gender focal points.** During the reporting period, the gender team held two gender workshops for advanced training, three quarterly meetings (following on the main quarterly meetings organized by the project) to discuss gender issues encountered at the township level, and carried out field visits to conflict-affected townships to examine gender and conflict issues.

Technical Assistance

16. **DRD continues to draw on technical assistance at both the union and township level in specific areas to support effective project implementation.** At the union level, this includes a team of six national and international experts providing support on financial management, procurement, training, monitoring and evaluation, and the operation of the grievance handling mechanism. Additional expertise for specific operational tasks is mobilized as needed as reflected in the project's procurement plan.

17. **At the township level, technical assistance continues to be provided to DRD offices in the implementation of the NCDDP by a mix of domestic and international partners, comprising both NGOs and private firms.** These technical assistance arrangements have created new working partnerships between local government officials and NGOs. While challenging at times, especially in the first months of working together, these partnerships have been broadly successful, enabling the project to deliver quickly in a rapidly growing number of townships, with technical assistance partners responsible for the recruitment and supervision of the project's facilitators in the first two years in each township.

18. **In the most recent township technical assistance contracts, DRD decided to discontinue the position of infrastructure expert.** This omission has created bottlenecks at the township level, with DRD engineers struggling to keep up with the design and supervision of the large number of subprojects in a given township. To address these bottlenecks, DRD management has decided to make additional experienced infrastructure specialists available to townships through the new State and Regional NCDDP offices, described below.

Component 3: Knowledge and Learning

19. **The NCDDP is designed to continue to improve through adaptive learning. As the project enters its fourth community cycle, it has gained significant operational experience, including through multi-stakeholder reviews (MSRs) held at both the township and union levels and social audits at the village level.** Lessons from these events have included increased grant sizes and simplified forms following the 2014 MSR and a strengthened facilitator training program (see above) following the 2015 MSR. As a result of this learning and adaptation, the community cycles are delivering significant results for poor communities across Myanmar.

Monitoring and Evaluation

20. **Rigorous monitoring and evaluation of performance is central to the NCDDP's adaptive learning approach as it provides the project with the ability to identify what is working well and where changes are needed.** During the reporting period, the project expanded the use of GIS-equipped tablets to allow facilitators to complete forms, enter data, and take photos while in the field, with data uploads from township to the union level. Together with an improved management information system (MIS), including an upgraded user interface, this data provides real time information on project operations across the 27 townships.

21. **During the reporting period, important technical challenges were addressed, including through additional training for facilitators, strengthened IT support for township teams, and**

upgrading of the MIS at the union level. Over the coming year, the GIS function of the MIS will be activated, allowing public, real time access to subproject implementation data, including before and after photos for each subproject, through a redesigned NCDDP website.

Table 1: NCDDP Performance against Results Framework

1	Development Objective Indicators	Yr 1 2013/4	Yr 2 2014/5	Yr 3 2015/6	Cumulative
1.1	Direct project beneficiaries	227,000 (3 tns)	669,570 (6 tns)	2,186,415 (18 tns)	3,082,985 (27 tns)
1.2	% female beneficiaries		51%	51.5%	51.2%
1.3	# persons having access to and use of project-built infrastructure and services ⁽¹⁾	204,527	621,361	2,042,112	2,868,000
1.4	% households in project villages participating in planning, decision-making, and implementation of sub-projects	56%	58% ⁽³⁾	65 %	
1.5	% community members satisfied with the project	90%	78.8%	n.a	78.8%
2	Intermediate Results Indicators				
2.1	#Type of rural infrastructure built	357	1811	17 ⁽⁴⁾	2,186
2.2	% of sub-projects evaluated independently meeting project operations manual technical and safeguard specifications	85%	93%	n.a	
2.3	# of Government officials using their new skills in project management, engineering, planning.	48	115	234	234
2.4	# of community members using their new skills in project planning, financial management, and procurement ⁽⁶⁾	4731	19,160	56,780	80,667
2.5	# of internal cross-township learning exchanges	2	4	1	7
2.6	Annual Multi-Stakeholder Review conducted	1	1		2
2.7	% grievances registered, related to delivery of project benefits, that are addressed	99	98.5%		98.5%
2.8	# grievances related to delivery of project benefits, that are addressed	321	1262	347	1,920
2.9	% of annual significant financial audit findings addressed	100%	100%		100%

Technical Audit

22. During the reporting period, DRD commissioned an independent technical audit to evaluate the technical quality and cost effectiveness of infrastructure being constructed under the NCDDP. As noted above, the technical audit rated 92 percent of subprojects as satisfactory or highly satisfactory, and found that technical quality of subprojects was consistent across villages regardless of whether they were remote or easily accessible. Finally, it found that subprojects constructed under the NCDDP were cost-effective when compared to similar infrastructure financed through other government programs in Myanmar.

Social Audits

23. During the 2015/16 community cycle, a total of 1,470 social audits were held at the village level to enable the community to reflect on what worked well and what could be improved for the coming year. These lessons informed the township level multi-stakeholder reviews and are presented in tables 9 and 10 and Annex III.

Multi-Stakeholder Review

24. **The second annual union-level Multi-Stakeholder Review for the NCDDP was held in Nay Pyi Taw in August 2015, with the Vice President of the Union of Myanmar opening the event.** The two day event attracted over 470 participants, including representatives of communities in NCDDP townships, as well as union ministers and deputy ministers, State and Regional Ministers, Members of Parliament, officials from line ministries and departments at the union, state and township level, international and local non-governmental organizations, development partners and media.

25. **Immediately preceding the union MSR, the Department of Rural Development (DRD) also organized internal meetings to facilitate learning and exchanges between 530 project staff across the project townships.** Key outcomes from union MSR are presented in Annex I and included (i) confirmation from participants that the project's simplification of forms and paperwork following the 2014 MSR had been successful; (ii) several discussions that highlighted the need for better training in terms of content, timing and delivery; and (iii) a discussion on operational challenges, including around conflict and disaster risk.

Cross Township Visits

26. **As part of its efforts to learn from implementation on the ground, DRD during the reporting period organized a number of cross-townships learning visits for township teams.** This included visits by the six townships entering the project in year 2 to observe the social audits of the first three townships (July 2015), visits by selected community members of year 2 townships to the first three townships (September / October 2015), and visits by DRD staff from the 18 new townships entering the project in year 3 to the ongoing nine project townships (January 2016). These visits were followed by discussions among township teams on lessons learned.

Component 4: Implementation Support

27. **The NCDDP is implemented by the Department of Rural Development (DRD), with a union level NCDDP secretariat overseeing implementation.** By the end of March 2016, the union NCDDP secretariat (Annex V) had two Deputy Director Generals serving as Project Director and Deputy Project Director, two Directors serving as Project and Procurement Managers, a Deputy Director in charge of project operations, and two Deputy Directors in charge of financial management. This management group was assisted by 63 staff members as well as by national and international consultants providing specialized support on procurement, financial management, monitoring and evaluation, and training as described under component 2 above. The union level secretariat convenes quarterly meetings that bring together township team leaders at the union level to review and resolve ongoing implementation issues.

28. **At the township level, township DRD offices support implementation.** Given the additional work required, DRD provides additional staffing to its offices in NCDDP townships. Moreover, DRD recruits township-level technical assistance to provide capacity building in key areas, as described in component 2 above.

29. **As the project expands to additional townships, DRD has decided to create NCDDP offices at the State and Region level to ensure effective implementation.** These offices would provide support to township offices on infrastructure, monitoring and evaluation and operational support, and would aggregate reporting and carry out supervision activities to streamline operations at the union level. These offices would also seek to engage State and Regional governments in the implementation of the NCDDP.

30. **During the reporting period, as part of a broader government reorganization, DRD's line ministry, the Ministry of Livestock, Fisheries and Rural Development, was merged with the Ministry of Agriculture and Irrigation, to create a new Ministry of Agriculture, Livestock and Irrigation.** This reorganization did not impact the day-to-day operations of DRD, and project implementation was not affected.

Financial Management

31. **Total NCDDP expenditures in FY2015/16 were MMK 32.8 billion (\$ 25.5 million, see table 12 below), with cumulative expenditures as of March 2016 standing at MMK 49.4 billion (\$ 37.7 million).** The largest share of project funds were spent on community block grants, accounting for MMK 33.4 billion (US \$ 26 million) or 68 percent of total project expenditures. This was followed by expenditures for facilitation and capacity building at MMK 8.4 billion (US \$6.5 million) or 17 percent.

32. **During the reporting period, an unqualified audit report for FY14/15 was received from the Office of the Union Auditor General and made publicly available on the project's website.** In addition, the project submitted quarterly unaudited Interim Financial Reports (IFRs) to the World Bank for its review. Annual financial statements were also prepared for submission to the Office of the Union Auditor General for the FY15/16 audit, which will take place from June to August 2016.

33. **In the conduct of the audit, the Auditor General reviewed documentation at both the union, township and community level.** Spot checks of community finance records were also carried out by the three World Bank implementation support missions that took place during the reporting period. Financial management of community grants at both the village tract and village level has been highly satisfactory, with bank accounts being well managed, subproject related financial reports and supporting documentation being well maintained by village committees, and and nearly all subprojects being completed within the estimated budget.

Procurement

34. **The DRD procurement unit over the reporting period carried out a broad range of procurement for goods and services, including procurement of township TA services, project motorcycles, computers and other equipment.** Procurement follows both applicable DRD and World Bank regulations, with procurement notices published in national newspapers, on the project website, and on the UN Development Business website. During the reporting period the project prepared a revised procurement plan (PP7), which publicly available at www.worldbank.org and included in Annex 4. All procurement done under the NCDDP is subject to review by the World Bank, with both prior and post reviews of packages carried out during the reporting period.

35. **The scale up of the project to 27 townships stretched the capacity of the procurement unit, and the procurement of some key goods and services for the 18 new townships was delayed in the 2015/16 community cycle.** This led to a later than planned mobilization of township teams and a delay in the start of activities at the community level. To accommodate this delay, DRD extended the construction period of the community cycle to provide communities with the flexibility to wait until after the rainy season to undertake construction of subprojects, while taking measures to strengthen the procurement unit and accelerate the preparation and procurement of packages needed for the 2016/17 cycle.

36. **Community procurement has proceeded well, with guidelines in the Operations Manual providing sufficient clarity for communities to execute procurement for subprojects, having been simplified after the first community sub-project cycle on the basis of MSR feedback.** The ability of communities to pay themselves for labor under subprojects using the grants has created a significant positive economic impact: by the end of the 2014/15 community cycle, this had provided nine townships with a total of MMK 1.46 billion (US\$ 1.14 million) in daily wages and 533,000 person days of paid labour, of which 325,000 was under CFA, the main source of labor in 70 percent of all subprojects.

MAIN REPORT

Introduction

1. Since its launch in 2013, the National Community Driven Development Project (NCDDP), implemented by the Department of Rural Development (DRD) has achieved important results in its objective of increasing access to essential infrastructure and basic services for rural communities through a people-centered approach. At the end of the reporting period the project was active in 27 townships home to about three million people in all 14 of the country's states and regions and the Nay Pyi Taw union territory, and had financed 2,186 sub-projects totaling MMK 9.55 billion (\$7.43 million³), with a further 2,534 sub-projects in the pipeline for year 3.

2. The project is supported by financing from the Government of Myanmar, the World Bank and the Government of Italy. During this reporting period, an additional IDA credit of \$400 million was agreed between the World Bank and the Government of Myanmar, while the Governments of Italy and Myanmar agreed to a soft loan of €20 million to scale up the project. In the coming community cycle (scheduled to run from November 2016 through October 2017), the project will expand to cover an additional 20 townships, bringing the total number of project townships to 47, home to an estimated 5.3 million people. By the time the project is scheduled to close in 2021, it is expected to have improved access to basic infrastructure and services in at least 63 rural townships across Myanmar.

3. This annual report covers the government fiscal year 2015/16 (i.e. 1 April 2015 through 31 March 2016). During this time, the project saw the conclusion of the second NCDDP community cycle in nine townships by October 2015, and the start of the third community cycle in November 2015, in which the project expanded from nine to 27 townships (see map 1).

2 Component 1: Community Block Grants

4. Spending for the reporting year for this component was MMK 21.62 billion (\$16.8 million⁴), while cumulative spending from the beginning of the project was MMK 33.4 billion (\$25.9 million), representing 68% of total expenditures on the NCDDP to date (see table 12).

2.1 NCDDP Second Cycle: November 2014 to October 2015 (9 townships)

2.1.1 Sub-Project Completion

5. Nine townships participated in the project's second community cycle, in 2014/15, with 1,727 villages completing a total of 1,812 sub-projects. The number of sub-projects exceeded the number of villages by 5%, mainly because several villages in Lemyethna counted two or more tube wells in their village as separate sub-projects. Tables 1 and 2 below summarize the status of sub-project completion for the nine townships in NCDDP's second community cycle.

³ All \$ figures used in this report refer to US\$.

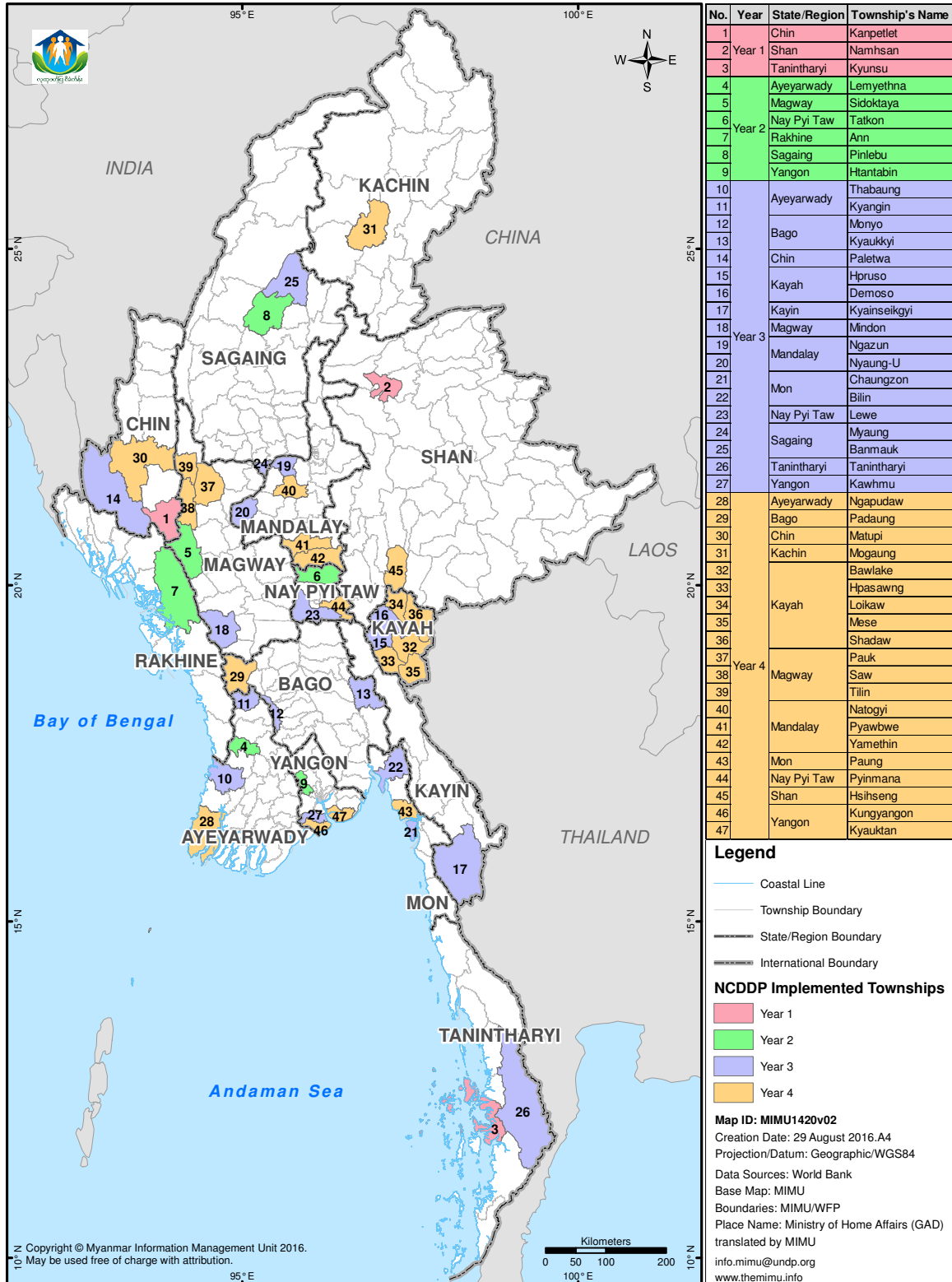
⁴ Myanmar Ministry of Finance official conversion rate at time of reporting: \$1 = MMK 1,285

Map 1: NCCDP Project Areas



Myanmar Information Management Unit

Myanmar National Community Driven Development Project



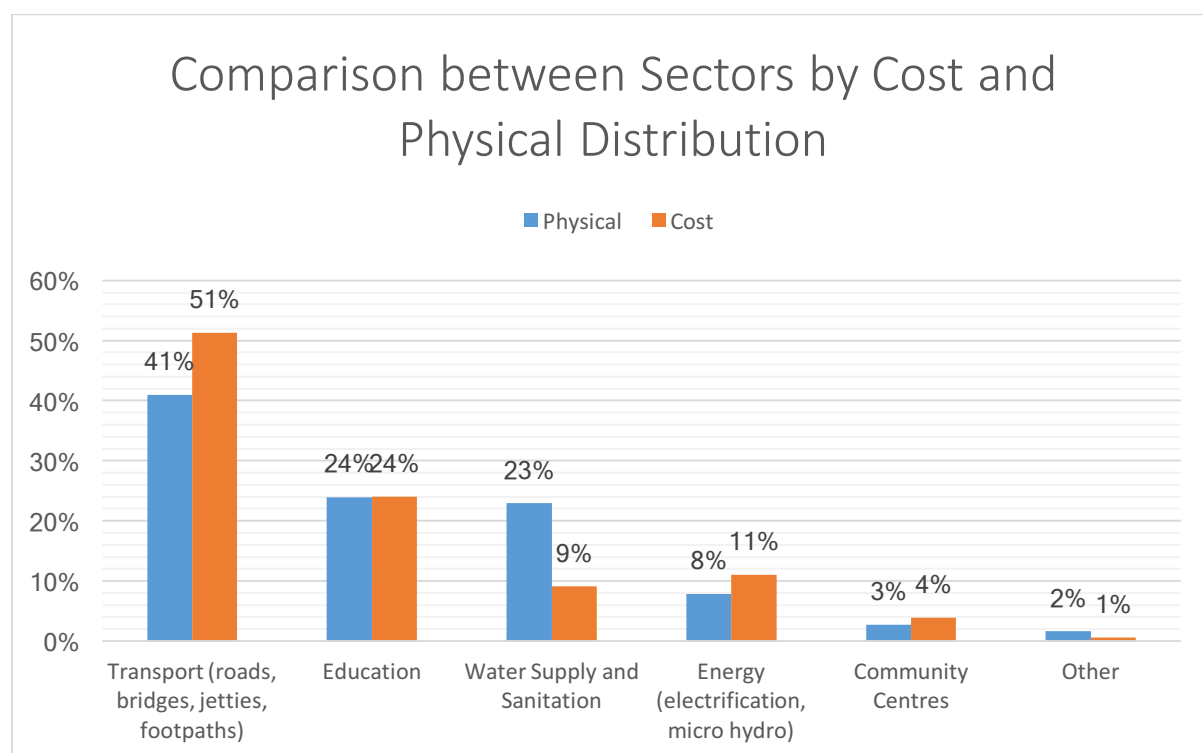
Disclaimer: The names shown and the boundaries used on this map do not imply official endorsement or acceptance by the United Nations.

6. Most popular sectors for subprojects were transport (roads, bridges, jetties), which accounted for 41% of subprojects, followed by education (schools and school facilities) at 24%, and water supply and sanitation at 23% (see figure 1 and table 2 below). The total cost of these sub-projects to NCDDP was MMK 9.55 billion (\$7.43 million), while the community contributed a further MMK 0.845 billion (\$ 0.657 million) on top of this in cash, labour, land and materials.

7. Due to the late mobilization of goods and services in Ann (Rakhine State), Htantabin (Yangon Region) and Tatkon (Nay Pyi Taw Union Territory) townships, subprojects did not start effectively until February 2015. However, all sub-projects were completed by the end of December 2016, with the exception of 18 sub-projects in Ann and Sidoktaya, where severe flooding led to additional delays.

8. In 2015, the four townships of Ann, Sidoktaya, Kanpetlet, and Lemyethna were affected by serious floods that prompted a presidential declaration of emergency. This flooding caused damage to 117 NCDDP sub-projects across these townships. In response to rapid assessments carried out by project staff, DRD released a total of MMK 212.77 million (\$165,580) in supplementary block grants to assist with repair and reconstruction of these sub-projects.

Figure 1: Cost and Physical Distribution of Sub-Projects by Sector



NCCDP Annual Progress Report (April 2015 – March 2016)

Table 1: Sub-Project Completion of 9 townships in Year 2

Township # Villages ->	Kyunsu		Kanpetlet		Namhsan		Pinlebu		Sidoktaya		Lemyethna		Ann		Tatkon		Htantabin		ALL		Distribution
	Approved	Complete	Approved	Completed	Approved	Completed	Approved	Completed	Approved	Completed	Approved	Completed	Approved	Completed	Approved	Completed	Approved	Completed	Approved	Completed	%B
1 Water supply	24	24	10	10	19	18	24	24	13	12	225	225	46	45	22	21	17	17	400	396	22%
2 Sanitation			1	1			6	6			1	1			11	11			19	19	1%
3 Roads / footpaths, bridges, culverts	68	68	24	24	26	24	80	80	39	35	162	162	60	60	65	64	201	201	725	718	39%
4 Jetties	20	20											5	5					25	25	1%
5 Schools	41	41	16	16	26	26	149	149	29	25	22	22	87	85	62	62	5	5	437	431	24%
6 Hydro power	3	3	2	2	22	24	6	6					0	0					33	35	2%
7 Electricity	8	8	24	24	1		10	10	20	20	21	21	17	17	3	3	4	4	108	107	6%
8 Community Centres	1	1	3	3	20	20			22	19			6	6					52	49	3%
9 Health Centre	1	1	1	1	1	3	2	2	1										6	7	0%
10 Library, Market	2	2					8	8							1	1			11	11	1%
11 Fencing	1	1	1	1			1	1											3	3	0%
12 Other	3	3	3	3					2	2	1	1	1	1	1	1			11	11	0%
13 Total	172	172	85	85	115	115	286	286	126	113	432	432	222	219	165	163	227	227	1830	1812	100%

Table 2: Sub-Projects of 9 townships in Year 2 by Sector and Cost

Township # Villages ->	Kyunsu		Kanpetlet		Namhsan		Pinlebu		Sidoktaya		Lemyethna		Ann		Tatkon		Htantabin		ALL		Distribution	Cost	
	Approved	Complete	Approved	Completed	Approved	Completed	Approved	Completed	Approved	Completed	Approved	Completed	Approved	Completed	Approved	Completed	Approved	Completed	Approved	Completed	%		
Transport (roads, bridges, jetties)	88	88	24	24	26	24	80	80	39	35	162	162	65	65	65	64	201	201	750	743	41%	4,903.06	51%
Education	42	42	17	17	26	26	150	150	29	25	22	22	87	85	62	62	5	5	440	434	24%	2,298.30	24%
Water Supply and Sanitation	24	24	11	11	19	18	30	30	13	12	226	226	46	45	33	32	17	17	419	415	23%	867.81	9%
Energy (electrification, micro hydro)	11	11	26	26	23	24	16	16	20	20	21	21	17	17	3	3	4	4	141	142	8%	1,050.01	11%
Community Centres	1	1	3	3	20	20	0	0	22	19	0	0	6	6	0	0	0	0	52	49	3%	373.74	4%
Other	6	6	4	4	1	3	10	10	3	2	1	1	1	1	2	2	0	0	28	29	2%	57.03	1%
Total	172	172	85	85	115	115	286	286	126	113	432	432	222	219	165	163	227	227	1830	1812	100%	9,549.95	100%

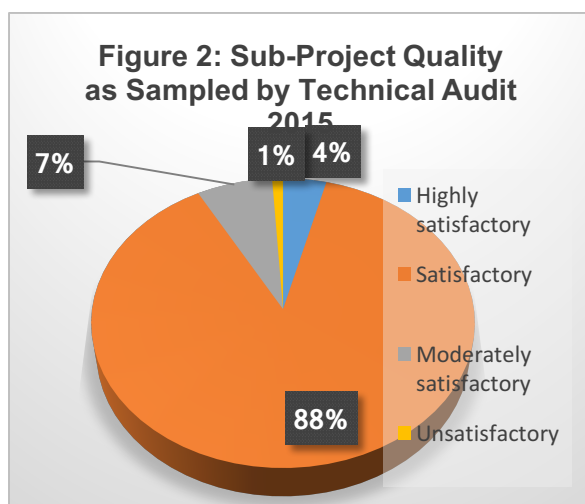
2.1.2 Sub-Project Quality

9. Following an initial technical review of infrastructure quality of subprojects constructed during the first community cycle, DRD in the second community cycle commissioned an independent technical audit to assess infrastructure quality, cost effectiveness and sustainability in the nine townships that had participated in the first two community cycles. From November 2015 to December 2015, an international consultant led an audit team of engineers to complete the first phase of the technical audit, consisting of in-country data collection. Following data analysis, a final report was submitted in April 2016 and made publicly available (the report is available online at <http://cdd.drdmyanmar.org/eng/project-manuals/>). The report has been accepted by DRD as being of high quality and a valuable training resource for future Training of Technical Facilitators (TTF) and infrastructure Training of Trainers (iToT).

10. The audit was based on a representative sample of subprojects completed in the first and second community cycles, using a stratified random sample approach. This yielded a sample of 160 sub-projects distributed between nine main types or strata according to their weighted incidence in the field: road, water supply, school, electricity, community building, bridge, hydropower, jetty, and sanitation. During site visits to the Year 2 sub-projects in Kanpetlet, Namhsan and Kyunsu, the team also reviewed the Year 1 sub-projects in 40 of those villages to evaluate the condition of operations and maintenance (O&M) in the second year. In addition, the audit reviewed 20 non-NCDDP projects to compare technical standards and cost-efficiency.

11. Summary of Findings and Conclusions

- **92 percent of NCDDP sub-projects met or exceeded technical specifications** when evaluating the full package of project preparation, design and implementation. Sub-projects evaluated in nine townships are largely in conformance with the sub-project proposals and NCDDP specifications, with a breakdown as follows: 4% highly satisfactory, 7% moderately satisfactory, 88% satisfactory, 1% unsatisfactory. (See Figure 2).



- Differences in the technical quality among subprojects varied, with 91% of bridges meeting specifications, 79% of water supplies and buildings; 75% of roads and 57% of electrical sub-projects. While these results overall are very strong, they do highlight the need for additional technical training for project facilitators and engineers on electrical sub-projects, and to a lesser extent roads and water supplies.

- **Cost-effectiveness:** NCDDP building, bridge, borehole water supply, earth and gravel road, and solar panel electrification sub-projects were found to be more cost-effective than similar infrastructures constructed by other agencies, including DRD. (The study was unable to find comparable works in macadam road, gravity-fed water schemes, electrical generator and mini-hydro installations). However, NCDDP's concrete road building was found to be slightly less cost effective

than similar works by DRD. However, once taking into account the community contributions that the project has been able to mobilize, the audit found that the NCDDP delivered infrastructure more cost-effectively than other programs across all types of subprojects.

- **Environmental and social safeguards:** the vast majority of village implementation committees and their TFs are completing ECoP and the Social Safeguards Checklist (about 97% of the village files evaluated contained these documents) in accordance with requirements. With regards to land donation, NCDDP policies are being widely followed: 80% of SPs are constructed on existing public lands, and all donated lands were transferred with appropriate documentation in place.
- **Operations and maintenance:** The current condition of the NCDDP infrastructure is good. 30 subprojects from year 1 were evaluated with respect to current conditions, state of maintenance, and ongoing sustainability. 87% of SPs were considered good, with the remaining 13% rated as fair.
- **Sustainability:** the frequency of routine maintenance activities was found to increase as time goes by, i.e. Yr. 1 O&M Committees are more fully participating and performing routine maintenance tasks than Yr. 2 SP Committees. User fees are in place in 18% of villages evaluated, while 23% of villages have an O&M bank account where maintenance funds are held. The majority of villages collect O&M fees on a sporadic basis for specific repairs that require purchase of materials.

2.2 NCDDP Third Community Cycle: November 2015 – October 2016 (27 townships)

Township (State/Region)	Status 9 townships Year 3 to 31/03/16			
	TPIC approved sub-projects	SP Detailed Planning	Construction	
			1 – 50%	51 – 100%
	#	%	#	#
Kanpetlet (Chin)	72	100	9	0
Kyunsu (Thanintharyi)	170	100	155	15
Namhsan (Shan)	116	100	0	0
Lemyethna (Ayeyarwady)	257	100	68	80
Sidoktaya (Magway)	121	89	70	51
Pinlebu (Sagaing)	141	100	108	14
Ann (Rakhine)	121	97	52	12
Tatkon (Nay Pyi Taw)	152	100	34	7
Htantabin (Yangon)	240	100	207	17
Total	1,390		703	196

12. The progress for the old 9 townships in their second and third cycles was smooth. Field implementation started on time in November 2015. The only exception was Namhsan township, which experienced security issues and also suffered a township fire in 2015. By end April 2016, 1,390 sub-projects had been approved by TPIC in the 9 townships, and construction was in progress on 900 sub-projects. 95% of these sub-projects are on track to be completed by the time of Union MSR in September 2016.

13. In Kanpetlet, Namhsan, and Kyunsu, township TA teams had phased out as scheduled following a two year period of on-the-job capacity building for DRD counterparts. DRD has led implementation in these townships, including by promoting well-performing project facilitators to take on responsibilities in procurement, M&E and social accountability. In addition, DRD recruited finance experts and team leaders

based in these townships to support project operations. In 2016, township TA services will phase out in nine additional townships. Based on their experience to date, DRD has

decided to support township implementation through the recruitment of three national program advisers and support from the newly established Regional/ State Offices.

14. Despite best efforts to ensure a timely start to the cycle of the 18 townships entering the project in 2015, delays in the procurement of some critical equipment and of township technical assistance providers led to a late start in these townships, with teams fully mobilized only in late January 2016. However, by March 2016, 11 out of 18 townships had completed community mobilization and training of village tract finance committees, and block grants had been transferred to five of these townships by the target date of end March 2016, as shown in table 4 below. In the face of the late start of activities at the township level, the progress achieved has been a testament to the determination and hard work of township staff from both DRD and the TA teams. To ensure all townships could complete their cycle, DRD extended the cut-off date for completion to end of January 2017.

15. The overall position to end March 2016 is summarized in table 4 below:

Township (State/Region)	Status 18 townships Year 3 to 31/03/2016				
	BG Transferred		VDP		SPs approved by TPIC
	#	%	#	%	#
Kyangin (Ayeeyarwady)	11	37	254	100	23
Thabaung (Ayeeyarwady)	31	46	204	52	77
Kyaukkyi (Bago)	10	29	45	33	0
Moenyo (Bago)	36	97	214	98	0
Paletwa (Chin)	40	41	319	81	0
Demoso (Kayah)	25	96	172	100	102
Hpruso (Kayah)	5	36	116	100	67
Kyainseikgyi (Kayin)	27	53	217	75	0
Thanintharyi (Thanintharyi)	10	53	147	69	63
Banmauk (Sagaing)	47	100	219	100	199
Myaung (Sagaing)	39	81	81	100	63
Mindon (Magway)	8	11	179	100	152
Ngazun (Magway)	41	93	130	82	0
Nyaung U (Mandalay)	70	95	220	100	0
Bilin (Mon)	22	43	217	100	59
Chaungzon (Mon)	43	100	78	100	172
Lewe (Nay Pyi Taw)	31	52	181	69	120
Kawhmu (Yangon)	31	56	132	97	47
Total	527		3,125		1,144

- Staffing in all townships was complete with 5 township TA and 6 DRD positions in each township.

- 12 out of 18 new townships had received approval from the township planning and implementation committee (TPIC) for 1,144 sub-projects. Only six townships had not yet submitted sub-projects to TPIC for approval.

- A sampling of village development plans (VDP) in five townships in March 2016 showed a high degree of completeness, although quality varied. VDP quality for any township in its first implementation cycle is relatively lower than later years, as both the community and facilitators are new to the PRA process.

- Facilities: Work programs and operational finance in several townships were impacted by the late delivery of motorbikes, with complete delivery expected only by mid-May 2016. DRD authorized the rental of motorcycles to make up for this delay. Apart from Paletwa township, all townships have internet connectivity, although in some cases it is slow.

3 Component 2 : Facilitation and Capacity Development

3.1 Capacity Development

16. Following critical feedback raised by participants at the 2015 MSR regarding the content, timeliness and delivery of training, a new training strategy was designed and implemented, with increased focus on village planning skills, PRA methodology, clear session plans, closer alignment of delivery with project implementation cycles, and developing a pool of permanent trainers.

17. During this reporting year, a range of training was delivered successfully by the union training team to nine old townships by November 2015, and to a further 18 new townships from January to March 2016. This reporting period included social audit training (ToF 3) in July/August 2015 for six townships finishing their community cycle, refresher training in November 2015 for nine townships entering the next community cycle, and start-up training in January 2016, followed by ToF and TTF 1 and 2 in February and March 2016 for the 18 new townships entering NCDDP. These trainings were delivered by trainers from the union level, who participated in Training of Trainers (ToT 1/3, iToT 1 – 3) over the reporting period. After receiving the above trainings, township teams then provided training in project planning, financial management, and procurement to an estimated 75,000 village and village tract committee members in 24 townships (excluding three first year townships). A summary of training delivered during the reporting period is given in Table 6 below, while Annex II provides the detailed training plan for Year 3.

Table 6: Main Training Completed April 2015 – March 2016

A.	<p><i>Year 2 townships</i></p> <p><u>Union Level</u></p> <ul style="list-style-type: none"> • Gender (June/July 2015) • Gender monitoring (October 2015) • Second ToT (August 2015) • First and Second Water testing (August, September 2015) • Refresher training nine townships (October 2015) • DRD management training for 18 new townships (October 2015) • MIS / M&E refresher training for nine townships for CFs/FTs in Nay Pyi Taw (November, December 2015) • ToT (50 persons) (November, December 2015)
B.	<p><u>Township level</u></p> <ul style="list-style-type: none"> • Community Management Training (April/May 2015) • ToF 3 for six townships (July – August 2015) • Training/monitoring visits by union teams in grievance, gender, MIS / M&E (ongoing) <p><u>Year 3 townships</u></p> <p><u>Union Level</u></p> <ul style="list-style-type: none"> • Startup training 18 new townships (December 2015-January 2016) • iToT1 (January 2016) <ul style="list-style-type: none"> ○ Topic: rough cost estimates and standard designs; ECoPs and positive/negative list; DRD standard designs • ToT 2 (March 2016) • iToT 2 (March 2016): Five day for DRD infrastructure staff <ul style="list-style-type: none"> ○ Topics: positive/negative list, VDP/VTDP, safeguards, PCR, project quality management plan, O&M plan, design & estimates, checklist and forms • iToT 3 (March 2016): Four day training for DRD infrastructure staff <ul style="list-style-type: none"> ○ Topics: Trainers guide for TTF 3 training, O & M; supervision requirements for sub-projects, QC-culvert, QC-suspension bridge; technical audit, DRR; asbestos awareness.

	<p><u>Township level</u></p> <ul style="list-style-type: none"> • ToF 1 to CFs in 18 new townships (January-February 2016) <ul style="list-style-type: none"> ○ Topics: Mobilisation and Planning - OM, VDP Guide • ToF 2 to CFs in 18 townships (between March and May 2016) <ul style="list-style-type: none"> ○ Topics: Sub-project implementation - Finance, Procurement, Grievance, Safeguards • TTF 2 (between March and May 2016) <ul style="list-style-type: none"> ○ Topics: As for iTOT2, with addition of field visit • TTF 3: 2 days in May 2016 <ul style="list-style-type: none"> ○ As for iTOT3, some topics excluded <p><u>Community Level</u></p> <ul style="list-style-type: none"> • Community Management Training (March 2016)
--	---

3.1.1 Risks, Issues and Next Steps

18. A key challenge during the reporting period was scaling up the union-based training resources to match the increase in numbers of townships. During Year 2, the human resource constraint of insufficient training assistants was met by using experienced CFs from the first three townships. However, this detracted from the field programs of the source CFs, as they were not replaced while being used for training. Therefore, by Year 3, the strategy was updated to recruit a pool of permanent dedicated training assistants to cover the training needs of different geographical clusters. Although the team had increased significantly by the end of the reporting period, including a full time translator, target numbers of qualified dedicated master trainers (3) and assistants (12) to handle 38 cycle 1 and 2 townships in Year 4 had not yet been met.

19. Key upcoming training issues for Year 4 are as follows:

1. Timely start-up of TTA key experts by October 2016

The training plan requires the TTA key experts for the new townships to be in place by October 2016, as an integral part of the training cascade system for Year 4. The Key Experts will participate in TOTs so that they can deliver TOFs in their own townships, replacing the trainer pool model being used this year. A delay in mobilisation of new TTA for the 20 townships entering NCDDP in 2016 would have knock on effects for the training schedule and the implementation of NCDDP for Year 4 in these townships.

2. Leadership of training team

The training unit needs a full-time senior government leader, a role currently led by the procurement unit. In addition, going forward it will be helpful to evaluate the potential of state/region NCDDP offices to support project training activities.

3. Increased infrastructure support

The preparation for iTOT3/TTF3 was much improved from iTOT2/TTF2 with the contracting of an international consultant. However, timely recruitment and training of six national infrastructure and social safeguard assistants for the union level, and 45 persons for the state/region level (15 state/regions x 3 persons) is still required to build on this quality and ensure that staff capacity keeps up with the project's scale-up.

3.2 Grievance Handling Mechanism (GHM)

20. The grievance handling mechanism continues to work well, as evidenced not only by the high resolution rate, but also by the receipt of grievances from a broad range of townships. During the reporting period, 1,358 grievances were submitted, of which 99% were resolved (Table 7).

NCCDP Annual Progress Report (April 2015 – March 2016)

Table 7 : Grievances received by category and township (April 2015 - Mar 2016)													
Township	CORE							CORE SUPPLEMENT					
	# All Types	of Policies & Procedures	Misuse of Funds	Violation of Contract	Improper Intervention	# Core	Core as % of total	General enquiries	Force Majeure	Suggestion / demand	Appreciation	Other	# Core Supp.
Kanpetlet	208	8	0	0	0	8	4%	19	2	145	33	1	200
Kyunsu	76	16	4	0	2	22	29%	9	1	32	12	0	54
Namhsan	33	4	1	0	0	5	15%	4	4	17	0	1	28
Laymyethna	171	20	6	0	0	26	15%	21	1	81	41	0	145
Sidoktaya	190	13	2	1	9	25	13%	28	1	113	15	1	165
Ann	133	16	2	0	4	22	17%	23	2	77	8	0	111
Htantabin	63	8	3	0	2	13	21%	19	0	28	2	0	50
Tatkone	186	10	3	0	5	18	10%	42	5	117	3	1	168
Pinlebu	261	0	1	0	1	2	1%	69	1	151	23	4	259
Kawhmu	1					0	0%					1	1
Paletwa	4	1				1	25%		1	1		1	3
Tanintharyi	1					0	0%		1				1
Myaung	0					0	0%						0
Banmauk	2					0	0%	1		1			2
Thabaung	4					0	0%	2		1	1		4
Kyangin	0					0	0%						0
Mindon	0					0	0%						0
Lewe	6					0	0%	1	1	3		1	6
Ngazun	0					0	0%						0
Nyaung U	2				1	1	50%					1	1
Moenyio	5					0	0%	1		2		2	5
Chaugzong	0					0	0%						0
Hpruso	0					0	0%						0
Demoso	7	1				1	14%			4		2	6
Kyainqseiqvii	0					0	0%						0
Kyaukvii	1					0	0%				1		1
Union	4	0	0	0	0	0	0%			4			4
Total for Year	1358	97	22	1	24	144	11%	239	20	777	139	16	1214

Table 8: Cumulative grievances received and resolved (Jan 2014 – March 2016)

Township	Cycle 1	Cycle 2	Cycle 3 to 31/03/16	Cumulative to 31/03/16	Total Grievances Resolved	(%)	Remarks
Kanpetlet	159	218	107	484	484	100%	
Kyunsu	79	73	8	160	160	100%	
Namhsan	80	60	62	202	202	100%	
Lemyethna		180	13	193	193	100%	
Sidoktaya		181	15	196	196	100%	
Ann		116	17	133	133	100%	
Htantabin		62	4	66	66	100%	
Tatkon		130	64	194	187	90%	7 cases are being resolved
Pinlebu		241	24	265	266	100%	
Kawhmu			1	1	1	100%	
Paletwa			4	4	3	75%	1 case is being resolved
Tanintharyi			1	1	1	100%	
Myaung			0	0	0	-	
Banmauk			2	2	2	100%	
Thabaung			4	4	4	100%	
Kyangin			0	0	0	-	
Mindon			0	0	0	-	
Lewe			6	6	6	100%	
Ngazun			0	0	0		
Nyaung U			2	2	2	100%	
Monyo			5	5	5	100%	
Chaugzong			0	0	0	-	
Bilin			0	0	0	-	
Hpruso			0	0	0	-	
Demoso			7	7	3	43%	4 cases in process of resolution.
Kyainseikgyi			0	0	0	-	
Kyaukkyi			1	1	1	100%	
Union	3	1	0	4	4	100%	
Cumulative Total	321	1,262	347	1,930	1,919	99%	12 cases being resolved

21. From January 2014 to end March 2016, a cumulative 1,930 grievances have been submitted, of which 1,919 (99%) were resolved (Table 7). Since the 18 new townships had only become active in the last quarter of the reporting period, the number of grievances is predictably low for this group, and can be expected to rise in the two following quarters.

22. Table 6 shows the breakdown between core (violation of policies or contracts, misuse of funds etc.) and non-core grievances (enquiries, suggestions, expressions of

appreciation etc.). Core grievances (144) formed only 11% of total grievances (1,358). This shows that true grievances are a small part of GHM submissions, and confirms the appropriateness of the Myanmar translation of the GHM as “feedback, suggestions, complaints and response system”. Five out of the nine townships had a similar range of core grievances (18 – 26#), while three had eight or less. Thus there was no clear standout in terms of complaints, and all had 100% rates of resolution.

3.2.1 Activities during reporting period

23. Main activities of the grievance team throughout the year were: (1) Continued investigation and resolution of ongoing sensitive grievance cases; (2) Receipt, processing of and investigation of 1,605 grievances; (3) Preparation of GHM materials, including revision of relevant grievance handling sections in Operations Manual following the 2015 MSR; (4) Provision of capacity building through structured courses (e.g. parallel sessions in Start-Up training) and township visits; and (5) Submission of four quarterly reports to DRD management.

24. The main delivery mechanism of grievances was by hand via CFs from village suggestion boxes to the township grievance focal person; less frequent methods were by direct phone to grievance hotlines at township or union level. Grievance feedback committees at the village tract level are largely bypassed, as most grievances are either carried from the village to township offices by CFs, or conveyed personally to the township grievance focal, especially where facilitators themselves may be the subject of the grievance. Grievances received were entered in the township MIS by the M&E officer or grievance focal person to ensure follow-up and resolution status. Grievances coming direct to the union level were entered into the MIS by the union-level grievance team.

3.2.2 Capacity Building

25. The following capacity building activities were undertaken:

- Comprehensive training in grievance management topics, including the NCDDP Code of Conduct, social accountability and communications. Grievance management training, based on relevant sections in the Operations Manual, was included in all CDD training modules and events.
- Regular periodic visits of the UTA Grievance Handling Expert to all townships to give training, conduct awareness raising and receive feedback from CF's, village grievance focal persons and villagers.
- Conducted refresher training as part of a social accountability assessment in Sidoktaya, Tatkon, Ann and Pinlebu townships during November, December 2015 and January 2016.
- Provided input on GHM concept for TOT to grievance focal and township counterpart.

3.2.3 Grievance Infrastructure

26. During the reporting period, the following six GHM indicators were fully completed for nine townships: (1) number of villages that have received GHM information; (2) number of villages with assigned grievance focal point; (3) number of villages with signed Code of Conduct; (4) number of villages with suggestion box; (5) number of village committees which have received grievance management training; and (6) number of villages with grievance information material. An important target for the GHM during the next two quarters is to ensure that the six main components indicators of grievance infrastructure are complete for the 18 new townships.

3.2.4 Materials

27. The grievance redress pamphlet, GHM and Code of Conduct posters and booklets were all revised during the last quarter of this reporting period, and updated materials will be distributed by the communication unit in the next quarter. To further enhance the visibility of the GHM, it is planned to provide additional materials, including grievance handbook, brochure and phone number stickers for communities as part of the 2016/17 community cycle.

3.2.5 Staffing

28. Three staff joined the GHM unit in December 2015, giving a total of seven grievance staff, balanced by gender. As grievances from the new 18 townships can be expected to grow significantly over the next two quarters, replacement of the union TA grievance expert, who sadly passed away in February 2016, is an urgent priority for the GHM unit, in order to avoid a backlog of cases accumulating.

3.2.6 Areas which need to be strengthened in Year 4

29. The areas which need to be reinforced and discussed are:

- To nominate a trusted replacement for the village level grievance focal person in case one is needed.
- To disseminate more information to the village grievance focal person to ensure they are fully aware of their roles in project.
- To provide additional suggestion boxes for the larger villages, and complete production of IEC materials.
- To ensure that committees and villagers are fully familiar with their respective accountability.
- To ensure that Village/ Tract committees are fully aware of the project's code of conduct and sign the agreement.
- Improve entry of grievances into the MIS system.
- Ensure full set of IEC materials.
- Maintain timeliness of grievance resolutions at a time of geographic scale up.

30. Conclusions: the grievance handling mechanism follows a modality already well established in other CDD programs globally, but for citizens of poor and remote villages to be allowed and encouraged to express their opinion freely is a significant departure from the past in Myanmar. Taking this into account, the GHM continues to deliver important benefits in Year 3, and is well appreciated by the target community and wider stakeholders, with various areas for operational improvement and community understanding going forward.

3.3 Expansion into Conflict Affected Areas

31. Of the 27 townships in NCDDP's current third cycle, the following eight are affected by conflict in varying degrees: Kyaukkyi, Kyainseikgyi, Namhsan, Thanintaryi, Bilin, Paletwa, Hpruso and Demoso. Some ethnic armed organizations (EAOs) have allowed and supported NCDDP implementation in village tracts under their administration, while others (KNU in Kyaukkyi and Thanintaryi) have refused NCDDP access to certain village tracts, including to protect project staff from the danger of landmines. In Namhsan, all village tracts are accessible but sporadic fighting in several project villages has slowed down project progress. The fourth NCDDP Cycle 2016/17 will involve further conflict affected townships in Kayah and Kachin states.

32. In order to engage with the relevant ethnic organizations and manage risks to staff and target communities, the project has undertaken various initiatives including: (a) upstream risk assessments, with area specific guidelines for managing NCDDP under various levels of conflict/security; (b) proactive and ongoing engagement with ethnic civil society and ethnic armed organizations; (c) increased union level supervision visits; (d) flexible implementation arrangements; (e) increased attention to security arrangements; and (f) conflict sensitivity training for staff.

3.4 Technical Assistance

3.4.1 Union Level

33. DRD continues to draw on technical assistance at both the union and township level in specific areas to support effective project implementation. At the union level, this includes a team of six national and international experts providing support on financial management, procurement, training, monitoring and evaluation, and the operation of the grievance handling mechanism. Additional expertise for specific operational tasks is mobilized as needed as reflected in the project's procurement plan.

34. During this reporting year, technical assistance to DRD at Union level comprised: (a) the Union Technical Assistance (UTA) group of 6 international experts (team leader, finance, procurement, training, M&E) and 1 national expert (grievance); and (b) individual national experts in the areas of communications, gender, finance, procurement and M&E. During this reporting year, new training and finance Experts joined the UTA team.

3.4.2 Township level

35. At the township level, technical assistance continues to be provided to DRD offices in the implementation of the NCDDP by a mix of domestic and international partners, comprising both NGOs and private firms. These technical assistance arrangements have created new working partnerships between local government officials and NGOs. While challenging at times, especially in the first months of working together, these partnerships have been broadly successful, enabling the project to deliver quickly in a rapidly growing number of townships, with technical assistance partners responsible for the recruitment and supervision of the project's facilitators in the first two years in each township, before handing these responsibilities over to DRD.

36. In the most recent township technical assistance contracts, DRD decided to discontinue the position of infrastructure expert. This omission has created bottlenecks at the township level, with DRD engineers struggling to keep up with the design and supervision of the large number of subprojects in a given township, and with formal training of the TFs, an important part of the former infrastructure expert's duty. To address these bottlenecks, DRD management has decided to make additional experienced infrastructure specialists available to townships through the new State and Regional NCDDP offices, described below.

4 Component 3: Knowledge and Learning

4.1 Review of Performance Against Result Matrix Indicators

Table 9: Summary of Results Matrix Indicators to end March 2016

1	Development Objective Indicators		Yr. 1 2013/4	Yr. 2 2014/5	Yr. 3 2015/6	Target (Nov 2021)
	1.1	Direct project beneficiaries: by year	227,000 (3 tns)	669,570 (6 tns)	2,186,415 (18 tns)	4,000,000
		Cumulative	227,000 (3 tns)	896,570 (9 tns)	3,082,986 (27 tns)	
	1.2	% female beneficiaries		51%	51.5%	50%
	1.3	# persons having access to and use of project-built infrastructure and services ⁽¹⁾	204,527	621,361	2,042,112	4,000,000
	1.4	% households in project villages participating in planning, decision-making, and implementation of sub-projects ⁽²⁾	56%	58% ⁽³⁾	65 %	50%
		Kyunsu	41%	50%	57%	
		Kanpetlet	100%	66%	72%	
		Namshan	79%	49%	80%	
		Pinlebu		88%	77%	
		Sidoktaya		86%	64%	
		Lemyethna		69%	57%	
		Ann		51%	68%	
		Tatkon		50%	57%	
		Htantabin		50%	50%	
		Banmauk			79%	
		Bilin			58%	
		Chaungzon			52%	
		Demoso			70%	
		Hpruso			77%	
		Kawhmu			82%	
		Kyainseikgyi			data n.a	
		Kyangin			66%	
		Kyaukkyi			65%	
		Lewe			65%	
		Mindon			64%	
		Monyo			71%	
		Myaung			61%	
		Ngazun			56%	
		Nyaung U			58%	
		Paletwa			data n.a	
		Thabaung			58%	
		Thaninthayi			61%	
	1.5	% community members satisfied with the project	90%	78.8%	n.a	80%

NCCDP Annual Progress Report (April 2015 – March 2016)

1.6	Employment / wages (3)			
1.6.1	CFA Participation • Total CFA labour paid out • Total # of labour days provided • CFA payments as % of BG • % sub-projects with CFA as main source of labour		• MMK 1.46 bill. (\$1.14 m) • 325,400 • 15% • 70%	n.a
1.6.2	Contractor labour • Total wages paid by contractors • Total # of labour days provided	data unreliable /incomplete	• MMK 0.93 bn (\$0.7 m) • 207,248	n.a
1.6.3	Combined CFA + contractor labour • Total paid labour (CFA + contractor) • Total # of labour days provided	data unreliable /incomplete	• MMK 2.39 bn (\$1.14 m) • 532,642	n.a
1.6.4	Community contribution (cash, labour, materials)	data unreliable /incomplete	• MMK 0.845 bn (\$ 0.657 million)	n.a

Notes: 1) Direct project beneficiaries discounted by estimated number of community members not benefitting from school projects (30% of village population x proportion of schools sub-projects in townships) 2) HH attending VDP meeting as % of total village HH 3) These indicators are not formally included as part of the Results Matrix, as there was insufficient information to set targets at the time of RM formulation.

2 Intermediate Results Indicators		2014/5	2015/6	2016/7	Target (Nov 2021)
2.1	#Type of rural infrastructure built by year	357	1,812	1,224 ⁽⁴⁾	
	cumulative	357	2,169	3,393	40,000
	Transport (roads, jetties, bridges)	126	743	n.a	
	Education	118	434	n.a	
	Water and sanitation	69	415	n.a	
	Electrification	26	142	n.a	
	Community facilities ⁽³⁾	15	49	n.a	
	Other	3	29	n.a	
2.2	% of sub-projects evaluated as high priority by communities	Not yet evaluated	Not yet evaluated	Not yet evaluated	90%
2.3	% of sub-projects evaluated independently meeting project operations manual technical and safeguard specifications	85%	92% ⁽⁵⁾	n.a	85%
2.4	# of Government officials using their new skills in project management, engineering, planning	48	115	234	500
2.5	# of community members using their new skills in project planning, financial management, and procurement ⁽⁶⁾	4,731	19,160	57,903	300,000
2.6	# of internal cross-township learning exchanges	2	4	1	20
2.7	Annual Multi-Stakeholder Review conducted	1	1		8
2.8	% grievances registered, related to delivery of project benefits, that are addressed	99	98.5%		85%
	Core	98%	98%	99%	
	Core supplement	99%	99%	99%	
2.9	# grievances related to delivery of project benefits, that are addressed	321	1,262	347	(7)
	Core	n.a	162	20	

		Core supplement	n.a	1,100	327	
2.10		% of annual significant financial audit findings addressed (misuse of funds, non-compliance with procedures)	100%	100%		95%

Notes: 4) Only 17 sub-projects had come to project completion stage by end March. However, a further 3498 were already in the pipeline in terms of VDP planning and TPIC approval. 5) 4% of the SPs were rated highly satisfactory, 88% satisfactory, 7% moderately satisfactory and 1% (2 SP) highly unsatisfactory; 92% excludes categories of moderately satisfactory (7%) and unsatisfactory (1%), as some or all of the technical and safeguard specs were not met in these categories. 6) Assumes full number of committee members of cycle 1 townships, and 50% of previous cycles' committee members are new trainees in any year. (7) No target set.

A. Comments on Indicator Performance

A. Project Development Objective Level

- **Indicator One:** “Number of persons having access to and use of project built infrastructure and services”: to have “access to” and “use of” means to have the right to use something, whether it is actually utilized or not. Since NCDDP is designed to provide communally owned infrastructure to all inhabitants, regardless of ethnicity, religion, political persuasion etc., this indicator is very close to the total village population. The ratio of women to men continues to be around 51%.
- **Indicator Two:** “Percent of households in project villages participating in planning, decision-making, and implementation of subproject”. By end of March 2016, 25 out of 27 townships (exceptions were Kyainseikgyi and Paletwa) had recorded attendance at the VDP, with a range from 50% in Htantabin to 82% in Kawhmu, and an overall average of 65%. This is higher than both previous years, and indicates that most villages met the 50% quorum required to hold a major meeting.
- **Indicator Three:** “Percent of community members satisfied with the project”. Satisfaction rates from Social Audits of 9 townships in Yr. 2 was an average 78%, although there was significant variation between townships (See Annex III).

B. Intermediate Results

- **Component One, Indicator One:** “Number and type of rural infrastructure built”. 1,821 projects were completed by 9 townships with cycle ending September 2015 (due to floods in Pinlebu, Ann and Sidoktaya, some sub-projects were only finished by end January 2016). With an additional 18 new townships given start-up training in December 2015 and January 2016, the number of sub-projects either planned (3,115) or under construction (800) by end March 2016 for 27 townships was 3,515, giving a cumulative indicator of 5,693. Transport (roads, bridges, jetties) continues to be the main sector at around 41%, followed by schools (24%) and water supply (23%).
- **Component One, Indicator Three:** “Percentage of sub-projects evaluated independently meeting project operations manual technical and safeguard specifications”: 4% of the SPs were rate highly satisfactory, 88% satisfactory, 7% moderately satisfactory, and only 1% were highly unsatisfactory. Differences in the technical quality amongst SPs as measured by frequency of meeting specifications varied as follows: a) bridges 91% b) water supply and building SPs 79% c) road 75% d) electrical schemes: 57%. These figures indicate a) clear room for improvement in the quality of road construction and b) the need for greater technical experience on the part of TFs and township DRD in the area of electrification.
- **Component Two, Indicator One:** “Number of government officials using their new skills in project management, engineering, planning”: Cumulatively to end of this period, an estimated 234 DRD CDD staff have received training. An additional 135 non CDD staff of DRD were trained in the TOT100 program. However, a formal methodology to assess staff capacity and skills performance is still to be developed. Informally, the capacity of DRD to manage NCDDP without TTA can be observed in the performance of the three townships of Kanpetlet, Kyunsu and Namhsan.
- **Component Two, Indicator Two:** “Number of community members using their new skills in project planning, financial management, and procurement”: By end of this period, an estimated 80,667 villagers had received community management training as committee members and gone on to apply these skills in planning, procurement and management of sub-projects. Based on

observations from NCDDP first and second cycle, the calculation assumes that 50% of each year's committee members continue in the following year, thus should not be counted as new. The percentage of women's participation in committees is higher (approx. 65%) than the overall population breakdown (approx. 51%), although heads of committees in the 9 townships were still preponderantly male, before the current Operations Manual was modified in October 2015 to mandate that every committee must have a male and female chair.

- **Component Four, Indicator One:** *"Percentage of project grievances resolved"*. Performance on this indicator continues to be impressive: from 2014 to end of the reporting year, a cumulative 1930 grievances have been submitted, with an overall 98.5% resolution rate, and 29% of grievances from women. During this reporting year, 1,605 grievances were submitted with a 98.5% resolution rate.

4.2 Social Audits

37. Social audit meetings represent the culmination of the community cycle, providing beneficiary communities and their committees with an opportunity to voice for their feedback and approval rating regarding the process and the results of their sub-project. They are held after completion of construction and final inspection of the village's sub-project. This feedback is analyzed into three broad categories of 1) what worked well 2) what did not work so well and 3) suggestions/recommendations for improvements. Community and committee members vote separately using secret ballot to score their satisfaction level with the project, in categories of 1) very satisfied/excellent; 2) satisfied/good; 3) acceptable/average; and 4) not acceptable/needs improvement. A summary of this feedback, together with the satisfaction scores, is presented at the township MSR, and becomes in turn an important component of feedback to the union MSR and subsequent updating of the Operations Manual.

38. The social audits of the nine second cycle townships were carried out mostly between May and August 2015. Annex III provides more detail by township regarding the scoring of satisfaction on result and process by committee and community, as well as the lessons learned.

Satisfaction scores

39. Table 10 below provides a summary of the satisfaction scores, which highlights differences between townships. Kyunsu and Kanpetlet's ratings for both process and result were significantly lower than the seven other townships, but both very similar to their scores in their first year. Since neither field performance nor results in either township were demonstrably less successful than other townships in Year 1 or 2 (in terms of completion or participation rates, or technical quality), these lower ratings may reflect that these communities are more vocal and forthright in expressing their views, do not give praise so easily or have higher expectations. In contrast, the percentage of both committee members and community giving 4 stars (very satisfied) was 89% or above in Pinlebu, Lemyethna, Ann and Tatkon; Sidoktaya was lower at 79% for process and 72% for results, as sub-projects in several villages were delayed or cancelled due to flooding, while Htantabin at 82% was strongly affected by the late mobilization of the township TA team.

40. In general, there was no significant divergence between scores for result and process, except for Kyunsu, where 4 stars were given for results by 68% of community and 73% of committee members, compared with 61% and 57% respectively for process. A similar divergence between process and results happened in Yr. 1 in Namhsan, where 79% and 84% of community and committee were very satisfied with results, compared with 7% and 3% respectively for process. A more detailed analysis of trends, data patterns and causes behind these scores, such as reasons for differences between community and

committee perceptions, was not done at township level in the Year 2 reports, as the level of analysis was not yet built into the social audit and MSR reporting process. Greater depth of analysis into data patterns and causal factors is expected to be available for the Year 3 social audit reports, as newly introduced village level social audit summaries are analyzed.

Table 10: Summary of Satisfaction Scores from Social Audits of Nine Townships

Township	Process									Result								
	Committee				Community					Committee				Community				
	% of voters by star category				% of voters by star category					% of voters by star category				% of voters by star category				
		4★	3★	2★	1★	4★	3★	2★	1★	4★	3★	2★	1★	4★	3★	2★	1★	
1	Kanpetlet	61	35	4	2	54	39	5	0.5	62	34	3	0.3	50	42	6	0.8	
		Even though 4 stars was still the majority ranking, Kanpetlet had the lowest satisfaction rates for both Committee and Community, except for Kyunsu (Only 61% and 62% gave four stars for process and result respectively). Only Kyunsu recorded lower number of votes in four-star category. These scores were very similar to Year 1, and do not necessarily indicate that Kanpetlet's field program was badly conducted. However, we know from the high number of grievances that the people of this area are vocal, and not afraid to speak their mind.																
2	Namhsan	90	8	1	0.2	88	10	1.4	0.9	90	9	1	0.4	89	9	1.1	0.6	
		Namhsan recorded the joint second highest number of votes in the four-star category (90%), together with Lemyethna. Despite setbacks from fire and security issues, Namhsan had a good field team in 2015, as did Lemyethna.																
3	Kyunsu	57	34	7	3	61	30	7	3	73	23	2.2	1.6	68	25	5	2	
		Lowest number of votes in the four-star category, for both process and results. In other indicators such as GHM, Kyunsu did not appear to have major complaints or dissatisfaction with the project, but the number of both committee and community giving four stars was at a similar low level in Year 1 (66%, 64%).																
4	Pinlebu	94	5	1	0	94	6	1	0.1	95	4	0.3	0.03	95	4	0.7	0.3	
		Pinlebu recorded the highest satisfaction levels of all townships (94-5%), for both process and result, committee and community.																
5	Laymyethnar	90	8.4	1.2	0.4	87	10	2	1	90	8	1.2	0.8	87	9	3	1	
		Lemyethna recorded the joint second highest number of votes in the four-star category (90%), together with Namhsan.																
6	Ann	89	8	2	1	85	11	3	1	90	8	1.7	0.3	87	10	2	1	
		Ann shared third place with Tatkon for number of votes in the four-star category for Process (90%), and a little below Tatkon for Results (90, 94%). Community satisfaction rates were marginally lower than that of Committee.																
7	Sidoktaya	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	79	4	4	1	72	19	7	2	
		Sidoktaya did not report its scores for Process in their S.A report. Scores for Result were lower than other first cycle townships, mainly because Sidoktaya was hit by heavy rain and flooding.																
8	Htantabin	82	14	3	1	81	15	3	1	82	15	3	0	82	13	3	2	
		Htantabin had the lowest 4 star scores amongst the six first cycle townships. This was partly because it was the last of 6 townships to mobilize TTA, and continued to suffer from delays and associated quality problems due to this.																
9	Tatkon	89	6	3	2	83	16	1.5	0.5	94	2	3	1	89	10	0.7	0.3	
		Although Tatkon was almost as late in mobilizing as Htantabin, voting in the 4-star category was on the same order of magnitude as Ann and Lemyethna.																

Legend: 4★ = very satisfied/excellent; 3★ = satisfied/good; 2★ = Acceptable /average ; 1★ = not acceptable /needs improvement

41. Lessons Learned: besides the above aggregation of satisfaction scores from each village, township social audit reports attempted to summarize key lessons learned under categories of “What Worked Well” and “What Did Not Work Well”, accompanied by recommendations and suggestions. These in turn informed the union-level multi-stakeholder review and the updating of the project’s Operations Manual as part of the NCDDP’s commitment to learning from experience and adapting over time (Annex III).

4.2.1 Next Steps

42. Given the extended timeline for completing subprojects in Year 3 (until 31 January 2017), DRD agreed that social audits would be carried out on a rolling basis as villages complete their subprojects. In addition, township-level multi-stakeholder reviews could be held once two-thirds of the social audits in a given township have been completed. This should allow a sufficient number of township level multi-stakeholder reviews to be carried out to inform the union-level MSR.

4.3 Union Level Multi-Stakeholder Review (UMSR)

43. The UMSR represents the apex of the NCDDP project cycle. It aims to summarize project progress and identify final lessons learned during the cycle and future directions, recognize outstanding performance among beneficiary communities. Participants include a wide range of stakeholders in the project, from community beneficiaries through to project staff at township and Union level, representatives from other government ministries members of including relevant project.

44. The Second Annual Union-Level Multi-Stakeholder Review (union MSR) for the NCDDP was held in Nay Pyi Taw over two days at the end of August 2015. The event was opened by the Vice President of the Union of Myanmar, U Nyan Tun, and the World Bank Country Manager, Mr Abdoulaye Seck. The two-day event attracted over 470 participants, including representatives of communities in NCDDP townships, as well as key Union ministers and deputy ministers, State and Regional Ministers, Members of Parliament, officials from line ministries and departments at the union, state and township level, international and local non-governmental organizations, development partners and media.

45. Immediately preceding the union MSR, the Department of Rural Development (DRD) also organized internal meetings to facilitate learning and exchanges between 530 project staff across the project townships. Key findings and outcomes from union MSR are presented in Annex I and included :

- nearly 700,000 people have access to and use of the project-built infrastructure and services;
- almost two third of households in the project villages are participating in planning, decision-making and implementation of subprojects;
- around 75% of the community members in the six townships, which had already held township MSRs, reported that they were satisfied with the implementation process and subproject results.
- participants confirmed that the project’s simplification of forms and paperwork following the 2014 MSR had been successful;
- several discussions highlighted the need for better training in terms of content, timing and delivery;
- a discussion on operational challenges, including around conflict and disaster risk.

Day 1

46. At the end of the facilitator forum, each group presented the key achievements from the last cycle and specific suggestions to update the existing Operations Manual (OM) for the next cycle. Some key issues that came out from the group discussions included:

- The size of the block grant allocated to each village was sometimes too small to implement the required design for subprojects;
- All actors involved in the project should get more training and capacity building, including refresher training for the experienced townships;
- Specific actions or consequences in regard to the misuse of funds or corruption should be clearly stated in the OM;
- The committee members need more specific guidelines, particularly for procurement and financial management.

47. Union DRD and representatives from nine townships presented the highlights of the second year project activities and shared some lessons learned. Some emerging lessons from their second year activities included:

- Continued active participation by communities and high satisfaction rates, as confirmed in social audits and township multi-stakeholder reviews;
- High quality infrastructure and robust community processes, as demonstrated by technical audit, financial audit, and grievance handling mechanism;
- Importance of ensuring timely start of the community cycle to allow sufficient time for training (of facilitators and communities) and planning and implementation at the community level;
- Emphasizing core NCDDP concepts from the beginning of the project cycle so that everybody understands and follows the processes and rules laid out in the Operations Manual and the area specific guidelines.
- The project achievements, processes, and guidelines should be better communicated to the villagers through posters and translated materials in their local ethnic languages.

Day 2

48. On the second day of the union-level MSR, breakout sessions were held in the morning and afternoon for six thematic areas: (1) gender; (2) conflict and CDD; (3) infrastructure and O&M; (4) grievance and social accountability; (5) disaster and emergency response; and (6) village development planning. In each breakout session, participants shared their experiences, identified challenges in relation to the thematic area, and provided suggestions for improvement.

49. Some key suggestions for the next cycle shared by the breakout sessions included:

- Gender: 1) improve women's participation through strengthening training, gender analysis, and women oriented capacity building; 2) collect more gender specific data; and 3) coordinate with other line ministries to meet women's needs.
- Conflict and CDD: 1) ensure security for field staff; 2) take local context and traditions into consideration; 3) encourage women and ethnic groups for leadership positions.
- Infrastructure and O&M: 1) select subprojects based on the Village Development Plans (VDPs); 2) provide training to communities on the O&M plan.
- Grievance and Social Accountability: 1) clarify the consequences of breaking the code of conduct by the committee members (e.g. replacement); 2) translate all communications materials in local ethnic languages; and 4) use radio and TV programs as well as mobile applications.
- Disaster and Emergency Response and CDD: 1) build resilience and preparedness through training and capacity building; 2) develop a disaster risk reduction and preparedness plan; 3) need contingency plans and funds.
- Village Development Planning: 1) develop a more comprehensive and holistic VDP; 2) coordinate development plans between the Village Tact Project Support Committee and the Village Tract Development Support Committee.

4.3.1 Next Steps

50. As was the case with the UMSR 2014, UMSR 2015 was successful in terms of hosting and organizing an apex review meeting, and of solicitation of multi-stakeholder feedback. However, in view of the large increase from 9 to 27 townships in Year 3, consideration must be given to other modalities for the coming UMSR in mid-September 2016, such as dividing the MSR into 2 sessions (e.g. earlier and later finishing townships), and hiving off the Facilitator Forums into a separate occasion before the first MSR. For the latter, DRD is planning to organize two CF fora and one TF forum, to provide facilitators an opportunity to engage with and learn from one another, and select representatives to participate in the union MSR.

4.4 Cross township visits

51. Cross townships visits are a powerful tool for peer-to-peer learning, complementing classroom type training with real world exposure. Participants in exchange visits include selected members of village committees and communities, DRD township staff and facilitators.

52. Exchange visits were arranged under the following categories during this reporting period: 1) Visits by township staff from six Year 2 townships to the social audits of the first three townships (July 2015) 2) Visits of selected community members of Year 2 townships to first three townships (September / October 2015) 3) exchange of DRD from 18 new townships to nine Year 2 townships (January 2016). After the SA and community visits in 2015, discussions were held in township groups regarding lessons learned, and brief reports made. Similar Social Audit exchange visits for 18 Year 3 townships to nine old townships will be arranged during June/July 2016.

5 Component 4: Implementation Support

5.1 Staffing and Management

5.1.1 Staffing

A. Union Level

53. The NCDDP is implemented by the Department of Rural Development (DRD), with a union level NCDDP secretariat overseeing implementation. By the end of March 2016, the union NCDDP secretariat (Annex V) had two Deputy Director Generals serving as Project Director and Deputy Project Director, two Directors serving as Project and Procurement Managers, a Deputy Director in charge of project operations, and two Deputy Directors in charge of financial management. This management group was assisted by 63 staff members as well as by national and international consultants providing specialized support on procurement, financial management, monitoring and evaluation, and training as described under component 2 above. The union level secretariat convenes quarterly meetings that bring together township team leaders at the union level to review and resolve ongoing implementation issues.

54. During the reporting period, as part of a broader government reorganization, DRD's line ministry, the Ministry of Livestock, Fisheries and Rural Development, was merged with the Ministry of Agriculture and Irrigation, to create a new Ministry of Agriculture, Livestock and Irrigation. This reorganization did not impact the staffing or day-to-day operations of DRD, and project implementation was not affected.

B. State/Region Level

55. As the project expands to additional townships, DRD has decided to create NCDDP offices at the State and Region level to ensure effective implementation. These offices would provide support to township offices on infrastructure, monitoring and evaluation and operational support, and would aggregate reporting and carry out supervision activities to streamline operations at the union level. These offices would also seek to engage State and Regional governments in the implementation of the NCDDP.

C. Township Level

56. At the township level, township DRD offices support implementation. Given the additional work required, DRD provides additional staffing to its offices in NCDDP townships. Moreover, DRD recruits township-level technical assistance to provide capacity building in key areas, as described in component 2 above. Staffing tables as of March 2016 are provided in Annex V.

57. During this year, DRD township offices were all equipped with an NCDDP dedicated team of six staff, including a team leader. These numbers were maintained consistently for most of the 27 townships during Year 2 and 3. Some townships requested additional support in the area of infrastructure, since the new township TA contracts no longer provided a dedicated infrastructure expert.

5.1.2 Management and Supervision

58. Quarterly meetings held in NPT are an important opportunity for township DRD staff and technical assistance teams to review progress and discuss implementation issues and need for support with union project management. During the first and second project cycles participants included full township teams of DRD staff and township key experts, but with township numbers increased to 27 in the third cycle, participants are generally limited to DRD Heads and TA Team Leaders, together with International CDD Experts, National Program Advisers and management of TA provider organizations.

59. During this reporting period, three quarterly meetings were held. The quarterly meeting scheduled for September 2015 was replaced by the MSR, and the last meeting for all 27 townships was held in March 2016. A table of milestones and workplan for Year 3 (2016/7) is provided in Table 11 below.

60. During this period, the World Bank fielded three implementation support missions: in May 2015 (ISM 7), September 2015 (ISM 8) and January 2016 (ISM 9).

5.2 Financial Management

5.2.1 Additional Financing

61. In addition to increased financing from the Government budget, a concessional IDA \$400 million additional financing credit was agreed between the World Bank and the Government of Myanmar in June 2015 to support the scale up of the project. At the same time, the project was also able to attract additional donor support, with a €20 million soft loan by the Italian government becoming effective in December 2015, and a grant from the Japanese Social Development Fund agreed in principle in June 2015. This provides a collective financing envelope of \$554 million to cover at least 63 townships through October 2021.

5.2.2 Receipts and Expenditure

62. Total disbursements to NCDDP from IDA Credit and Grant for this reporting year (April 2015 through March 2016) were MMK 58.437 billion (\$ 45.5 million), while cumulative receipts since the beginning of the project were MMK 75.48 billion (\$58.74 million).

63. Spending on the different components are given in Table 12 below, using a 3 year average exchange rate of MMK 1,100 . Expenditure for the reporting year was MMK 32.9 billion (\$29.9 million), and cumulative total expenditure since January 2104 was MMK 49.384 billion (\$44.89 million). The five Components in order of magnitude were: 1) Block Grants: MMK 33.406 billion or \$30.37 million (68%); 2) Facilitation and Capacity: MMK 8.4 billion or \$7.63 (17%); 3) Knowledge and learning: MMK 744.97 million or 0.677 million (2%); 4) Implementation Support: MMK 6.83 billion or \$6.2 million (14%); and 5) Contingency Emergency Response: MMK 0 (0%).

5.2.3 Block Grant Processing

64. Processing standards were established to turn around block grant requests within six working days, and approval procedures were streamlined to meet this service standard. During the final quarter of the reporting period (Jan to March 2016), 514 VT block grant requests were received and 461 (90%) were processed within these standards.

5.2.4 Budgets

65. An annual work plan and budget (AWPB) for FY16/17 was developed during the reporting period. This document provided the basis for work planning and the project's annual procurement plan.

5.2.5 Bank & Cash

66. In addition to designated accounts held at the Central Bank of Myanmar, bank accounts were opened at the Myanmar Economic Bank for the IDA grant and credit to facilitate the use of commercial banking facilities. Cash forecasts were prepared for all six bank accounts (three for the IDA credit and three for the IDA grant) and replenishments received from the World Bank.

5.2.6 Cash Advances

67. A large register of outstanding cash advances (a result of many vendors, particularly in remote locations, insisting on being paid in cash rather than by check or bank transfer) was a problem throughout most of this reporting year, despite attempts of DRD to reduce these. By the end of this year, DRD decided to refund all cash advances to project bank accounts using DRD funds. This issue was identified in the annual audit report, and advances are now fully liquidated.

Table 12.1: NCDDP total expenditure by component and financial year

	FY 1 (13/14)		FY 2 (14/15)		FY 3 (15/16)		Cumulative to 31/03/16	
	MMK	US \$ (1)	MMK	US \$ (1)	MMK	US \$ (1)	MMK	US \$ (1)
Expenditure by Project Component								
Com 1: Community Block Grants	1,557,828,000	1,416,207	10,225,240,000	9,295,673	21,623,211,951	19,657,465	33,406,279,951	30,369,345
Com 2: Facilitation & Capacity	567,403,789	515,822	2,035,396,176	1,850,360	5,795,239,217	5,268,399	8,398,039,182	7,634,581
Com 3: Knowledge & Learning	11,279,235	10,254	240,089,919	218,264	493,598,009	448,725	744,967,163	677,243
Com 4: Implementation Support	418,018,718	380,017	1,537,154,954	1,397,414	4,990,103,212	4,536,457	6,835,387,519	6,213,989
Com 5: Contingency Emergency Response								
Total Payments	2,554,529,742	2,322,300	14,037,881,049	12,761,710	32,902,152,389	29,911,048	49,384,673,814	44,895,158

Note: 1) average exchange rate for 3 years = MMK 1,100

NCCDDP Annual Progress Report (April 2015 – March 2016)

Table 12.2: Statement of Use of Funds (MMK) by Project Component for Year Ending March 2106

National Community Driven Development Proj	Consolidated Grant H814 MM) and Credit (56870 MM)			Year Ended Ended: 31 March 2016			
	Statement of Sources and Uses of Funds for Year Ended to 31/03/16			Budget		Variance	
	Current Quarter	Year to date	Cumulative to date	Current Quarter	Year to date	Current Quarter	Year to date
Receipts							
Funds Received from Government	-	-	79,987,000	-	-	-	-
<u>Funds Received from IDA Grant</u>							
- DA - A A/c for Block Grants		16,912,723,475	28,618,831,475		16,912,723,475	-	-
- DA - B A/c for Other Components		9,440,589,328	11,865,815,460		9,440,589,328	-	-
- DA - C A/c for Other Components	1,872,264,000	1,872,264,000	1,872,264,000	1,872,264,000	1,872,264,000	-	-
- Direct Payments by IDA Grant	1,461,374,312	4,469,652,734	7,301,534,180	1,461,374,312	4,469,652,734	-	-
<u>Funds Received from IDA Credit</u>							
- DA - D A/c for Block Grants	18,560,000,000	18,560,000,000	18,560,000,000	18,560,000,000	18,560,000,000	-	-
- DA - E A/c for Other Components	5,483,365,878	5,483,365,878	5,483,365,878	5,483,365,878	5,483,365,878	-	-
- DA - F A/c for Other Components	1,460,400,000	1,460,400,000	1,460,400,000	1,460,400,000	1,460,400,000	-	-
- Direct Payments by IDA Credit	238,288,817	238,288,817	238,288,817	238,288,817	238,288,817	-	-
Funds Received from Italian Aid			-	-	-	-	-
Total Receipts	29,075,693,007	58,437,284,232	75,480,486,809	29,075,693,007	58,437,284,232	-	-
Expenditure by Project Component							
Com 1: Community Block Grants	21,310,448,476	21,623,211,951	33,406,279,951	5,500,000,000	22,312,723,475	(15,810,448,476)	689,511,524
Com 2: Facilitation & Capacity	2,936,956,716	5,795,239,217	8,398,039,182	2,890,763,028	12,103,681,623	(46,193,688)	6,308,442,406
Com 3: Knowledge & Learning	192,104,961	493,598,009	744,967,163	46,243,572	437,487,320	(145,861,389)	(56,110,689)
Com 4: Implementation Support	2,408,664,384	4,879,258,847	6,835,387,519	4,071,371,667	9,486,058,818	1,662,707,283	4,606,799,971
Com 5: Contingency Emergency Response							
Total Payments	26,848,174,537	32,791,308,024	49,384,673,814	12,508,378,267	44,339,951,236	(14,339,796,270)	11,548,643,212
Excess/(deficit) receipts over payments	2,227,518,470	25,645,976,208	26,095,812,995	16,567,314,740	14,097,332,996	14,339,796,270	(11,548,643,212)

5.2.7 Annual Audit and Reporting

68. Quarterly unaudited Interim Financial Reports (IFRs) have been submitted on time. Annual financial statements are being prepared for submission to the Office of the Auditor General (OAG) for the FY15/16 audit, likely to take place in June 2016.

69. During this reporting period, an unqualified audit report for FY14/15 was received and made publicly available on the project's website. (<http://cdd.drdmyanmar.org>).

5.2.8 Human Resources

70. The NCDDP finance section is anticipating significant staff turnover at a time when the project's financial management has become more complex. To manage this turnover and provide continuity to the finance section, DRD is recruiting a fully qualified Myanmar national as national finance officer/project accountant.

5.2.9 Issues that require attention

71. 1) The current Financial Management Manual is still too demanding for township finance officers. It was agreed to draft a chapter dedicated to township financial management for inclusion in the next revision of OM. A draft was circulated at the refresher training. 2) DRD rules on township operating costs are being tabulated for clarity. These will be included as an annex to the chapter on township financial management.

5.3 Procurement

5.3.1 Union Level Procurement Activities

72. The main activities of the procurement team during this reporting year have been (1) procurement of goods and services under PP6, including township TA services for 18 new townships, motorbikes, vehicles, and office equipment; and (2) formulation of an annual procurement plan (PP7, see Annex IV).

73. The rapid scale-up from three to nine to 27 townships stretched the capacity of the procurement unit to achieve timely procurement of goods and services, resulting in delays in the delivery of some critical goods and services, with knock on effects on project implementation.

5.3.2 Realisation of Year 3 procurement (PP6)

74. To streamline procurement and realize economies of scale, the cluster system to township TA services will be continued in Year 4, with current TTA providers who have performed well being invited to extend their clusters to a further 18 townships, and townships in Shan and Kachin states being publicly tendered.

75. With increasing experience of their key experts and facilitators and timely start to their cycles TTA providers have delivered improved results in managing subsequent cycles in their townships. Late start-up originating from the Union level continued to challenge TTA contractors in first cycles in new townships to complete townships MSR, social audits and sub-project completion in time. Key performance areas which need improvement have been: 1) experience and background of TF's 2) personnel turnover management, i.e. the speed with which TTA positions have been able to be replaced positions due to resignations or ill health and 2) CF capacity in local ethnic languages, a contractual obligation.

5.3.3 Preparation for Year 4 (PP7)

76. Issues that require attention include:

1. Effects of scale-up on procurement planning and timely procurement: good quality procurement requires timely and complete upfront planning. More timely and comprehensive annual work plans are required to ensure a smooth and timely procurement process.
2. Effects of scale-up on procurement staff: the NCDDP procurement unit is involved in a wide range of activities. DRD has increased staff numbers in the unit, including through the addition of an

Assistant Director for Logistics. However, there is need for further capacity building and clear task allocation, including clarifying the complementary roles of the procurement and finance units in project asset management.

3. Fiduciary risk management: it is important to monitor downstream procurement in terms of performance, compliance with the existing procedures, and overall procurement quality management. The procurement division will undertake a number of procurement assessment missions to different regions in order to weigh best practices against examples subject to improvement.

5.4 Monitoring and Evaluation

77. Rigorous monitoring and evaluation of performance is central to the NCDDP's adaptive learning approach, as it enables the project to measure achievement of the project's development indicators, as given in the NCDDP results framework, and to identify what is working well and where changes are needed. These M&E objectives are supported by a web based MIS function, which collects and delivers the data on physical progress and development indicators from each township to a union-level project database.

5.4.1 Main Activities During Reporting Year

78. During the reporting period, the project expanded the use of GPS equipped tablets to allow facilitators to complete forms, enter data, and take photos while in the field, with data uploads from township to the union level. Together with an improved management information system (MIS), including an upgraded user interface, this data provides real time information on project operations across the 27 townships. Important technical challenges were addressed through additional training for facilitators, strengthened IT support for township teams, and upgrading of the MIS at the union level.

79. Detailed activities included:

1. Rationalisation/improvement of forms in Part III of Operations Manual after MSR 2015: 1) A new form PC8 was introduced for weekly reporting of field progress and form completion from every township 2) A Finance Form F6 was included for the first time in the MIS, replacing Sub-Project Final Inspection Form Part B, which was not well understood by facilitators and M & E staff. Going into Yr. 4, it is planned to: 1) eliminate the Sub-Project Monitoring Form (PC 6), as the main progress reporting functions have been replaced by PC 8, and 2) introduce a new social audit summary form into the MIS.
2. Improvement of the MIS website user interface: various improvements introduced, especially key progress indicators for management, including display of Block Grants requested, transferred and received in PC 8.
3. Training and capacity building
 - a. Contribution to start-up training for 18 new townships in December 2105 and January 2016
 - b. Refresher training MIS / M & E for 9 townships November 2015
 - c. First time training of 18 townships M & E / MIS staff in March/April 2016. New Samsung tablets, township PCs, latest version of year 3 database software (PC) and tablet software were distributed to 18 townships at this training
 - d. Township training / troubleshooting visits: various visits to Pinlebu, Ann, Htantabin, Takon, Lewe, Namhsan, Kyunsu.
4. Staffing: 1) Three new DRD staff were added in January 2016. 2) A second Township Support expert joined the M & E Unit at end of March 2016. 3) A contract for MIS development services (Novel Idea) was concluded and first payment made end March 2016. 4) The services of the National MIS Advisor were terminated under the original UTA contract, but continued part time under direct contract with DRD.
5. Reporting: submitted 3 Union quarterly progress reports on time. The fourth quarter report (Jan – March 2016) will be submitted by the terminal date of mid-May.

5.4.2 Issues and Next Steps

80. The next steps and priorities for M&E unit include the following:

- Over the coming year, the GIS function of the MIS will be activated, allowing public, real time access to subproject implementation data, including before and after photos for each subproject, through a redesigned NCDDP website.
- Training for the M & E staff of regional offices is expected to be delivered during September. In addition to M & E Experts will be placed in each of the 15 planned regional offices, there will also be 4 IT Experts in the Class A regional/state offices.
- Part III forms and corresponding MIS software (tablets and PCs) will updated and ready for distribution in September 2016.
- Website user interface: complete automatic incremental calculation and display of main benefit indicators, including participation index, number and type of infrastructure built, number of persons trained etc.
- Reporting formats for Year 4: it is already proving a big challenge to accommodate detail and issues from 27 townships' quarterly reports into the Union progress report in a timely fashion. This will require two changes in strategy: 1) township quarterly reporting needs to be simplified and 2) the M & E staff in regional/state offices will be responsible for digesting/aggregating quarterly reports of townships within their geographical area.
- Tablet Use: The Dell tablets supplied in Year 2 had relatively basic specifications and limited battery life. In Year 3, the project returned to higher specification and better quality Samsung tablets, which have proved problem free so far. This, and better training, have resulted in a greater readiness on the part of CFs and TFs to take their tablets to the field in Year 3.
- Remote Helpdesk: A trial version of Team Viewer is now installed on all township machines, allowing both the Union MIS team and Novel Idea to remotely configure, manage, and restore any township computer system that is corrupted, and any loss of data.

5.5 Communications

81. A critical component of NCDDP is the communication of accurate and consistent messages regarding the values, aims and achievements of the project to beneficiary communities, wider project stakeholders and the public. In particular the communications with communities in NCDDP townships helps ensure that they have accurate information about the project, and their rights and responsibilities as stakeholders within it. This in turn is critical to ensuring that key elements of the project's accountability framework function effectively across all project townships. The NCDDP communication tasks involve a wide range of activities including: (i) the formulation of a communications strategy; (ii) translation of communication materials into English, Bamar and seven other ethnic languages used in project townships; (iii) engagement with public media, including through press briefings and making project staff available for interviews; (iv) production of public information materials, including pamphlets, posters, T- shirts, caps and others; (v) maintaining a user friendly project website and Facebook page; (vi) coordinating township exchange visits; and (vii) organizing and sharing results of the social audit process.

5.5.1 Main activities during period

82. Specific communications activities during this annual reporting included:

- New version of the project movie *Our Village, Our Project* edited and completed.
- Visibility materials, including posters, brochures, T-shirts, caps and village signboards produced and delivered to project townships.
- Updated project Operations Manual produced and delivered to project townships.
- One day communications training provided to nine of 18 new townships in January 2016, with trainings for remaining townships planned.
- Supported translation of key project materials into ethnic languages:
 - Project visibility materials were sent to national ethnic broadcasting TV channel to be translated into four ethnic languages (Kayah, Kayin, Mon and Shan);
 - Translation of Operations Manual, ESMF, posters and brochures into four ethnic languages (Chin and Choe for Kanpetlet township, Shan and Palaung for Namhsan township) was completed, with translation of these materials continuing for other ethnic groups.
- Maintenance of NCDDP website and Facebook page: Maintained project website and uploaded materials, maintained NCDDP Facebook pages and advised township teams on communications strategies, including on social media.

- Updated Communications Plan.

5.5.2 Issues and Next Steps

83. The next steps and priorities for the communications team include the following:

- Update the project's communications strategy, including reviewing key messages, audiences, and best ways to reach them.
- In addition, a redesign of the project's website is planned to facilitate user access to key project information, integrate real-time data from the MIS, and allow township teams to add content more easily.
- Union and township teams will also work together to prepare or update township-level communications plans, building on successful township-led activities such as song, dance and traditional theater competitions.
- In these activities, the communications team will focus on knowledge sharing activities and documenting success stories (e.g. stories by community members of the impact of the NCDDP on their communities and their lives).
- Finally, the team will continue to support the conduct of exchange visits, prepare social audits at the community level, and update and distribute to townships project information materials, including the Operations Manual and grievance materials. As part of this, the team will continue to lead the translation of key project materials into ethnic languages as the project continues to expand to new areas.

5.6 Gender Mainstreaming

84. Over the reporting period, activities to mainstream gender considerations into the NCDDP continued. The project has managed to largely achieve the gender parity targets set forth in the Operations Manual, including gender parity in committees and village leadership, equal pay for equal work, ensuring women's voice in the sub-project prioritization process, and gender-disaggregated reporting.

85. Activities during the reporting period included: (i) establishing gender indicators for a research action program in 27 townships; (ii) holding two gender network workshops for advanced gender training and three gender quarterly meetings (following main township quarterly meetings); and (iii) undertaking field visits to townships affected by conflict (Hpruso, Demoso, Kyainseikkyi, Chaungzon, Bilin) to examine gender issues and impact of gender mainstreaming under conflict.

86. The aim of the research action program is to extract value added from the existing MIS figures on gender disaggregation, and to explore more qualitative outcomes by creating new data through focus group discussions, key person interviews and case studies.

5.6.1 Main activities during period

87. The following activities were conducted to support gender mainstreaming during this reporting period:

- Gender sessions for start-up training in Yangon (three townships) and NPT (nine townships) (January 2016)
- Distribution of gender manual and posters, booklets (January 2016)
- Field visits to conflict-affected townships: Hpruso and Demoso (February 2016), Kyainseikgyi, Chaungzon and Bilin (March 2016)
- Field visits to other NCDDP townships: Kyangin, Thabaung and Moenyo (March 2016)
- Organization of a second gender network meeting in Nay Pyi Taw in March 2016, combined with an advanced gender training. Following this meeting, 25 townships formulated detailed action plans with clear deadlines for action.

5.6.2 Next steps

88. Next steps and priorities for the gender team include:

- Execution of the 25 township research work plans. The work plans laid down by 25 townships form a good basis for spending the funds allocated to gender in the new AWPB.
- Gender workshop in July 2016.
- Recruitment and mobilisation of a national gender consultant to replace the outgoing consultant.

NATIONAL COMMUNITY DRIVEN DEVELOPMENT PROJECT

IDA Grant No: H814-MM



PROJECT ANNUAL REPORT
(APRIL 2015 – MARCH 2016)

ANNEXES

*Submitted in compliance with Section II A of the Financing Agreement between
the Republic of the Union of Myanmar and the International Development Association*

Presented by:

Community Driven Development Secretariat
Department of Rural Development

Annexes

- Annex I : Summary of Multi-Stakeholder Review Findings
- Annex II : Training Plan Year 3
- Annex III : Aggregated Social Audit Report for 9 townships
- Annex IV : Procurement Plan 7
- Annex V : NCDDP Secretariat Organogram at 31/03/2016
- Annex VI : Annual Workplan and Budget

Annex I

Summary of Multi-Stakeholder Review Findings

NATIONAL COMMUNITY DRIVEN DEVELOPMENT (NCDD) PROJECT

IDA Grant No: H814-MM



**REPORT ON THE SECOND UNION LEVEL
MULTI-STAKEHOLDER REVIEW**

Nay Pyi Taw: 24-28 August 2015

Union Level Community Driven Development (CDD) Project Secretariat
Department of Rural Development



**Myanmar National Community Driven Development Project
Summary Report of the Union-Level Multi-Stakeholder Review Week
24 – 28 August 2015 | Nay Pyi Taw**



Introduction

The Second Annual Union-Level Multi-Stakeholder Review (Union MSR) for the National Community Driven Development Project (NCDDP) was held in Nay Pyi Taw on Thursday and Friday, 27 and 28 August 2015. The two day event, with over 470 participants, offered a broad range of project stakeholders, including community members, civil society, government and development partners, the chance to reflect on lessons learned from NCDDP implementation during the second community cycle and identify and discuss possible improvements for the third



community cycle, scheduled to begin in November 2015. In the first part of the Union MSR week, the Department of Rural Development (DRD) also organized internal meetings to facilitate learning and exchanges between 530 project staff across townships.

The MSR and learning events surrounding it emphasized core principles of the NCDDP – transparency, inclusiveness and adaptive learning. The presentations offered evidence-based assessments of what had gone well, including:

- Nearly 700,000 people have access to and use of project-built infrastructure and services;
- Almost two third of households in project communities are participating in planning, decision-making and implementation of subprojects;
- About 75 percent of community members reported high or very high satisfaction levels with project implementation and results at the township level MSRs.

At the same time, in its presentation on the opening day of the MSR, DRD was also candid in what needed to be improved, including delays in the start of activities that impact the time available to communities and difficulties in delivering training in a timely and coordinated manner.

The format of the event, which combined plenary presentations, panel discussions, and thematic breakout groups allowed for the active participation of a broad range of stakeholders that resulted in specific suggestions for improving the project as it heads into its third community cycle.

Immediately following the MSR, DRD with the support of the project's facilitating partners and the World Bank began the work of updating the project's Operations Manual and implementation plan to incorporate the findings of the MSR, with a specific effort to ensure a timely start to the cycle, streamline training design and delivery, and enhance the community orientation and planning cycle to maximize the participation of all groups.

This summary report aims to capture key points of discussion and agreement. It is organized chronologically, and is followed by an Annex with key documents, including the schedule, agenda and participants, speeches and presentations, and detailed notes of breakout sessions.

1. NCDDP Internal Learning – Day 1 (Monday, 24 August 2015)

The first day of the Multi-Stakeholder Review week consisted of an internal meeting bringing together the Union and Township Department of Rural Development (DRD), the Union and Township Technical Assistance (TA) teams, Community and Technical Facilitators from nine townships, and the World Bank. A total of X stakeholders attended. U Tin Ngwe, Vice Minister of Livestock, Fisheries and Rural Development, opened the meeting by emphasizing the importance of this meeting and the multi-stakeholder review to improving project implementation. His speech was followed by opening remarks from Ms. Susan Wong, CDD Global Lead for the World Bank. Ms. Wong thanked the participants for their continued dedication to the National Community Driven Development Project (NCDDP) and highlighted key lessons learned from similar CDD programs supported by the World Bank throughout the world.

Township Reports

After the opening remarks, representatives of the nine township teams presented key achievements and progress from the last project cycle and suggestions for improvement to be incorporated in the next cycle's project implementation. The townships finishing their second community cycle (e.g. Kanpetlet, Namhsan and Kyusu), had successfully completed the implementation of all subprojects, social audits, and township multi-stakeholder reviews (township MSR) while the six new townships (Lemyethna, Htantabin, Tatkone, Sidoktaya, Pinlebu, and Ann townships) experienced a delayed start in the project implementation, which resulted in lower subproject completion rates. In addition, Sidoktaya, Pinlebu, and Ann faced difficulties in completing subprojects and conducting social audits due to the severe floods and landslides in late July and early August 2015.

Union Report

Following the township presentations, U Hla Khaing, Director of the Union DRD, presented the summary and highlights of the project implementation activities from the second year. He shared some accomplishments that included:

- Nearly 700,000 people have access to and use of the project-built infrastructure and services;
- Almost two third of households in the project villages are participating in planning, decision-making and implementation of subprojects;
- Around 75% of the community members in six townships, which already held township MSRs, reported that they were satisfied with the implementation process and subproject results.

The PowerPoint presentations of nine townships and the Union DRD are included in the Annex.

Community and Technical Facilitator Forum

The Community and Technical Facilitator Forum was held in the afternoon of Monday, 24 August. The forum aimed at providing an opportunity for community facilitators (CFs) and technical facilitators (TFs) to share their lessons learned from the last project cycle's activities and suggestions for the next cycle. The discussions of CFs and TFs were divided into seven thematic groups: 1) village and village tract development planning; 2) roles of committees and volunteers and committee training; 3) social safeguards, grievance, and gender; 4) procurement and financial management; 5) monitoring and evaluation (M&E) and management information system (MIS); 6) environmental safeguards and environmental management plan (EMP); and 7) subproject design, implementation, and operations and maintenance (O&M).

At the end of the Facilitator Forum, each group presented the key achievements from the last cycle and specific suggestions to update the existing Operations Manual (OM) for the next cycle. Some key issues that came out from the group discussions included:

- The size of the block grant allocated to each village was sometimes too small to implement the required design for subprojects;
- All actors involved in the project should get more training and capacity building, including refresher training for the experienced townships;
- Specific actions or consequences in regard to the misuse of funds or corruption should be clearly stated in the OM;
- The committee members need more specific guidelines, particularly for procurement and financial management.
- The project achievements, processes, and guidelines should be better communicated to the villagers through posters and translated materials in their local ethnic languages.

The detailed discussion notes from all seven groups are included in the Annex.

2. NCDDP Internal Learning – Day 2 (Tuesday, 25 August 2015)

The second day was devoted to four working sessions among the Union and Township DRD and TA teams and the World Bank, focusing on: 1) Working Together; 2) Thematic Group Discussions (Gender, M&E/MIS, Procurement, and Financial Management); 3) Revisions to the Operations Manual; and 4) Training. The detailed notes from all four sessions are included in the Annex.

Session 1: Working Together

This session particularly was targeted at Township DRD and TA teams to discuss ways to build stronger and more collaborative working relationships. Participants were divided into three groups based on their townships: Group 1) Namhsan, Tatkone, and Pinlebu; Group 2) Kanpetlet, Ann, and Htantbin; and Group 3) Kyunsu, Sidoktaya, and Lemyethna. In each group, participants were asked to answer questions in three areas: expectations, roles and functions, and evolving relationships.

1. Expectations: What expectations do Township TA and Township DRD have of each other?
2. Roles and Functions: What are key roles and functions, and how to form a strong team?
3. Evolving Relationships: How do working relations evolve and what vision do we have for the next two, three years?

After the group discussion, each group presented key issues. Some mutually agreed expectations included:

- Respect and support for one another;
- Transparency and accountability;
- Better coordination and collaboration between Township DRD and Township TAs.

Session 2: Thematic Group Discussions

Participants were divided into smaller groups in four thematic areas: gender, M&E/MIS, procurement, and financial management. Key issues raised in each group are noted in the table below.

Gender	M&E/MIS	Procurement	Financial Management
At the orientation	Need MIS training for	Inconsistency of	Allocate block grants to

<p>meeting, introduce gender in a simple and practical way.</p> <p>Improve the assessment on gender impacts and mainstreaming in the project.</p> <p>Allocate budget for women's priorities.</p> <p>Provide gender training to communities.</p>	<p>all township staff.</p> <p>More training required for M&E Sub-Committee members.</p> <p>There should be a set timeline (deadline) for data upload.</p> <p>It would be good to have a quarterly meeting among the M&E team with union and township.</p> <p>Include guidelines or detailed instructions for each form in the OM.</p>	<p>procurement forms used by townships.</p> <p>Develop a section in the OM or create a separate guideline for procurement.</p> <p>Include a guideline for the recruitment process of the township CFs and TFs when the Township TAs phase out.</p> <p>Procurement method selection shall be done before the estimation.</p>	<p>villages instead of village tracts.</p> <p>Use the local market rates instead of the rates at the township level for estimates.</p> <p>Modify the number of required signatures from all three to two out of three for the fund withdrawal.</p> <p>Align the project cycle with government fiscal year</p> <p>Avoid rainy season subproject implementation.</p>
---	---	---	--

Session 3: Operations Manual

Participants discussed some key areas to improve and update the existing Operations Manual for the next project cycle.

- Block Grant: 1) allocation to all villages vs. allocation to selected subprojects => potentially unfair for village tracts with many villages; 2) include other activities such as livelihoods => DRD is implementing another livelihoods project with the Asian Development Bank.
- Training: 1) training for DRD and TA teams before commencing the project cycle; 2) clustering townships rather than traveling to individual townships as the number of townships increase significantly; 3) need separate thematic training and job support training.
- Selection of Committee Members: 1) election should be done after the first orientation meeting; 2) a minimum level of literacy, particularly for financial clerks => one member of each of the sub-committee should include literate people.
- Grievance Handling Mechanism: 1) serious grievances should be communicated with townships immediately; 2) need to clarify the roles and expectations for the Village Tract Grievance Sub-Committee; 3) include clear guidelines about the code of conduct in the OM.
- Gender: 1) to ensure the inclusion of women's priorities, Form PC 4 should be revised to include priorities of both women and men.
- Procurement and Finance: 1) use the local market price for estimates; 2) include a provision to keep administrative cost with villages in remote areas.
- Infra/O&M: 1) clear guidelines for O&M planning and training; 2) emergency repair guidelines and budget; 3) training and communication materials on O&M; 4) TPIC approval should be within one month.
- MIS: 1) update forms and keep consistency; 2) synchronize tablet and PC; 3) enable editing already entered data.

Session 4: Training

Klaus Kirchmann, Team Leader of the Union TA gave a presentation on the training strategy for the next project cycle.

Three levels of training are provided by the union level:

1. Technical Training: infrastructure, MIS, procurement and finance, grievance redress mechanism, auto CAD for TFs.
2. Training of Facilitators (TOF): TOF 1 - Planning, TOF 2 – Implementation, and TOF 3 - Social Audit.
3. Training for Committee Members: After the TOF 2, community management training for all committees (2 days); technical training on financial management and procurement.
 - Some regions have language difficulties; therefore, communities need extra time.
 - Committee members do not have time to participate in the training for more than two days.

Training session plans for new townships:

- The focus will be on new townships. Old townships will have flexible and on-demand/refresher training.
- Township TAs will have more responsibilities on coaching on-the-job training.
- Starting in late September or early October, there will be nine-days start up training in Nay Pyi Taw and Yangon for DRD staff from the 18 new townships.
- A union trainer emphasized the importance of Township DRD staff to attend TOF.

3. Union-Level Multi-Stakeholder Review – Day 1 (Thursday, 27 August 2015)

The Second Annual Union Multi-Stakeholder Review (MSR) was held in Nay Pyi Taw on Thursday and Friday, 27 and 28 August 2015. 470 people attended the first day of the Union MSR, which included an opening speech by the Vice President. Participants included representatives of communities in NCDDP townships, as well as key union ministers (from the Ministry of Livestock, Fisheries and Rural Development, the Ministry of Finance, the Ministry of Planning, and the President’s Office), deputy ministers, State and Regional Ministers, Members of Parliament, officials from line ministries and departments at the union, state and township level, international and local non-governmental organizations, development partners and media (see the breakdown of participants in

Annex 2: Participants at the Union-Level MSR on 27 and 28 August 2015.

Opening Session and Award Ceremony

The Union MSR was opened with a keynote speech by Vice President U Nyan Tun, who highlighted that the NCDDP was one of the key elements of Myanmar’s poverty reduction and rural development strategies. He further noted that NCDDP would play a vital role in planning for the integrated development and creating the space for various stakeholders’ participation.

Following the Vice President, Union Minister U Ohn Myint, the Minister for Livestock, Fisheries and Rural Development delivered opening remarks that emphasized the importance of the MSR, which provides an open forum where all stakeholders can share experiences and lessons learned so that the project will continue to improve by building on its successes.

Finally, Mr. Abdoulaye Seck, Country Manager of the World Bank in Myanmar, delivered opening remarks that highlighted that the project’s expansion to 18 additional townships in the third year of project implementation was made possible by the strong commitment shown by the Government of Myanmar and by support from development partners, including the Government of Italy, the Government of Japan, and the World Bank.

The keynote speech by the Vice President and the opening remarks by the Minister for Livestock, Fisheries and Rural Development and the Country Manager of the World Bank are attached in the Annex.

After the keynote speech and opening remarks, awards were presented to the village tracts and villages from six townships (see table below) which successfully implemented the NCDDP subprojects. These communities had been selected for awards by participants at the township level MSRs. Due to the recent flooding, three townships were not able to hold their township MSR; therefore, their award ceremony will be held at the time of the township MSR later this year.

Townships	Village Tract	Village
Kanpetlet	Ma-Kyar-Eain-Nu	Fone-Tway-Kyin
Kyunsu	Ka-Bin	Lin-Ma-Lo-Nge
Namhsan	Namhlin	Zel-Ban-Kouk
Tatkone	Shar-Taw	Thel-Kone
Htantabin	Hlal-Sate	Kyal-Ku
Lemyethna	I-Tha-Pyu	Ah-Lone-Gyi

Highlights from Year 2 Project Implementation

The Union DRD and representatives from nine townships presented the highlights of the second year project activities and shared some lessons learned. Some emerging lessons from their second year activities included:

- Continued active participation by communities and high satisfaction rates, as confirmed in social audits and township multi-stakeholder reviews;
- High quality infrastructure and robust community processes, as demonstrated by technical audit, financial audit, and grievance handling mechanism;
- Importance of ensuring timely start of the community cycle to allow sufficient time for training (of facilitators and communities) and planning and implementation at the community level;
- Emphasizing core NCDDP concepts from the beginning of the project cycle so that everybody understands and follows the processes and rules laid out in the Operations Manual and the area specific guidelines.
- Importance of providing quality and timely training and capacity building to facilitators, committee members, and communities as to enhance the effectiveness of project implementation.

Following the Union DRD and township presentations, the discussion focused on questions raised by participants, including in regard to emergency and disaster response, community ownership and capacity building, and sustainability of the project. In regard to emergency and disaster response, U Khant Zaw, Director General of the Department of Rural Development, assured participants that the DRD and the World Bank were mobilizing additional block grants for disaster affected NCDDP villages. He also explained the adaptability and flexibility of the project to meet the needs of communities in different contexts (e.g. disaster-prone, remote, conflict affected areas) by using a people-centered/bottom-up approach. The DG also reiterated DRD's commitment to work with communities to build their capacity and their sense of ownership for the project. He closed the session by recognizing the importance of linking with other programs that could complement the NCDDP to ensure its sustainability.

Panel Discussion

In the afternoon, U Khant Zaw, Director General of the Department of Rural Development, facilitated a panel discussion that featured Andrew Kirkwood, Fund Director of the multi-donor Livelihoods and Food Security Trust Fund (LIFT) and Susan Wong, CDD Global Lead for the World Bank.

Mr. Kirkwood opened the discussion by reflecting on the evolution of community-based organizations (CBOs) in Myanmar since the mid-1990s. He discussed the strengths and weaknesses of the smaller-scale CBO-led approaches and of the larger-scale, government-run NCDDP. He noted that in his view, CBO-led programs had been good at including vulnerable groups, building techniques and capacities on participatory rural appraisal, and mobilizing local resources for operations and maintenance; however, they had difficulties supporting multiple priorities, scaling up and linking to the wider economic and rural development. Andrew Kirkwood noted that from his understanding, the NCDDP shared some of these strengths and weaknesses, but had the potential for conducting more inclusive village development planning that could link village development planning with township level planning and with support by other donors.

Ms. Wong shared some lessons learned from the experience of CDD programs around the world. She noted that as countries scale up CDD programs, they face a number of common challenges, including: 1) how to fit in the overall government's rural development strategy to ensure optimisation of resources and harmonization of efforts; 2) how does the CDD program fit into the government's plans for sub-national governance and local-level planning and financing; and 3) how to address the enormous logistical challenges of scaling up from a project, to a program, to ultimately a national platform for reform and change. For example, how does the program ensure not just quantity but quality of results related to community participation and social inclusion? Governments face enormous challenges in terms of capacity building, adapting to local contexts e.g. conflict areas, ensuring supply meets demand and many other issues. In other countries, employing adaptive and active management – using evidence, monitoring situations carefully, and responding to issues quickly is key to success.

After the panel discussion, U Khant Zaw opened the discussion to the floor. The open discussion was centered on linkages and cooperation/coordination among different actors. The following three main challenges were raised as the project moves forward: 1) speed of scaling up; 2) geographical coverage of scaling up; and 3) ways of scaling up. Responding to questions on linkages and partnerships, Ms. Wong noted from the global experiences, mixing public goods (e.g. infrastructure) and private goods (e.g. livelihoods) in the same project has often been challenging. She underscored that CDD would not work like a magic bullet to solve all issues so it would be more beneficial to link up with a program, like LIFT, to supplement the livelihood component (e.g. market mechanism), while leveraging the NCDDP's substantial investment in community facilitation, including through integrated and participate village plans. In this context, U Khant Zaw noted that the Township Project Implementation Committee (TPIC) could play a more effective role in coordinating the development plans at the township level and linking with the local level partners as the NCDDP scales up. Mr. Kirkwood also reiterated that the Village Development Plan should include broader priorities of a community so that other programs would be able to link more easily with the NCDDP. In regards to sustainability and the exit strategy of the project, some participants at the meeting suggested strengthening coordination among line ministries and taking advice from other experienced partners, including local NGOs.

4. Union-Level Multi-Stakeholder Review – Day 2 (Friday, 28 August 2015)

On the second day of the union-level MSR, breakout sessions were held in the morning and afternoon for six thematic areas: 1) gender; 2) conflict and CDD; 3) infrastructure and O&M; 4) grievance and social accountability; 5) disaster and emergency response and CDD; and 6) village

development planning. In each breakout session, participants shared their experiences, identified challenges in relation to the thematic area, and provided suggestions for improvement.

Some key suggestions for the next cycle shared by the breakout sessions included:

- Gender: 1) improve women's participation through strengthening training, gender analysis, and women oriented capacity building; 2) collect more gender specific data; and 3) coordinate with other line ministries to meet women's needs.
- Conflict and CDD: 1) ensure security for field staff; 2) take local context and traditions into consideration; 3) encourage women and ethnic groups for leadership positions.
- Infrastructure and O&M: 1) select subprojects based on the Village Development Plans (VDPs); 2) provide training to communities on the O&M plan.
- Grievance and Social Accountability: 1) clarify the consequences of breaking the code of conduct by the committee members (e.g. replacement); 2) translate all communications materials in local ethnic languages; and 4) use radio and TV programs as well as mobile applications.
- Disaster and Emergency Response and CDD: 1) build resilience and preparedness through training and capacity building; 2) develop a disaster risk reduction and preparedness plan; 3) need contingency plans and funds.
- Village Development Planning: 1) develop a more comprehensive and holistic VDP; 2) coordinate development plans between the Village Tact Project Support Committee and the Village Tract Development Support Committee.

Annex Table of Contents

1. Schedule and Agenda of the Week of 24 August 2015
2. Participants at the Union-Level MSR on 27 and 28 August 2015
3. Keynote Speech by His Excellency U Nyan Htun, Vice President of the Republic of the Union of Myanmar
4. Welcoming Remarks by His Excellency U Ohn Myint, Minister of Livestock, Fisheries and Rural Development
5. Welcoming Remarks by Mr. Abdoulaye Seck, Country Manager, The World Bank
6. Notes from the Community and Technical Facilitator Forum (NCDDP Internal Learning Day 1: Aug. 24)
7. Notes from Session 1: Working Together (NCDDP Internal Learning Day 2: Aug. 25)
8. Notes from Session 2: Thematic Group Session (NCDDP Internal Learning Day 2: Aug. 25)
9. Notes from Session 3: Operations Manual (NCDDP Internal Learning Day 2: Aug. 25)
10. Notes from the Breakout Group Report Back Session (Union-Level MSR Day 2: Aug. 28)

Annex 1: Schedule and Agenda of the Week of 24 August 2015



Myanmar National Community-Driven Development Project
THE SECOND ANNUAL UNION LEVEL MULTI-STAKEHOLDER REVIEW

24-28 August 2015 | Nay Pyi Taw
 Myanmar International Convention Center II (MICC 2)

OVERVIEW OF THE WEEK

AUGUST 24	25 AUGUST	26 AUGUST	27 AUGUST	28 AUGUST
NCDDP MEETING (INTERNAL)	NETWORKING DAY	NETWORKING DAY	OPEN MSR (PUBLIC)	OPEN MSR (PUBLIC)
REGISTRATION – 8:30-9:00				
9:00-9:30 Opening Remarks: Introduction of participants and agenda for the MSR	9:00-10:30 DRD and TA Session on Working Together	Review of the Operations Manual	9:00-9:30 Opening session: VP, Minister, WB Country Manager Video (5min) 9:30-10:15 Award Ceremony for Year 2	9:00-9:45 Introduction of Day 2
COFFEE BREAK 15 minutes				
9:45-12:00 Presentations by 9 townships (10 min each) Discussion/Q&A	10:45-12:30 DRD and TA Session on FM/Procurement		10:30-12:30 Highlights of Year 2 by Union DRD Discussion/Q&A Reporting by 4 townships	10:00-12:00 4 Breakout Sessions
LUNCH 1 hour				
13:00-14:00 DRD Union Presentation Discussion/Q&A Instruction on CF/TF Forum	13:30-14:45 DRD and TA Session on MIS	Review of the NCDDP Training Strategy	13:30-15:00 Reporting by 5 townships Discussion/Q&A	13:00-15:00 4 Breakout Sessions
COFFEE BREAK 15 minutes				
14:15-16:45 CF/TF Forum Group Discussions This session may get extended.	15:00-16:30 DRD and TA Session on Operations Manual		15:15-16:30 Panel Discussion	15:15-16:30 Reporting back from the breakout sessions
CLOSING SESSION – Ending at 17:00				

INTERNAL NCDDP MEETING | 24 AUGUST 2015

Objectives of Day 1:

- Share implementation experiences and identify major challenges from Year 2
- Gather recommendations for improvement for the next cycle
- Preparation of the Open MSR - finalizing the important pending items

Participants: DRD union & township staff, union & township TAs with CFs & TFs, WB staff

DAY 1: Monday, 24 August 2015 – NCDDP MEETING (Internal Event)	
08:30 – 09:00	Registration <ul style="list-style-type: none">• <u>At the same time as signing in for the meeting, participants will be asked to sign the code of conducts.</u>
09:00 – 09:30	Welcome and Opening Remarks <ul style="list-style-type: none">• U Tin Ngwe, Vice Minister of Livestock, Fisheries and Rural Development• Susan Wong, Global Lead for CDD, The World Bank
09:30 – 09:45	Coffee Break
09:45 – 12:00	Session 1: Report from the Field – Township Presentations <ul style="list-style-type: none">• Presentations by nine townships (10 minutes each)<ul style="list-style-type: none">➢ Implementation experience from Year 2➢ Identify challenges and concerns➢ Recommendations for improvement for the next cycle• Open Discussion and Q&A after each township’s presentation
12:00 – 13:00	Lunch Break
13:00 – 14:00	Session 2: Report of the Year 2 Implementation – Union DRD Presentations <ul style="list-style-type: none">• Union DRD staff will give presentations, summarizing the highlights from Year2 implementation.• Open Discussion and Q&A
14:00 – 14:15	Coffee Break
14:15 – 16:45	Session 3: Community Facilitator & Technical Facilitator Forum <ul style="list-style-type: none">• This is an opportunity for CFs and TFs to provide their feedback and lessons learned from the Year 2 activities.• CFs/TFs will be divided into smaller groups based on 8 topics for CFs and 3 topics for TFs. The topics for CFs include: 1) community planning and block grant allocation; 2) role of committee members and election process; 3) how to improve delivery and quality of committee training; 4) financial management at community level; 5) procurement at community level; 6) monitoring and MIS; 7) gender and social inclusion; and 8) grievance handling. The topics for TFs are: 1) SP design and implementation; 2) O&M; and 3) safeguards and environmental management planning.• Report back and open discussion will be facilitated by Nina Shatifan, International CDD specialist and Kyaw Thaung, Senior Advisor.
16:45 – 17:00	Closing Remarks

NETWORKING DAY (INTERNAL EVENT) | 25 & 26 AUGUST 2015

Objectives of Day 2 & 3:

- Facilitate peer-to-peer learning and in-depth discussions on specific topic;
- Provide networking opportunities for DRD and TA staff working on NCDDP;

- Build collaborative working relationships.

Participants: DRD union & township staff, union & township TAs, WB staff

NOTE: We are no longer providing the learning/training sessions for CFs/TFs on the 25th and 26th. After the internal meeting on the 24th, CFs and TFs will go back home.

DAY 2: Tuesday, 25 August 2015 – Learning Day (Internal Event)	
08:30 – 09:00	Registration
09:00 – 10:30	Session 1: Working Together Facilitators: <ul style="list-style-type: none"> • Klaus Kirchmann, Team Leader, Union TA • Banyar, Union TA
10:30 – 10:45	Coffee Break
10:45 – 12:30	Session 2: FM/Procurement Facilitators: <ul style="list-style-type: none"> • Kyaw Swa Aung, Union DRD • Thin Yu Hlaing, Union DRD • May Thu, Senior Finance Assistant
12:30 – 13:30	Lunch Break
13:30 – 14:45	Session 3: MIS Facilitators: <ul style="list-style-type: none"> • Win Min Htun, Union DRD • Aung Soe Moe, MIS Developer • George Paw Tun, Union TA
14:45 – 15:00	Coffee Break
15:00 – 16:30	Session 4: Operations Manual Facilitators: <ul style="list-style-type: none"> • Klaus Kirchmann, Team Leader, Union TA • Nikolas Myint, Senior Social Development Specialist, The World Bank
16:30 – 17:00	Closing Remarks

DAY 3: Wednesday, 26 August 2015 – Free Day

NOTE: There is no organized event as the Union and Township DRD staff will be busy with the preparation for the Open MSR on the next day. However, the World Bank and Union/Township TA teams are encouraged to organize informal meetings.

UNION LEVEL MSR (PUBLIC EVENT) | 27-28 AUGUST 2015

Objectives of Day 4 & 5:

- Provide an open forum for all stakeholders to review experiences and accomplishments from the second project cycle;
- Discuss key challenges and issues drawing from Year 2 activities and recommendations for improvement for the next cycle (to be reflected in the Operations Manual);
- Facilitate knowledge exchange and peer-to-peer learning on a set of topics.

Participants: All internal and external stakeholders who are invited.

DAY 4: Thursday, 27 August 2015	
08:30 – 09:00	Registration
09:00 – 09:30	Welcome and Opening Remarks <ul style="list-style-type: none"> • H.E. Nyan Tun, Vice President of Myanmar • H. E. U Ohn Myint, Minister for Livestock, Fisheries and Rural Development • Mr. Abdoulaye Seck, Country Manager, The World Bank
09:30 – 10:15	Session 1: Award Ceremony for Year 2 <ul style="list-style-type: none"> • Twelve (12) villages across six townships will receive awards based on their performance in the second project cycle.
10:15 – 10:30	Coffee Break
10:30 – 12:30	Session 2: Highlights from Year 2 Project Implementation <ul style="list-style-type: none"> • Presentations by the Union Department of Rural Development (DRD) <ul style="list-style-type: none"> ➤ What worked well and what can be improved ➤ Summary of social audits at communities and township-level MSRs ➤ Recommendations for improvement for the next cycle • Progress report of Year 2 by nine townships
12:30 – 13:30	Lunch Break
13:30 – 15:00	Session 2 - Continued <ul style="list-style-type: none"> • Continuation of the progress report by nine townships • Open Discussion and Q&A about the Union DRD and township presentations
15:00 – 15:15	Coffee Break
15:15 – 16:30	Session 3: Panel Discussion: CDD and Rural Development in Myanmar – Experiences and Challenges <ul style="list-style-type: none"> • Andrew Kirkwood, Fund Director, Livelihoods and Food Security Trust Fund (LIFT) • U Khant Zaw, Director General, Department of Rural Development, Ministry of Livestock, Fisheries and Rural Development • Susan Wong, Global Lead for CDD, The World Bank
16:30 – 17:00	Closing Session: Wrap-up

DAY 5: Friday, 28 August 2015

08:30 – 09:00	Registration
---------------	---------------------

09:00 – 09:45	Introduction of Day 5		
	<ul style="list-style-type: none"> • A master facilitator will provide the flow the day and the instructions for breakout sessions. • Participants will choose to attend one of four breakout sessions in the morning and afternoon based on their interests and expertise. • Each breakout session will assign a rapporteur to report back in Session 6 • In each breakout session, participants will be divided into smaller groups and discuss the following items: <ul style="list-style-type: none"> ○ Review their experiences and identify challenges in relation to the topic; ○ What should be improved in the next project cycle? 		
09:45 – 10:00	Coffee Break		
10:00 – 12:00	Session 4: Breakout Sessions – Part 1		
	Gender	Conflict and CDD	Infrastructure/ O&M
	Facilitators: <ul style="list-style-type: none"> • Daw Agatha Nunu, National Gender Specialist • Kyoko Kusakabe, International Gender Specialist 	Facilitators: <ul style="list-style-type: none"> • U Kyaw Swa Aung, Director, Department of Rural Development • Nikolas Myint, Senior Social Development Specialist, The World Bank 	Facilitators: <ul style="list-style-type: none"> • Daw Mee Mee Htwe, Deputy Director, Department of Rural Development • Win Zaw, Infrastructure Expert, Department of Rural Development • Oung Khy Zaw, Infrastructure Expert, Department of Rural Development
12:00 – 13:00	Lunch Break		
13:00 – 15:00	Session 5: Breakout Sessions – Part 2		
	Grievance/Social Safeguards/ Communications	Disaster Response /Emergencies and CDD	Village-level Planning
	Facilitators: <ul style="list-style-type: none"> • U Banyar Tun, Grievance Handling Specialist, Union TA • Nikolas Myint, Senior Social Development Specialist, The World Bank 	Facilitators: <ul style="list-style-type: none"> • U Hla Khaing, Director, Department of Rural Development • Susan Wong, Global Lead for CDD, The World Bank 	Facilitators: <ul style="list-style-type: none"> • U Kyaw Swa Aung, Director, Department of Rural Development • Klaus Kirchmann, Team Leader, Union TA
15:00 – 15:15	Coffee Break		
15:15 – 16:30	Session 6: Reporting Back from the Breakout Sessions		
16:30 – 17:00	Closing Remarks		

Annex 2: Participants at the Union-Level MSR on 27 and 28 August 2015

	Number of Participants
Vice President	1
Union Minister	4
Deputy Minister	7
Chairman of the Parliament Committees	1

Representative of Parliament	39
State & Regional Ministers	13
World Bank	11
Union Level Departmental Concerned	1
Technical Committee	15
Union DRD	86
State, Region, District & Township DRD	56
Township Administrators	14
Villagers	90
Union Technical Assistance Team	18
Township Technical Assistance Teams	24
DG, DDG from Ministry of Livestock, Fisheries and Rural Development	12
INGO, NGO	59
Media	15
Interpreters	4
Total	470

Annex 3: Keynote Speech by His Excellency U Nyan Htun, Vice President of the Republic of the Union of Myanmar

**Opening Speech By His Excellency U Nyan Htun
Vice President of the Republic of the Union of Myanmar
At the Multi-Stakeholder Review Meeting
MICC II, Nay Pyi Taw
On 27th August 2015**

**Excellencies,
Distinguished Guests
Ladies and Gentlemen,
Good Morning**

First of all, I would like to extend my warmest welcome and convey my sincere appreciation to you all for sharing your valuable time to attend the ceremony.

The Government of Myanmar took the responsibility boldly and decisively to build the new Myanmar as a peaceful and sustainably developed nation. The multiple reforms have been taking place in various sectors and people-centered policies and strategies are developed to materialize these reforms and to have them trickled down to the grass-root level in a shortest time possible

**Excellencies,
Distinguished Guests,
Ladies and Gentlemen,**

The Government of Myanmar is dedicated in formulation of socioeconomic development, rural development and poverty reduction strategies to graduate from Least Developing Country status.

During the process of reforms and development, variety of success and challenges in many areas are being encountered as the country is in transition. During the process the participation and support of the international community have been increased due to their enhanced cooperation and trust with the government.

**Excellencies,
Distinguished Guests,
Ladies and Gentlemen,**

The country poverty incidence has declined from 32% in 2005 to 26% in 2010. Attempt to reducing poverty incidence to 16% by 2015 is very promising, and we have also developed plan of actions for addressing United Nations' Sustainable Development Goals. The rural development and poverty reduction play a pivotal role to achieve these objectives.

To improve socioeconomic life of rural people, who account for 70% of the country population, central committee and working committees for national rural development and poverty reduction were set up and action plan in 8 areas were developed. At the same time, the Government is also formulating an operationalization plan for Zero Hunger Challenges.

However, the rural development and poverty reduction tasks are easier said than done. They require not only government actions, but also multi-stakeholders' participation with integrated development plan. The community driven development (CDD) project plays a vital role in planning for the integrated development. Hence, CDD project is scaled up across the country creating the space for stakeholders' participation.

The CDD project, which is jointly implemented by Ministry of Livestock, Fisheries and rural development and the World Bank, is one of the important elements of our strategy.

The NCDD project was started in 3 townships in the 2013-2014 fiscal year and it was scaled up to 15 townships. During the second year of project implementation, over 1,800 subprojects were carried out in 9 townships and had successfully provided nearly 700,000 people with the benefits of having 10 billion kyats funding for developing the projects that are important for their community.

The communities from the project areas drew village plans and implemented by themselves so that roads and bridges, water supply, electricity, school buildings, rural health centers, and community centers were developed and community capacity was also enhanced.

Due to the fruitful results of the projects, 20 million Euro is assisted by the Italian government, and 400 million USD is assisted by the World Bank to scale up CDD project in new 62 townships. Hence, the CDD project will be able to benefit additional 7 million people across 62 townships. Although the funding of 32.4 million kyats could be provided to a village tract in the past, it could be increased up to 39.6 million kyats and the project cycle will be extended to four years.

In June and July, 12 states and regions in Myanmar suffered from the floods because of the severe monsoon rain. The government body led directly by the President had made a quick response by forming special committees to provide immediate relief to those who had suffered from such a disaster. With the support, cooperation and assistance of people and development partners, combined with the effort of the government, efficient relief efforts have been accomplished and rehabilitation actions are now taking place.

The National Community Driven Development Project has budgeted 400 million kyats for the rehabilitation of the 115 disaster affected villages that are in the project areas located in the Chin state, Sagaing region, Magway region and Rakhine state, and this will greatly help support the rehabilitation programs.

**Excellencies,
Distinguished Guests
Ladies and Gentlemen,**

As you all are aware, our country is one of the developing countries and people have a lot of needs across the country. To fulfill the needs of the communities, we will amend the necessary things including the project design based on the previous year experiences. Therefore the Multi-Stakeholder Review meeting is held today.

Your contribution in the Multi-Stakeholder Review Meeting such as recommendations, sharing experiences, and lesson learnt will be key to the future success of the project. I would like to request all of you to participate and share the ideas openly and frankly.

I also would like to request the World Bank, and the Ministry of Livestock, Fisheries and Rural Development seriously take the recommendations and comments from this event for the effective implementation in the near future. Again I would like to request the relevant regional governments to provide necessary support to assist the CDD project for smooth implementation especially in administrative areas.

In conclusion, I would like to encourage all stakeholders to make their ultimate efforts for the successful implementation of the project. As the community development would lead to a wider development in the township level, regional level and the nation as a whole, the Community Driven Development Project would lead to such a wider development in many areas. If the people and the government could pursue such development process collaboratively and hand-in-hand together, I am confident that Myanmar will soon keep pace with the regional development.

Let's build better future together.

Thank you.

Annex 4: Opening Speech by His Excellency U Ohn Myint, Minister of Livestock, Fisheries and Rural Development

Introduction Speech by His Excellency U Ohn Myint, Minister for Livestock, Fisheries and Rural Development At the Multi Stakeholder Review Meeting of National Community Driven Development Project MICC II, Nay Pyi Taw 27th August 2015

**Excellency,
Distinguished Guests,
Ladies and Gentlemen,
*Good Morning!***

It is a great opportunity and pleasure to extend my heartfelt greetings and cordial welcome to honorable Vice President, Union Ministers, Chairman of Parliament Affairs Committees, Deputy Ministers, representatives of Parliament, The World Bank delegation, departmental officials, CSOs, representatives of project Townships, and distinguished guests participating in this magnificence event.

Being Ministry of Livestock, Fisheries and Rural Development is the focal ministry; we are formulating and sustainable rural development programs, food security and food safety, short term and long term projects to achieve the goal of National Rural Development and Poverty Reduction Program and sustainable Development.

In accord with president's guideline, Ministry of Livestock, Fisheries and Rural Development has developed Rural Development Strategic Framework with inclusive participation of national and international experts to implement the rural development tasks including all stakeholders as people center approach.

The CDD project with objectives of infrastructure development and capacity development of communities has started in the 2013-2014 fiscal year and scaled up to 15 townships. Similarly, the Ministry of Livestock, Fisheries and Rural Development is undertaking the Evergreen Village Development Project financed by the government, which covers in 4,450 villages.

In the implementation of the CDD project, the Village Development Plan was prioritized and implemented by community. During the implementation time, monitoring and implementation were also done by community.

During the two year project implementation, 1,800 subprojects are carried out in 9 townships with 11.8 billion kyat of project funding fulfill the urgent needs of 8.5 lakh people. The CDD project practices to develop the rural road and bridge, water supply, electricity, education and health center but also capacity building and collective effort of community. So it is characteristics of democracy.

Due to the success of project, strenuous effort of our ministry and enthusiasm of all stakeholders' inclusiveness, 20 million Euro is assistant by Italian government, and 400 million USD is assistant by the World Bank to scale up of CDD project from current 9 townships to new 62 townships. The CDD project is able to scale up its implementation, benefiting 7 million people across 62 townships, and it will be grate support to national poverty reduction.

Being the CDD project scale up across the country as national program, comprehensive plan will be carried out based on learned experiences, best practices, and challenges. Therefore Multi Stakeholder Review Meeting is held as today events.

Ladies and gentlemen,

According to the Vice President's guidelines, your contribution in the Multi-Stakeholder Review Meeting, such as recommendations and discussions, will assist in financial management, implementation of activities, setting up the procedure, and institutional arrangement of the future project. So I would like to urge all of you to take part in the open discussion, reflecting the actual ground level situation and people's voice.

In closing, I assure you that the Ministry of Livestock, Fisheries and Rural Development will cooperate closely with all stakeholders, including the World Bank to achieve the goal of the CDD project for rural development and poverty reduction associated with the development of socioeconomic infrastructure and capacity building of communities.

Thank You!

Annex 5: Opening Speech by Mr. Abdoulaye Seck, Country Manager, The World Bank

Your Excellency the Vice President,
Your Excellencies Union Ministers,
Colleagues and Friends,

- It is a **great honor for me to deliver opening remarks** at this second annual union-level multi-stakeholder review of the Myanmar national community-driven development project. This annual event is the culmination of the project's day to day commitment to transparency, learning and adaptation, and I thank all of you for taking the time to be here today.
- Over the **next two days we will hear about the achievements of the national CDD project to date and the lessons learned** during the second community cycle, which is coming to an end in nine townships home to over 800,000 people. We will have an opportunity to draw on these lessons to discuss improvements for the project as it enters its third community cycle, a year that will see the addition of 18 new townships to the project, bringing the benefits of this people-centered approach to development to three million people all across Myanmar. And finally, we will have an opportunity to get to know each other and learn from one another's experiences.
- As you may know, the World Bank's support for the national CDD project, in the form of an \$80 million grant approved in November 2012, was the **World Bank's first engagement in Myanmar after an absence of some 25 years**. It was fitting that this support was for a project that aimed to tackle poverty and boost shared prosperity – the twin goals of the World Bank group – and that did so by putting people and their communities at the center of development.
- **From the start, this Project offered a set of new partnerships** – between the World Bank and the Government of Myanmar, between the Government and rural communities, and between the Department of Rural Development and the national and international NGOs and private firms that are supporting the Department in the Project's implementation.
- We knew that these new partnerships offered opportunities as well as challenges. We also knew that in designing the project with the Department of Rural Development, **we wouldn't be able to anticipate all the questions that would come during implementation, let alone have all the answers. So the project design reflects a conscious emphasis on adaptive learning** – using evidence as we go along to improve the project. I was happy to see the significant changes made last year following this multi-stakeholder review, including increasing the size of community grants, simplifying interactions between the project and communities, and adding a fourth annual cycle for communities to benefit from the grants.
- **These changes, along with the project's expansion to 18 additional townships were made possible by the shared commitment to this project** by the Government of Myanmar – which is planning to invest \$30 million in community grants – as well as by support from development partners, including the Government of Italy, which is supporting the project through a €20 million concessional loan, the Government of Japan, which is providing a \$11 million grant, and the World Bank, which in June of this year approved an additional IDA credit of \$400 million to support the Project's expansion.

- **Today's event will seek to continue to improve the project by building on its successes.** At the community level, the project has financed the construction of over 1,800 sub-projects, ranging from new schools to footpaths, health centers, water supplies and jetties. Social, technical and financial audits completed to date show that the project is delivering these results in an accountable and inclusive manner with communities making effective and transparent choices about the money under their control.
- **These successes would not have been possible without the strong and sustained support from the Department of Rural Development** which continues to lead project implementation with an unparalleled dedication, energy and transparency. I thank these colleagues for their hard work day in and day out for the benefit of poor communities in Myanmar.
- Before I close, I would also like to reiterate my **deep condolences and sincere sympathy to the people of Myanmar**, particularly those who have lost their homes and family members due to the recent flooding, which also affected over 100 communities participating in the CDD Project. In response to these floods, the World Bank has agreed with the Department of Rural Development to provide additional community block grants to affected communities to support the rehabilitation of community-level infrastructure damaged by the floods.
- This multi-stakeholder review will provide a great opportunity for all stakeholders to discuss key challenges from Year 2 activities and propose recommendations for improvement for the next and future cycles. **So I once again thank all of you for being here today** and look forward to the active participation by all stakeholders at this event.

Thank you.

Annex 6: Notes from the Community and Technical Facilitator Forum (NCDDP Internal Learning Day 1: Aug. 24)

Group 1: Village and Village Tract Development Planning

Achievements from Last Cycle	Suggestions for Next Cycle
<ul style="list-style-type: none"> • Build and encourage women’s confidence • Men and women participated equally in committees; overall, had more participation from the communities. • The real demand from the villages was implemented. • Despite the disaster (flooding), subproject implementation went well. • Participation of different groups. • Inclusion of unregistered villages. 	<ul style="list-style-type: none"> • Block grant allocation shall reflect the population size on the ground instead of officially recorded number because they are often different. • Need capacity development training for women and livelihood training. • In the OM p48 para 1-5, village development planning is currently suggested for three years but it should be changed to annual planning. • In the OM part 1 page 12 para 25, the current minimum subproject size is 2 million MKM, but that is not enough to implement a new construction so the minimum block grant size should be increased. • In the OM part 1 page 12 para 24, block grant amount should consider the number of villages per village tract instead of only considering the population of the village tract. In addition, if block grant can be disbursed directly to villages, it would be more effective. • In the OM part 1 page 14 para 27, sub paragraph “F” should be removed.

Group 2: Roles of Committees and Volunteers and Committee Training

Achievements from Last Cycle	Suggestions for Next Cycle
<ul style="list-style-type: none"> • Committees had a chance to manage the subproject(s) for one whole cycle. • Committee members have learned how to be transparent to the communities. • Committees understand the role of women and their needs; the project provides opportunities for women to participate. • Despite of insufficient training, committees implemented the subprojects successfully on time. • Better accountability was achieved through the grievance handling mechanism. 	<ul style="list-style-type: none"> • For the procurement form 4, the price of the materials changes all the time so it should allow the villagers to change accordingly or take the section out. • To provide the accounting training for villages efficiently. • PC 7 should include the head of VT committee signature, name and title. • PC 10 - not only includes the details of subproject but should also include the voucher number of the project village. • Representatives of VT should select the head of the village project supporting committee. Grievance, procurement and accountant shall not be selected. • Committee election should be done with secret ballot. • Quotation amount shall be standardized.

	<ul style="list-style-type: none"> CFs/TFs need training by November in order to effectively provide training to committees and volunteers so that they can start the project from December.
--	---

Group 3: Social Safeguards, Grievance, and Gender

Achievements from Last Cycle	Suggestions for Next Cycle
Social Safeguards and Grievance	
<ul style="list-style-type: none"> By signing the code of conduct, communities understand the rules (dos & don'ts of the Project) The Projects allows gender balance in selecting committee members Improvement of people's trust in the project because the grievance handling mechanism is in place. Many people were willing to donate their land to implement the project Information board is useful to improve the transparency among the communities O&M plan is good for sustainability of the sub-Project Maintain the gender balance as well as inclusion of minorities and vulnerable people in the community activities. The project doesn't allow anyone who is younger than 15 years old to work in the subproject implementation. 	<ul style="list-style-type: none"> Serious grievances should be resolved immediately instead of 3 months (ref. the OM page 27 paragraph 64). Specific actions or consequences in regard to the misuse of fund or corruption should be taken and clearly stated in the OM. Improve the villagers' awareness about the project's code of conduct so that they can closely monitor the committee members; possibly communicate via a poster. It will be better to have clarity on who is part of the grievance solving committee (or decision making) at the village tract level Land donation or labor donation should be awarded at township MSR. Committees should have more exchange field visits to learn more about gender. In the OM (volume 1), page 56, para 154 A, it should be noted that there should not be separate meetings for different religious groups or ethnic groups; a community should have one meeting for all.
Gender	
<ul style="list-style-type: none"> Due to the gender information disseminated, gender balanced committees were formed; and both men and women participated in community activities. Equal pay for equal work for women and men. Implementing women selected subprojects. Women documented well in FM forms. Women started playing more important roles and making better management decisions. 	<ul style="list-style-type: none"> Hire more local villagers for subproject implementation, particularly women. In the Procurement Form 7, equal ratio of women and men in the labor force and the equal pay for equal work should be included. Gender achievements should be communicated to the communities via posters, cartoons and success stories. Add the third community volunteer as a gender focal point. Encourage more exchange visits for CFs and TFs to learn gender success case studies from other townships. Before subproject implementation, gender training should be conducted in communities (should be noted in the OM).

Group 4: Procurement and Financial Management

Achievements from Last Cycle	Suggestions for Next Cycle
<ul style="list-style-type: none"> Purchased cheaper and quality goods and 	Procurement:

<p>materials due to the shopping method; better transparency and accountability.</p> <ul style="list-style-type: none"> • Block grants were used effectively as communities received training in advance so that communities were aware of the important forms and how to document them. This is highly depending on the training provided to the communities. • Due the collective effort in putting together the procurement plan, the procurement committee was able to coordinate better with other committees, leading to saving time in procurement and less waste. • Labor force account made the improvement in technology, employment opportunities, management and participation. • In the second year townships, more community members were used in the labor force instead of the contractors (compared to the first year). • Accountability was strengthened by the contracts and documentation in the procurement system. • The procurement management plan used for the NCDDP helped improve community and committee members' capacity so that they could also apply their management skills in other work. 	<ul style="list-style-type: none"> • A specific procurement guideline should to be included in the OM. • A specific contract guideline should be also included in the OM. • A clear instruction should be noted in the OM about the minimum amount needed for requesting three quotations by suppliers. • A specific guideline about the procurement of consultants should be included in the OM; specific requirements and qualifications of procurement consultants should be also noted in the OM. • Uniformed procurement forms should be used in all townships. <p>Financial Management (FM):</p> <ul style="list-style-type: none"> • The check keeper should be different from those of three signatures used for cash withdrawal. • There should be a minimum level of education required for the village accountants. • More than 4% of the administrative costs should be allocated to remote villages. • Engineers and TFs should use the local village market price to make the estimate of subprojects. • An accountant of the village tract's Finance Sub-committee should be selected from one of the accountants in the villages. • Anyone dealing with finance (e.g. village account, head of VSC, and volunteers) should receive finance training at least three times in one year to increase his or her capacity. • All townships should receive a minimum of 10 days advance notice for auditing.
---	---

Group 5: Monitoring and Evaluation (M&E) and Management Information System (MIS)

Achievements from Last Cycle	Suggestions for Next Cycle
<ul style="list-style-type: none"> • With the information on PC 9, people can learn the progress of the subprojects. • More accountability and transparency due to MIS system. • MIS is allowing people to systematically collect and update the village information. • Environmental and social conservation/management was improved. • Accessibility of the village information was 	<ul style="list-style-type: none"> • Household and religion/ethnic information should be added to PC 1. • PC 11 shall be removed and use PC 9. • In PC 7, endorsement signature should be added. • It should be noted to instruct to fill out PC 5 after putting together the implementation plan. • The current form, PC 5, has the discrepancy

<p>improved.</p> <ul style="list-style-type: none"> • Reporting became easier using MIS; easy to upload the information to the server by using the tablet. 	<p>on who should sign the form. In the top part, it requires the signature from the township engineer; however, in the signature part at the end of the form, it requires TF's signature. Please clarify who should be the one to sign PC 5.</p> <ul style="list-style-type: none"> • The educational level should be modified in HR 2 Form. • In HR 1 Form, the national registration number should be included. • Disaster Form should be newly added to the OM for the time of natural disasters. • Every form should include the guideline, like PC 1. • Need clarifications on which forms should be filled out by CFs and/or TFs. • In PC 9, the Monitoring Sub-Committee should negotiate the technical quality with TFs. • PC 10 should be modified. • PC 3 should have a better title other than the "subproject timetable." • Should provide essential products to help the MIS (e.g. anti-virus software, waterproof bag for tablets, etc). • It should enable people to change and edit the existing training report on tablet. • M&E training should be negotiated with the Infra team. M&E training should be provided to the communities. • The refresher training for MIS data entry should be provided. • Coordination meeting between township MIS team and union MIS team should be held more frequently. • Who do they need to report in case of the loss of tablets and errors made on tablets?
---	--

Group 6: Environmental Safeguards and Environmental Management Plan (EMP)

Achievements from Last Cycle	Suggestions for Next Cycle
<ul style="list-style-type: none"> • The Donation Form, PC 14, clarifies the ownership of the land. • The First Aid medicine box and safeguards materials increased the safety in the community. • Because of the project rules and regulations about tree cutting, further deforestation and environmental degradation was prevented. • Because of the safeguards screening form, PC 13, and EMP, communities were able to sustain the subprojects and help conserve 	<ul style="list-style-type: none"> • Make better Burmese translation of ECOP. • According to the project objectives, the project is enabling the government to respond to the emergency and/or natural disaster situations. But how much or what percentage of the project funding is going to be allocated to the affected communities? • Create a public poster to show the advantages and disadvantages of using the safeguards. • Disseminate a video about safeguards.

<p>the environment.</p> <ul style="list-style-type: none"> • EMP helps the communities to prevent water pollution and to reduce the damage on animals and fish. • Safety was increased due to the warning signs on the dangerous sites. 	<ul style="list-style-type: none"> • Environmental conservation training should be provided separately from other training. • EMP should only consider the environmental impacts. • The OM should extend the requirement for creating EMP to other relevant subprojects in addition to bridges. • Change PC 15 to reporting and planning. • Put more information/details about EMP.
---	--

Group 7: Subproject Design, Implementation, and Operations and Maintenance (O&M)

Achievements from Last Cycle	Suggestions for Next Cycle
<ul style="list-style-type: none"> • Communities first agree with the subproject designs proposed by Township DRD before the implementation starts. • The project offers multiple ways to improve the quality control of subprojects. • Village skilled laborers increased their knowledge on technology during the subproject implementation. • The safeguards plan was included from the beginning till the end of the project implementation. • People, including CFs, TFs, committee members, and villagers, collaborated to develop the O&M plan. • Because of the O&M plan, the sense of the ownership in the community increased. • Community contribution of labor and collect user fee included in the O&M plan. • The development of the O&M plan helped to maintain other important buildings. • Community capacity was improved due to the O&M plan. 	<ul style="list-style-type: none"> • The current block grant amount is too small to implement some subprojects using the required design. • Change the guideline of the lamppost's foot design. • In the Year 1 Eligible Subproject list (OM page 60), the size of diesel generator should be allow the voltage higher than 15 kV, required for the SP design. • Provide training on the applied technologies (e.g. hydropower, GFWSS, solar system, etc). • The Year 1 eligible subproject list should add a category on small enterprises. • Township Project Implementation Committee's approval time should be within one month. • Disseminate the O&M plan with posters in the community. • 2% of the block grant should be allocated to O&M. • In the OM p. 85 para 249 (f) (1), it should clarify the ratio of the repairs that need to be taken care of by the communities vs. by the relevant government department.

Annex 7: Notes from Session 1: Working Together (NCCDP Internal Learning Day 2: Aug. 25)

Group 1 (Namhsan, Tatkone, Pinlebu)

What Went Well	Expectations
<ul style="list-style-type: none"> • Training of social assessment for CFs and TFs (TTA lead, DRD support) • Village level social assessment • Planning to request and prepare for the block grant • Village Tract and Village Development Planning (TTA Lead, DRD support) • After discussion with relevant departments, subprojects are submitted to tTPIC. (DRD lead, TTA support) 	<p>Expectation from Township TA</p> <ul style="list-style-type: none"> • Technical advice from TA for projects • Coordination • Experiences in conducting training • Facilitation skills • International level submission methods • Cash disbursement procedure • Problem solving skills/methods for issues • Mutual respect and accountability • International level experience of engineers

<ul style="list-style-type: none"> • Preparation of subproject implementation (design, survey, estimate, ECOPs, EMP, etc.) (DRD+TTA) • At the village tract level, feedback meeting was held. • Implementation plan, procurement plan, financial plan, O&M plan, milestone plan, project implementation and monitoring (TTA lead, DRD support) • Social audits, technical and financial audits completed and prepared for completion reports (TTA lead, DRD support) • Resolving grievance cases at the township level • Training of capacity building for staff, communities and TTA • Preparing for quarterly report • After the Township MSR, prepared a report for the Union MSR 	<p>Expectation from Township DRD</p> <ul style="list-style-type: none"> • Get support for project implementation in a timely manner (fund, materials, etc.) • Timely coordination with Union DRD and TA • Start the project cycle on time • Coordination with counterparts • Mutual support according to technical sector • Conduct high quality training for counterpart staff • Do not change TTA staff so often • Mutual respect at the team building, meetings, other activities, • For the administration of CFs and TFs, TA should coordinate with the DRD counterpart
--	--

Group 2 (Kanpetlet, Ann, Htantabin)

What Went Well	Expectations
<p>Expectation from DRD</p> <ul style="list-style-type: none"> • Assign a full time counterpart staff from the DRD in the CDD project • Carry out logistics arrangement on time • Mutual respect • Coordination and helpful minds • Test the improvement of counterpart's capacity • Carry out financial related activities on time <p>Expectation from TTA</p> <ul style="list-style-type: none"> • Separate DRD sector team leaders and program advisors when having a discussion with INGO • Give full authority to township TA leader • Manage CFs, TFs & TTA's field trip • Keep daily attendance Record of CFs, TFs & TTA only at the DRD office • Inform the Township DRD before buying necessary stationeries • The guidance of the Township DRD Head should be coordinated with TTA. • Carry out the project implementation with DRD Counterparts • Conduct training for TFs on estimation • Fully cooperate during the audits 	<ul style="list-style-type: none"> • Work Plan – Led by DRD • Budget Plan – Led by DRD • Reporting – Led by DRD and TTA • Procurement – Led by DRD • Logistics Arrangement – Led by DRD • Capacity Building Programs –To get trained and conduct training together - DRD+TTA • Responsibility – Specific tasks for the Team Leader • HR (Future) – To assign more staffs from Township DRD

Group 3 (Kyunsu, Sidoktaya, Lemyethna)

What Went Well	Expectations
<p>Township DRD's Current Duties</p> <ul style="list-style-type: none"> • Township head of DRD is responsible for all duties. • Coordinate with Union DRD and other departments at the township level. • DRD staffs have field visits for project implementation • Send project report to the district/state and union level <p>Township TA's Current Duties</p> <ul style="list-style-type: none"> • Not only technical but also leading the project implementation • Request funds, coordination for audits (MIS, Grievances, M&E) • Project implement on time (not only in office hour) • Trainings are conducted on time • Reports are prepared on time by TA team 	<p>Expectation from Township DRD</p> <ul style="list-style-type: none"> • Work together among DRD and TA • Carry out dutifully according to relevant sectors. • Keep transparency between DRD and TTA • Involve in any sectors relating CDD projects when TTA free time. <p>Expectation from Township TA</p> <ul style="list-style-type: none"> • Respect and have mutual understanding. • Not to treat as a boss and a worker • Take duties together with TA • Carry out successfully at the time when TA exists. • Make easier of disbursement and payment for projects. • Assign the same DRD staff until one project cycle completed • Collaboration of responsibilities.

Annex 8: Notes from Session 2: Thematic Group Session (NCDDP Internal Learning Day 2: Aug. 25)

Gender

1. Time concern: Facilitators and communities need more time to understand the gender aspects. For example, orientation meeting shall include the time to explain gender.
2. Women's participation is sometimes low. It is important to understand what the challenges, practical barriers exist in order to increase women's participation.
3. Gender training for community level shall be designed and provided
4. To have meaningful participation, we need follow up training. We need to consider, budget, timing other activities within the project cycle.
5. At the orientation meeting, gender shall be introduced in a simple and practical way. Communities will not understand theoretical explanations (e.g, analyzing timeline of women and men).
6. To assess how the gender is mainstreamed in the project, the Gender and MIS team needs to work together. Women's prioritization shall be captured through the MIS.
7. To ensure projects proposed by women are implemented, the budget for women's priorities should be allocated and data entry using Form PC 4 should be improved.
8. The contract for subproject contractors needs to add a sentence "to hire women or give job opportunities to women and the concept of equal pay for equal work."
9. When providing job opportunities, elderly women and handicapped persons who can still work and are willing to work for their basic needs shall not be excluded. Social assessment should be conducted properly in order to understand the social groups in the villages.
10. Need to upgrade/promote the capacity of community facilitators on gender in order to work with communities and committee members.

Management Information System (MIS)/Monitoring and Evaluation (M&E)

1. At the township level data entry personnel will be required (CF level).
2. Need MIS training for all township staff. M&E Sub-Committee members will also need more training.
3. It is important to keep the MIS database PC at the township level instead of centralizing everything in NPT. M&E officers need to check, edit and approve the data.

4. There should be a set timeline (deadline) for data upload.
5. It would be good to have a quarterly meeting among the M&E team with union and township.
6. PC 10 Final Inspection Form – Part B (section on detail cost) is difficult for the M&E/MIS specialists and CFs to enter. This should be in line with F6 Form and to be considered if detailed information needs to go into MIS. If this form allows facilitators to enter in lump sum instead of detailed cost, it will save significant amount time.
7. For the first year townships, it will be useful to have guidelines for all forms like Form 1: when to use, who to enter, who to keep, how to fill out (as an alternative way, these can be included in the summary page – table of content).
8. PC 2 attendance list needs a line for the title of the meeting.
9. On PC 3's timetable, left side shall be blank (delete completely or clarify/simplify) because the explanation of the cycle steps are not clear.
10. In PC 7 Subproject Selection Form, space for the signature of the head of VTPSC should be included
11. PC 9 Monthly Subproject Monitoring Form and PC 11 Quarterly VTPSC Report should be combined. Form 11 (number 3, 7, 8) is good to keep, others shall follow Form 9.

Procurement

1. There shall be a more detailed procurement section in the OM for the community level (the issue raised in 5 shall be solved together).
2. Procurement method selection shall be done before the estimation.
3. There shall be a price threshold for the price (quotation) of materials.
4. It would be good to reduce the number of the procurement forms (but on the other hand, everything included currently is important).
5. Some townships are using a different form from the OM (which is useful) but there are inconsistency in form numbers and asked information etc. Training material was separately provided before the orientation time. Would be better to have one guideline in the OM.
6. In the TOF training, procurement staff from the union level shall be the trainer instead of the training team member
7. Training at the community level shall be done within one day at the village level
8. Suggestion to include guidelines for the recruitment process of the township CF/TF after the TTA phase out.

Finance

1. Block grant should be allocated to the villages instead of village tracts (VT).
2. Can the administrative cost be kept at the village level in order to avoid traveling from the village to the tract village? Township DRD should support the village tracts for the above decision- to identify which villages are justifiable.
3. Village level committee should have a custodian position of the block grant.
4. Estimation of the material should be done at the local market rate instead of township level.
5. Finance clerk should have a criterion of certain education level.
6. The accountant of the VT Finance Sub-Committee shall be selected from the financial clerks.
7. The current OM requires signatures from three people (VTPSC head, FSC head, and one of the VTPSC members) for the fund withdrawal. Obtaining a signature of FSC head cause delay in withdrawal. This shall be revised as any two people out of the three signatories.
8. It shall be mandatory for the Village Project Support Committee head to attend the financial training.
9. FM training must be conducted three times per cycle.
10. In the case of disaster, how can the custodian of the fund be responsible of managing fund?
11. Is it okay to keep the block grant for the next cycle and make a larger subproject?
12. Township DRD heads, team leaders, TAs shall all be invited to the union level financial training.

13. Cycle year should be in line with government fiscal year and shall avoid rainy season.
14. Some of the operation costs shall be authorized by the Township DRD within the approval amount. Currently all requests go to the union level so the decision gets delayed.
15. Project shall be implemented at urban areas too.
16. Shall the population data be based on GAD or immigration office data?
17. Overrun cost mentioned in the OM shall be deleted because it is not functional in any of the townships. Instead the communities provide community contribution.
18. General auditor's office shall inform at least 10 days in advance
19. Can the remaining administrative expense used toward subproject cost. Clarify in the OM.

Annex 9: Notes from Session 3: Operations Manual (NCDDP Internal Learning Day 2: Aug. 25)

Block grant

1. Allocation to all villages vs. allocation to selected subprojects
 - Based on the feedback received in the 2014 MSR, the Department of Rural Development (DRD) agreed to increase the block grant size for each band
 - Unfair for the village tracts (VTs) with many villages
=> World Bank (WB): Important to maintain simplicity for everyone to understand why village tracts receive a certain amount
 - How to verify the unregistered village population?
=> WB: Even if the village itself is not unregistered, the population under that village should be part of the VT population
2. Block grant to include other activities such as livelihoods
=> WB: The DRD is implementing another project focusing on livelihoods. (Mya Sein Yaung Project).
3. Migrant villages should be excluded?
=> DRD: Subprojects should not be implemented in shifting villages.
=> WB: VT has difficult discussions on what to do with the grants. But the project is about stepping back and letting them take their own decisions.

Training

1. Training for DRD and TA team before commencing the cycle
=> Union Technical Assistance (UTA): Similar to last year, the union training team plans to conduct a pre-cycle training for the 18 new townships. Need to rely on Township TA. Clusters rather than traveling to individual townships. Increase staff at the Union CDD Secretariat Office to support township clusters on technical matters and support training. Challenge to cover 27 townships: share responsibility between the union and townships.
2. Separate thematic training for township teams
3. Follow up on the job support training
 - Provision of the new or replacement of the staff shall be looked into. Township needs to help out but also beyond training. Training for facilitators?
=> UTA: The training package for facilitators exists. If replacing facilitators, capture how many there are and provide training for new facilitators.

Selection of Committee members

1. Quality of election. Timing of the election.
 - The revised Operations Manual (OM) will include detailed instructions on the orders of the orientation meeting and selection of the committee members.
 - The orientation meeting (initial stage) of the cycle was compressed. Is it possible to specify whether the orientation meeting can be divided into two separate days? Project introduction and election of the committee members to be done on separate days.
 - Appreciation/ recognition of the committee members
2. Literacy as a pre-condition (particularly for financial clerk)
=> WB: Literacy rate differs by areas so the idea is not to exclude people who are illiterate from taking part of the project. PP 46 mentions one member of each of the sub-committee should include literate people.
3. Gender
=> DRD: Booklets on gender are made in addition to the OM.

Grievance Handling Mechanism

1. Serious grievances should be communicated with the township immediately instead of waiting for three months.
=> WB: Three months upper limit to refer to the township level. Grievances are usually resolved before specific actions against fraud and corruption are taken place (clear guidelines in POM).
2. Grievances to be resolved at the VT level need more clarity.

- There is no specific task for the VT level Grievance Sub-Committee.
 - Is the grievance system used only for the communities or can staff also use the system? Grievances among staff are also allowed and it will be recorded, but the cases will be dealt confidentially.
3. Code of conduct awareness for community members via posters.
 - The OM has a process for fraud cases; the process is working well. Actions were taken for the fraud cases.
 - Make sure this section is clear. It is normal to take grievances out of community.
 - The DRD encourages the use of grievance mechanisms. If need to refer to management, we will refer.

Community contribution

1. Land and labor donations should be recognized.
 - Award at Township MSR.

Gender

1. Training to communities should be given at the beginning of a project cycle.
2. Training to CFs and TFs is insufficient.
 - How to ensure the priority for women are included. Currently, one subproject is identified by women within the VT. PC 4 should be revised to combine women's and men's priorities. => WB: We have seen the opposite; the most subprojects are priorities for women. The OM provision is being complied with, but subprojects identification should be more gender sensitive.

Procurement and Finance

1. Procurement of goods (direct purchase and quotation limits).
 - => WB: Prices will fluctuate. Having a gap between planning and execution means prices could change. When communities make purchases quotes should be publicly shared: transparency.
2. Estimates using the local market price.
 - An estimate is put together by using the market price, but the materials are often purchased from other places. Sometimes materials are purchased outside the township even if the price is higher than the market price because of the shortage of the materials. How can this be explained to the auditors?
3. Administrative cost should be more than 4%
 - From the second cycle, it is not difficult to predict which VT will need more administrative cost.
 - The OM can be read that villages have to use 4-6% of the grant in administrative cost. Spending less than 4 % is okay: also exceptional cases of using 6% are mentioned in the OM.
4. Provision to keep administrative cost with villages in remote settings.
5. Cheque keeper or place for easy access to banking.

Operations and Maintenance (O&M)

1. Clear guidelines for O&M planning and training.
2. Emergency repair guidelines and budget.
3. Supporting training and communication materials on O&M.

Forms and Management Information System (MIS)

1. Updating forms and bringing consistency among training, POM English/Myanmar, and MIS.
2. Synchronizing tablet and PC and enable for editing the already entered data.
3. Accessories such as charger, water proof bag.

Infrastructure

1. Training and follow up support on design and BoQ
2. TPIC approval within a month.

Annex 10: Notes from the Breakout Group Report Back Session (Union-Level MSR Day 2: Aug. 28)

Group 1: Gender

What Went Well	Suggestions for Next Cycle
<ul style="list-style-type: none"> • Women are able to attend the village development meeting. Acknowledged by the men about their capacity. • Women have filled half of the members in the village level committees and sub-committees, but not necessarily on the leadership position. • Women are participating in the village development planning and identifying subproject(s) prioritized women's needs. • More opportunities for women: equal pay for equal work => We need to analyze the ratio of men and women in skilled and non-skilled work. • Build and encourage women's confidence 	<ul style="list-style-type: none"> • Improve women's participation by: <ul style="list-style-type: none"> ➢ Providing gender training and raising awareness; ➢ Offering special support for women to attend the meetings; ➢ Conducting gender analysis; ➢ Providing women oriented capacity building to fill the gap in women's knowledge and skills. • CDD should convey the message of women's needs, such as income generating and microfinance, to other line ministries. • M&E and MIS: more gender specific data should be collected. • Include the provision of gender equality in the agreement with contractors

Group 2: Conflict and CDD

Lessons from the Last Cycle	Suggestions for Next Cycle
<ul style="list-style-type: none"> • Phasing out the Township Technical Advisory Team (TA) shouldn't be an issue in Namhsan and Ann (new conflict affected townships), but scaling up of the project can't deal with having too many conflict townships. • Initially the NCDDP didn't envision operating in conflict-affected areas but the previous MSR highlighted needs and poverty in those conflict-affected areas. • CDD aligns with the peace process and ceasefire agreement that include the provision of support to conflict-affected communities. • So far no tension towards the Community Facilitators (CFs) who are from the conflict-affected areas and the TAs (e.g. MercyCorps). • It's new to have government services coming to these areas. DRD and WB are working in five conflict-affected townships to meet with stakeholders (CBOs, communities, armed groups -AG, etc), sometimes without DRD (e.g. when meeting AGs), to figure out how to proceed implementing the project. 	<ul style="list-style-type: none"> • Ensure security for project staff. • Consider providing trauma care for victims affected by the conflict. • Take local contexts and traditions into consideration => include local ethnic groups in the project. • More advocacy efforts needed by the government agencies. • Community leaders should be filled by more women and ethnic groups. • Inform the communities about the World Bank loan. • Organize regular coordinating meeting with CSOs, government agencies, etc. • Influence on attitude change on the ground and promote trust and cooperation. • Respect Do No Harm policy – Need comprehensive training on the both sides. • Infrastructure for the use of cultural festivals that may lead to peace building and sustainability.

Group 3: Infrastructure/O&M

What Went Well & Challenges	Suggestions for Next Cycle
<ul style="list-style-type: none"> • Village tracts in some townships used equal distribution of block grants across villages. • INGOs/NGOs should assign experienced TA for the project implementation. • Polluted water seeping into the hand dug well. • Weakness in doing awareness training about O&M Plan and follow-up. • Union Level training to TTA and TFs focused on infrastructure issues (design, safeguards, checklist, ECoPs, O&M). 	<ul style="list-style-type: none"> • Subprojects should be selected based on VDPs, and block grants should be allocated based on the requirements of the community. • Need to discuss how to control and who will take care for the infrastructure in the new townships without infrastructure TAs. • Need to plaster inner wall up to 10ft to prevent the polluted surface water seepage. • Currently in the OM, bridges of 5m and above have to prepare EMP. => It should be changed to 15m and above in the next cycle. • TTA/TFs/CFs should give awareness training about the O&M Plan to the community and review as soon as the subproject is completed. • In the Operation Manual, it says 5% of the last year's block grant can be used for O&M. => 1-3% of block grant should be allocated for O&M, starting from the first cycle. • TTA and TFs should provide more effective training to communities.

Group 4: Grievance/Social Accountability

What Went Well	Suggestions for Next Cycle
Communications	
<ul style="list-style-type: none"> • Posters about CDD project to inform the communities • Information about the project and subprojects was informed to the community members • 	<ul style="list-style-type: none"> • All communications materials should be translated in local ethnic languages. • Exchange visit should be provided to the community members so that they can learn from others. • New townships should have exposure to old townships with the project experiences. • Organize the participatory communications (singing contest, debate) in communities for encourage more community participation. • Radio and TV programs (e.g. ethnic TV channels) to inform about the project. • Mobile applications about the project and access to the information.
Grievance Handling Mechanism (GHM)	
<ul style="list-style-type: none"> • Committee members became more responsive and accountable. Villagers were able to raise their voice. Project procedures were conducted with transparency so they had less chances to misuse the funds. • Problems can be explored (investigated). • Trust is built between the project and 	<ul style="list-style-type: none"> • GHM information sharing/training should focus not only on grievances/ complaints but also on feedback and criticisms on the project. • The cases of misuse of funds should be widely announced in the communities, but it's important to assure communities that

<p>communities as each of the grievance cases has been responded.</p> <ul style="list-style-type: none"> • Because of GHM, not only committee members but also village/tract authorities have increased cooperating with the project. • The availability and accessibility of the township/union grievance phone lines made it easy for the communities to voice their complaints and receive prompt responses. 	<p>these misuse cases do not lead to the suspension of the funds.</p> <ul style="list-style-type: none"> • Committee members should be aware of the consequences by breaking the project's code of conduct (e.g. replacement). • All village committee members are responsible for any misuse cases happened in the village. • Measures to protect the person who has been accused without doing any misconduct.
---	---

Group 5: Disasters/Emergencies Response and CDD

What Went Well	Suggestions for Next Cycle
<ul style="list-style-type: none"> • CDD project has responded to the current situations due to widespread floods and landslides. • Help rehabilitate the damaged community infrastructure and cleaning wells. • Provide response funds within departments. 	<ul style="list-style-type: none"> • Go beyond responding to disasters but build resilience and preparedness. • Develop a disaster risk reduction (DRR) and preparedness plan: • Include disaster resistance and mitigation measures in the construction plans; • Apply community-based disaster risk management (CBDRM) in the CDD project. • Need contingency plans/funds. • Need more capacity building for disaster preparedness and response. • CDD Project should not be a stand alone for disaster response – important to link and coordinate with other DRR actors (line ministries, CSOs, INGOs, etc).

Group 6: Village Development Planning

What Went Well	Suggestions for Next Cycle
<ul style="list-style-type: none"> • Members of the Village Tract Project Supporting Committee and Village Project Support Committee were chosen by election. • All of community committees have increased women's participation. • Community is taking ownership and making decisions on the implementation based on their needs owns. • The Village Development Plan is well-developed in villages; but it is only limited to infrastructure. • NCDDP has implemented the township-wide community-led project planning. 	<ul style="list-style-type: none"> • Encourage communities to develop a more comprehensive and holistic Village Development Plan (VDP) beyond priorities of community-based infrastructure. • How to monitor VDP? • Build capacity of facilitators to work with communities to build a holistic VDP. Communities also need to understand the process and outcomes of VDP so that the VDP will be sustainable and high quality. • Village Tract Project Support Committee (VTPSC) and Village Tract Development Support Committee (VTDSC) need to coordinate better on the Village Tract Development Plan. • Committee members shouldn't be changed all the time => affecting the sustainability and capacity of the committees.

	<ul style="list-style-type: none"> • Establish a holistic management plan. Actors should include: • At the Village Level- <ul style="list-style-type: none"> • - VTDC (Government) • - Village Tract Administrators • - VTPSC (CDD Project) • At Township Level- <ul style="list-style-type: none"> • TPIC • Private sector • Line ministries (Leg, Agriculture, Education)
--	--

Open Discussions:

- Responding to questions on the World Bank’s loans and grants to Myanmar, Nikolas Myint, Project Team Leader of the NCDDP, The World Bank, has clarified that communities do not need to repay the NCDDP’s community block grants. The World Bank’s loan is concessional loans to the Government of Myanmar with small interests. After 10 years of the grace period, the Government will start paying back the loans over the period of 38 years. The information about the World Bank’s loans is available on the World Bank’s website as well as on the Ministry of Finance’s website.
- One of the participants has suggested that when designing a subproject, the needs of special groups, such as the elderly, disabled, women, should be considered (e.g. making slope for the disabled).
- As to mitigate the tension between two conflicting groups, discussions should be held at the village tract level.

Annex II

Training Plan

Remarks	Training	#part	Participants	Trainer	Location	Dur	Start	End	
Y3 Townships - 18 Townships									
	Y3 townships - start up and ToF								
Overview of OM. within 8 day training, there is a 3 day parallel session for procurement, finance, infrastructure, GHM	Y3 Start-Up	97 (42 DRD, 34 TTA, 19 UDRD)	TTA/DRD - Myaing, Banmauk, Kayinseikgi, Mindon; Thabaung, Kyangin	MMT, KKS, with support from Training team	NPT	8d	21/12/15	31/12/15	
	Y3 Start-Up	58 (37 DRD, 21 TTA)	TTA/DRD - Palewa, Hpruso, Demawso	MMT	YGN	8d	06/01/16	14/01/16	
	Y3 Start-Up	111 (62 DRD, 49 TTA)	TTA/DRD - Lewe, Ngazun, NyaunU, Chaungzon, Bilin, Tanintharyi, Kawhmu, Moenyoy, Kyaukkyi	MMT	NPT	8d	18/1/16	26/1/16	
Trainer skills and ToF 1	TOT1	50	old CFs/TFs/UDRD	Ross, Manoj, MMT, KKS	NPT	10d	25/11/15	05/12/15	
Before field work starts Topics: Mobilisation and Planning - OM, VDP Guide Training team: -1 Union trainer -1 CF co-trainer from ToT participants Support from: -1 TL TTA (new) -1 National program advisor (new) -1 Int CDD expert	TOF1		CFs/TFs/TTA/TDRD	TTA; Khin Pyone Yee	Myaung	8d	18/1/16	26/1/16	
	TOF1		CFs/TFs/TTA/TDRD	YeLe; Thu Thu Thein Oo	Banmauk	8d	18/1/16	26/1/16	
	TOF1		CFs/TFs/TTA/TDRD	MTO; Myo Min Aung	Hpruso	8d	18/1/16	26/1/16	
	TOF1		CFs/TFs/TTA/TDRD	Htwe Nu; Nadi	Demawso	8d	18/1/16	26/1/16	
	TOF1		CFs/TFs/TTA/TDRD	Thu Thu; Kyaw Kyaw Naing	Mindon	8d	18/1/16	26/1/16	
	TOF1		CFs/TFs/TTA/TDRD	KKS; Myat Thander Nyo	Kayinseikgyi	8d	18/1/16	26/1/16	
	TOF1		CFs/TFs/TTA/TDRD	Myat Myat Thu, Zaw Myint; YeLe (from 30)	Thabaung	8d	26/1/16	03/02/16	
	TOF1		CFs/TFs/TTA/TDRD	Htwe Nu; Win Soe; Ni Ni Win Shwe	Kyangin	8d	01/02/16	09/02/16	
	TOF1		CFs/TFs/TTA/TDRD	MMT; Aye Aye Than	Palewa	8d	01/02/16	09/02/16	
	TOF1		CFs/TFs/TTA/TDRD	MTO; Khine Min; Nyein Nyein Aye	Ngazun	8d	01/02/16	09/02/16	
	TOF1		CFs/TFs/TTA/TDRD	TTA; Nadi	Chaungzon	8d	01/02/16	09/02/16	
	TOF1		CFs/TFs/TTA/TDRD	Thu Thu; Khine Zaw Moe; Thet Thet Hlaing	Lewe	8d	03/02/16	11/02/16	
	TOF1		CFs/TFs/TTA/TDRD	KKS; Lin Saw Kee; MTN	NyaunU	8d	06/02/16	13/2/2016	
	TOF1		CFs/TFs/TTA/TDRD	YeLe; Thet Thet Khine; Tin Mo Hlaing	Bilin	8d	08/02/16	16/2/16	
	TOF1		CFs/TFs/TTA/TDRD	TTA; MTO; Nyunt Hlaing; Nyein Nyein Aye	Kawhmu	8d	15/2/16	23/2/16	
	TOF1		CFs/TFs/TTA/TDRD	KKS; Htwe Nu; Nadi	Kyaukkyi	8d	15/2/16	23/2/16	
	TOF1		CFs/TFs/TTA/TDRD	MMT; Win Nyi Nyi Latt; Chit Ko Ko	Tanintharyi	8d	15/2/16	25/2/16	
	TOF1		CFs/TFs/TTA/TDRD	Thu Thu; Naing Tun Aung; Yan Nain Phyio; MTN	Moenyoy	8d	16/2/16	24/2/16	
		TOT2		TOF Trainers	KKS, MMT, Helen	NPT	6d	07/03/16	12/03/16
	Topics: Sub-project implementation - Finance, Procurement, Grievance, Safeguards	TOF2		CFs/TFs/TTA/TDRD	Htwe Nu; NNA; Khine Min	Myaung	6-7d	16/3/16	22/3/16
TOF2			CFs/TFs/TTA/TDRD	YeLe; Nadi; MMW; Khin Pyone Yi	Banmauk	6-7d	16/3/16	22/3/16	
TOF2			CFs/TFs/TTA/TDRD	MTO; Soe Ko; Lin Saw Kee	Mindon	6-7d	16/3/16	22/3/16	
TOF2			CFs/TFs/TTA/TDRD	Thu Thu; MTN; Zaw Myint	Kyangin	6-7d	16/3/16	22/3/16	
TOF2			CFs/TFs/TTA/TDRD	Nyunt Hlaing; Nadi	Hpruso	6-7d	28/3/16	02/04/16	
TOF2			CFs/TFs/TTA/TDRD	Thu Thu; MTN; Kyaw Kyaw Naing	Demawso	6-7d	28/3/16	02/04/16	
TOF2			CFs/TFs/TTA/TDRD	Htwe Nu; NNA; San Aye	Kayinseikgyi	6-7d	28/3/16	02/04/16	
TOF2			CFs/TFs/TTA/TDRD	KKS; Myo Min Aung	Palewa	6-7d	28/3/16	02/04/16	
TOF2			CFs/TFs/TTA/TDRD	MMT; Win Soe	Thabaung	6-7d	28/3/16	02/04/16	
TOF2			CFs/TFs/TTA/TDRD	YeLe; Naing Tun Aung	Ngazun	6-7d	01/04/16	07/04/16	
TOF2			CFs/TFs/TTA/TDRD	MTO; Thu Thu Thein Oo	Lewe	6-7d	01/04/16	07/04/16	
TOF2			CFs/TFs/TTA/TDRD	MTO; Thu Thu	NyaunU	6-7d	25/4/16	30/4/16	
TOF2			CFs/TFs/TTA/TDRD	Htwe Nu; MMW; Nadi	Chaungzon	6-7d	26/4/16	03/05/16	
TOF2			CFs/TFs/TTA/TDRD	Nyunt Hlaing; MTN; Thet Thet Khine	Bilin	6-7d	02/05/16	07/05/16	
TOF2			CFs/TFs/TTA/TDRD	MMT; Khine Zaw Moe	Kawhmu	6-7d	02/05/16	09/05/16	
TOF2			CFs/TFs/TTA/TDRD	YeLe; NNA; Tin Moe Hlaing	Moenyoy	6-7d	09/05/16	14/5/16	
TOF2			CFs/TFs/TTA/TDRD	Thu Thu; MTO; Chit Ko; Win Nyi Nyi Latt	Tanintharyi	6-7d	09/05/16	14/5/16	
TOF2		CFs/TFs/TTA/TDRD	Htwe Nu; Nadi; Aye Aye Than; Myat Myat Thu	Kyaukkyi	6-7d	09/05/16	14/5/16		
Community Management Team Training	CMT		Village Committees	CFs/TFs	Tracts/Villages	2d	ongoing		
	TOT3		TOF Trainers	MMT, Helen, Union team	NPT	5d	23/5/16	27/5/16	
Topics: sub-project closure and social audit at end of project cycle	TOF3		CFs/TFs/TTA/TDRD		Hpruso	5d	01/06/16	06/06/16	
	TOF3		CFs/TFs/TTA/TDRD		Myaung	5d	06/06/16	10/06/16	
	TOF3		CFs/TFs/TTA/TDRD		Kayinseikgyi	5d	06/06/16	10/06/16	
	TOF3		CFs/TFs/TTA/TDRD		NyaunU	5d	06/06/16	10/06/16	
	TOF3		CFs/TFs/TTA/TDRD		Kyangin	5d	06/06/16	10/06/16	
	TOF3		CFs/TFs/TTA/TDRD		Demawso	5d	09/06/16	14/6/16	
	TOF3		CFs/TFs/TTA/TDRD		Thabaung	5d	13/6/16	17/6/16	
	TOF3		CFs/TFs/TTA/TDRD		Banmauk	5d	13/6/16	17/6/16	
	TOF3		CFs/TFs/TTA/TDRD		Mindon	5d	13/6/16	17/6/16	
	TOF3		CFs/TFs/TTA/TDRD		Tanintharyi	5d	20/6/16	24/6/16	
	TOF3		CFs/TFs/TTA/TDRD		Lewe	5d	20/6/16	24/6/16	
	TOF3		CFs/TFs/TTA/TDRD		Chaungzon	5d	24/6/16	29/6/16	
	TOF3		CFs/TFs/TTA/TDRD		Kawhmu	5d	27/6/16	01/07/16	
	TOF3		CFs/TFs/TTA/TDRD		Bilin	5d	01/07/16	06/07/16	
TOF3		CFs/TFs/TTA/TDRD		Moenyoy	5d	04/07/16	08/07/16		
TOF3		CFs/TFs/TTA/TDRD		Palewa	5d	11/07/16	15/7/16		
TOF3		CFs/TFs/TTA/TDRD		Kyaukkyi	5d	11/07/16	15/7/16		
TOF3		CFs/TFs/TTA/TDRD		Ngazun	5d				

Y3 Townships - Infrastructure								
Topic: Rough Cost Estimate and Standard Design; ECoPs and Positive/Negative List	iTOT 1	50	24 DRD region engineers + 18 TFs from Y1/Y2 townships + 8 UDRD	Praful and Helen	NPT	2d	18/01/16	19/01/16
Topics: Rough Cost Estimate and standard design; ECoPs and Positive/Negative List 2 days tagged on to end of TOF1 Training Team: -1 or more DRD Regional Engineer from iTOT -1 TF from iTOT	TTF1		TFs	U Chit San Maung; Daw Aye Myint Khaing	Myaung	2d	27/1/16	28/1/16
	TTF1		TFs	Daw Nyein Thu Zar; Daw May Myo Naing	Banmauk	2d	27/1/16	28/1/16
	TTF1		TFs	Daw Thandar Htwe; Daw Nan Kyawt Kyawt Yee Y	Hpruso	2d	27/1/16	28/1/16
	TTF1		TFs	Daw Ye May Win; Daw Poe Ei Ei Oo	Demawso	2d	27/1/16	28/1/16
	TTF1		TFs	Daw Myint Myint Han; U Win Thu Ya; U Htun Linn	Mindon	2d	27/1/16	28/1/16
	TTF1		TFs	U Aung Naing Thu; U Saw Zin Zu Ko Naing; U Saw	Kayinseikgyi	2d	27/1/16	28/1/16
	TTF1		TFs	Daw Theint Htet Htet Win; Daw Khine Chic Chic K	Thabaung	2d	04/02/16	05/02/16
	TTF1		TFs	Daw Phoo Ei Khaing; U Saw Htet Linn Than	Kyangin	2d	10/02/16	11/02/16
	TTF1		TFs	U Si Thu Swe; U Nyi Nyi Swe; U Pyae Phyo Maung	Palewa	2d	10/02/16	11/02/16
	TTF1		TFs	Daw Aye Witt Ye Htun; U Kaung Nyi Nyi	Ngazun	2d	10/02/16	11/02/16
	TTF1		TFs	U Ye Htet Aung; U Min Htaw San	Chaungzon	2d	10/02/16	11/02/16
	TTF1		TFs	Daw Hla Hla Aye; U Myo Min Thant; Daw Phue Ph	Lewe	2d	15/2/2016	16/2/2016
	TTF1		TFs	Daw Ei Thandar Soe; U Khin Maung Htay	NyaunU	2d	15/2/2016	16/2/2016
	TTF1		TFs	U Swan Htet Aung Myin; U Thein Than Htun	Bilin	2d	17/2/16	18/2/16
	TTF1		TFs	Daw Witt Yi Phyo; Daw Maw Maw Win; Daw Nar	Tanintharyi	2d	19/2/16	20/2/16
	TTF1		TFs	Daw Myat Htet Myat Kyaw; U Naing Minn Soe; U	Kawhmu	2d	24/2/16	25/2/16
	TTF1		TFs	U Zin Mya Myo; U Yan Naung Win	Kyaukkkyi	2d	24/2/16	25/2/16
TTF1		TFs	Daw Myat Phyu Sin; Daw Ei Thae Naing	Moenyoy	2d	25/2/16	26/2/16	
	iTOT 2		TTF Trainers	Union Infra Team	NPT	4d	18/3/16	22/3/16
Topics: Technical Design + BOQ; Safeguards; Autocad	TTF2		TFs	Daw Phoo Ei Khaing; U Saw Htet Linn Than	Kyangin	5d	26/3/16	30/3/16
	TTF2		TFs	U Chit San Maung; Daw Aye Myint Khaing	Myaung	5d	28/3/16	01/04/16
	TTF2		TFs	Daw Myint Myint Han; U Win Thu Ya; U Htun Linn	Mindon	5d	28/3/16	01/04/16
	TTF2		TFs	U Ye Htet Aung; U Min Htaw San	Chaungzon	5d	31/3/16	05/04/16
	TTF2		TFs	Daw Nyein Thu Zar; Daw May Myo Naing	Banmauk	5d	31/3/16	05/04/16
	TTF2		TFs	Daw Thandar Htwe; Daw Nan Kyawt Kyawt Yee Y	Hpruso	5d	02/04/16	06/04/16
	TTF2		TFs	Daw Ye May Win; Daw Poe Ei Ei Oo	Demawso	5d	02/04/16	06/04/16
	TTF2		TFs	U Aung Naing Thu; U Saw Zin Zu Ko Naing; U Saw	Kayinseikgyi	5d	03/04/16	07/04/16
	TTF2		TFs	Daw Theint Htet Htet Win; Daw Khine Chic Chic K	Thabaung	5d	04/04/16	08/04/16
	TTF2		TFs	U Si Thu Swe; U Nyi Nyi Swe; U Pyae Phyo Maung	Palewa	5d	25/4/16	29/4/16
	TTF2		TFs	Daw Aye Witt Ye Htun; U Kaung Nyi Nyi	Ngazun	5d	25/4/16	29/4/16
	TTF2		TFs	Daw Hla Hla Aye; U Myo Min Thant; Daw Phue Ph	Lewe	5d	25/4/16	29/4/16
	TTF2		TFs	Daw Myat Htet Myat Kyaw; U Naing Minn Soe; U	Kawhmu	5d	25/4/16	29/4/16
	TTF2		TFs	U Zin Mya Myo; U Yan Naung Win	Kyaukkkyi	5d	25/4/16	29/4/16
	TTF2		TFs	U Swan Htet Aung Myin; U Thein Than Htun	Bilin	5d	26/4/16	30/4/16
TTF2		TFs	Daw Myat Phyu Sin; Daw Ei Thae Naing	Moenyoy	5d	02/05/16	06/05/16	
TTF2		TFs	Daw Ei Thandar Soe; U Khin Maung Htay	NyaunU	5d	02/05/16	06/05/16	
	iTOT 3		TTF Trainers	Garvan	NPT	4d	06/06/16	09/06/16
Topics: O+M, Technical Audit; Quality Management	TTF3		TFs	Daw Phoo Ei Khaing; U Saw Htet Linn Than	Kyangin	5d		
	TTF3		TFs	U Chit San Maung; Daw Aye Myint Khaing	Myaung	5d		
	TTF3		TFs	Daw Myint Myint Han; U Win Thu Ya; U Htun Linn	Mindon	5d		
	TTF3		TFs	Daw Nyein Thu Zar; Daw May Myo Naing	Banmauk	5d		
	TTF3		TFs	U Ye Htet Aung; U Min Htaw San	Chaungzon	5d		
	TTF3		TFs	Daw Thandar Htwe; Daw Nan Kyawt Kyawt Yee Y	Hpruso	5d		
	TTF3		TFs	Daw Ye May Win; Daw Poe Ei Ei Oo	Demawso	5d		
	TTF3		TFs	U Aung Naing Thu; U Saw Zin Zu Ko Naing; U Saw	Kayinseikgyi	5d		
	TTF3		TFs	Daw Theint Htet Htet Win; Daw Khine Chic Chic K	Thabaung	5d		
	TTF3		TFs	U Si Thu Swe; U Nyi Nyi Swe; U Pyae Phyo Maung	Palewa	5d		
	TTF3		TFs	Daw Aye Witt Ye Htun; U Kaung Nyi Nyi	Ngazun	5d		
	TTF3		TFs	Daw Hla Hla Aye; U Myo Min Thant; Daw Phue Ph	Lewe	5d		
	TTF3		TFs	Daw Myat Htet Myat Kyaw; U Naing Minn Soe; U	Kawhmu	5d		
	TTF3		TFs	U Zin Mya Myo; U Yan Naung Win	Kyaukkkyi	5d		
	TTF3		TFs	U Swan Htet Aung Myin; U Thein Than Htun	Bilin	5d		
TTF3		TFs	Daw Myat Phyu Sin; Daw Ei Thae Naing	Moenyoy	5d			
TTF3		TFs	Daw Ei Thandar Soe; U Khin Maung Htay	NyaunU	5d			
TTF3		TFs	Daw Witt Yi Phyo; Daw Maw Maw Win; Daw Nar	Tanintharyi	5d			
Y3 Townships - Procurement								
Training			CFs/TFs/TTA/TDRD	Counterpart	townships			
Procurement Refresher	36		Specialist and DRD counterpart		NPT	5d	06/06/16	10/06/16
Y3 Townships - GHM								
done alongside Comms because same person	GHM Training		CFs/TFs/TTA/TDRD	Grievance Key Expert and DRD Counterpart	townships	1d	immediately following	
	GHM Refresher Training	36	GHM focal points, DRD counterpart		NPT	2d	11/05/16	12/05/16
Y3 Townships - Gender								
Gender Training			CFs/TFs/TTA/TDRD	Gender Key Expert and DRD Counterpart	townships	2d		
	Gender Quarterly Meeting		Gender and Social Accountability Officer; DRD counterpart		NPT	2d	same dates as quarterly meeting	
Y3 Townships - Communication								
done alongside GHM because same person	Refresher Training		Officer; DRD counterpart		NPT	2d	13/5/16	13/5/16
Y3 Townships - Financial management								
Management Training			CFs/TFs/TTA/TDRD	Finance Key Expert and DRD Counterpart	townships			
all 18 townships (with 9 old townships)	Refresher Training	36	TTA Finance Officer, DRD Finance Counterpart	Wijaya	NPT	3d	13/6/16	15/6/16
Y3 Townships - M&E / MIS								
M&E/MIS Training			CFs/TFs/TTA/TDRD	M&E/MIS Key Expert and DRD Counterpart	townships			
all 18 townships	Hands on Refresher		M&E/MIS TTA and DRD counterpart		NPT	7d	28/3/2016	03/04/16

Y1 and Y2 Townships - 9 Townships

Y1 + Y2 townships - refresher and ToF								
	Exchange visit for 9 Townships part 1		CFs/TTA/DRD		9 TS	5d	05/10/15	09/10/15
	Cycle start-up training 9 old		TTA/DRD		NPT	5d	12/10/15	16/10/15
	Exchange visit for 9 Townships part 2		CFs/TTA/DRD		9 TS	5d	19/10/15	23/10/15
	Refresher TOF1		CFs/TFs		Kampetlet	5-7d	07/12/15	11/12/15
	Refresher TOF1		CFs/TFs		Kynsu	5-7d	25/11/15	
	Refresher TOF1		CFs/TFs		Namhsan	5-7d	13/11/15	20/11/15
	Refresher TOF1		CFs/TFs		Laymyetnar	5-7d	16/11/15	21/11/15
	Refresher TOF1		CFs/TFs		Htantabin	5-7d	19/11/15	25/11/15
	Refresher TOF1		CFs/TFs		Tatkone	5-7d	07/12/15	11/12/15
	Refresher TOF1		CFs/TFs		Ann	5-7d	15/12/15	
	Refresher TOF1		CFs/TFs		Sidoktaya	5-7d	07/12/15	11/12/15
	Refresher TOF1		CFs/TFs		Pinlebu	5-7d	21/12/15	25/12/15
	Refresher TOF2		CFs/TFs		Kampetlet	5d	01/03/16	07/03/16
	Refresher TOF2		CFs/TFs		Kynsu	5d	08/02/16	12/02/16
	Refresher TOF2		CFs/TFs		Namhsan	5d	25/4/16	28/4/16
	Refresher TOF2		CFs/TFs		Laymyetnar	5d	15/2/16	04/03/16
	Refresher TOF2		CFs/TFs		Htantabin	5d	09/02/16	19/2/16
	Refresher TOF2		CFs/TFs		Tatkone	5d	22/2/16	27/2/16
	Refresher TOF2		CFs/TFs		Ann	5d	09/02/16	19/2/16
	Refresher TOF2		CFs/TFs		Sidoktaya	5d	29/2/16	05/03/16
	Refresher TOF2		CFs/TFs		Pinlebu	5d	22/2/16	27/2/16
	Refresher TOF3		CFs/TFs		Kampetlet	5d	02/05/16	06/05/16
	Refresher TOF3		CFs/TFs		Kynsu	5d	02/05/06	06/05/16
	Refresher TOF3		CFs/TFs		Namhsan	5d	16/5/16	20/5/16
	Refresher TOF3		CFs/TFs		Laymyetnar	5d	04/05/16	06/05/16
	Refresher TOF3		CFs/TFs		Htantabin	5d	23/5/16	27/5/16
	Refresher TOF3		CFs/TFs		Tatkone	5d	02/04/16	07/04/16
	Refresher TOF3		CFs/TFs		Ann	5d	23/5/16	27/5/16
	Refresher TOF3		CFs/TFs		Sidoktaya	5d	17/5/16	20/5/16
	Refresher TOF3		CFs/TFs		Pinlebu	5d	02/05/16	06/02/16
ad hoc basis	replacement staff		CFs/TFs		NPT	8d		
Y1+Y2 townships - Infrastructure								
	Water testing kit training				NPT	2d	23/09/15	24/09/15
safeguards, design and estimation			Y1 and Y2 TFs and DRD counterparts, DRD state and region engineers	Praful and Helen				
Pool of Infra Trainers will be determined during this time	Refresher training	108			NPT	6d	11/01/16	15/01/16
Townships - Procurement								
done with first start-up training participants	OM update and prep for next cycle		1 Procurement Expert plus 1 DRD		NPT	2d	29/12/15	30/12/15
	Procurement Refresher		Specialist and DRD counterpart		NPT	5d	06/06/16	10/06/16
Y1 and Y2 Tonwnships - GHM								
	Grievance refresher training	35	CF/TF/TTA/DRD counterpart	Banyar and Ye Wint Aung	Kynsu	1d	08/09/15	08/09/15
	Grievance refresher training	52	CF/TF/TTA/DRD counterpart	Banyar and Ye Wint Aung	Htantabin	1d	21/9/15	21/9/15
	Grievance refresher training	62	CF/TF/TTA/DRD counterpart	Banyar and Ye Wint Aung	Laymyetnar	1d	24/9/15	24/9/15
	Grievance refresher training	44	CF/TF/TTA/DRD counterpart	Banyar and Ye Wint Aung	Tatkone	1d	02/10/15	02/10/15
	Grievance refresher training for CF TF	42	CF/TF/TTA/DRD counterpart	Banyar and Ye Wint Aung	Ann	1d	03/12/15	03/12/15
	Grievance refresher training	40	CF/TF/TTA/DRD counterpart	Banyar and Ye Wint Aung	Sidoktaya	1d	01/12/15	01/12/15
	Grievance refresher training	27	CF/TF/TTA/DRD counterpart	Banyar and Ye Wint Aung	Nahmsan	1d	24/7/15	24/7/15
	Grievance refresher training	32	CF/TF/TTA/DRD counterpart	Banyar and Ye Wint Aung	Kanpalet	1d	06/01/15	06/01/15
	Grievance refresher training	50	CF/TF/TTA/DRD counterpart	Banyar and Ye Wint Aung	Pinlebu	1d	15/2/16	18/2/16
Y1 and Y2 - Gender								
	Gender ToT	16	TTA and DRD gender staff		NPT	5d	29/6/2015	03/07/15
support and monitoring of TTA delivered training	Gender Training	about 50	CFs/TFs		Laymyetnar	2d	05/07/15	06/07/15
support and monitoring of TTA delivered training	Gender Training	about 30	CFs		Htantabin	2d	09/07/15	10/07/15
training given to Ann because they did not attend the ToT	Gender Training	82	31CFs/50TFs/1DRD gender staff		Ann	2d	11/10/15	12/10/15
	Gender Quarterly Meeting	17	all 9 township DRD staff officers and TTA		NPT	2d	23/10/15	24/10/15

	Y1 and Y2 - Communication							
needs approval from WB	Training				NPT	4d		
	Y1 and Y2 - Financial management							
	Refresher training	3	TTA finance, DRD finance, DRD Project Manager	May Thu, Yuzana Linn	Kampetlet	3d	28/11/15	30/11/15
Done together in one trip	Refresher training	3	TTA finance, DRD finance, DRD Project Manager	U tin Oo, May Thu Kyaw	Kynsu	3d		
	Refresher training	3	TTA finance, DRD finance, DRD Project Manager	U tin Oo, May Thu Kyaw	Htantabin	3d		
	Refresher training	3	TTA finance, DRD finance, DRD Project Manager	U Tin Oo, Yuzana Khin, Kyi Kyi Nyunt,	Namhsan	3d	12/12/15	14/12/15
	Refresher training	3	TTA finance, DRD finance, DRD Project Manager	Daw Thin Yu Hlaing,U Kyaw Htoo,Kyi Kyi Nyunt	Laymyetnar	3d	26/01/15	27/01/16
	Refresher training	3	TTA finance, DRD finance, DRD Project Manager	U Tin Oo, Yuzana Khin, Kyi Kyi Nyunt,	Tatkone	3d	17/12/15	18/12/15
Done together in one trip	Refresher training	3	TTA finance, DRD finance, DRD Project Manager	Daw Su Su Than,Daw Thinyu Hlaing,Daw Yuzana	Ann	3d	29/12/15	05/01/16
	Refresher training	3	TTA finance, DRD finance, DRD Project Manager	Daw Su Su Than,Daw Thinyu Hlaing,Daw Yuzana	Sidoktaya	3d	29/12/15	05/01/16
	Refresher training	3	TTA finance, DRD finance, DRD Project Manager	Daw Su Su Than,Daw Thinyu Hlaing,Daw Yuzana	Pinlebu	3d	29/12/15	05/01/16
all 9 townships (with 18 new townships)	Refresher training	18	TTA finance, DRD finance		NPT	3d	13/6/16	15/6/16
	Y1 and Y2 - M&E / MIS							
use of tablets and forms	Hands on Refresher	63	CFs and TFs + M&E and MIS TTA and DRD counterpart		NPT	5d	30/11/15	04/12/15
DRD Training								
	CDD+		NON-project DRD		NPT	9d	03/08/15	11/08/15
	NCDD project management for DRD Y3 training		18 townships new DRD staff		NPT	8d	19/10/15	26/10/15
optional - outsource?	Management training		27 township DRD heads I					
optional - outsource?	Management training		27 township DRD heads II					

Annex III

Aggregated Social Audit Report 2015 (Nine townships)

Score (1★; 2★;3★;4★)		Lessons Learned (What did and didn't work well) and Recommendations		
	Process	Result		
Kanpetlet				
Dates: 27.5.2015 to 11.7.2015. Township parameters: 26 VTs, 122 villages ; 85 sub-projects, 100% completion; BG transferred : 740 million Size of S.A : Total of 56 S.A's in 43 villages + 13 villages each representing 1 VT. Total participants : 2305 (M 51 % F 49%)				Dates & Size
	Committee(P)	Committee(R)		
1★	2%	0.3%	<ul style="list-style-type: none"> • Committee obtained community participation for active review of their VDP. Planned Village Tract Development Plan. Completed sub projects on time despite challenges • Used appropriate safeguard measures and materials while implementing sub-projects. • All grievance letters given timely response • All Block Grants withdrawn in time. 	
2★	4%	3%		
3★	35%	34%		
4★	61%	62%		
	Community(P)	Community(R)		
1★	0.5%	0.8%	<ul style="list-style-type: none"> • Sometimes VTPSC meetings could not be conducted due to geographical constraints • Scarcity of skill labor and lack of machine to implement sub projects. • Lack of manpower for CFA, hence this was less than Contractor labour. • M&E subcommittee weak in monitoring process during implementation, and weak in reporting due to illiteracy. • The community needs to improve GHM at Village Tract level. • Administrative cost is not enough to cover bank charges • Slow completion of sub-project design 	
2★	5%	6%		
3★	39%	42%		
4★	54%	50%		
<ul style="list-style-type: none"> • Remoteness of villages : after VTPSC meeting, the VT representatives need to share detail information at village mass meeting • Difficulty in form filling for FSC: need to provide Financial Management refresher training • Need to increase Block Grant • Livelihood insecurity : need to support livelihoods as well as communal infrastructure • Womens participation: need more specific training for womens groups • Transparency : FSC needs to circulate updated finance balance sheets to all villages in the same VT. • CFs and TFs need to visit their villages more frequently during implementation. • Committees would like design of sub-project as early as possible. 			Suggestions & Recommendations	
Namhsan				
Dates: : 18.5.2015 to 7.08.2015. Scope of township: 26 VTs, 124 villages ; 115 sub-projects, 100% completion; BG transferred : MMK 760 million Size of S.A : Total of 115 S.A's. Total participants : 1122 committee (F 40%) and 6248 community (F 47 %)				
	Committee(P)	Committee(R)		
1★	0.2%	0.4%	<ul style="list-style-type: none"> • Safe Guards <ul style="list-style-type: none"> ○ Community improved operation and maintenance concepts and maintained on the watershed area to have adequate drinking water for life. ○ Using safety materials in the construction sites and first aid kits. ○ Community applied Environmental Codes of Practice. • Participation & Gender <ul style="list-style-type: none"> ○ In cycle-II, Social Audit could be conducted 76 times more than first cycle and 314 Committee member and 4496 communities are also more participated and deeply discussed and assessment on their project cycle. ○ Equal pay for equal works in the sub project implementation. 	
2★	1%	1%		
3★	8%	9%		
4★	90%	90%		
		What Worked Well		

			<ul style="list-style-type: none"> ○ Gender participation increased than first year in the village/ village tract meetings, decision making process and social audit, etc. ○ At least one Sub project could be identified and implemented women proposed activities in each village tract. ○ Some families applied gender equality and accepted women decision. ○ Committees actively participation in the project implementation. ○ Some women become Chairman of Village Project Development Committe. ○ Men and women became equality chances and improved Gender equality. <p>• Infrastructure and O&M</p> <ul style="list-style-type: none"> ○ User fee collection for operation and maintenance for the sustainable of sub project. (Example: Drinking Water Supply and Electricity activities) ○ Community increased awareness on the Operation & Maintenance system. ○ Better for transportation as output after the completion of village roads. ○ Reduce diseases causes of mosquitos because of side drain included in the implementation of village concrete/ stone/ earth road. ○ Decrease decimation of forest as the provision of concrete post for village electricity. <p>• Financial Management</p> <ul style="list-style-type: none"> ○ Showing updated information on the village information board and meeting, and improved transparency and accountability. ○ Finance Sub Committees could be planned and practiced how to use operation costs, sub project amount according to the implementation plan and procurement plan. ○ Cash withdrawal easier than first cycle for Sub Projects. ○ Smoothly preparation for data entry because of women included in committees <p>• Procurement</p> <ul style="list-style-type: none"> ○ Sub Projects implemented by Community Force Account. ○ Villagers increased income and experiences from sub project implementation using by CFA method. ○ Using procurement guideline, drawing procurement plan through village mass meeting. ○ Available had mason, carpenter and labor within some village. <p>• Social Accountability</p> <ul style="list-style-type: none"> ○ Community and committee learning to present well at meetings. ○ Community contributed and donated in sub-projects, and improved accountability. ○ Raising awareness on the project cycle, operation manual and improved accountability. ○ Explaining accuracy data on the expenditure of Sub projects for transparency. ○ Conflict solution if any issue/problem by consultation method. ○ Feedback, resolved if any complaint someone on project related issues and informed on village information board. ○ All ethnic groups more unity and participated in the project cycle . ○ Small ethnic group benefit on Sub Project results. ○ Raising and awareness on transparency and human right in the implementation of CDD. ○ All villages established Grievance Handling Mechanism. 	
	Community(P)	Community(R)	<ul style="list-style-type: none"> • A few Block Grants were too late for timely implementation of Sub Project. • Difficult for the implementation of Sub Project within April-June, that time is tea harvesting season. • Lack of water for the implementation of Sub Projects in summer. • Need to more technical support for village community. • Bad of transportation in raining season. • Lack of skill mason and carpenter in the village. 	
1★	0.9%	0.6%		
2★	1.4%	1.1%		
3★	10%	9%		

V
N
S

4★	88%	89%	<ul style="list-style-type: none"> • Difficult for labor if Sub Project implementation in the tea harvesting season. • Sometime, not yet receive timely while purchased aggregate and sand and transportation in some village. • Practices on Gender equality although community more information needed to understand about gender and development. 	
	<ul style="list-style-type: none"> • Block Grant : 1) Block Grant allocation should be calculated based on the number of villages in each village tract. 2) To provide Block Grant for subprojects before tea harvesting season, should be support during October to January. 3) Need to approval and can be use pretty cash before Sub Project implementation. • Financial Management: 1) Need to prepare monthly financial report to reduce data error 2) Need to provide refresher training in Financial Management and Book Keeping. Need to conduct regular information sharing by committee • Procurement : 1) To calculate commodity price according to local rate (Eg. Aggregate, Sand, etc.) 2) To implement the Sub Projects by Community Force Account methods only 3) To provide in the Procurement Management Training using practical exercises to understand and able to use procurement forms. • Participation & Gender: 1) Current committee members need to continue in office in coming year 2) Young people should be include in the election of Village Committee 3) Committee members and villagers need to more coordination and cooperation in the meeting and project implementation 4) To provide gender concepts to more understand for all villagers/ communities. 4) To should conduct village meetings which dated on religious days for more gender participation 5) To provide Capacity Development Training for women • Grievance Handling Mechanism & Social Accountability: 1) All people need to maintenance with fully accountability on the completion of Sub Projects apart from concern committee 2) Social Audit needs to be conducted annually in the village level • Monitoring and Evaluation Report: 1) Community Facilitator and Technical Facilitator need to frequently visits and technical support to village 2) NGOs should monitor the remote area/ village. 3) To calculate Sub Project Design, AOC and DM by Myanmar Version to understand M&E Sub Committee and villagers. • Infrastructure, ECoPs and EMP : 1) Sub Project implementation period should be January and February 2) Engineers to provide quality management training for resource person (Eg. Artisan, Carpenter, Mason, Plumber, etc.) 3) To explain design and estimate to villagers and also to calculate design and estimate after discussed with villagers. • Learning: 1) To provide technical training and refresher trainings. 2) To provide training for new committee members and villagers. 3) To explain and discuss on the development concepts to community by technical experts for more understand. 			Sug ion. Rec atic
Kyunsu				
Dates: 14.5.2015 to 7.08.2015 Scope of township: 20 VTs, 162 villages ; 172 sub-projects, 100% completion; BG transferred : MMK 1340 million				
Size of S.A : Total of 149 S.A's. Total participants : 1400 committee 9416 community total 10816 (F 53 %)				
	Committee(P)	Committee(R)	Leadership and participation	V V V
1★	3%	1.6%	<ul style="list-style-type: none"> • More participation of some village tract administrator and village leader are obviously increased. • Many of community members had highly interested in project. 	
2★	7%	2.2%	<ul style="list-style-type: none"> • Increase in accountability. 	
3★	34%	23%	Community procurement	
4★	57%	73%	<ul style="list-style-type: none"> • More understanding in procurement process than first cycle • Transparently disclose information/ procurement data. • Trust between community and committee highly increased in some villages. 	
			Financial Management	
			<ul style="list-style-type: none"> • Having village clerk in village level is very helpful and effective in financial management. • Most of the village clerk and other committee member had increased confidence in financial management than first year. 	
			Transparency	
			<ul style="list-style-type: none"> • More transparency in 2nd cycle in all steps (selecting sub project, procurement, financial management) 	
			Gender	
			Increased awareness about gender (women decision making roles, equal pay for equal work etc) due to project.	

	Community (P)	Community (R)	<p>Leadership and participation</p> <ul style="list-style-type: none"> Although some of village tract administrators had participated in project, some of administrators still need to be increased in participation. <p>Community procurement</p> <ul style="list-style-type: none"> Difficulties in transportation, lack of skill labor. Difficulties in Quotation process (getting signature from vendor) <p>Financial Management</p> <ul style="list-style-type: none"> In some village tract, management in administration expenses is still need to increase. <p>Gender</p> <ul style="list-style-type: none"> Some communities still need better understanding, especially on equal pay for equal work. 	V N S
1★	3%	2%		
2★	7%	5%		
3★	30%	25%		
4★	61%	68%		
	<ul style="list-style-type: none"> For coming project cycle, all administrators need to highly participate in project in order to implement project cycle smoothly and effectively. Need more assistance from CFs to mobilize participation of VT administrator, village leader and within communities. It will be very effective if it is possible to transfer the block grants as soon as possible for some village tract which are very difficult in transportation. Communities needs more support from Township for sourcing skilled labor Committee member should take responsibility to disclose information transparently. NCDDP should include livelihoods, and eed training on civil work, agriculture, and livestock and so on. Need more awareness racing/ training on gender from township and also from Union 			Sug ion: Rec atic
Pinlebu				
Dates: 19.7.2015 to 15.12.2015. Township parameters : 52 VTs, 266 villages ; 263 sub-projects, 100% completion; BG transferred : MMK 1320 million				
Size of S.A : Total of 257 S.A's. Total participants : # = n.a, participants from 263 villages				
	Committee (P)	Committee (R)	<ul style="list-style-type: none"> Even though CDD is a new experience for most of the communities, SP implementation has progressed well and the communities have shown that they can implement their own subprojects, with proper O & M plan. The communities experienced democratic practices such as selection of committee members through voting, participatory village development planning and self-implementation, grievance handling by the communities, and social audit meeting. Women's participation in village development activities contributed to effective subproject implementation. Some of the women have taken leadership roles in some of the sub-committees. Committee members do not dare to misuse funds because of fear of a grievance being raised (via the suggestion box and GHM). There is even competition among villages on subproject implementation progress and on raising contributions from the whole village (not just from individuals). Committee members have received significantly improved capacity through training The communities can manage their own Block Grants for subproject activities Systematically formed the committees and sub-committees (with gender considerations) Prepared Village Tract Development Plan for a three- year period Received grievance letters, resolved the issues raised and replied to the respective grievance bearers Timely release of funds to the villages by the Finance Sub-Committees CFs/TFs trained on CDD Project development concepts Cycle 1 experience, including difficulties faced, will improve project implementation in the next cycle 	V V V
1★	0%	0.03%		
2★	1%	0.3%		
3★	5%	4 %		
4★	94%	95 %		
	Community(P)	Community(R)	<ul style="list-style-type: none"> Overlap with cultivation period has led to low community participation during subproject implementation For some of the subprojects, implementation was carried out by the committee members only Overlap with other Government Departments' plans/programs which resulted in frequent revision of VDPs and Tsp-level implementation plan 	V N S
1★	0.1 %	0.02%		

<p>2★ 3★ 4★</p>	<p>1 % 6 % 94 %</p>	<p>1% 4% 95%</p>	<ul style="list-style-type: none"> • Due to high number of streams/ivers, access and transportation is very challenging; many delays in delivery of construction materials during rainy season, resulting in higher cost. • Local labour is usually contract type, i.e not daily wages, hence difficult to find and hire skilled labour. • Scarcity of skilled labour, especially at cultivated and crops harvesting time • Difficult tendering method for remote villages where shops are not familiar with providing quotes • Forms need to be filled up systematically • Weak grievance letters addressed to VT level • Need to know more about the CDD concept and process • Community training is not wide (scope) or frequent enough 	
<p>GHM</p> <ul style="list-style-type: none"> • Some communities are interested in the GHM and would like to experiment how to reply to and solve problems raised in the grievance in all levels. This can then become good practice and change behaviors as a result of the GHM. <p>Financial Management</p> <ul style="list-style-type: none"> • Multiple instalments of BG withdrawal from the bank create difficulties. Should aim for one, max two only. • Lateness of the block grant, not enough time for implementation. Please ensure BG is timely, and withdrawals do not need to happen during crop cultivation periods. • Due to low education level, difficulty in finance data entry. Please reduce finance forms and give more training. <p>Procurement</p> <ul style="list-style-type: none"> • Need to simplify procurement procedures since : 1) Difficult to collect three price quotation due to scarcity of construction materials locally 2) Difficulty in purchase of construction goods because of different price local market price with DRD standard norms. 3) Difficult price competition method. <p>Participation</p> <ul style="list-style-type: none"> • To get better community participation : 1) project meetings should be conducted when free time for communities and 2) the village & VT administrators groups need to give support and assistance to the committees. • Women should have greater participation in SUB-PROJECT implementation /labour force. <p>Labour</p> <ul style="list-style-type: none"> • DRD standard costs for semi-skilled and skilled should be updated to actual local conditions: DRD standard labour cost is lower than actual local , cost so difficult to make accurate cost estimates. <p>Infra and ECoPS</p> <ul style="list-style-type: none"> • Construction work should be done in dry season; don't try to force completion during wet season. • Community need more environmental knowledge to understand the importance of ECoPS. • Before SP implementation, TFs need to explain project process with design and estimate based on the actual local price. • O & M committees need infra training, as collection of O & M funds is still challenging. • Need to reduce loss of materials during construction. <p>Training</p> <ul style="list-style-type: none"> • Community needs training in all sectors to raise awareness (e.g gender, safeguards etc....) and more frequent refresher. 			<p>Sug ion. Rec atic</p>	
<p>Laymyetnar</p>				
<p>Dates: 15.6.to 07.07.2015 (41 villages) ; 13 -25.11.2015 (7 villages) Scope of township: 41VTs, 284 villages ; 267 sub-projects, 100% completion; BG transferred : MMK 1120 million Size of S.A : Total of 258 S.A's. Total participants : n.a</p>				

<p>1★ 2★ 3★ 4★</p>	<p>Committee(P)</p> <p>0.27% 1.2% 8.4% 90%</p>	<p>Committee(R)</p> <p>0.35% 1.16% 8% 90.5%</p>	<ul style="list-style-type: none"> • Completion of village planning, community committees forming, capacity building staff and committees in time and provision of Block Grants to community through VTPSC in timely manner. • ToF 2, Community Management training and ToF 3 Social Audit Training and meetings also completed as per work plan. • 97 % of sub- projects completed as per implementation plan. • Support technical training to TFs Auto cad, solar electrification , and water quality test training to all staff. • Provided funds for renovation of damaged sub projects during flood in Laymyethnar Township. • Local capacity enhancement through vocational training to local carpenters and masons from flooded area for the purpose of skills improvement and to overcome scarcity of skill labors during implementation of sub projects. • Weekly coordination meeting with DRD and TTA including grievance handling together with Township Grievance Community. Reply to respective persons in timely manner. Receiving more acknowledgement and suggestions letters to NCDDP project rather than complaint letters at Township level. • They have skill to organize community meeting, discussions and practice transparent manner. • Well organized meetings for mission visits and exchange visits. • Have systematic project files and record keeping. • Community force account made community job opportunities. • Inclusion of ethnic people (Kayin, Rakhine, Mon and other religious people comprised in VPSCs in the villages of Ai Thabyu VT, Pain Inn VT, La Har Gyi VT, Let Tha Mar Kayin, Pan Taw Gyi Village Tracts. • Provision of exchange visits for community and project staff for experiential learning. • Well organized of Township MSR as per Township Work plan and contributed information to Union MSR. 	<p>V V V</p>
<p>1★ 2★ 3★ 4★</p>	<p>Community(P)</p> <p>1.3% 2.4% 9.7% 86.7%</p>	<p>Community(R)</p> <p>1% 3% 9% 87%</p>	<p>Participation</p> <ul style="list-style-type: none"> • Difficult to mobilize community in village planning due to busy with their farms seasons. • Women to participate in decision making process. • VPSC formed with 10 to 12 members but about 3 to 4 members in each village were not be able to work for project implementation due to personal family affairs and business. • Community participation did not reach 85 % because NCDDP is the first community development project to them and never have experiences for them. <p>Leadership and empowerment</p> <ul style="list-style-type: none"> • Majority of VTPSC and VPSC chairmen are very strong and can lead the community in project implementation. • Active participation of sub –committees also can lead in sub –project implementation • Attend advocacy and awareness raising workshop actively and share knowledge and experience to respective community. <p>Infra and Safeguards</p> <ul style="list-style-type: none"> • VPSC , O & M committees have lack of knowledge on important of maintenance on sub-projects for sustainability. • Villages have still difficulty and committees do not know how to establish O & M fund. <p>Gender</p> <ul style="list-style-type: none"> • Encourage women to participate in decision making process and equal pay for equal work. • Empower women leadership role in VPSC sub- committees and VTPSC Financial Sub committees in the first cycle 43% of FSC Chair were women. • Gender and social accountability ToT training to staff at union, Township and village level conducted and community be aware of gender main streaming in the community and women are encouraged to participate and involve in CDD process. <p>Procurement</p>	<p>V N S</p>

			<ul style="list-style-type: none"> • Promote community force account rather than local contractor . • Create job opportunities in sub- project implementation to village hand to mouth people with agreement of community in the village. • Alternative using block grants to small villages clusters for their village infrastructure development. • Empower minority villages' representatives to be members of VPSCs. • Need to improve safeguards practices among the community. Community follows ECOPs 	
	<p>Participation and Transparency</p> <ul style="list-style-type: none"> • To promote community participation in the second cycle through awareness raising on NCDDP concept through giving enough time on community participatory planning . • Promote transparency practices through using transparency board systematically. <p>Project Scope and Planning</p> <ul style="list-style-type: none"> • To start village planning as soon as completion of Union Level MSR. The best time for community participation for village planning is in the month of October to December. • To introduce holistic village development planning not only rural infrastructure but also livelihood development of entire communities. • Timely starting of the NCDDP Second Cycle in Laymyethnar Township is strongly suggested. • To ensure inclusion of unregistered villages in the project. • To consider the village with less than 20 house for project intervention and the villages on the ground which are not in the list of township demography. • Village and Village Tract population data needs to be updated and certified by local authority (GAD) to be able to provide Block Grant to village tracts. • To consider including livelihood support for very poor communities , rather than only rural infrastructures. <p>Capacity building</p> <ul style="list-style-type: none"> • Provide more capacity building to: 1) VTPSC and VPSC members especially on Financial Management, Procurement Process, Implementation, Operation and Maintenance 2) Village Volunteer (to be able to become village activists at the time of project phase out). • Local enhancement vocational training to village youth to obtain technical skills in mason and carpenter which is useful in sub-project implementation and creation of job opportunity to landless and labours. • To strengthen VTPSC and VPSC members 'capacity in : 1) M & E and O & M practices. 2) Management : training to VTPSC and VPSC members to be able to do best practices in organizational and Financial management. • Arrange more frequent community cross visits to get experience and learning. Exchange visits of staff should be arranged between after completion of the current cycle and before starting the next cycle. Otherwise it can affect project implementation. • To provide quality and safety facilities and to field staff. (motor bike, helmets, life jackets, rain coats, torch light, back bags, medicine kits etc) • Operation and maintenance technical training should be provided to O & M committees who look after tube wells with engine and pump, hand pumps, generator for electricity supply, and solar electrification. <p>Infra and Safeguards</p> <ul style="list-style-type: none"> • Encourage O & M fund raising in the community and empower sense of ownership for sustainability. Advocacy and awareness raising on establishment of VDP funding. • Provide specific training in creation of O & M fund. • Establish community networking for sustainable community development with self health manner. • Time for village planning needs more days instead of two days in cycle 1. One day Village planning and the next day for VT planning was too rush for community and they did not have enough knowledge on community development. • Must avoid the community meeting during the peak season of harvest , land preparation and growing . • Encourage awareness raising on Environmental Code of Practice among the community and importance of social safe guards in project implementation. <p>Procurement</p> <ul style="list-style-type: none"> • To encourage community force account in community sub project implementation rather than contractors implementation. <p>GHM</p>			<p>Sug ion: Rec atic</p>

	<ul style="list-style-type: none"> To encourage and maintain Grievance Handling Mechanism among the community systematically. 			
Ann				
Note : 1) 9 villages combined subprojects, 11 villages decided to stop implementation due to budget constraints and flood, 2 villages shifted from the original location.				
Dates: July to November Scope of township: 29 VTs, 235 villages ; 222 sub-projects, 100% completion by end January ⁽¹⁾ ; BG transferred : MMK 1140 million.				
Size of S.A : Total of 152 S.A's. Total participants : community 8893 (F 38%) committee 1612 (F 41 %)				
	Committee(P)	Committee(R)	Financial Management	V
1★	1%	0.3%	<ul style="list-style-type: none"> Block grants were used in systematic way. VTPSC informed and issued block grants to villages as soon as block grant was withdrawn from the bank. 	V
2★	2%	1.7%	<ul style="list-style-type: none"> Committee members learned well how to do book keeping in using block grants. 	V
3★	8%	8%	<ul style="list-style-type: none"> VTPSC managed administrative cost to get supportive to subproject implementation. 	
4★	89%	90%	<ul style="list-style-type: none"> Committees made regular practice of submitting monthly financial report to township. 	
			Gender	
			<ul style="list-style-type: none"> Women improved awareness on their right to participate in the village project activities such as village meeting, project implementation and management ; women know that they have same right as men, such as equal wage for equal work. 	
			Infra & Safeguards	
			<ul style="list-style-type: none"> Community decided to get a good quality subproject. 	
			<ul style="list-style-type: none"> The community including women, poor, vulnerable, minor ethnic group have right to participate in decision making of what activities village is going to do. 	
			<ul style="list-style-type: none"> The community acquired practice of cooperative work and for example, repaired village infrastructure affected by natural disasters. 	
			<ul style="list-style-type: none"> During subproject implementation, committees managed safety precaution at project implementation sites and personal safety materials were used. Children of age below 15 year were not allowed to work during subproject implementation. 	
			Procurement	
			<ul style="list-style-type: none"> Good quality materials were procured for subproject construction. Price Quotation was done before procuring materials and materials were procured in reasonable prices. 	
			GHM	
			<ul style="list-style-type: none"> Suggestion boxes are good for villagers to inform grievance information, which can prevent misunderstanding between committees and villagers. 	
			<ul style="list-style-type: none"> Grievance mechanism is acting as a monitoring mechanism and as a result committees have improved their mindset not to misuse project budget and materials. 	
	Community(P)	Community(R)	Project Scope and Planning	V
1★	0.82%	1%	<ul style="list-style-type: none"> Subproject start time was too late 	N
2★	3%	2%	Financial Management	S
3★	11%	10%	<ul style="list-style-type: none"> In rainy season, village committee members faced difficulty in withdrawing block grant from the village tract because some villages are in remote location with difficult and high cost transportation. 	
4★	85%	87%	<ul style="list-style-type: none"> Some villages complained about the small block grant size allocated by the population number in the village tract. 	
			<ul style="list-style-type: none"> In some village tracts, village procurement committees and finance subcommittees (FSC) were not cooperating so well. need better cooperation to get timely financial documentation by the FSC 	
			Gender	

			<ul style="list-style-type: none"> • Villagers are busy with their own livelihood activities and sometimes hard for women to participate in the meetings. <p>Procurement</p> <ul style="list-style-type: none"> • Due to late start of construction, some construction materials were damaged by flood. • Block Grant was transferred in rainy season, when it was hard to procure construction materials. • Local suppliers hesitate to quote a price unless against quotation inquiry unless purchase is sure. <p>GHM</p> <ul style="list-style-type: none"> • Some villagers still lack a proper understanding about GHM, because it is their first experience of having this mechanism in the community. • Illiteracy of the villagers is preventing villagers to get effective use of GHM. • There is a lack of coordination between the village and VT level grievance sub committees. • Grievance subcommittee members in some villages are not interested in their roles and responsibilities. 	
	<p>Project Scope and Planning</p> <ul style="list-style-type: none"> • Second cycle should start earlier. Project should plan to start project implementation in dry season. <p>Financial Management</p> <ul style="list-style-type: none"> • Village procurement committees and finance subcommittees (FSC) need better cooperation to get timely financial documentation by the FSC. • Block Grant should be issued in the dry season to get construction materials <p>Procurement</p> <ul style="list-style-type: none"> • Quotation forms should be distributed ahead of quotation inquiry. • To reduce burden to illiterate committee members, paper work should be minimal. • Project team should regularly check documentation made by committee members. • The committees should identify warehouses at safe place for construction material storage so that natural disaster affect can be reduced <p>Gender</p> <ul style="list-style-type: none"> • Village tract administrator's support is important to get inclusive participation in the village activities. <p>GHM</p> <ul style="list-style-type: none"> • Only interested persons should be elected as the grievance subcommittee members in next cycle. • More Grievance training should be provided to the communities. 			Sug ion. Rec atic
Sidoktaya				
Note : 6 villages could not do the social audit due to flooding. Some of them will decide whether to move elsewhere.				
Dates: 19.7.2015 to 27.12.2015. Scope of township: 46 VTs, 116 villages ; 113 sub-projects, 100% completion; BG transferred : MMK 920 million				
Size of S.A : Total of 110 S.A's. Total participants : n.a (F n.a)				
	Committee(P)	Committee(R)	Project Cycle and Planning	
1★	n.a	1%	Infrastructure	V V V
2★	n.a	4%	<ul style="list-style-type: none"> • Community and committee members achieved better quality infrastructures through participation mutually. • All sorts of sub-project activities were well arranged, including O&M plan. • Coordinated by committee and community for better quality have had sub-projects. • Improved lifestyle of community, due to intervention of CDD. 	
3★	n.a	4%	Safeguards	
4★	n.a	79%	<ul style="list-style-type: none"> • Constructed crossway when road renovation is functioning. • To prevent noise pollution, erected the power supply engine house far from village's households. • Systematically disposed of wastes from sub-project implementations. • Protected to approach for children at danger place anyway. • Warnings well provided to all at places of danger for electric shocks. • Created drainages, spillway, and culverts to ensure sustainability of all roads. • Substituted and planted all trees which were cut down. 	

			<p>Procurement</p> <ul style="list-style-type: none"> • Good quality materials were purchased through three quotations and price enquires • Materials transported at reasonable prices • Purchased materials by community agreements, experienced person's recommendation, and other committee members' <p>Financial Management</p> <ul style="list-style-type: none"> • Carried out according with estimated costs. • Provided wages equally to man and woman labors. • Expensed project supports budgets no waste and accurately • Managed by finance committee properly and systematically • Supported budgets were expensed Excellency • Donated to projects such labor cost and labor according with communal agreement <p>Gender</p> <ul style="list-style-type: none"> • Equal pay for equal work has been well received. • Jobs opportunities for women through CFA has been appreciated • Women's empowerment and participation is improving other sectors. <p>GHM</p> <p>158 grievances were handled through the year (F = 26%), with 100% resolution</p>	
<p>1★</p> <p>2★</p> <p>3★</p> <p>4★</p>	<p>Community</p> <p>n.a</p> <p>n.a</p> <p>n.a</p> <p>n.a</p>	<p>Community</p> <p>2%</p> <p>7%</p> <p>19%</p> <p>72%</p>	<p>Project Cycle and Planning</p> <p>Labour scarce due to coincidence with cultivation season</p> <p>Infrastructure</p> <ul style="list-style-type: none"> • Lack of technical skills, and difficult of transportation, and heavy rain in rainy season • There is the first cycle year one we have had so many difficulties such as skills, transportation, climate situation and so on. • Lack of experience to get no good quality infrastructures <p>Safeguards</p> <ul style="list-style-type: none"> • Not yet received training in electrical matters (prevention, protection and precaution). • Due to the heavy rain, some sub-projects functioning at all. • Difficult to get labor because of cultivated time coincidence. <p>Procurement</p> <ul style="list-style-type: none"> • In first cycle year 1 faced little bit difficulty anyway. • Encountered difficulties due to clumsy transportation • So many problems unusual quotation and price enquires • Troubles to rent for heavy machines for road construction • Faced difficulties not changes in one month for construction materials rate to purchase at shops • No hardware for construction materials shop at Sidoktaya Town. Weak linkage procure subcommittee members and TF. <p>Financial Management</p> <ul style="list-style-type: none"> • 4% admin cost is insufficient for remote area project villages • Sub-project implementation is late because of difficulty and high cost of of transportation. • Lack of experience and expertise in book keeping and financial concerns <p>Gender</p> <ul style="list-style-type: none"> • Number of women on VPSC is still low, and almost none are chairperson. • Problem to complete sub-projects in timely fashion because coincidence of cultivation periods • Women are not stronger than men, but receive equal pay for same work, so take longer, and are rarely skilled labour. 	<p>V</p> <p>N</p> <p>S</p>

			<ul style="list-style-type: none"> • Mothers have reduced time to participate • There has no female chairperson in VPSC. GHM <ul style="list-style-type: none"> • GHM focal persons are sometimes Inadequate in terms of accountability and responsibility. 	
	<p>Project Cycle and Planning</p> <ul style="list-style-type: none"> • Main sub-project activity should not coincide with cultivation period <p>Infrastructure</p> <ul style="list-style-type: none"> • Block grant transfer should be earlier in the second cycle, • Committee and community implementat sub-projects with transparency. • For sustainability of water supply activities, duties and responsibilities should be allocated to the VTSC properly and transparency anyway. <p>Safeguards</p> <ul style="list-style-type: none"> • Safeguard education/training for community should be intensified. <p>Procurement</p> <ul style="list-style-type: none"> • Repeated refresher training is needed • We should carry out sub-projects in In dry season. • Block Grant should be provided in time during dry season. <p>Financial Management</p> <ul style="list-style-type: none"> • Block grant request would be provide timely before rainy season of cultivated periods. • Admin cost supplementary 2% totally 6% to 4% admin cost at remote area villages. • Determined and documented through regular meeting taken place by villages' committee and community. • Needed reports and returns timely and stick on notice board for transparency purpose <p>Gender</p> <ul style="list-style-type: none"> • Increased woman members at village's committees • In dry season it would implement with equally gender balances all sort of sub-projects • In every meetings, sub-project implementations, there would be participate female members prioritize at all. • Women would have all Training needs <p>GHM</p> <ul style="list-style-type: none"> • Need training 4 times per year • Need to have better Grievance Focal persons, with strong sense of responsibility. • Need quality keys and locks at all grievance boxes. 			Sug ion Rec atic
Htantabin				
Dates: June to November 2015 Scope of township: 54 VTs, 234 villages ; 227 sub-projects, 100% completion; BG transferred : MMK 1360 million				
Size of S.A : Total of 227 S.A's. Total participants : 7606 (F 43 %)				
	Committee(P)	Committee(R)	<ul style="list-style-type: none"> • CDD Project is effective for village development according to first year review. • Labor contribution, providing meals and refreshments and donation from the village community are remarkable. During project implementing time, community contributed by helping with the earth work for the filling up of road embankments in front of their houses thus improving the quality of the roads. • Leadership role and capacity improved as result of cooperation between village community leaders and government organizations. Village community and committees were well cooperated. Management capacity is improved due to higher capacity for leadership and cooperation. The committees gained more experience, improved for better change and cooperation and coordination enhanced. • Although first year of the project ended, the community request management training as capacity building for second year project. Leadership for development plan found to be satisfactory. Will raise village participation for future projects and improve results. • Some committee members show little interest but most Committees were able to complete 100% of the 	V V V
1★	1%	0%		
2★	3%	3%		
3★	14%	15%		
4★	82%	82%		

			<p>difficult work plans under severe weather conditions.</p> <ul style="list-style-type: none"> Although the project started late, all the functions such as orientation, meeting, community management training, sub project implementation and social audit at villages were completed in time according to the instruction of Union CDD. The quality of the construction was good in many subprojects according to the social audit score results and infrastructure supervision check list. 	
<p>1★ 1%</p> <p>2★ 3%</p> <p>3★ 15%</p> <p>4★ 81%</p>	<p>Community(P)</p>	<p>Community(R)</p> <p>2%</p> <p>3%</p> <p>13%</p> <p>82%</p>	<ul style="list-style-type: none"> Htantabin was the very last of 6 year 2 townships to mobilise TTA, and suffered pressure throughout the cycle to complete on time. Due to this, 1) sub project implementation time and paddy growing season were overlapped 2) Some sub projects delayed due to late implementation of project at beginning of rainy season 3) village committee and village administration officers took responsibility. Although village elders cooperated, village administration officers did not participate in project implementation. In some villages committee members did not turn up in full strength. Work implementation difficult due to inadequate experience. There is transportation difficulty and therefore service charges are high. No vouchers could be secured for buying of materials such as sand. In preparing financial statements, there is difficulty to get vouchers. Only names and telephone numbers could be provided. In procurement, there is difficulty in getting quotation price, difficulty in filling up procurement forms, and difficulties due to lack of experience therefore trainings are needed. Cooperation among the committee members was high at the beginning of the project and got lower as the project progressed. This was due to committee members' difficulty to attend meetings, limited time to spare from family income work, difficulty to reach decisions, difficulty in transportation. Difficulty in bringing block grant money from bank due to late timing (money arrived late at night). Block grant money can be withdrawn from bank only in the presence of three persons. There is difficulty if one person in the group is away from village or sick in bed. 	<p>V</p> <p>N</p> <p>S</p>
	<ul style="list-style-type: none"> Due to the time constraint in last year township team could not provide the efficient staff capacity building therefore township team should take sufficient time especially for staff capacity building. Implementation process should start not later than 2nd week of February in order to complete the sub projects before the raining season. It is needed to strengthen the village communities through the community management training to be better than last year. To be better monitoring process on field staff and implementation of sub projects township TA team will supervise as cluster leaders for each cluster in this regards 234 villages of 54 village tracts will be divided into 5 clusters base on geographic situation. There are still need for roads, electricity and medical dispensaries in the villages. Some village tracts with higher number of villages get lower fund allocations, therefore needs of the villagers could not be met adequately. The groups suggested inviting committee members from village and staff from project side to meet regularly. To improve village meeting attendance of the villagers, more cooperation between committee members and villagers is needed. Villages are responsible for long term sustainability of the infrastructure constructed by project. Social audit is a basic requirement from village side. No satisfaction from village side before start of project. Support increased after funds allotted from township and project completed. This was emphasized with stars in the social audit. In procurement, there is difficulty in getting quotation price, difficulty in filling up procurement forms, and difficulties due to lack of experience therefore more training is needed. 		<p>Sug</p> <p>ion.</p> <p>Rec</p> <p>atic</p>	

Tatkon				
Dates: 18.5 – 15.8.2015. Scope of township: 49 VTs, 145 villages ; 165 sub-projects, 100% completion; BG transferred : MMK 1780 million				
Size of S.A : Total of 145 S.A's. Total participants : 17053 (F 53 %)				
	Committee(P)	Committee(R)	Gender	V V V
1★	2%	1%	<ul style="list-style-type: none"> Women & men are equally considered during committee forming and subproject activity selection Overall, women made up 46.5% of the membership of VTPSCs and VPSCs and appointed key persons. Women chairpersons were elected in 4 VTPSCs and in 2 VPSCs. Women made up 55% of the total number of participants in all village and village tract meetings. Participation <ul style="list-style-type: none"> Some 7,850 persons comprising 4,928 men (63%) and 2,922 women (37%) were employed in the construction works, representing 43% of contracting method, compared with 38% for CFA + Contract, and 19% for contract. GHM <ul style="list-style-type: none"> 97 grievances were handled through the year (F = 26%), with 100% resolution. The most number of grievances was received at village level (66%). The most number of grievances (65%) involved general inquiry about project policies and procedures and the second highest number of grievances (18%) were about violations of project policies and procedures. Capacity Building <ul style="list-style-type: none"> Villagers found the training useful in implementing subprojects Finance & procurement documents maintained at village tract level Infra and Safeguards <ul style="list-style-type: none"> Sub-project implementation procedures and process are generally understood by the communities All village sub-projects have operation and maintenance plans 	
2★	3%	3%		
3★	6%	2%		
4★	89%	94%		
	Community (P)	Community (R)	Community (R)	V N S
1★	0.5%	0.3%	<ul style="list-style-type: none"> Of the total number of rural households⁵ in Tat Kone, 37% was represented during the 1st Village Meeting. During the 2nd Village Meeting, only 35% of the total number of rural households in Tat Kone was represented. In subsequent Village Planning Meetings, the number of households represented dipped to 15%. Weak cooperation between committees and the communities Delay in implementation due to the rainy season Some villages lacked previous experience in cooperation and sub-project implementation Limited participation of women in some villages Decline in community participation during harvest time Communities have limited understanding of ECoPs and EMPs 	
2★	1.5%	0.7%		
3★	16%	10%		
4★	83%	89%		
	<ul style="list-style-type: none"> To implement subproject before the rainy season To provide VTPSCs and VPSCs to be skillful in subproject management To promote participation of women in some villages. To Communities have well understanding of ECoPs and EMPs. 			Sug ion. Rec atic

Annex IV

Procurement Plan Seven



**National Community Driven Development Program (NCDDP)
Procurement Plan N° 7 - 22 March 2016**

ANNEX 1 - PROCUREMENT OF GOODS - DETAILS AND REGROUPING IN PROCUREMENT PACKAGES

Contract Package No.	Description of Contract Package	Lot N°	Units	Estimated Unit Cost (US\$)	Total Estimated Cost (USD)	Total Estimated Cost (MMK)	AWPB line numbers	Remarks
SECTION 1. PROCUREMENT for IMMEDIATE USE and SETTLEMENT LINES								
G 36	SAFETY EQUIPMENT: MOTORCYCLE CRASH HELMETS and LIFE JACKETS for immediate use	2	2 items					motorcycles: bought 900 + 188 = 1088. Helmets = motorcycles X 2 = 2,176. Bought under G 27= 1,493
	motorcycle crash helmets	1	683 pces	40	27,320	35,516,000	4.14.19	consist of G 27 - 2 helmets/motorcycle instead of 2,176 helmets = 109 helmets rounded 117
	motorcycle crash helmets - 5% contingency stock	1	117 pces	40	4,680	6,084,000	4.14.19	
	life jackets	2	267 pces	80	21,360	27,768,000	4.14.20	ex line G 28
	life jackets - 5% contingency stock	2	13 pces	80	21,360	27,768,000	4.14.20	ex line G 28
					74,720	97,136,000		
G 37	PC, LAPTOP, PRINTERS and SCANNERS for immediate use	4	6 items					
	PC and NOTEBOOK for UNION SECRETARIAT	1	29 units	1200	34,800	45,240,000	4.5.30	15 for secretariat and 6 for finance, 8 for
	DESKTOP COMPUTERS contingency stock 5 %	1	8 desktops	1200	9,600	12,480,000	4.1.36	calculus G33(a) = 135+29 = 164@5% = 8
	PRINTERS (high performance)	2.1	4 printers	700	700	910,000	4.1.38	for secretariat
	LAPTOPS (for TECHNICAL DESIGN TRAINING)	3	15 laptops	1400	21,000	27,300,000	4.5.32	10 for infrastructure, 2 for finance, 3 for
	LAPTOPS contingency stock 5%	3	7 laptops	1400	9,800	12,740,000	4.6.25, 4.4.34	calculus G20(b) and G33 (b) = 108+16+15 =
	BUDGET PC for MIS DATA ENTRY with PORTABLE UPS	4	54 pc's	700	37,800	49,140,000	4.14.24	for 18 townships
	BUDGET PC contingency stock 5%	4	10 pc's	700	7,000	9,100,000	4.14.24	calculus G33 = 135 + 54 = @5% = 10
	HIGH SPEED SCANNER for INTERNAL COURIER SERVICE	2.3	1 machine	2,500	2,500	3,250,000	4.5.28	initiated by procurement - reference brand Fujitsu
	SCANNER	2.2	1 machine	600	600	780,000	4.4.35	for finance
					123,800	160,940,000		
G 38	COMPLEMENTARY OFFICE FURNITURE and EQUIPMENT for immediate use	1	6 items					
	PETTY CASH SYSTEM / SAFETYBOX	1	1	1,500	1,500	1,950,000	4.4.11	finance
	PINBOARDS for GROUP MODERATION	2	4	600	2,400	3,120,000	4.3.6	secretariat/management
	CABINET LOCKERS	3	5	250	1,250	1,625,000	4.4.32	finance
	OFFICE FURNITURE: desks with drawers on 2 sides	4	4	140	560	728,000	4.4.36	finance
	OFFICE FURNITURE: office chairs	5	8	25	200	260,000	4.4.36	finance
	MEETING TABLE and CHAIRS	6	2 sets	1,500	3,000	3,900,000	4.5.29	procurement and training offices
					8,910	11,583,000		
SECTION 2. PROCUREMENT on behalf of THE UNION, CURRENT TOWNSHIPS and REGIONAL OFFICES								
G 50	OFFICE FURNITURE for 15 REGIONAL OFFICES and 20 NEW TOWNSHIPS	3	7 items					
	DESK - TWO DRAWERS	1.1	12 per office = 348	140	25,200	32,760,000	4.2.6	regional offices (reference is G 12)
	DESK - TWO DRAWERS	1.1	12 per office = 348	140	33,600	43,680,000	4.15.2	regional offices (reference is G 12)
	DESK - ONE DRAWER	1.2	6 per office = 90	100	9,000	11,700,000	4.2.6	regional offices (reference is G 12)
	DESK - ONE DRAWER	1.2	6 per office = 120	100	12,000	15,600,000	4.15.2	regional offices (reference is G 12)
	DESK - CHAIR	1.3	10 per office = 300	25	6,750	8,775,000	4.2.6	regional offices (reference is G 12)
	DESK - CHAIR	1.3	10 per office = 300	25	9,000	11,700,000	4.15.2	regional offices (reference is G 12)
	FOLDING CHAIRS	2.1	30 per office = 900	15	6,750	8,775,000	4.2.6	regional offices (reference is G 12)
	FOLDING CHAIRS	2.1	30 per office = 900	15	9,000	11,700,000	4.15.2	regional offices (reference is G 12)
	BOOKCASE	3.1	5 per office = 75	175	13,125	17,062,500	4.2.6	regional offices (reference is G 12)
	BOOKCASE	3.1	5 per office = 100	175	17,500	22,750,000	4.15.2	regional offices (reference is G 12)
	FILING CABINET	3.2	4 per office = 60	175	10,500	13,650,000	4.2.6	regional offices (reference is G 12)
	FILING CABINET	3.2	4 per office = 80	175	14,000	18,200,000	4.15.2	regional offices (reference is G 12)
	FAX and PHONE STAND	3.4	1 per office = 20	50	1,000	1,300,000	4.15.2	regional offices (reference is G 12)
	FAX and PHONE STAND	3.4	1 per office = 15	50	750	975,000	4.2.6	regional offices (reference is G 12)
					168,175	218,627,500		
G 51	OFFICE EQUIPMENT for 15 REGIONAL OFFICES and 20 NEW TOWNSHIPS	4	4 items					
	Printer, fax and scanner	1.1	35	300	10,500	13,650,000	4.2.6, 4.15.13	regional offices (reference is G 21)
	Photo Copier	2.1	35	2,000	70,000	91,000,000	4.2.6, 4.15.13	regional offices (reference is G 21)
	Color Printer	3.1	35	600	21,000	27,300,000	4.2.6, 4.15.13	regional offices (reference is G 21)
	Projector with screen	4.1	35	1,700	59,500	77,350,000	4.2.6, 4.15.13	regional offices (reference is G 21)
					161,000	209,300,000		
G 55	COMMUNICATION MATERIAL: COPYING OF MOVIES and VIDEOS	1	3 items but only 1 lot					
	1.1 Copying Our Village Our Project Movie (new version)	1.1	13860	0.75	10,395	13,513,500	4.10.21	
	1.2 Training Material Video Clips	1.2	9235	0.75	6,926	9,004,125	4.10.21	
	1.3 township level village video	1.3	7910	0.75	5,933	7,712,250	4.10.21	
	1.1 Copying Our Village Our Project Movie (new version)	1.1	21700	0.75	16,275	21,157,500	4.10.22	
	1.2 Training Material Video Clips	1.2	15235	0.75	11,426	14,854,125	4.10.22	
	1.3 township level village video	1.3	6200	0.75	4,650	6,045,000	4.10.22	
					55,605	72,286,500		

G 56	COMMUNICATION MATERIAL: POSTERS	1	8 items but only 1 lot					
2.1	Poster on Project Cycle	1.1	0	3.00	0	0	4.10.21	6,810 already being printed (see settlement lines)
2.2	Poster on Social Accountability	1.2	0	3.00	0	0	4.10.21	6,810 already being printed (see settlement lines)
2.3	Posters on EcoPs	1.3	0	3.00	0	0	4.10.21	5,535 already being printed (see settlement lines)
2.4	Posters on Procurement	1.4	5535	3.00	16,605	21,586,500	4.10.21	
2.5	Posters on Positive and Negative List	1.5	6810	3.00	20,430	26,559,000	4.10.21	
2.6	Posters on Finance	1.6	0	3.00	0	0	4.10.21	5,535 already being printed (see settlement lines)
2.7	Posters on M&E	1.7	6810	3.00	20,430	26,559,000	4.10.21	poster not yet designed
2.8	Posters on CDD (general information)	1.8	6810	3.00	20,430	26,559,000	4.10.21	poster not yet designed
2.1	Poster on Project Cycle	1.1	5030	3.00	15,090	19,617,000	4.10.22	
2.2	Poster on Social Accountability	1.2	6030	3.00	18,090	23,517,000	4.10.22	
2.3	Posters on EcoPs	1.3	6030	3.00	18,090	23,517,000	4.10.22	
2.4	Posters on Procurement	1.4	6030	3.00	18,090	23,517,000	4.10.22	
2.5	Posters on Positive and Negative List	1.5	5030	3.00	15,090	19,617,000	4.10.22	
2.6	Posters on Finance	1.6	6030	3.00	18,090	23,517,000	4.10.22	
2.7	Posters on M&E	1.7	6030	3.00	18,090	23,517,000	4.10.22	
2.8	Posters on CDD (general information)	1.8	6030	3.00	18,090	23,517,000	4.10.22	
					216,615	281,999,500		
G 57	COMMUNICATION MATERIAL: STICKERS and VINYL POSTERS	2	5 items in 2 lots					
3.3	CDD Logo - paper sticker - documents filing	1.1	90210	0.400	36,084	46,909,200	4.10.21	
3.4	CDD Logo - reflective stickers for motorbikes	1.2	540	0.800	432	561,600	4.10.21	
3.5	CDD Logo - stickers for project cars	1.3	74	2.500	185	240,500	4.10.21	
3.3	CDD Logo - paper sticker - documents filing	1.1	99150	0.400	39,660	51,358,000	4.10.22	
3.4	CDD Logo - reflective stickers for motorbikes	1.2	8400	0.800	6,720	8,736,000	4.10.22	
3.5	CDD Logo - stickers for project cars	1.3	114	2.500	285	370,500	4.10.22	
2	vinyl posters for Gender - 1' x 1.5'	2.1	0	2,850	0	0	4.8.16	2,725 already ordered - see settlement lines
2	vinyl posters for Gender - 1' x 1.5'	2.1	2025	2,993	6,061	7,879,073	4.8.23	
3	vinyl posters for Gender - 6' x 2'	2.2	0	6,500	0	0	4.8.17	12,225 already ordered - see settlement lines
3	vinyl posters for Gender - 6' x 2'	2.2	10025	6.83	68,421	89,946,813	4.8.24	
					157,847	205,201,685		
G 58	COMMUNICATION MATERIAL: BROCHURES, BOOKLETS, NOTE BOOKS CALENDARS ...	4	11 items in 4 lots					
1	Pamphlat for Gender	1.1	292250	0.158	0	0	4.8.13	292,550 already ordered - see settlement lines
1	Pamphlat for Gender	1.1	245500	0.158	38,769	50,425,700	4.8.20	
2	manual book for Gender	2.1	0	3,000	0	0	4.8.18	185 already ordered - see settlement lines
2	manual book for Gender	2.1	150	3,150	473	614,250	4.8.25	
3	checklist for Gender	1.2	0	0.450	0	0	4.8.14	2725 already ordered - see settlement lines
3	checklist for Gender	1.2	2025	0.473	958	1,245,173	4.8.21	
4	handbook for Gender	2.2	0	0.650	0	0	4.8.15	84,575 already ordered - see settlement lines
4	handbook for Gender	2.2	70000	0.683	47,610	62,153,000	4.8.22	
3.1	Brochure about CDD and Project Cycle	2.3	0	0.180	0	0	4.10.21	272,550 already ordered - see settlement lines
3.1	Brochure about CDD and Project Cycle	2.3	237000	0.180	42,660	55,458,000	4.10.22	
3.6	TOR - booklet for Community members	2.4	14235	0.800	11,388	14,804,400	4.10.22	
3.7	project summary booklet for MSR	2.5	2000	2,000	4,000	5,200,000	4.10.22	
4.2	note book for community	3.1	66650	0.350	23,328	30,325,750	4.10.21	
4.2	note book for community	3.1	157860	0.350	55,251	71,826,300	4.10.22	
4.3	note book for parliamentarians	3.2	1717	10,000	17,170	22,321,000	4.10.21	
4.3	note book for parliamentarians	3.2	1717	10,000	17,170	22,321,000	4.10.22	
4.4	desk calendars for parliamentarians	4.1	1717	5,000	8,585	11,160,500	4.10.21	
4.4	desk calendars for parliamentarians	4.1	1717	5,000	8,585	11,160,500	4.10.22	
4.5	wall calendars for community	4.2	8135	0.500	4,068	5,287,750	4.10.21	
4.5	wall calendars for community	4.2	23570	0.500	11,785	15,320,500	4.10.22	
					292,018	379,623,823		
G 59	COMMUNICATION MATERIAL: AUDIO MATERIAL	2	2 items in 2 lot					
4.15	small loud speaker	1.1	5465	15,000	81,975	106,567,500	4.10.21	
4.15	small loud speaker	1.1	9482	15,000	142,230	184,899,000	4.10.22	
4.16	audio recorder	2.1	100	100,000	10,000	13,000,000	4.10.21	
4.16	audio recorder	2.1	47	100,000	4,700	6,110,000	4.10.22	
					238,905	310,576,500		
G 60	COMMUNICATION MATERIAL: RAIN COATS, BACKPACKS, FLAGS and B...	4	6 items in 4 Lots					
4.6	Rain coats	1.1	0	25,000	0	0	4.10.21	1,800 on the point of being ordered - Quotes received !
4.6	Rain coats	1.1	2000	25,000	50,000	65,000,000	4.10.22	
4.7	backpacks	2.1	2900	25,000	72,500	94,250,000	4.10.21	
4.7	backpacks	2.1	4700	25,000	117,500	152,750,000	4.10.22	
4.8	Flag 4' x 3' for office	3.1	37	6,000	222	288,600	4.10.21	
4.8	Flag 4' x 3' for office	3.1	47	6,000	282	366,600	4.10.22	
4.9	Flag 9' x 6' for boat and car	3.2	6110	1,000	6,110	7,943,000	4.10.21	
4.9	Flag 9' x 6' for boat and car	3.2	10610	1,000	10,610	13,793,000	4.10.22	
4.10	Table flag	3.3	235	1,000	235	305,500	4.10.21	
4.10	Table flag	3.3	235	1,000	235	305,500	4.10.22	
4.14	Bags	4.1	0	1,000	0	0	4.10.21	66,450 already ordered - see settlement lines
4.14	Bags	4.1	103200	1,000	103,200	134,160,000	4.10.22	
					360,894	469,162,200		

G 61	COMMUNICATION MATERIALS: TIES, STONES and PLAQUES with sub-project information							
4.11	Ties, stones and plaques with completed sub-project	1	5462	5	27,310	35,503,000	4.10.21	
4.11	Ties, stones and plaques with completed sub-project	1	9482	5	47,410	61,633,000	4.10.22	
					74,720	97,136,000		
G 62	COMMUNICATION MATERIALS: T-SHIRTS							
4.12	t-shirts	1	0	3.50	0	0	4.10.21	
4.12	t-shirts	1	103200	3.50	361,200	469,560,000	4.10.22	
					361,200	469,560,000		
G 63	COMMUNICATION MATERIALS: CAPS							
4.13	caps	1	0	3.50	0	0	4.10.21	
4.13	caps	1	103200	3.50	361,200	469,560,000	4.10.22	
					361,200	469,560,000		
SECTION 3. PROCUREMENT only on behalf of the 20 NEW TOWNSHIPS								
G 64	DESKTOP and LAPTOP COMPUTERS for REGIONAL OFFICES	2	2 items					
	DESKTOP COMPUTERS WITH PREINSTALLED O/S and MS OFFICE	1	75 desktops	1200	90,000	117,000,000	4.2.6	
	DESKTOP COMPUTERS 5% contingency stock (rounded figure)	1	5 desktops	1200	6,000	7,800,000	4.2.6	
	LAPTOP COMPUTERS WITH PREINSTALLED O/S and MS OFFICE	2	90 laptops	1400	126,000	163,800,000	4.2.6	
	LAPTOP COMPUTERS 5% contingency stock (rounded figure)	2	5 laptops	1400	14,000	18,200,000	4.2.6	
					236,000	306,800,000		
G 66	HIGH VOLUME OFFICE CONSUMABLES		3 items					
	PAPER	1					4.1.48	
	TONERS	2		1 000 USD/month			4.1.48	
	CARTRIDGES	3					4.1.48	
					12,000	15,600,000		
G 69	PC, LAPTOPS and PORTABLE HARD DRIVE and UPS for NEW TOWNSHIPS	4	4 items					
	DESKTOP COMPUTERS WITH PREINSTALLED O/S and MS OFFICE	1	125 desktops	1200	150,000	195,000,000	4.15.11	
	DESKTOP COMPUTERS 5% contingency stock (rounded figure)	1	5 desktops	1200	12,000	15,600,000	4.15.11	
	LAPTOP COMPUTERS WITH PREINSTALLED O/S and MS OFFICE	2	125 laptops	1400	175,000	227,500,000	4.15.12	
	LAPTOP COMPUTERS 5% contingency stock (rounded figure)	2	10 laptops	1400	14,000	18,200,000	4.15.12	
	BUDGET PC for MIS DATA ENTRY with PORTABLE UPS 4500W	3	60pc's	700	42,000	54,600,000	4.15.22	
	BUDGET PC's 5% contingency stock (rounded figure)	3	3 pc's	700	2,100	2,730,000	4.15.22	
	PORTABLE HARD DRIVE and UPS	4	?	?	14,100	18,330,000	4.15.16	
					409,200	531,960,000		
G 70	PC TABLETS with POWERBANK and HIGH PROTECTION CARRY CASE	1	1 item					
	PC TABLETS with POWERBANK and CARRY CASE			1100	425	467,500	607,750,000	4.15.14
	PC TABLETS 5% contingency stock			55	425	23,375	30,387,500	4.15.14
						490,875	638,137,500	
G 79	SAFETY EQUIPMENT: MOTORCYCLE CRASH HELMETS and LIFE JACKETS							
	motorcycle crash helmets	1	2500 pces	40	100,000	130,000,000	4.15.17	
	motorcycle crash helmets - 5% contingency stock	1	125 pces	40	5,000	6,500,000	4.15.17	
	life jackets	2	270 pces	80	21,600	28,080,000	4.15.18	
	life jackets - 5% contingency stock	2	50 pces	80	4,000	5,200,000	4.15.18	
					130,600	169,780,000		

ANNEX 2 - PROCUREMENT OF GOODS - PROCUREMENT OF COMMUNICATION UNDER IOC - CONSTRUCTION OF SETTLEMENT LINES								
Contract Package No.	Description of Contract Package	Lot N°	Units	Estimated Unit Cost (US\$)	Total Estimated Cost (USD)	Total Estimated Cost (MMK)	AWPB line numbers	Remarks
G 44	NCCDP COMMUNICATION MATERIAL 2015-2016							4.10.21 - see detailed plan 5a) in the AWPB
2.1	Posters	1	6810	3.00	20,430	26,559,000	4.10.21	already ordered - remaining items see package G 56
2.2	Posters	2	6810	3.00	20,430	26,559,000	4.10.21	already ordered - remaining items see package G 56
2.3	Posters	3	5535	3.00	16,605	21,586,500	4.10.21	already ordered - remaining items see package G 56
2.6	Posters	4	5535	3.00	16,605	21,586,500	4.10.21	already ordered - remaining items see package G 56
3.1	Brochures about CDD and the project cycle	5	272550	0.18	49,059	63,776,700	4.10.21	already ordered - remaining items see package G 58
4.6	rain coats	6	1800	25.00	45,000	58,500,000	4.10.21	Quotes received - considered order - see package G 60
4.12	T-shirts	7	66450	3.50	232,575	302,347,500	4.10.21	already ordered - remaining items see package G 62
4.13	caps	8	66450	3.50	232,575	302,347,500	4.10.21	already ordered - remaining items see package G 63
4.14	bags	9	66450	1.00	66,450	86,385,000	4.10.21	already ordered - remaining items see package G 60
					699,729	909,647,700		
G 45	PRINTED MATERIALS FOR GENDER AND SOCIAL INCLUSION							
1	Pamphlet	1	292250	0.15	43,838	56,988,750	4.8.13	already ordered - remaining items see package G 58
4	Manual book	4	185	3.00	555	721,500	4.8.15	already ordered - remaining items see package G 58
2	Vinyl Posters 1' x 1.5'	2	2725	2.85	7,766	10,096,125	4.8.16	already ordered - remaining items see package G 57
3	Vinyl Posters 6' x 2'	3	12225	6.50	79,463	103,301,250	4.8.17	already ordered - remaining items see package G 57
6	Handbook	6	84575	0.65	54,974	71,465,875	4.8.18	already ordered - remaining items see package G 58
5	checklist	5	2725	0.45	1,226	1,594,125	4.8.14	already ordered - remaining items see package G 58
					187,821	244,167,625		

3. CONSULTANTS										
Contract Package No.	Description of Contract Package	Units	Estimated Unit Cost (US\$)	Total Estimated Cost (US\$)	Total Estimated Cost (MMK)	Method of Procurement (QCBS/QBS/LCS, etc.)	Type of contract	Review by Bank	AWPB line numbers	Comment
C4.10 - C4.17	Y4 TTA CONSULTANT FIRMS upscaling with 20 extra TS	20 townships	1,200,000	24,000,000	31,200,000,000	SSS	lumpsum	Prior	2.6.77	The process listed is the QBS cycle which will apply in case current contract extensions would not be appropriate
C4.1 - C4.6	Y2 TTA CONSULTANT FIRMS extension to December 2016	6 townships	1,859,862	1,859,862	2,417,820,600	SSS	lumpsum	Prior	2.6.22 - 2.6.27	The process listed is the QBS cycle which will apply in case current contract extensions would not be appropriate
various	IC CONTRACT EXTENSIONS to March 2017 (subject to positive evaluation)	see Annex 3	305,782	305,782	397,516,600	SSS (extensions)	lumpsum and time based	Post	see Annex 3	
C 48	TRANSLATOR / INTERPRETER	2 translator + 2 interpreters	1,200	115,200	149,760,000	IC	lumpsum	Post	4.1.27	
C 49	SECRETARY	24 person months	800	19,200	24,960,000	IC	lumpsum	Post	4.1.24	
C 50	A-OFFICE CONSULTANT M&E and REPORTING	120 person months	1,200	144,000	187,200,000	IC	lumpsum	Post	4.2.11	7 BY MAY AND 8 BY NOVEMBER (subject to final confirmation)
C 51	A-OFFICE CONSULTANT SOCIAL SAFEGUARDS, CDD, GENDER	120 person months	1,200	144,000	187,200,000	IC	lumpsum	Post	4.2.12	7 BY MAY AND 8 BY NOVEMBER (subject to final confirmation)
C 52	A-OFFICE CONSULTANTS ICT and MIS	72 person months	1,200	86,400	112,320,000	IC	lumpsum	Post	4.2.13	4 BY MAY AND 3 BY NOVEMBER (subject to final confirmation)
C 53	B-OFFICE CONSULTANT CDD ASSISTANT	240 person months	1,200	288,000	374,400,000	IC	lumpsum	Post	4.2.14	
C 54	SHORT TERM TRANSLATORS for VARIOUS OCCASIONS	20 events	1,000	20,000	26,000,000	IC	time based	Post	4.1.28	?
C 55	PERFORMANCE MANAGEMENT SYSTEM (IT SYSTEM)	1 package	300,000	300,000	390,000,000	QOS	lumpsum	Prior	4.3.18	
C 56	HR and HR ADMINISTRATION EXPERT	18 person months	1,400	25,200	32,760,000	IC	lumpsum	Post	4.3.32	
C 57	REFRESHER TRAINING in ACCOUNTING SOFTWARE (local consultant)	15 person days	100	1,500	1,950,000	IC	time based	Post	4.4.21	?
C 58	2 LOCAL FINANCE ASSISTANTS	30 person months	900	27,000	35,100,000	IC	lumpsum	Prior	4.4.26	ASAP
C 59	1 PROCUREMENT ASSISTANT/TRAINER	15 person months	1,300	19,500	25,350,000	IC	lumpsum	Prior	4.5.36	ASAP
C 60	AUTO CAD TRAINING	12 person months	1,300	15,600	20,280,000	IC	lumpsum	Post	4.6.7	
C 61	6 INFRASTRUCTURE / SAFEGUARDS ASSISTANTS	78 person months	1,400	109,200	141,960,000	IC	lumpsum	Post	4.6.22	IMMEDIATE
C 62	COMMUNICATION CONSULTANT	18 person months	1,500	27,000	35,100,000	IC	lumpsum	Post	4.10.2	ASAP = RE-ADVERTIZING LEI LEI CONTRACT
C 63	CONSULTANT for PRODUCTION of TRAINING MATERIAL VIDEO CLIPS	10 person days	350	3,500	4,550,000	IC	time based	Post	4.10.10	?
C 64	CONSULTANT for ETHNIC LANGUAGE AUDIO RECORDING of TRAINING MATERIAL VIDEO	lumpsum	5,000	5,000	6,500,000	IC	lumpsum	Post	4.10.11	?
C 65	PROJECT MOVIE PART 2	PM	20000	20,000	26,000,000	IC	lumpsum	de facto Post	4.10.13	ASAP
C 66	ENGLISH TRAINING COURSE	1 consultant, 24 person months	1,500	36,000	46,800,000	IC	lumpsum	Post	4.7.19	ASAP
C 67	NATIONAL TRAINING EXPERTS	6 consultants, 144 person months	1,400	201,600	262,080,000	IC	lumpsum	Post	4.7.22	this line includes the replacement of the 2 trainers that were recruited under C24
C 68	ASSISTANT TRAINERS	12 consultants, 288 person months	1,000	288,000	374,400,000	IC	lumpsum	Post	4.7.23, 4.7.24	this line includes the 5 trainers that should have been recruited under C25
C 69	CONSULTANT FIRM for TECHNICAL AUDIT	mix of international and national	400,000	400,000	520,000,000	QBS	lumpsum	Prior	to be included in AWPB	
C 70	IT CONSULTANTS for UNION and TOWNSHIPS	1 consultant, team leader	1,700	40,800	53,040,000	IC	lumpsum	Post	to be included in AWPB	
C 71	IT CONSULTANTS for UNION and TOWNSHIPS	3 consultants	1,200	86,400	112,320,000	IC	lumpsum	Post	to be included in AWPB	
					0					
TOTAL CONSULTANTS				28,588,744	37,165,367,200					

ANNEX 3. LIST OF THE IC REQUIRING A CONTRACT EXTENSION

Contract No.	Description of Contract	Name of the Individual Consultant or Consulting Firm	Current contract from/to	Contract extension	Estimated Unit Cost (US\$)	Total Estimated Cost (US\$)	Total Estimated Cost (MMK)	AWPB line numbers	Comment
C 9	Union TA translator	Sai Than Lwin	6 months from 22.03.2016	REPLACEMENT	9,000	9,000	11,700,000	4.1.25	Daw Aye Aye Myint resigned. Mr. Sai Than Lwin is the (temporary) replacement for this position.
C 10 a.	International Technical Training Consultant	Garvan O'Keeffe	20 days between March and April 2015	30 extra days for technical audits 2016	33000	33,000	42,900,000	not in AWPB	
C 5.2	International Expert for Mainstreaming Gender	Kyoko Kusakabe	60 days over a period of one year starting 15.08.2014	60 extra days	45,000	45,000	58,500,000	4.8.28	
C 20	Local communication specialist	Daw Lei Yin Win	01.07.2014-30.06.2017	24 months	700 000 MMK/m	12,923	16,800,000	4.10.2	Daw Lei Yin Win resigned. The search for a replacement candidate is still ongoing. Under contract extension here is the duration of the contract of the
C 22	Short Term Procurement Consultant	Oithip Mongkolsawat	from 22.09.2014	120 days	600 US\$/day	72,000	93,600,000	4.5.35	line 4.5.35 foresees in the recruitment of a second procuremet consultant
C 24	Training Expert	VACANT	22.04.2015-31.03.2017	REPLACEMENT	1 400/month	33,600	43,680,000	4.7.21	Kyaw Kyaw Soe resigned and will leave the project 31.03.2017. He will be replaced.
C 23	National Procurement Assistant	Nyein Chan Soe	01.05.2015-30.04.2017	12 months	1 300/month	15,600	20,280,000	4.5.35	
C 22.1	Senior Finance Assistant	May Thu Kyaw	01.05.2015-30.04.2017	12 months	1 400/month	16,800	21,840,000	4.4.24	
C 12	National Finance Assistant	Kyi Kyi Nyunt	01.01.2016-31.12.2016	12 months	1 200/month	14,400	18,720,000	4.4.25	
C 12.1	National Finance Assistant	Yu Zana Linn	01.07.2015-30.06.2017	12 months	1 200/month	14,400	18,720,000	4.4.25	
C 47	TOT Course for TOT Trainer	Manoj Kumar Nath	training part: contract fulfilled	March to May 2016	lumpsum	16,905	21,976,500	4.7.3	extension of the contract for the preparation of the TOT2 and TOT 3 training packages
C 41	National M&E and MIS Trainer	Myat Saw Than	02.11.2015-01.11.2017	24 months	1 200 000 MMK/m	22,154	28,800,000	4.11.24	
							0		
							0		
TOTAL CONSULTANTS						305,782	397,516,500		

Annex V

NCDDP Secretariat Staffing Organogram as at 31/03/2016

PD-U Kyaw Soe

DyPD-Daw Nyo Nyo Win

U kyaw Swa Aung

PM-U Hla Khaing (Kokhy)

Daw Su Su Thant

Daw Mee Mee Htwe

Procurement

Training

Finance

Infrastructure

Participation/ Gen

Social Accountabilit

M&E ,MIS

Admin

Daw Jagu

U Soe Ko

U Tin Oo

U Than Naing Win

U Ko Ko

Daw Ei Sandar

U Win Min Tun

Daw Tin Moe Hlaing

U Mg Mg Soe

U Nadi Htut Kaung Nyo

Daw Thin Yu Hlaing

U Win Zaw Tun

Dr. Hnyun Thwe Thwe Naing

U Min Zaw

U Mai Nyi Zaw Hla Aung

Daw May Myat Thu

Daw Thi Thi Wai Kyaw

Daw Mu Mu Win

Daw Yuzana Khin

U Zaw Zaw Oo

Dr. Thet Yadanar Tun

U Zayar Tun

Daw Su Su Mon

Daw Htar Htar (Secretary)

Daw Khaing Wah Wah Htet

Daw Thet Thet Hlaing

U Chan Nyein Aung

U Aung Khaing Zaw

Daw Ni Ni Win Shwe

U Chit San Maung

Daw Phu Phu Thet Pan

U Lal Hlim Pui (Translator)

U Naing Aung Lwin

Daw Myat Thandar Nyo

Daw Thi Thi Wai

U Aung Wai Tun

U Zaw Phyto

U Thwin Htoo Aung

U Michael

Daw Su Mon Aung

Daw Nyein Nyein Aye

U Kyaw Htoo

U Nay Wun

Daw Ei Thandar Win

U Phyto Wai Aung

Daw Cherry Myint Kyi

U Kyaw Kyaw Soe

Daw Phyu Phyu Thin

Daw Nyein Su Naing

Daw Aye Myat Thu

Daw Khin Wai Wai Phyo

Daw Aye Thidar Tun

U Myo Min Tun

U Ouk Lwin San

Daw Htoo Naychi Khin

U Ye Wint Aung

U George Paw Tu

Daw Thin Thin Aung

U Ye Yint Thu

U Aung Myint Htay

Daw Aeint Kyawt Hmuae

U Nyi Nyi Soe

U Myat Saw Than

Daw Kay Thwa Lin

U Thein Tun Aung

Daw Khaing Mar

Daw Nan Aye Thandar Lin

Daw Soe Yu Mon

Aye thet Mon

Daw Hnin Hnin Aye

U Mg Mg Chit

Daw May Thu Kyaw

Daw May Cho Htet

Daw Sandar Tun

U K Aung Htoo

Daw Su Wai Kyaw

Daw Kyi Kyi Nyunt

Daw Moh Moh Thant

Daw Cho Hnin Moh Moh Aung

Daw Soe Su Sandi Mg

Daw Yuzana Linn

Daw Naing Yadanar Aung

U Nyein Chan Soe

Jean Van Enaeme

Helen Liu

Wijaya

Prafal Soni

Kyoko Kusakabe

Banyar Tun

Luqman Leckie

Team Leader
Klaus Kirchman

Annex VI

Annual Workplan and Budget

Government of the Republic of the Union of Myanmar
National Community Driven Development Project



Annual Work Plan and Budget

October 2015 – March 2017

Contents

1	Summary	105
2	Introduction	108
2.1	Project description	108
2.2	Purpose and Objectives of the AWPB	108
2.3	Strategic planning	108
2.4	Structure and contents of the AWPB	109
2.5	Quarterly Work Plans	110
3	Component 1: Community block grants	111
4	Component 2: Facilitation and Capacity Development	112
4.1	Implementation of the community project cycle	112
4.2	Training	114
4.3	TTA management	116
5	Component 3: Knowledge and learning	117
6	Component 4: Implementation support	117
6.1	Union NCDD project management	117
6.2	Staffing of the union secretariat	117
6.3	Office space	119
6.4	Regional implementation support	119
6.5	Institutional capacity building	121
7	Budget	124
	Annex 1: Implementation plan of year 3 project cycle with block grant disbursement	126
	Annex 2: Implementation plan of year 4 project cycle	127
	Annex 3: Budget Oct 2015 – Mar 2017 with break down per component	128
	Annex 4: HR list	129
	Annex 5: Strategic planning with results frameworks	132
	Results Frame 1: NCDD project management	133
	Results Frame 2: Regional implementation support	134
	Results Frame 3: Institutional capacity building	135
	Results Frame 4: Financial management	136
	Results Frame 5: Procurement	137
	Results Frame 6: Infrastructure	138
	Results Frame 7: Training	139
	Results Frame 8: Gender and social inclusion (GESI)	140
	Results Frame 9: Grievance Handling	141
	Results Frame 10: Communication	142
	Results Frame 11: M&E / MIS	144
	Annex 6: Evaluation of deliverables of TTA firms	146
	Annex 7: AWPB Detailed List	153

1 Summary

Following the Financing Agreement for IDA credit for the National Community Driven Development Project in August 2015, DRD has prepared a consolidated Annual Work Plan and Budget for the period October 2015 to March 2017. The AWPB will become the central management tool for planning, budgeting and progress control of the NCDDP. It integrates sub-plans like the communication plan, the gender work plan, staffing, and the training strategy. The AWPB will also form the basis for the preparation of the project's procurement plans.

The work program of the NCDDP is basically organized to meet two major challenges:

1. The quality and timeliness of the implementation of the community project cycle and
2. The institutional capacity building for coping with the scale-up

Community project cycle year 3: For the implementation of the community project cycle, 12 milestones have been set from start-up to MSR in August 2016. The actual timing of activities in the different townships requires a differentiated planning and follow up. While the 9 old townships have started training and field work in December 2015, the 18 new townships are following between January and February.

The updated plan (Figure 1) foresees a relatively tight schedule of 8 weeks for townships to complete village orientation, VDP and block grant request. The intention is to get sub-projects implemented before the rainy season where feasible, but without compromising quality and safeguards standards, and without pushing communities if they prefer to do the construction works later in the year, after the rainy season. It is stressed that the following graphic is simplified with respect to the sub-project implementation, which in reality will continue beyond the union MSR where appropriate and decided by the communities. It is not expected that all sub-projects would be finalized by end of August.

Fig1: Work plan of cycle 3 Oct 2015 – Aug 2016 (original Plan and actual/updated plan per township)

	NGO/firm	IDA	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Milestones (original plan)	1 Start-up 9 old TS		SU										
	2 Start-up 18 new TS			SU									
	3 TOF1			TOF1									
	4 Orientation and			VDP									
	5 Block Grant transfer			BG transfer									
	6 TOF2			TOF2									
	7 Sub-Project start			Sub-project start									
	8 Sub-project end			SP end						SP end			
	9 TOF3							TOF3		TOF3			
	10 Social audit									Social	audit		
	11 TS MSR											TS MSR	
	12 Union MSR												
Actual (22 Jan 16)	9 old TS	Grant	SU		TOF1	VDP	BG	TOF2	SP	implemt.	TOF3	SA	
	Myaung	NAG	Credit		SU	TOF	VDP	BG	TOF	SP-impl	3	SA	
	Banmauk	NGA	Credit		SU	TOF	VDP	BG	TOF	SP-impl	3	SA	
	Hpruso	JV PDO	Grant		SU	TOF	VDP	BG	TOF	SP-impl	3	SA	
	Demawso	JV PDO	Credit		SU	TOF	VDP	BG	TOF	SP-impl	3	SA	
	Mindon	Cardno	Credit		SU	TOF	VDP	BG	TOF	SP-impl	3	SA	
	Kayinseikgyi	Cardno	Grant		SU	TOF	VDP	BG	TOF	SP-impl	3	SA	
	Thabaung	MC	Credit		SU	TOF	VDP	BG	BG	TOF	SP-impl	3	SA
	Kyangin	MC	Credit		SU	TOF	VDP	BG	BG	TOF	SP-impl	3	SA
	Paletwa	Cardno	Credit		SU	TOF	VDP	BG	BG	TOF	SP-impl	3	SA
	Ngazun	Phibetha	Grant		SU	TOF	VDP	BG		TOF	SP-impl	3	SA
	Chaungzon	VNG	Grant		SU	TOF	VDP	BG		TOF	SP-impl	3	SA
	Lewe	Phibetha	Credit		SU	TOF	VDP	BG	BG	TOF	SP-impl	3	SA
	NyaunU	Phibetha	Credit		SU	TOF	VDP	BG	BG	TOF	SP-impl	3	SA
	Bilin	VNG	Credit		SU	TOF	VDP	BG	BG	TOF	SP-impl	3	SA
	Kawhmu	Cardno	Credit		SU	TOF	VDP	BG	BG	TOF	SP-impl	3	SA
	Moenyo	Cardno	Grant		SU	TOF	VDP	BG		TOF	SP-impl	3	SA
	Kyaukkyi	Cardno	Credit		SU	TOF	VDP	BG	BG	TOF	SP-impl	3	SA
Tanintharyi	VNG	Credit		SU	TOF	VDP	BG	BG	TOF	SP-impl	3	SA	

Update: 29 Jan 2016

For five of the 18 new townships the schedule is tighter than in others as they receive their block grants from the IDA grant which should be transferred from the union DA-A to the community bank accounts before 31 March. The other townships receive the block grants from the IDA credit and from government budget, of which only 30% will be transferred to the communities before 31 March. The remaining 70% will be transferred in the FY 2016-17. This leads to less time pressure in the latter group of townships.

The townships with the tightest schedule are expected to be Moenyo, which receives IDA grant and participates in the last group of TOF1 training, 15 to 23 February, followed by Ngazun and Chaungzon, both with IDA grant and TOF1 participation from 1 to 9 February. They will receive special support from the union secretariat.

The **community project cycle in year 4** will start in September 2016, immediately after the union level MSR. It is expected that the TTA for most of the new townships can be hired through an extension and expansion of existing TTA contracts. This is the preferred solution as it would save time for the procurement process. However, the contract extension will not be automatic. In support of DRD’s decision about a contract extension, a performance assessment of the TTA firms will be conducted by end of April 2016. The TTA support for Katchin and Shan will most likely have to be tendered.

In any case, a significant and well-coordinated effort among all actors will be needed to achieve a timely start-up of the community project cycle in year 4. A more detailed plan with GANTT chart is presented in the main text.

Institutional capacity building: The high pace of the project scale-up requires significant efforts in terms of institutional capacity building. While the three senior DRD managers could directly manage and personally supervise the townships in year one and two, this will not be possible to the same extent from year 3 onwards. Suitable regulations and institutional setting like decentralized implementation support as well as streamlined and automated management instruments and quality control are needed that effectively work at scale. For this, five key areas of institutional capacity building have been identified.

1. Organizational development of selected DRD units
2. Human resource management
3. Quality and performance management
4. Regional offices
5. Management of large scale training

With regard to the regional implementation support 15 project offices will be set up, one in each state and region. Building up this regional support will require close consultation with the regional DRD offices and a sequenced approach, starting with a basic set-up. Up to five offices will be established with stronger capacities (A-offices) with the purpose of gaining particular experiences in this new type of decentralized supervision and implementation support. Other offices will have a more basic set-up (B-offices).

Structure of the work plan and budget: the structure of the AWPB is in line with the four project components, and it includes the 12 milestones of the community project cycles as well as the 5 mile stones for institutional capacity building.

The details of the AWPB have been prepared in a comprehensive Excel spread sheet with around 730 lines and numerous columns to capture block grant allocation, activity planning with time lines (monthly gantt chart) and responsibilities, reference to the procurement plan, cost calculation and total budget with break down per funding source.

But more importantly, the AWPB has been developed following a strategic, results oriented approach. Reflecting the NCDDP’s vision “to become one of the best CDD projects in the world” as well as the project development goal and high level indicators, **11 results frames** have been elaborated for the different areas of component 4, implementation support (Annex 5).

The main activities from these results frames are incorporated in the consolidated AWPB. This way, there is a strong linkage between vision, strategic planning and operational planning and budgeting.

Budget summary

The overall budget for the NCDD Project amounts to approximately US \$ 536 million. This includes an IDA grant in an amount equivalent to SDR 52,600,000 (Special Drawing Rights) as of financing agreement, dated November 2012, and an IDA credit in an amount equivalent to SDR 284,500,000 as of an additional financing agreement, dated August 2015. Furthermore, the NCDDP is cofounded through a soft loan of EUR 20,000,000 from the Italian Development Cooperation a contribution from the Government of Myanmar’s regular budget equivalent to USD 30,000,000, as well as a contribution from Japan.

The budget for Oct 2015 to Mar 2016 is around USD 30 million. The budget for the fiscal year 2016-2017 is around USD 112 million.

Tab. 1: summary of consolidated budget

Description	Oct2015 – Mar2016 USD	FY 2016-2017 USD	Per Cent Oct15-Mar17
Component 1) Community Block Grant	17,772,937	74,200,210	65,1 %
Component 2) Facilitation and Capacity Development	6,207,227	22,790,291	20,5 %
Component 3) Knowledge and Learning	163,000	1,207,600	1,0 %
Component 4) Implementation Support	5,354,300	13,567,689	13,4 %

TOTAL	29,497,464	111,765,790	100,0 %
--------------	-------------------	--------------------	----------------

Description	Oct2015 – Mar2016 USD	FY 2016-2017 USD	Per Cent Oct15-Mar17
(1) Community Block Grant	17,772,936	74,200,210	65,1 %
(2) Goods	3,794,226	9,018,498	9,1 %
(3) Consulting Fees	5,432,819	22,441,042	19,7 %
(5) Training & Workshop	1,194,248	3,106,644	3,0 %
(6) Incremental Operating Cost	1,303,235	2,999,396	3,0 %
TOTAL	29,497,464	111,765,790	100,0 %

Update: 20 February 2016

2 Introduction

The Financing Agreement signed between the Republic of the Union of Myanmar (“Recipient”) and the International Development Association (“Association”) in 2015 includes the provision that:

The Recipient shall prepare and furnish to the Association for its approval not later than one (1) month before the beginning of each Fiscal Year during the implementation of the Project (or such later date as the Association may agree), a consolidated Annual Work Plan and Budget (“AWPB”) containing all Project activities and Eligible Expenditures, including the amount of Block Grants, proposed to be included in the Project in the following Fiscal Year, including a specification of the sources of financing for all Eligible Expenditures, and environmental and social safeguard measures taken or planned to be taken in accordance with the provisions of Part E of this Schedule.

The Recipient shall ensure that the Project is implemented in accordance with the AWPB accepted by the Association for the respective Fiscal Year; provided, however, that in the event of any conflict between the AWPB and the provisions of this Agreement, the provisions of this Agreement shall prevail.

The Recipient shall not make or allow to be made any change to the AWPB without prior no-objection in writing by the Association.

From October 2015 on, DRD will establish the AWPB as the NCDDP’s central management tool for planning, costing of activities, and budget preparation as well as for monitoring purposes. It will also form the basis for the development of the procurement plan. The AWPB might be broken down into quarterly and/or weekly work plans at the level of individual units for day-to-day management.

2.1 Project description

The objective of the NCDDP is to enable poor rural communities to benefit from improved access to and use of basic infrastructure and services through a people-centered approach and to enhance the Recipient’s capacity to respond promptly and effectively to an Eligible Crisis or Emergency. The Project consists of the following components:

Component 1: Community Block Grants. Provision of Block Grants for the development of priority community level infrastructure in selected Townships.

Component 2: Facilitation and Capacity Development. Provision of technical assistance, institutional support and training at the Union, State/Region, District, Township, Village Tract and Village levels for the implementation of community driven activities under Part A of the Project, including, inter alia, the implementation of participatory community planning processes and environmental management, social accountability and grievance redress mechanisms.

Component 3: Knowledge and Learning. Monitoring and evaluation of the Project and implementation of learning programs for government staff and community and civil society representatives on community-based development approaches including, inter alia, the carrying out of multi-stakeholder reviews, studies and south-south knowledge exchanges and the establishment of a community-driven development gender network.

Component 4: Implementation Support. Provision of technical and operational support for the day-to-day management of Project activities at the Union, State/Region, District, Township, Village Tract and Village levels including financial management, procurement, environmental and social safeguards management, communications, audits and rehabilitation and/or construction of DRD offices necessary for Project implementation.

Component 5: Contingent Emergency Response. Provision of immediate response to an Eligible Crisis or Emergency, as needed.

2.2 Purpose and Objectives of the AWPB

The AWPB is the NCDDP’s central management tool for planning, budgeting and progress control. Its purpose is to (i) improve the effectiveness of project implementation with a clear results orientation, (ii) increase the efficiency, making best use of human and financial resources and (iii) achieve sustainability through forward looking planning and building up appropriate institutional capacities for large scale implementation.

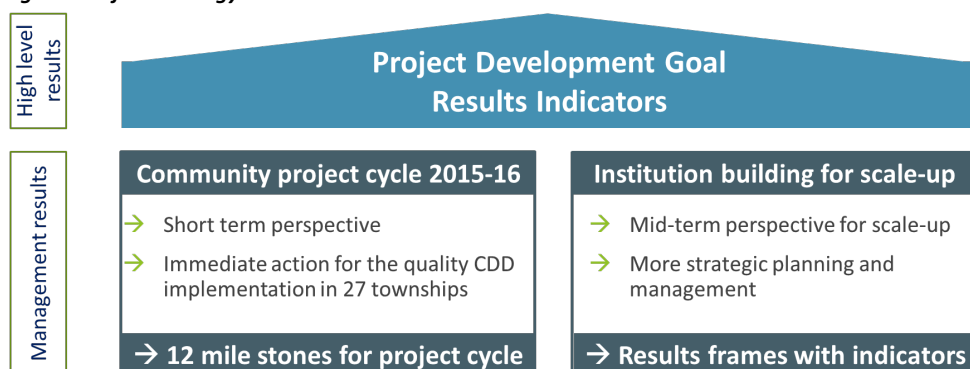
2.3 Strategic planning

The project development goal and results indicators provide high level objectives. The vision of the NCDDP is to become one of the best CDD projects globally. For achieving these high level objectives, the project follows a two-fold strategy of:

- (1) Pursuing high levels of quality in the implementation of the current project cycle for which 12 milestones have been formulated from the project cycle start up to the MSR (short term perspective)
- (2) At the same time, building up DRD’s institutional capacities for coping with the scale-up towards a national government program. For this, 5 milestones have been formulated: organizational development, HR

management, quality and performance management, regional support offices and institutionalizing large scale training (mid- to long-term perspective). In line with this, results frames have been formulated for 11 areas of the secretariat like NCDDP management, infrastructure, procurement etc. (see Annex 5).

Fig 2: Two-fold strategy:



2.4 Structure and contents of the AWPB

The current AWPB is covering a period of 18 months, from October 2015 to March 2017 as it was prepared in the middle of the current fiscal year 2015-16. The subsequent AWPBs will cover the period of the fiscal year, from April to March of the following year.

The structure of the AWPB is in line with the four project components, and it includes the 12 milestones of the community project cycles as well as the 5 mile stones for institutional capacity building.

The structure is aligned with the project components. Within these components, work packages and activities are structured and presented under corresponding sub-headings. In summary this is:

1. Community block grants
 - Transfer of block grants 2015-16
 - Transfer of block grants 2016-17
2. Facilitation and capacity development
 - Implementation of the community project cycle (incl. 12 milestones)
 - Training
 - Technical assistance
3. Knowledge and learning
 - Social audit
 - MSR
 - Networking and studies
4. Implementation support
 - Project management
 - Regional implementation support
 - Institutional capacity building
 - Technical and administrative support
 - Operation and goods of the township offices

The structure of the AWPB supports the integration of or linkages between:

- Strategy and high level results indicators
- Work plan
- Human resource plan
- Training plan
- Budget
- Procurement plan

The details of the AWPB have been prepared in a comprehensive Excel spread sheet with around 730 lines and numerous columns to capture block grant allocation, activity planning with time lines (monthly gantt chart) and responsibilities, reference to the procurement plan, cost calculation and total budget with break down per funding source.

But more importantly, the AWPB has been developed following a strategic, results oriented approach. Reflecting the NCDDP's vision "to become one of the best CDD projects in the world" as well as the project development goal and high level indicators, **11 results frames** have been elaborated for the different areas of component 4, implementation support (Annex 5).

The main activities from these results frames are incorporated in the consolidated AWPB. This way, there is a strong linkage between vision, strategic planning and operational planning and budgeting.

2.5 Quarterly Work Plans

The AWPB might be broken down into quarterly plans. While the AWPB includes main activities from the results frames at an aggregated level, the planning for day-to-day tasks can be done more effectively in quarterly and/or weekly work plans.

3 Component 1: Community block grants

The total allocation of block grants in cycle 3 will be USD 27.346.304 (MMK 35,14 billion) funded from the IDA grant, IDA credit and Government. The Italian funding from IDC will be available for block grant funding in year 4 only.

Below table shows the block grant amounts per township in MMK and the tentative funding scheme, considering a USD 5 million contribution from Government. The IDA grant will be disbursed to the originally planned 15 townships (currently 14 as Kachin will enter only in the next cycle). The other townships will receive 65% of their block grants from the IDA credit and 35% from Government contribution (to be confirmed).

Tab. 2: Block grant allocation and funding sources per township in year 3 project cycle

Township	Budget	Tentative Funding Scheme		
	Block grant allocation	IDA Grant FY2015-16	IDA Credit 2015-16 65%	Government 35%
Kampetlet	520.000.000,00	520.000.000,00	0	0
Namhsan	740.000.000,00	740.000.000,00	0	0
Kynsu	1.340.000.000,00	1.340.000.000,00	0	0
Pinlebu	1.320.000.000,00	1.320.000.000,00	0	0
Laymyetnar	1.120.000.000,00	1.120.000.000,00	0	0
Ann	1.140.000.000,00	1.140.000.000,00	0	0
Sidoktaya	920.000.000,00	920.000.000,00	0	0
Htantabin	1.360.000.000,00	1.360.000.000,00	0	0
Tatkone	1.780.000.000,00	1.780.000.000,00	0	0
Kyarinseikkyi	2.100.000.000,00	2.100.000.000,00	0	0
Hpruso	280.000.000,00	280.000.000,00	0	0
Chaugzong	1.420.000.000,00	1.420.000.000,00	0	0
Ngazun	1.340.000.000,00	1.340.000.000,00	0	0
Moenyong	1.220.000.000,00	1.220.000.000,00	0	0
Palewa	2.000.000.000,00	0	1.300.000.000	700.000.000,00
Thanintharyi	820.000.000,00	0	533.000.000	287.000.000,00
Myaung	1.140.000.000,00	0	741.000.000	399.000.000,00
Banmauk	1.060.000.000,00	0	689.000.000	371.000.000,00
Thabaung	1.660.000.000,00	0	1.079.000.000	581.000.000,00
Kyangin	820.000.000,00	0	533.000.000	287.000.000,00
Mindon	1.440.000.000,00	0	936.000.000	504.000.000,00
Kawhmu	1.360.000.000,00	0	884.000.000	476.000.000,00
Lewe	2.440.000.000,00	0	1.586.000.000	854.000.000,00
Demawso	720.000.000,00	0	468.000.000	252.000.000,00
Bilin	1.720.000.000,00	0	1.118.000.000	602.000.000,00
Nyaung U	2.120.000.000,00	0	1.378.000.000	742.000.000,00
Kyaukkyi	1.240.000.000,00	0	806.000.000	434.000.000,00
TOTAL		16.600.000.000,00	12.051.000.000	6.489.000.000,00 USD 5 million

In year 4, the total block grant allocation will be USD 64.5 million approximately, assumed that there will be 20 new townships. The original 15 townships will still receive block grant funding from the IDA Grant. The remaining township, 32 by then, will receive funding from three sources, a total of USD 40.6 million from IDA credit, 5 million from Government and 5 million from IDC.

Tab. 3: Block grant allocation and funding sources per township in year 3 project cycle

Group of townships	Budget MMK Block grant allocation	Funding USD				
		Source	IDA Grant	IDA credit	Gov + IDC	TOTAL
15 townships (grant)	17.800.000.000	IDA Grant	13.852.140	0		13.852.140
32 township (mixed funding)	65.032.770.500	IDA Credit	0	40.609.160		40.609.160
		GoM	0	0	5.000.000	5.000.000
		IDC			5.000.000	5.000.000
TOTAL	82.832.770.500		13.852.140	40.609.160	10.000.000	64.461.300

4 Component 2: Facilitation and Capacity Development

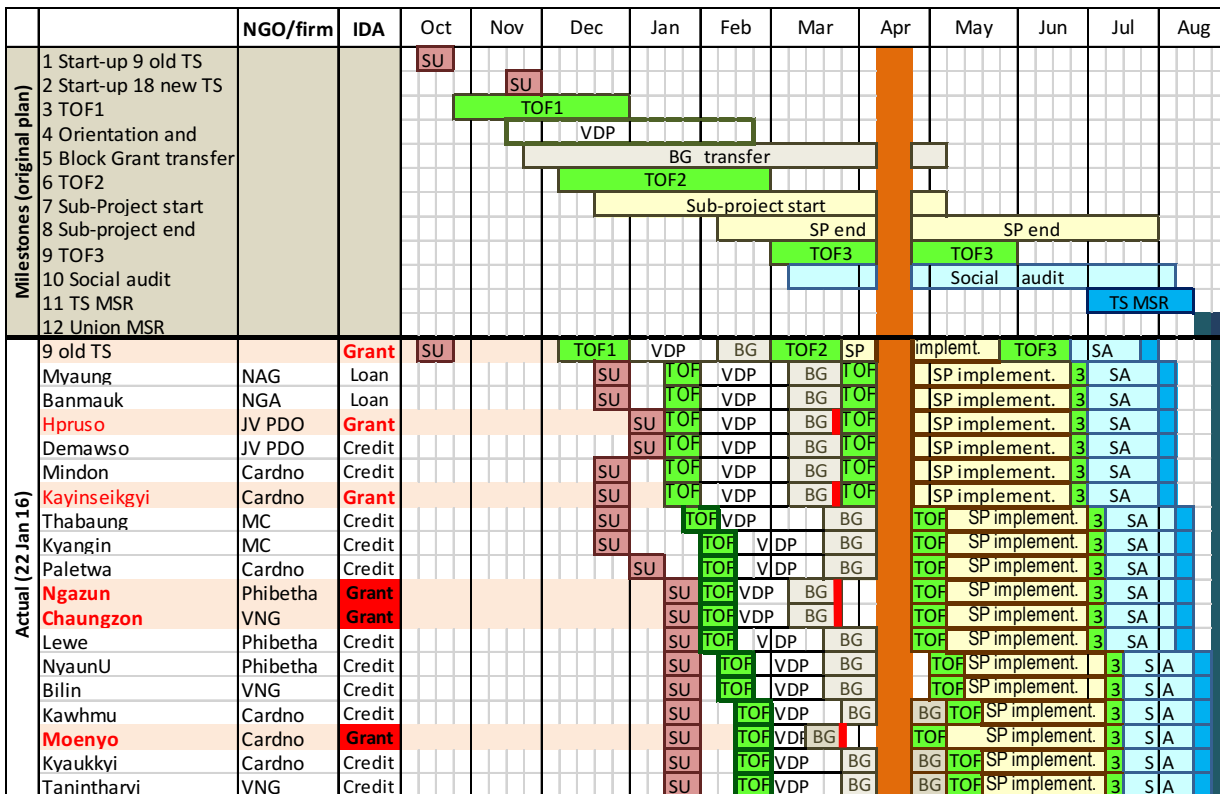
4.1 Implementation of the community project cycle

In **year 3**, high priority will be given to the quality of the community project cycle, both, in terms of the participatory community process as well as of construction quality and environmental safeguards. The training program will further be extended.

For the implementation of cycle 3, twelve milestones have been set with band widths of “earliest” and “latest” dates valid for all 27 townships. In practice, the dates will vary especially between the 9 old townships and the 18 new townships. The timing especially of start-up training and field implementation requires a differentiated and careful planning and follow up. While the 9 old townships have started training and field work around December 2015, the 18 new townships are following between January and February. Five of the 18 new townships receive their block grants from the IDA grant which should be transferred from the union DA-A to the communities before 31 March. The other townships receive the block grants from the IDA credit, of which only 30% is to be transferred to the communities before 31 March. The remaining 70% will be transferred in the FY 2016-17. This leads to less time pressure in the latter group of townships. The townships with the tightest schedule are expected to be Moenyo, which receives IDA grant and participates in the last group of TOF1 training, 15 to 23 February, followed by Ngazun and Chaungzon, both with IDA grant and TOF1 participation from 1 to 9 February. They will receive special support from the union secretariat.

The updated plan foresees a relatively tight schedule of 8 weeks for townships to complete village orientation, VDP and block grant request. The intention is to get sub-projects implemented before the rainy season where feasible, but without compromising quality and safeguards standards, and without pushing communities if they prefer to do the construction works later in the year, after the rainy season. It is stressed that the following graphic is simplified with respect to the sub-project implementation, which in many cases it is expected to continue beyond the union MSR if appropriate and decided by the communities. It is not expected that all sub-projects would be finalized by end of August.

Fig 3: Workplan of cycle 3 Oct 2015 – Aug 2016 (original Plan and actual/updated plan per township (as of 25Jan16)



The union MSR is planned for the last week of August. It is not necessary and not expected that 100% of sub-projects would be finished by then. Relevant would be that a good number of sub-projects were finalized which would allow a rich exchange of experiences and the drawing of lessons for improvements in cycle 4.

The **community project cycle in year 4** will start in September 2016, immediately after the union level MSR. As seen in the previous cycles, the timely hiring of TTA firms is the single most critical factors to get the project cycle started. For year 4, it is expected that the TTA for most of the new townships can be hired through an extension and expansion of existing TTA contracts. This is the preferred solution as it would save time for the procurement process. However, the contract extension will not be automatic.

A performance assessment of the TTA will be conducted looking at various aspects of contract compliance and quality of field work. This will include the evaluation of deliverables based on a standardized procedure, checking the TTA firms' mobilization, inception report, quality of VDP and quality of social assessment. The first two points will be assessed between February and March. The quality of VDP will be assessed right after the water festival Thing Yan. The results of this will feed into DRD's decision about the contract extension. The TTA support for Katchin and Shan states will most likely have to be tendered. The process for this should start in March 2016.

In any case, a significant and well-coordinated effort among all actors will be needed to achieve a timely start-up of the community project cycle in year 4. As can be seen in below chart, the field implementation should clearly start earlier than in year 2 and 3. However, the schedule is still tight.

Fig 4: Workplan of cycle 3 Oct 2015 – Aug 2016 (original Plan and actual/updated plan per township (as of 25Jan16)

Year 4 Project Cycle (2016-2017)		(31 Jan 2016)												NCDDP								
No	Activity	Responsible																				
			Feb 16	Mar 16	Apr 16	Q1			Q2			Q3			Q4		Q1		Q2			
						May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	
1	Socialization workshops in 20TS	PD																				
2	Employing township DRD staff	PD																				
3	Procurement of goods for new TS offices incl cars	Procurement																				
4	Procurement of TTA firms for Kachin and Shan	Procurement																				
5	Performance assessment of TTA firms	Union DRD																				
6	TTA contracts for 20 new townships	Procurement																				
7	CDD management training for DRD	Training																				
8	Start-up refresher for 27 old townships	Training																				
9	Start-up for 20 new townships, 2 groups	Training																				
10	TOT for CDD trainers Part 1	Training																				
11	iTOT for infrastructure trainers Part 1	Training																				
12	TOF1 + TTF1	Training																				
13	Village orientation and VDP	Township																				
14	Village trackt meeting L	Township																				
15	FM training for FSC incl BG request L	Township																				
16	Block grant transfer	Finance																				
17	TPIC review and feedback	Township																				
18	TOT 2	Training																				
19	iTOT 2	Training																				
20	TOF2	Training																				
21	TTF2	Training																				
22	Implementation of sub-projects	Township																				
23	TOT for CDD trainers Part 3	Training																				
24	iTOT for infrastructure trainers Part3	Training																				
25	TOF3	Training																				
26	TTF3	Training																				
27	Social audit	Township																				
28	Township MSR	Township																				
29	Union MSR	Union DRD																				

4.2 Training

The project is committed to heavily invest in training and capacity building. This is among the most critical points to ensure the quality of the community project cycle and to ensure the compliance with social and environmental safeguards.

The core part of the training program are the packages of TOT and TOF as well as the new iTOT and TTF. In the new townships, these packages are delivered under the lead of the union training team in cooperation with the TTA. For this, the union training team needs 4 training experts and 8 assistant trainers. In cycle two, the TTA is responsible for these training programs. The union training team

For the coming years, training needs to be organized for the following numbers of townships:

- Year 3 (2015-2016) – scale up of 18 new townships (9 to 27)
- Year 4 (2016-2017) – scale up of 20 new townships (27 to 47)
- Year 5 (2017-2018) – scale up of 16 new townships (47 to 63)

Each township goes through 4 Cycles.

- Cycle 1 – Union Training Team delivers training
- Cycle 2 – TTA team delivers training
- Cycle 3 – TDRD delivers training
- Cycle 4 – TDRD delivers training

The proposed structure tackles the following issues:

- Ensures enough Union Training Staff to carry out a quality program for all townships in all cycles
- Ensures enough Union Training Staff to handle gaps due to resignations or illness
- Deals with turnover of township field staff, both KEs and CF/TF (i.e. 50% in Kanpelet)
- Ensures quality control (of training staff, training effectiveness, and program results)
- Eliminates the need to coordinate with TTAs to “borrow” their staff and take them out of implementation from their own townships, as is currently the case with the “Trainer Pool” model, which is complicated and causes tension

- Enables in-house ability to deliver ToTs

This offers a flexible model for the scale-up

- If about 20 new townships are added every year, the number of consultants at Union level stays the same
- Number of consultants for old townships will increase as the number of old townships increases, but this will also plateau off as townships complete their fourth year and exit the project
- Integration into Regional Offices structures: While the union training team covering Cycle 1 will be based in NPT, trainers could be shifted to the regional offices later on as the regional structure gets clarified.

New Townships – Year 4 (20 Townships), Cycle 1

4 Training Experts

- 1 Training Expert responsible for 5 townships each
- Characteristics
 - Should be experienced training assistants or experienced TTA staff
 - Should have sufficient English skills to communicate with internationals
 - Ideally should have gone through ToT
- Responsibilities
 - Delivering ToTs to Township Staff
 - Doing quality control of townships level training
 - Checking on capacity of Training Assistants and TAs and coaching them
 - Checking on effectiveness of training by going to the field to check how well CFs implement what they are trained on)
 - Gap filling when any turnover in training staff

8 training assistants

- 1 Training Assistants responsible for 2-3 townships
- Characteristics
 - Should be taken from ToT participants, so that they only need a ToT refresher/ToT Light
 - Should have NCDDP field experience
- Responsibilities
 - 3 rounds of training in each township, both TOF and TTF packages
 - Training follow-up monitoring in the villages

3 Trainers from each township team

- TTA Team Leader, TDRD Team Leader, Gender/Social Accountability/GHM Key Expert (NPA should also join)
- Responsibilities
 - Attend TOTs delivered by Training Experts (and Training Assistants helping)
 - Deliver the TOF/TTF in their townships with regional level Training Assistant as lead trainer
- Starts early with capacity building of township level staff that can then take up higher levels of responsibility in the later years in other townships
- Allows TAs to be trained earlier than their field staff, empowering them from the beginning to take more of an active role in the trainings, and preparing them with a full year of TOT to take over the project in Cycles 2 to 4

TOTs

- 1 pair of training experts (2 Training Experts) delivers ToTs to their group of 10 townships
- 4 Training Assistants assist the TOTs
- Each ToT has 30-35 participants (10 townships, each with 3 participating – TTA TL, TDRD TL, and Gender/Social/GHM KE = 30 Participants + 5 NPAs also to participate = 35 participants roughly)

Quality Control

- Training Experts will monitor, check, and coach Training Assistants
- Training Assistants will monitor, check, and coach Township trainers
- Final Exam and Certification for all who undergo TOT package and TOF/TTF packages

Checking VDPs, MIS forms, social audits to measure results and effectiveness of training (the structure above allows the same group of trainers to follow the same townships throughout all the trainings, so accountability is increased because it is clear who is responsible for which townships)

Old Townships – Year 4 (27 Townships), Cycles 2-4

- **2 Training Experts**
- **4 Training Assistants** (1 Training Assistant responsible for every 6-7 townships)
- Number will grow as we have more old townships, but will plateau as townships start to drop out after their 4 years are done
- Responsibilities
 - Monitor and support training and quality control in old townships
 - Deliver ad hoc trainings for new staff of old townships in case of turnover
- Training Assistants based in the regional offices

Other Critical Points

- Need to have dedicated trainers in the Infra team for the TTF program. Recommend to have **6 Infra Training Experts at Union level**. These 6 can deliver iTOTs with the Infra Specialist, and DRD Regional Engineers can serve as regional level “infra training assistants” to the TF trainers at townships level.
- All other unit trainings (Procurement, Finance, Gender, Grievance, Communication, M&E/MIS) are currently carried out by staff from these units, with Training Team coordinating. With the current training schedule for 18 new townships, the different units are finding it difficult to find people to deliver their trainings, so it adds a burden to staff who have other priorities and also have no training skills and are not good trainers. So recommend to have **1 dedicated staff for training/capacity building in Procurement, Finance, Gender, Grievance, Communication, M&E/MIS (6 total)**. The role of this person can be to deliver initial and refresher trainings both at union and regional level, for both new and old townships, and can also do follow up monitoring and capacity building and coaching to key experts and DRD counterparts in the field, when not in training.
- **Timing**
 - *Need to get in place the Training Staff well in advance of Cycle Start-Up in order to prepare them and get them all on the same page before delivering trainings in order to avoid inconsistencies. Need to pilot and field test updated Trainers Guide Session Plans and VDP Guide with training team only, revising the materials all together before doing any ToTs or township trainings.*
 - Need to get TTA contracts and KE staff recruited early enough to allow time for TOTs to take place with them before CFs/TFs are recruited
- **Equipment:** Video cameras needed to record trainings to use as a tool to help the training team improve

4.3 TTA management

Y1 TTA: After year-1-TTA contracts expired in August 2015, facilitators and TA will remain under direct DRD contract. the challenges here are (a) that these townships receive less technical support than the others, yet, they are still expected to deliver high quality results, and (b) because of their 2 to 3 years of project experience, the remaining technical assistants and facilitators in the old townships are seen as potential candidates for newly opening positions in other townships or the union secretariat. While this is in general a good mechanism for retaining experienced staff within the project, the old townships suffer from that drain of exactly the best performers. A program for retraining and technical support in these townships needs to be considered. This includes the planned increase in trainers who are in charge of following up training there.

Y2 TTA: contracts will end in July/August 2016. The form of continuation of contracts has not yet been decided. The budget, regardless of the contract form, has been included in the AWPB until March 2017.

Y3 TTA: the new TTA contracts will be lump sum output based contracts. Payments are not done against time sheets and invoices of reimbursable expenses. Payments are done on the basis of deliverables and their approval by DRD. Thus, quality control and performance assessments are becoming critical instruments in the management of these contracts. This includes an assessment of the inception report, the verification of TTA experts’ mobilization, a quality control of the VDPs / village tract development plans as well as of the social audits. For more details, refer to the draft procedures for the assessment of TTA deliverables and payment in Annex 6.

Y4 TTA: subject to a positive performance assessment (see above), Y4 TTA contracts will be done through an extension of Y3 TTA contracts. In case of unsatisfactory performance of Y3 TTAs, DRD might decide to tender Y4-townships in respective regions. In Kachin and Shan state, new tenders will be launched, ideally before the water festival Thing Yan. The procurement packages will be prepared in March 2016.

5 Component 3: Knowledge and learning

Most relevant activities will remain the social audit meetings (milestone 10) and the Multi-Stakeholder-Review meetings (milestones 11 and 12). Social audit meetings are planned to be conducted for each sub-project individually, not for groups of villages as was done partly in the first two cycles. Multi-stakeholder-review meetings are scheduled between the first week of July and second in August at township level. The union level MSR is planned for the second half of August.

The gender network and other learning activities like township exchange visits will be further promoted.

6 Component 4: Implementation support

6.1 Union NCDD project management

Project management includes the planning, steering and supervision of all project activities to achieve the project development goal and the results indicators. The results to strive for are:

Strategy and team coordination

- The NCDDP follows a double strategy: (i) high quality of project cycle implementation, and (ii) institutional capacity building for the scale-up
- The strategy is internally well communicated and followed up in regular management meetings

AWPB effectively established as a central management tool

- AWPB is approved and followed up
- PP is developed on the basis of the AWPB
- Each unit implements a quarterly work plan based on the AWPB

Supervision and reporting

- Annual and quarterly reports are prepared against the AWPB and quarterly work plans
- Management meetings are supported by real time performance and progress information for decision making

Working environment incl. office space

- Adequate office space, equipment and vehicles in place

Recurrent activities include:

- Developing, updating and executing the Annual Work Plan and Budget (AWPB). For practical purposes, the AWPB might be broken down into Quarterly Plans which allows a more detailed monitoring of project operations without overburdening the AWPB.
- Controlling and performance management
- Regular management meetings (weekly staff meeting; monthly senior management meeting)
- Quarterly meetings (township and union NCDDP)
- Reporting

6.2 Staffing of the union secretariat

With the scale-up of the project, additional staff has already been hired, yet several positions will still be created, particularly in training and finance but also in other units. Below table provides a numeric overview of staff as of October 2015 and of February 2016 (2015/16) as well as the planned numbers for year 4 (2016/17).

Tab 5: current numbers of staff (Oct 2015) and required numbers for 2015-16 (excluding the planned regional offices)

	Area / position	Oct2015	2015/16	2016/17	Add	PP7
1	Management	5	5	6	1	0
	DRD	4	4	4	0	0
	UTA	1	1	2	1	0
2	HR Management / staff affairs	0	2	4	4	2
	DRD	0	1	2	2	0
	National consultant	0	1	2	2	2
3	Infrastructure	8	13	18	10	9
	DRD	8	10	12	4	3
	National consultants	0	3	6	6	6
4	Procurement	10	20	20	2	1
	DRD	8	17	17	0	0
	National consultants	1	2	2	2	1
	UTA procurement expert	1	1	1		

5	Finance	5	20	22	7	4
	DRD	1	14	14	3	0
	National consultants	3	5	7	4	4
	UTA finance expert	1	1	1	0	0
6	Training	6	12	22	10	10
	DRD	3	3	3	0	0
	National consultants	2	8	18	10	10
	UTA training expert	1	1	1		
7	Grievance Handling	4	9	8	4	1
	DRD	3	7	5	2	0
	National consultants	0	1	2	2	1
	UTA grievance handling expert	1	1	1		
8	Communication	4	8	9	4	2
	DRD	3	6	6	2	0
	National consultants	1	2	3	2	2
9	Participation and Gender	4	9	9	5	1
	DRD staff	3	7	7	4	0
	National consultants	1	2	2	1	1
10	M&E MIS	7	13	13	2	2
	DRD staff	4	7	7	0	0
	National consultants	2	5	5	2	2
	UTA M&E expert	1	1	1	0	0
11	Administration and office support	7	8	8	1	1
	DRD staff	2	2	2	0	0
	Contract	4	5	5	1	1
	UTA accountant	1	1	1		
12	15 Regional offices	0	64	115	115	25
	DRD staff	0	48	90	90	0
	Local consultants	0	16	25	25	25
	TOTAL (without regional offices)	60	119	139	50	33
	TOTAL (including regional offices)	60	183	254	165	58

Management: with the DG, DDG and three senior managers, the project management is complete. From UTA side, there will be a new position of deputy team leader / institutional capacity building.

HR management: new unit to be built up from zero. DRD will place a deputy director as a senior HR manager along with a staff officer. One or two HR consultants will be needed to support the team.

Infrastructure: consolidated team. Though, additional experts are needed to cope with the increasing training needs of TF. Six additional consultants should strengthen the unit namely in the subjects of training and safeguards.

Procurement: recently, eight new junior staff have joined the procurement team. The junior staff will need training and capacity building. Apart from this, one additional consultant should be hired, especially to assume training tasks.

Finance: There are 11 DRD staff and three consultants. As the IDA credit has just become effective, the finance unit plans to establish two separate accountant teams to manage the two funding sources separately. For this, additional two consultants are planned to be hired. Moreover, with the planned institutional capacity building in the DRD finance unit yet one or two more finance consultants might be considered in the future.

Training: The staff demand in training correlates with the scale-up of the project relative to the increase in numbers of townships. There are three DRD staff, three national trainer consultants (one of which is vacant since August 2015) and five assistant trainers. As outlined above, there is a need to refill the vacant training expert position and to hire three additional ones. Moreover, seven additional assistant trainers will be hired.

Grievance handling: the unit has been consolidated until recently. Now, the vacant UTA grievance handling position will be refilled. Besides, one additional national consultant will be hired in March and yet an additional one in July.

Communication: there are three DRD staff and one consultant (currently vacant). This is not enough to cope with the tasks in communication. Two or three additional DRD staff would be needed as well as one or two more consultants.

Gender / participation: the gender unit is planned to be expanded into a participation / gender unit. It is planned to employ a senior DRD officer who would be heading the unit. Additional to the current staff, 3 DRD staff are considered. The national and international consultant positions need to be reshaped and/or re-advertised.

M&E/MIS: this unit is basically consolidated. Even though, one additional MIS trainer and one ICT specialist would be needed.

Administration: two secretaries are enough, though, one position is vacant and needs to be re-advertised. There should be at least two translators. Also here, one position is vacant. As a new position, DRD needs to consider a staff in charge of logistics.

TOR for all positions will be developed or updated by the new HR unit.

6.3 Office space

Corresponding to the increase in staff, the construction of the new office building will be advanced to provide adequate office space.

6.4 Regional implementation support

In the first two years, supervision and technical support for project implementation in the field was organized centrally from the union secretariat. In order to adequately cope with implementation support and supervision in the growing number of townships, regional support offices will be established to deconcentrate relevant functions: provide management support, grievance handling, M&E and reporting, technical and ICT support. Overall, the regional offices need to support the union secretariat in assuming oversight and ensuring the compliance with the operations manual and safeguard regulations. Monitoring visits in the townships will be done as per monthly plan approved by the Union secretariat (at least once a month).

Offices: the target is to build up regional secretariat within the of each State and Region. these 15 offices will follow a approach.

In the beginning, up to 5 offices equipped with more capacities the other ones would start would be build up over time (B- The establishment of a regional offices requires very close consultations with the regional The map shows the 27 townships with suggested locations for the regional project offices.

An exact schedule with dates for the offices will be presented as possible.

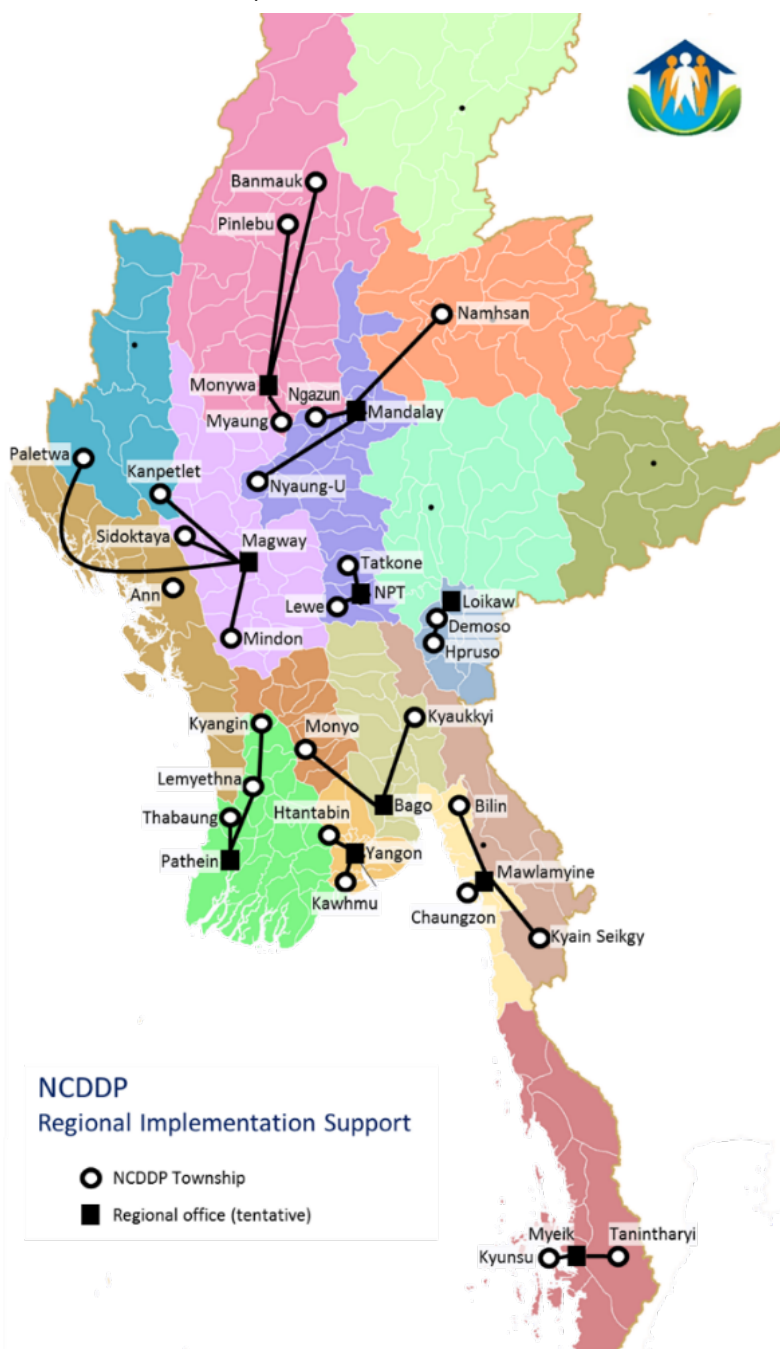


Figure 3: map of Myanmar with 27 townships and possible locations of 10 secretariats

Main functions of the regional will be supervision of project implementation, control of with safeguards regulations, management support, grievance M&E and reporting, and ICT

Staffing: Building up the regional capacities will take time. Thus, a

one DRD office Building up stepwise

might be (A-offices), smaller and offices). NCCDP

DRD offices. of year 3 first

setting up soon as

NCCDP regional

secretariat cycle compliance

handling, support. teams their stepwise

approach will be taken. It is planned to employ up to 6 DRD staff in each regional office. Additionally, up to 3 consultants will be hired for an A-office and 1 consultant for a B-office.

Table: overview of tentative team composition in regional offices

Staff	Obligation	Responsible	Remark
Head of Office	Management, Logistic,	Office Space Transportation Cash withdrawal endorsement (with Union approval except for Fuel, Stationary, Travel, Un-Planned Trainings) Staff issues and activity	State Head or His/Her Delegation
Grievance Handling	Cluster GHM branch	By Union Support	One Officer
M&E and Quarterly Report	M&E Quarterly Report	Quarterly Reporting Monthly Reporting Social Audit Report & MSR Reports (with community development)	One Officer + <u>one IC</u>
Technical design	Design Estimate Quality Work done	Design check Estimation endorsement Quality monitoring Finished SP and progress of SPs	One senior civil engineer (Officer)
Environmental safeguard	ECoP EMP	ECoP check on Design and on ground EMP approval	One senior civil engineer (Officer)
Social safeguards / community development	Social Safeguard Participation Ethnic Gender Social Audit	Land donation/ acquisition Monitoring participation/ Ethnic & Gender Social Audit / MSR Reports	One Officer + <u>one IC</u>
ICT support	MIS support ICT support	Check by visit to township offices regularly	One IC (maybe serving more than one regional office)

Budget, Office equipment and vehicles for 15 townships is included in the AWPB. Procuring these goods will be synchronized with the opening of the regional offices.

The maximum cost up to March 2017 for implementing this plan is estimated at USD 1.86 million. In relation to the total project budget in FY 2016-2017 of USD 111.7 million, this makes 1.67%. After higher investment costs in the beginning, the cost for regional offices will decrease in subsequent years.

Tab: Cost estimate for 15 regional offices to March 2017

4.2 Regional Implementation Support	quantity	Unit price	Budget
Regional offices set up (5 A-offices, 10 B-offices)			
Office space rental at regional level if needed	75	300	22.500
Office space construction if needed	5	20.000	100.000
Office equipment for regional offices	15	20.000	300.000
Office operations	15	24.000	360.000
Vehicles, up to 5x3 for A-offices, 10x1 for B-offices	20	30.000	600.000
Staffing (3 consultants in A-office; 1 consultant in B-office)			
A-office consultant M&E and reporting	60	1.200	72.000
A-office consultant social safeguards, CDD, gender	60	1.200	72.000
A-office consultant ICT and MIS	36	1.200	43.200
B-office consultant CDD assistant	120	1.200	144.000
Travel and per diems	500	300	150.000
TOTAL			1.863.700

6.5 Institutional capacity building

DRD is committed to institutional capacity building which is set in the context of the Government's National Framework for Administrative Reform. Institutional capacity building has a mid-term perspective aiming at building up DRD's capacities to cope with the scale-up of the project over the coming 2 to 4 years. For this, five priority interventions (5 milestones) have been identified which are all closely interlinked:

1. Organizational development of selected DRD units
2. Human resource management
3. Quality and performance management
4. Regional offices
5. Large scale training system

1. ORGANIZATIONAL DEVELOPMENT

Classical organizational development starts with the organization's mission and vision, defining main functions, analyzing and optimizing work flow, tasks and responsibilities. From there, staff requirement and other resources needs are derived and capacity building plans adjusted.

DRD will select the finance unit and procurement unit to start such an organizational development process including human resource management, and modernization of the administration supported by suitable IT solutions. The process will be reviewed and lessons will be drawn for possible replication in other units.

Special attention will be given to the training area. As formulated in a separate training strategy, one of the major results will be the development of a national CDD training system that can cope with the large scale training demand.

Organizational development of the NCDDP finance unit: DRD NCDD Finance Department is headed by an Asst. Director and includes 8 staff. One of these is a staff officer and the other 7 are clerical officers. The Finance Team is supported by an international finance specialist and 3 national finance consultants.

Main functions of the finance departments are to manage the World Bank Grant and Credit, responsible for all Union level accounting, and supervise township level accounting staff. During the past two years, the accounting work related to the Grant and supervision of 9 townships.

With scaling up of operations and the approval of the Credit, scale of operations will increase significantly with the number of townships planned to increase from current 9 to 47 by end of March 2017. This requires a clear strategy to ensure timely and accurate delivery of financial services.

Finance Department proposes that over the next 18 months a development strategy that would revamp the head office structure, carry out intensive training to improve township level finance skills and institution of an internal audit function is put in place.

The head office staffing will be reorganized to increase the number of supervisory staff to clerical staff. At least one additional staff officer position is envisaged to supervise township accounting unit where the number of staff will increase due to the increase of townships planned. The current staff officer will continue to supervise the cash and banking as there will be 6 bank accounts in operation (3 for the Grant and 3 for the Credit). This supervisor will also manage the withdrawal application process which will require at least one additional staff.

In addition to the above, head office finance will establish a dedicated township training unit with one or two experienced staff moving from their current positions. Township accounting is weak and there was intensive supervision by head office staff visiting township offices. A comprehensive approach to developing township accounting skills need to be adopted with the increase in number of townships planned.

Finally, an internal audit function needs to be established. Around 65% of the Grant and Credit funds are disbursed as block grants and the primary responsibility for auditing these disbursements needs to be assumed by an independent internal audit function.

2. HUMAN RESOURCE MANAGEMENT

The most critical factor for the project scale up and quality management is not so much financial resources but *human* resources. Human resource management is therefore a strategic function which DRD needs to build up. In part, the bottleneck with regard to qualified staff in areas like communication, training or finance etc. can be compensated by hiring consultants. However, for reasons of sustainability and program effectiveness, building up DRD's own staff capacity requires a systematic approach.

The NCDDP is already absorbing an over proportional part of DRD’s human resources. Senior civil servants cannot be hired freely, but they follow rules of promotion mainly based on years of service. Instead, DRD has employed numerous junior staff who often lack experience. One of the NCDDP’s HR strategies will therefore be to systematically assess competencies against job descriptions as well as staff performance. This will feed into HR development plans and training.

Human resource management will include following components:

- HRM unit, organigram, roles and functions
- HR plan with job descriptions for all positions
- Performance management: performance agreements and assessment of DRD staff
- Gaps analysis and capacity development
- Incentive mechanisms; benefits and leave management
- IT for HR management

3. QUALITY AND PERFORMANCE MANAGEMENT

Institutional capacity building will especially include quality and performance management. A very pragmatic model for quality control is suggested with hands-on tools for (initially) five technical areas: Finance, procurement, infrastructure, grievance handling and training. Additionally, the AWPB with tracking is set up as the central project management instrument.

Basic quality management modules in the NCDDP

- Finance: Internal FM control; performance measurement; coaching of TS
- Procurement: Permanent audit readiness; process management and documentation
- Infrastructure: Using technical audit method by TF + random cross-check by regional office
- Grievance: Quality control of the GHM
- Training: Coaching during training; post course evaluation of training effectiveness
- Project Management: AWPB with results and performance tracking (incl. township performance)

The adoption of a quality management system requires a strategic decision of an organization, i.e. a clear statement of commitment by the management. The specific design of a QMS depends on the particular situation. But, there are principles that can serve as a global guidance. The **Quality Management Principles** as defined by ISO9001 are:

- QMP 1 - Customer focus
- QMP 2 - Leadership
- QMP 3 - Engagement of people
- QMP 4 - Process approach
- QMP 5 - Improvement
- QMP 6 - Evidence-based decision making
- QMP 7 - Relationship management

In any quality management system, documentation and the generation and use of management data is critical. In organizations of the size of the NCDDP or DRD, software solutions to efficiently and effectively comply with these functions are indispensable. Some elements for a quality management system are already in place, namely several features of the **MIS**. Other elements, especially for a **Performance Management System** will need new development. The two packages suggested are:

Software components and proposed contract packages

Package 1: MIS	Package 2: Performance Management System
<p>Focus on monitoring field implementation and presenting progress against the high level project results indicators</p> <ul style="list-style-type: none"> ▪ MIS <ul style="list-style-type: none"> ○ Updated software for Y3 ○ Updated software for Y4 ▪ Reporting: Improved reports and user interface for web and mobile devices 	<p>Focus on administrative performance at institutional level (union and township secretariat)</p> <ul style="list-style-type: none"> ▪ Project management: AWPB and results oriented work plan solutions and tracking; performance assessment (incl. of township level) ▪ Finance: block grant register, disbursement register, contract register, process management (payments) and performance indicators, (inventory)

<ul style="list-style-type: none"> ▪ GIS with web interface, links to photos and drill down functions ▪ Support: Corresponding training, maintenance and technical support services 	<ul style="list-style-type: none"> ▪ Procurement: process and document management with filing system and performance indicators; contract management; fixed asset register; material requirements planning ▪ Human resource management: staffing, payroll; staff interviews (performance agreements and assessment); staff development ▪ Training: training plan and documentation ▪ Central mail server: integration of business processes; recommended for corporate communication and memory
---	---

7 Budget

The **overall budget** for the NCDD Project amounts to US \$ 536 million approximately. This includes an IDA grant in an amount equivalent to SDR 52,600,000 (Special Drawing Rights) as of financing agreement, dated November 2012, and an IDA credit in an amount equivalent to SDR 284,500,000 as of an additional financing agreement, dated August 2015. Furthermore, the NCDDP is cofounded through a soft loan of EUR 20,000,000 from the Italian Development Cooperation a contribution from the Government of Myanmar's regular budget equivalent to USD 30,000,000, as well as a contribution from Japan.

The budget for the fiscal year 2015-2016 is around USD 30 million. The budget for the fiscal year 2016-2017 is around USD 111.7 million.

Tab. 1: summary of consolidated budget

Description	Oct2015 – Mar2016 USD	FY 2016-2017 USD	Per Cent Oct15-Mar17
Component 1) Community Block Grant	17,772,937	74,200,210	65,1 %
Component 2) Facilitation and Capacity Development	6,207,227	22,790,291	20,5 %
Component 3) Knowledge and Learning	163,000	1,207,600	1,0 %
Component 4) Implementation Support	5,354,300	13,567,689	13,4 %
TOTAL	29,497,464	111,765,790	100,0 %

Description	Oct2015 – Mar2016 USD	FY 2016-2017 USD	Per Cent Oct15-Mar17
(1) Community Block Grant	17,772,936	74,200,210	65,1 %
(2) Goods	3,794,226	9,018,498	9,1 %
(3) Consulting Fees	5,432,819	22,441,042	19,7 %
(5) Training & Workshop	1,194,248	3,106,644	3,0 %
(6) Incremental Operating Cost	1,303,235	2,999,396	3,0 %
TOTAL	29,497,464	111,765,790	100,0 %

Update: 20 February 2016

As a general rule, IDA Grant money will be used for the original 15 townships covering both block grants (component 1) and other expenses under component 2, 3 and 4, as well as for the procurement of goods in general. For details refer to the consolidated budget table available in the extra Excel file.

Financing: Following Table shows the financing of the overall Budget:

FINANCING SOURCE	Oct15-Mar16 USD	FY 2016/17 USD	Per Cent Oct15-Mar17
IDA GRANT	20,920,305	28,345,749	34,9 %
IDA CREDIT	8,577,158	68,370,236	54,5 %
GOM	0*	10,049,805	7,1 %
IDC (Italian)	0	5,000,000	3,5 %
TOTAL	29,497,464	111,765,790	100,0 %

* not considered here are Government contributions in kind

Component 1: Block grants in FY 2016-17 (\$74.2 million)

The 2016/17 Budget consist of Block Grants USD 74.2 million of the total. This includes all the block grants of the community project cycle of year 4. And it includes those parts of the block grants of year 3 which will only be disbursed after 31 March 2016. Facilitation & Capacity Building USD 22.8 million, Knowledge & Learning USD 1.2 million, and Implementation support USD 13.6 million.

Component 2: Facilitation & Capacity Building in FY 2016-17 (\$22.8 million)

In this component, Township Technical Assistance (TTA) at \$19.5 million consists of the single largest expenditure item. Approximately \$4 million (18%) is for expenditure on TTA contracts for the 9 townships in the Yr 1 and 2 Program, \$9,9 Million (42%) for the contracts for TTA in the 18 Y3-townships which have been already signed and \$ 6 million (26%) for the 20 new Y4-townships for which procurement is planned. The remaining balance of \$1.6 million for Union TA.

Community and Township training amounts to \$1.6 million. Training for community and technical facilitators and Village Tract and Village Committee officials are included. Refresher training for the 9 townships is planned and initial training and refresher training for the 18 new townships are scheduled to commence in the last quarter of 2015/16 and complete in 2016/17.

Component 3: Knowledge and Learning in FY 2016-17 (\$1.2 million)

Social Audit, Multi Stakeholder Reviews, and financial audits account for about 50% of the planned expenditure. Other significant activities include gender networking, cross township learning, and gender research to capture lessons learned from CDD and a base line gender study is planned.

Component 4: Implementation Support in FY 2016-17 (\$13.6 million)

Under this component, the three biggest categories are union and Township Incremental Operating Costs (\$2.5 million) equipment, motorbikes, vehicles (\$3.6 million) and communication, mainly material (\$2.7 million) which accounts for 63% of the expenditure under this component. The budget includes provision of establishing regional offices (\$1.7 million), Standard designs and safeguards for infrastructure projects (\$0.5 million) and other initiatives in gender and social inclusion, grievance handling and training management.

Annex 1: Implementation plan of year 3 project cycle with block grant disbursement

Workplan of NCDDP cycle 3 (8 weeks VDP p. TS)														Block grant transfer cycle 3 (million MMK)						
12 Milestones (Original Plan) and Actual/updated plan per township (update 28 Jan 2016)																				
	NGO/firm	IDA	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total	FY15-16	FY16-17		Govt.		
															IDA grant	IDA credit	IDA credit			
Milestones (original plan)	1 Start-up 9 old TS		SU																	
	2 Start-up 18 new TS			SU																
	3 TOF1			TOF1																
	4 Orientation and				VDP															
	5 Block Grant transfer				BG transfer															
	6 TOF2			TOF2																
	7 Sub-Project start				Sub-project start															
	8 Sub-project end							SP end		SP end										
	9 TOF3							TOF3		TOF3										
	10 Social audit									Social audit										
	11 TS MSR												TS MSR							
	12 Union MSR																			
Actual (22 Jan 16)	9 old TS		SU		TOF1	VDP	BG	TOF2	SP	implem.	TOF3	SA		10.240	10.240	-	-	-		
	Myaung	NAG	Loan		SU	TOF	VDP	BG	TOF	SP implement.	3	SA		1.140	-	371	371	399		
	Banmauk	NGA	Loan		SU	TOF	VDP	BG	TOF	SP implement.	3	SA		1.060	-	345	345	371		
	Hpruso	JV PDO	Grant			SU	TOF	VDP	BG	TOF	SP implement.	3	SA	280	280	-	-	-		
	Demawso	JV PDO	Credit			SU	TOF	VDP	BG	TOF	SP implement.	3	SA	720	-	234	234	252		
	Mindon	Cardno	Credit			SU	TOF	VDP	BG	TOF	SP implement.	3	SA	1.440	-	468	468	504		
	Kayinseikgyi	Cardno	Grant			SU	TOF	VDP	BG	TOF	SP implement.	3	SA	2.100	2.100	-	-	-		
	Thabaung	MC	Credit			SU	TOF	VDP	BG	TOF	SP implement.	3	SA	1.660	-	540	540	581		
	Kyangin	MC	Credit			SU	TOF	VDP	BG	TOF	SP implement.	3	SA	820	-	267	267	287		
	Paletwa	Cardno	Credit			SU	TOF	VDP	BG	TOF	SP implement.	3	SA	2.000	-	650	650	700		
	Ngazun	Phibetha	Grant				SU	TOF	VDP	BG	TOF	SP implement.	3	SA	1.340	1.340	-	-	-	
	Chaungzon	VNG	Grant				SU	TOF	VDP	BG	TOF	SP implement.	3	SA	1.420	1.420	-	-	-	
	Lewe	Phibetha	Credit				SU	TOF	VDP	BG	TOF	SP implement.	3	SA	2.440	-	793	793	854	
	NyaunU	Phibetha	Credit				SU	TOF	VDP	BG	TOF	SP implement.	3	SA	2.120	-	689	689	742	
	Bilin	VNG	Credit				SU	TOF	VDP	BG	TOF	SP implement.	3	SA	1.720	-	559	559	602	
	Kawhmu	Cardno	Credit				SU	TOF	VDP	BG	BG	TOF	SP implement.	3	SA	1.360	-	442	442	476
	Moenyio	Cardno	Grant				SU	TOF	VDP	BG	TOF	SP implement.	3	SA	1.220	1.220	-	-	-	
	Kyaukkyi	Cardno	Credit				SU	TOF	VDP	BG	BG	TOF	SP implement.	3	SA	1.240	-	403	403	434
	Tanintharyi	VNG	Credit				SU	TOF	VDP	BG	BG	TOF	SP implement.	3	SA	820	-	267	267	287
	TOTAL (million MMK)														35.140	16.600	6.026	6.026	6.489	
TOTAL ('000 USD)														27.346	12.918	4.689	4.689	5.050		

Annex 2: Implementation plan of year 4 project cycle

Year 4 Project Cycle (2016-2017)			Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17		
			Q1			Q2			Q3			Q4			Q1			Q2					
No	Activity	Responsible																					
1	Socialization workshops in 20TS	PD																					
2	Employing township DRD staff	PD																					
3	Procurement for new TS offices incl cars	Procurement																					
4	Performance assessment of TTA firms	Union DRD																					
5	TTA contracts for 20 new townships	Procurement																					
6	CDD management training for DRD	Training																					
7	Start-up refresher for 27 old townships	Training																					
8	Start-up for 20 new townships, 2 groups	Training																					
9	TOT for CDD trainers Part 1	Training																					
10	iTOT for infrastructure trainers Part1	Training																					
11	TOF1 + TTF1	Training																					
12	Village orientation and VDP	Township																					
13	Village trackt meeting L	Township																					
14	FM training for FSC incl BG request L	Township																					
15	Block grant transfer	Finance																					
16	TPIC review and feedback	Township																					
17	TOT 2	Training																					
18	iTOT 2	Training																					
19	TOF2	Training																					
20	TTF2	Training																					
21	Implementation of sub-projects	Township																					
22	TOT for CDD trainers Part 3	Training																					
23	iTOT for infrastructure trainers Part3	Training																					
24	TOF3	Training																					
25	TTF3	Training																					
26	Social audit	Township																					
27	Township MSR	Township																					
28	Union MSR	Union DRD																					

Annex 3: Budget Oct 2015 – Mar 2017 with break down per component

Component / Work Package / Activity	USD (total Oct 2015 to Mar2017)	IDA Grant 2015-16 Oct-Mar	IDA Grant 2016-17	IDA Credit 2015-16 Oct-Mar	IDA Credit 2016-17
Component 1: Community Block Grants	91.973.147	13.083.831	13.852.140	4.689.105	45.298.265
1.1 Block Grants for year 3 project cycle	27.511.847	13.083.831	0	4.689.105	4.689.105
1.2 Block Grants for year 4 project cycle	64.461.300	0	13.852.140	0	40.609.160
Component 2: Facilitation and Capacity Development	28.997.518	4.160.661	8.153.998	2.046.566	14.636.293
2.1 Cycle 2014-2015 finalization	0	0	0	0	0
2.2 Cycle 2015-2016	581.680	312.180	16.800	224.100	28.600
2.3 Cycle 2016-2017	836.950	0	160.480	0	676.470
2.4 Community Training	1.048.662	116.824	0	388.144	543.694
2.5 Technical training	250.000	50.000	0	0	200.000
2.6 TTA management	24.153.203	3.181.657	6.349.695	1.434.322	13.187.529
2.7 UTA management	2.127.023	500.000	1.627.023	0	0
Component 3: Knowledge and Learning	1.370.600	25.000	450.800	138.000	756.800
3.1 Social audit	189.300	0	87.300	0	102.000
3.2 MSR	288.300	0	118.500	0	169.800
3.3 Studies	50.000	0	0	0	50.000
3.4 Technical audit	57.000	0	0	57.000	0
3.5 Financial audit	21.000	0	0	0	21.000
3.6 Learning Exchange and Networking	765.000	25.000	245.000	81.000	414.000
Component 4: Implementation Support	18.924.990	3.659.813	5.888.811	1.703.488	7.672.878
4.1 NCDD Project Management	1.900.865	175.105	491.640	222.340	1.011.780
4.2 Regional Implementation Support	1.863.700	30.000	870.000	106.500	857.200
4.3 Institutional Capacity Building	276.762	0	0	20.097	256.665
4.4 Finance	152.390	14.390	30.000	28.350	79.650
4.5 Procurement	149.000	32.400	4.200	25.600	86.800
4.6 Infrastructure	277.000	36.485	33.515	40.960	166.040
4.7 Training Management	497.300	13.400	6.000	110.100	367.800
4.8 Gender and social inclusion (GESI)	404.793	0	0	200.523	204.271
4.9 Grievance handling	608.629	0	0	202.440	406.189
4.10 Communication	2.995.932	0	0	288.268	2.707.664
4.11 M&E / MIS + IT	166.800	0	0	28.200	138.600
4.12 Rural Development - policy and strategy	9.000	0	0	3.000	6.000
4.13 Township Operations	3.099.464	429.378	858.756	427.110	1.384.220
4.14 Goods for 18 new townships 2015-2016	2.958.655	2.928.655	30.000	0	0
4.15 Goods for 20 new townships 2016-2017	3.564.700	0	3.564.700	0	0
TOTAL USD	141.266.255	20.929.305	28.345.750	8.577.158	68.364.236

Annex 4: HR list

	Area / position	Oct2015	2015/16	2016/17	Add	PP7	Name
1	Management	5	5	6	1	0	
	DRD	4	4	4	0	0	
1.1	Project Director / DDG	1	1	1			U Kyaw Soe
1.2	OP 1 Project manager / director	1	1	1			U Hla Khaing
1.3	OP 2 Senior manager / director	1	1	1			U Kyaw Swar Aung
1.4	OP 3 Senior manager / dept.dir.	1	1	1			Daw Mee Mee Htwe
	UTA	1	1	2	1	0	
1.5	UTA team leader	1	1	1			Klaus
1.6	UTA deputy team leader			1	1		
2	HR Management / staff affairs	0	2	4	4	2	
	DRD	0	1	2	2	0	
2.1	HR manager / deputy director		1	1	1		
2.2	HR officer			1	1		
	National consultant	0	1	2	2	2	
2.3	HR assistant (asap)		1	1	1	1	
2.4	HR assistant (Nov)			1	1	1	
3	Infrastructure	8	13	18	10	9	
	DRD	8	10	12	4	3	
3.1	Assistant director Infrastructure			1	1		
3.2	Staff Officer	1	1	1			U Aung Khaing Zaw
3.3	Staff Officer		1				U Aung Wai Tun
3.4	Staff Officer	1	1	1			U Win Zaw Tun
3.5	Senior Assistant Engineer	1	1	1			U Nay Wyn
3.6	Senior Assistant Engineer	1	1	1			Daw Nyein Su Naing
3.7	Senior Assistant Engineer	1	1	1			Daw Htoo Nay Chi Khin
3.8	Senior Assistant Engineer	1	1	1			Daw Aeint Kyawt Hmuee
3.9	Junior Engineer	1	1	1			Daw Nan Aye Tandar Lin
3.10	Junior Engineer	1	1	1			Daw May Cho Htet
3.11	Junior Engineer		1	1	1	1	Daw Moh Moh Thant
3.12	Staff officer / trainer			1	1	1	
3.13	Staff officer / trainer			1	1	1	
	National consultants	0	3	6	6	6	
3.14	Infrastructure and safeguards / trainer		1	1	1	1	
3.15	Infrastructure and safeguards / trainer		1	1	1	1	
3.16	Infrastructure and safeguards / trainer		1	1	1	1	
3.17	Infrastructure and safeguards / trainer			1	1	1	
3.18	Infrastructure and safeguards / trainer			1	1	1	
3.19	Infrastructure and safeguards / trainer			1	1	1	
4	Procurement	10	20	20	2	1	
	DRD	8	17	17	0	0	
4.1	Assistant director procurement			1			
4.2	Staff Officer	1	1	1			U Maung Maung Soe
4.3	Senior Assistane Engineer	1	1	1			Daw Thi Thi Wai Kyaw
4.4	Senior Assistane Engineer	1	1	1			Daw Khaing War War Htet
4.5	Senior Assistane Engineer	1	1	1			Daw Su Mon Aung
4.6	Junior Engineer-3	1	1	1			Daw Aye Thidar Tun
4.7	LDC	1	1	1			Daw Thin Thin Aung
4.8	Senior Assistane Engineer	1	1	1			Daw Cherry Myint Kyi
4.9	Senior Assistane Engineer	1	1	1			U Naing Aung Lwin
4.10	Junior Engineer-3		1	1			Daw Kay Thwel Lin
4.11	Senior Assistane Engineer		1	1			Daw Hnin Hnin Aye
4.12	Senior Assistane Engineer		1	1			Daw Su Wai Kyaw
4.13	LDC		1	1			Daw May Myat Thu (2)
4.14	Junior Engineer-3		1	1			Daw Nway Ei Ei Thein
4.15	LDC		1	1			U Tin Myo Naing
4.16	Senior Assistane Engineer		1	1			U Hlaing Win Tun
4.17	Senior Assistane Engineer		1	1			U Thent Zin Aung
4.18	Junior Engineer-3		1				Daw Myo Yandar Tun
	National consultants	1	2	2	2	1	
4.19	National procurement assistant	1	1	1	1		U Nyein Chan Soe
4.20	National procurement trainer		1	1	1	1	
	UTA procurement expert	1	1	1			
4.21	UTA procurement expert	1	1	1			Jean
5	Finance	5	20	22	7	4	
	DRD	1	14	14	3	0	
5.1	Deputy Director	1	1	1			D Su Su Than
5.2	Deputy Director	1	1	1			U Tin Oo

	Area / position	Oct2015	2015/16	2016/17	Add	PP7	Name
5.3	Assistant director finance	1	1	1			D Thin Yu Hlaing
5.4	Staff officer	1	1	1			D Yu Zana Khin
5.5	Accountant	1	1	1			U Aung Myint Htay
5.6	Accountant	1	1	1			U Chein Nyein Aung
5.7	Accountant	1	1	1			U Kyaw Htoo
5.8	Accountant	1	1	1			U Uk Lwin Sang
5.9	Accountant	1	1	1			D Khaing Mar
5.10	Accountant	1	1	1			D Thi Thi Wai
5.11	Accountant	1	1	1			D Phyu Phyu Thin
5.12	Accountant		1	1	1		Daw Yee Mon Myint
5.13	Accountant		1	1	1		D Hnin Hlaing2 Oo
5.14	Accountant		1	1	1		U Saw Thet Htaw
	National consultants	3	5	7	4	4	
5.15	Senior finance assistant	1	1	1			D May Thu Kyaw
5.16	Finance assistant	1	1	1			D Yu Zana Lin
5.17	Finance assistant	1	1	1			D Kyi Kyi Nyunt
5.18	Finance assistant		1	1	1	1	
5.19	Finance assistant		1	1	1	1	
5.20	Finance assistant for DRD Finance unit			1	1	1	
5.21	Finance assistant for DRD Finance unit (Nov)			1	1	1	Nov 16
	UTA finance expert	1	1	1	0	0	
5.22	UTA finance expert	1	1	1			Wijaya
6	Training	6	12	22	10	10	
	DRD	3	3	3	0	0	
6.1	Training assistant, LDC	1	1	1			U Soe Ko
6.2	Training assistant, LDC	1	1	1			Daw Mu Mu Win
6.3	Training assistant, LDC	1	1	1			U Maung Maung Chit
6.4	Training assistant, LDC		1				Daw Thet Thet Hlaing
6.5	Training assistant, UDC		1				Daw Myat Thandar Nyo
6.6	Training assistant, UDC		1				Daw Nyein Nyein Aye
	National consultants	2	8	18	10	10	
6.7	National training expert	1	1	1			Kyaw Kyaw Soe
6.8	National training expert	1	1	1			Myo Min Tun
6.9	National training expert		1	1			re-adversiting
6.10	National training expert			1	1	1	
6.11	National training expert			1	1	1	
6.12	National training expert			1	1	1	
6.13	Assistant trainer		1	1			U Ye Yint Thu
6.14	Assistant trainer		1	1			U Thein Tun Aung
6.15	Assistant trainer		1	1			D Htwe Nu
6.16	Assistant trainer		1	1			D May Thandar Oo
6.17	Assistant trainer		1	1			D Thu Thu
6.18	Assistant trainer			1	1	1	
6.19	Assistant trainer			1	1	1	
6.20	Assistant trainer			1	1	1	
6.21	Assistant trainer			1	1	1	
6.22	Assistant trainer			1	1	1	
6.23	Assistant trainer			1	1	1	
6.24	Assistant trainer			1	1	1	
	UTA training expert	1	1	1			
6.25	UTA training expert	1	1	1			Helen
7	Grievance Handling	4	9	8	4	1	
	DRD	3	7	5	2	0	
7.1	Head of grievance unit (staff officer?)			1	1		
7.2	Dept. staff officer	1	1	1			U Zayar Tun
7.3	LDC	1	1	1			U Ye Wyunt Aung
7.4	LDC	1	1	1			U Nyi Nyi Soe
7.5	UDC		1				D Sandar Tun
7.6	Senior Assistane Engineer		1				D Cho Hnin Moh Moh Aung
7.7	Deputy Staff Officer		1				D Naing Yandar Aung
7.8	Dept. staff officer		1	1	1		D Soe Yu Mon
	National consultants	0	1	2	2	1	
7.9	Grievance assistant (consultant)		1	1	1		
7.10	Grievance assistant (consultant)			1	1	1	
	UTA grievance handling expert	1	1	1			
7.11	UTA grievance handling expert	1	1	1			
8	Communication	4	8	9	4	2	
	DRD	3	6	6	2	0	
8.1	Communion, UDC	1	1	1			U Min Zaw

	Area / position	Oct2015	2015/16	2016/17	Add	PP7	Name
8.2	Communion, LDC	1	1	1			U Chit San Maung
8.3	Deputy staff officer	1	1	1			D Ei Sandar
8.4	Junior Engineer-3		1	1	1		D Aye Myat Thu
8.5	LDC		1	1	1		D Ei Thandar Win
8.6	LDC		1	1			D Thwin Htoo Aung
	National consultants	1	2	3	2	2	
8.7	Communion expert	1	1	1			re-adversiting
8.8	Communion assistant		1	1	1	1	
8.9	Communion assistant			1	1	1	
9	Participation and Gender	4	9	9	5	1	
	DRD staff	3	7	7	4	0	
9.1	Head of participation / GESI		1	1	1		
9.2	Deputy Staff Officer	1	1	1			Dr HnyunThwet Thwet Naing
9.3	Deputy Staff Officer	1	1	1			Dr Thet Yadar Htun
9.4	UDC	1	1	1			U Ko Ko
9.5	Gender		1	1	1		D Ni Ni Win Shwe
9.6	Gender		1	1	1		U Zaw Phyo
9.7	Gender		1	1	1		
	National consultants	1	2	2	1	1	
9.8	National gender expert	1	1	1			
9.9	Participation consultant		1	1	1	1	
10	M&E MIS	7	13	13	2	2	
	DRD staff	4	7	7	0	0	
10.1	Assistant director M&E MIS	1	1	1			U Win Min Htun
10.2	M&E MIS staff officer	1	1	1			U Maing Nyi Zaw Hla Aung
10.3	M&E MIS LDC	1	1	1			D Phu Phu Thet Pan
10.4	M&E MIS LDC	1	1	1			Daw Su Su Mon
10.5	M&E/MIS junio engineer 3		1	1			U Michael
10.6	M&E/MIS junio engineer 3		1	1			U Phyo Wai Aung
10.7	M&E/MIS staff assistant engineer 2		1	1			D Khin Wai Wai Phyo
	National consultants	2	5	5	2	2	
10.8	National MIS advisor, consultant	1	1	1			George
10.9	National MIS trainer, consultant 1 (C41)	1	1	1			Myat Saw Than
10.10	National MIS trainer, consultant 2 (C44)		1	1	1	1	(approved in PP6)
10.11	Senior ICT assistant (C43)		1	1			Kyaw Aung Htoo
10.12	IT assistant (C46)		1	1	1	1	
	UTA M&E expert	1	1	1	0	0	
10.7	UTA M&E expert	1	1	1			Luq
11	Administration and office support	7	8	8	1	1	
	DRD staff	2	2	2	0	0	
11.1	Administration / UDC	1	1	1			Daw Tin Moe Hlaing
11.2	Administration / LDC	1	1	1			Daw May Myat Thu
	Contract	4	5	5	1	1	
11.3	Secretary 1	1	1	1			Tha Chin Sung
11.4	Secretary 2	1	1	1			re-adversiting
11.5	Translator	1	1	1			
11.6	Translator	1	1	1			
11.7	Interpreter/Translator		1	1	1	1	
	UTA accountant	1	1	1			
11.8	UTA accountant	1	1	1			Hay Ma
12	15 Regional offices	0	64	115	115	25	
	DRD staff	0	48	90	90	0	
12.1	Head of office		8	15	15		
12.2	Grievance handling		8	15	15		
12.3	M&E / reporting		8	15	15		
12.4	Technical design, engineer		8	15	15		
12.5	Environmental safeguards, engineer		8	15	15		
12.6	Social safeguards, community development		8	15	15		
	Local consultants	0	16	25	25	25	
12.7	A-office Monitoring and reporting		4	5	5	5	
12.8	A-office Participation and gender		4	5	5	5	
12.9	A-office ICT / MIS support		4	5	5	5	
12.10	B-office CDD assistant		4	10	10	10	
	TOTAL (without regional offices)	60	119	139	50	33	
	TOTAL (including regional offices)	60	183	254	165	58	

Annex 5: Strategic planning with results frameworks

Strategic management includes (1) a **vision** that provides clear orientation and strong and positive motivation of the organization's members; and (2) **results frames** with ambitious but achievable results and indicators to measure success.

The NCCDP's vision is to become one of the best CDD projects in the world.

For each area of the union NCCDP secretariat strategic plans with results frameworks have been elaborated. The strategic planning exercises took different forms and was partly based on existing plans and strategies where available. For example, communication as well as training had strategies formulated already before. In the case of M&E/MIS, the feedback results of a recent workshop could be used. And in several units, additional team meetings and brainstorming exercises have been conducted to generate ideas and proposals for strategic planning. The results frames 1 to 11 correspond with the areas under component 4 (implementation support) in the Excel file of the AWPB for a coherent integration of planning and budgeting.

The image displays a collage of handwritten notes on sticky papers, overlaid on a screenshot of an Excel budget spreadsheet. The notes are organized into several clusters:

- Top Left:** Notes on communication and training, including "people are empowered to speak out", "CF do not provide enough GHM communication to communities", "GHM working well for communities but not for staff/office", "unclear communication channels", "CF TF afraid to voice out", "protection of staff", "DRD responsiveness to communities", "MPD sharing from TS committee to village (transparent)", "response to grievance of villagers is slow", "only 1 grievance focal at TS is not enough", "replacement of grievance staff in TTA slow", "institutional/staff capacities", "only 1 grievance focal at TS is not enough", "replacement of grievance staff in TTA slow".
- Top Middle:** Notes on training and capacity building, including "Gov officials use new skills", "Proper competency of all implementing staff in training", "Certification standards + framework", "Institutionalizing training", "Packaging + branding of training", "TS + regional capacity for training monitoring & supervision", "in some TS limited capacity to deliver training", "Quarterly Meeting more than 1 day combine with capex build", "internal trainees for TOT", "add instruction on delivery of TOT".
- Top Right:** Notes on organizational structure and strategy, including "Organizational Vision + Growth strategy", "Organizational structure + staffing", "Capacity building plan (internal)", "performance evaluation", "add DRD staff -1 staff officer -2 support (existing 2 became 4)", "Community members use their new skills".
- Middle:** Notes on HR and procurement, including "HR", "cash handling", "accounting background skills", "on-the-job", "State-of-art Procurement (service centre)", "Procurement excellence centre", "Training Plan update + coordinate", "Complete TOT 2x3 with selected group", "add interest 3 in media", "more effective social media", "logistics for material stock + warehouse", "Computer Skill", "Success Stories".
- Bottom Left:** Notes on office facilities and capacity building, including "Capacity building", "training opportunities (high level)", "exchange regions/states - union", "English lessons", "international commerce training", "Office facilities", "Office space", "privacy at work place", "Libraries", "procurement staff participate in project activities / grants", "Storage room", "Staffing HR", "Staffing and restructuring", "Staffing Model", "Internal audit", "preparation for".

The Excel spreadsheet below shows a detailed budget breakdown for "AWPB Oct 2015-Mar 2017". The columns represent different funding sources and budget categories. The data is as follows:

	M	N	O	P	S	V	W	X	Y
1 AWPB Oct 2015-Mar 2017									
2 Component / Work Package / Activity									
3 (total Mar 2017)									
4 TOTAL USD	185,008,159,553	59,854,631	84,990,590	35,081,910	9,084,122	25,757,737	108,863,312		
5 Component 1: Community Block Grants	91,973,147	64	26,935,972	65,037,175	17,412,236	1,351,538	18,069,700	14,560,911	
6 1.1 Block Grants (Project Cycle 2015-2016)	27,511,847		13,083,831	14,428,016	17,412,236	1,351,538	16,000,700	10,999,811	
36 1.2 Block Grants (Project Cycle 2016-2017)	64,461,300		13,852,140	50,609,160	0	0	0	64,461,300	
39 Component 2: Equipment and Capacity Development	33,407,193	23	20,345,385	11,961,808	10,957,398	4,635,231	6,322,155	22,449,807	
40 2.1 Cycle 2014-2015 finalization	0		0	0	0	0	0	0	
44 2.2 Cycle 2015-2016	460,880		278,980	183,700	441,880	255,910	185,970	18,900	
64 2.3 Cycle 2016-2017	660,880		114,380	546,070	0	0	0	660,880	
82 2.4 Community Training	1,048,662		116,824	931,838	504,958	0	504,968	543,894	
103 2.5 Technical training	200,000		200,000	0	50,000	25,000	25,000	150,000	
105 2.6 TTA management	28,910,178		11,510,178	11,400,000	9,460,538	4,154,321	5,309,217	19,449,840	
187 2.7 TTA management	2,127,023		2,127,023	0	500,000	200,000	300,000	1,627,023	
169 Component 3: Knowledge and Learning	110,000	1	210,300	633,000	170,500	37,500	133,000	710,000	
119 3.1 Social audit	198,300		97,200	102,000	7,500	7,500	0	191,800	
200 3.2 MSR	288,300		118,500	169,800	0	0	0	288,300	
230 3.3 Studies	0		0	0	0	0	0	0	
232 3.4 Technical audit	57,000		57,000	0	57,000	30,000	27,000	0	
235 3.5 Financial audit	21,000		21,000	0	21,000	0	0	21,000	
237 3.6 Learning Exchange and Networking	255,000		255,000	230,000	105,000	0	105,000	249,000	
243 Component 4: Implementation Support	17,024,929	12	11,502,475	6,151,927	6,541,797	3,059,858	3,241,932	11,112,254	
244 4.1 Union NCCDP Project Management	1,678,950		622,370	1,056,580	582,540	408,700	173,840	1,099,410	
249 4.2 Institutional Capacity Building	145,000		145,000	0	23,000	2,160	20,840	122,000	
314 4.3 Regional Implementation Support	1,598,500		1,499,500	100,000	100,500	0	100,500	1,498,900	
333 4.4 Finance	194,990		164,990	0	54,440	21,240	33,200	110,550	
354 4.5 Procurement	150,900		150,900	0	95,700	0	95,700	94,200	
354 4.6 Infrastructure	895,530		895,530	0	378,530	10,000	129,530	429,900	
403 4.7 Training Management	414,300		414,300	0	82,900	50,300	32,600	331,400	
429 4.8 Gender and social inclusion	427,492		75,200	352,292	193,421	96,711	96,711	234,071	
451 4.9 Grievance handling	695,329		24,900	581,329	44,755	44,755	161,021	399,592	
479 4.10 Communication	2,818,194		1,190,341	1,190,341	593,671	593,671	593,671	1,727,863	
502 4.11 M&E / MIS + IT	189,000		189,000	0	27,800	11,400	16,400	161,200	
528 4.12 Rural Development - policy and strategy	9,000		9,000	0	3,000	0	3,000	6,000	

Results Frame 1: NCDD project management

Aspiration (2 to 3 years): the NCDDP is on the way towards one of the best CDD projects globally			
Results	Indicators	Main activities / outputs (to Mar 2017)	Time
Strategy and team coordination <ul style="list-style-type: none"> The NCDDP follows a double strategy: (i) high quality of project cycle implementation, and (ii) institutional capacity building for the scale-up The strategy is internally well communicated and followed up in regular management meetings 	<ul style="list-style-type: none"> Documents reflect the double strategy Minutes of management meetings 	Discuss and agree about strategy for project implementation	Feb 2016
		Communicate strategy internally	Mar 2016
		Organize monthly management meeting to follow up the strategy	Recurrent
		Organize quarterly meetings with township representatives	Recurrent
AWPB effectively established as a central management tool <ul style="list-style-type: none"> AWPB is approved and followed up PP is developed on the basis of the AWPB Each unit implements a quarterly work plan based on the AWPB 	<ul style="list-style-type: none"> NOL for AWPB PP aligned with AWPB Quarterly plans for each unit 	Finalize NOL version of the AWPB	Feb 2016
		Develop PP7 based on AWPB	Feb 2016
		Break AWPB down into quarterly work plans with responsibilities and time lines for tracking of tasks	Dec 2015, quarterly recurrent
		Communicate and follow up quarterly plans in each unit to ensure high level of awareness and alignment of staff's individual work plans	Recurrent
		Organize weekly staff meetings	Recurrent
Supervision and Reporting <ul style="list-style-type: none"> Annual and quarterly reports are prepared against the AWPB and quarterly work plans Management meetings are supported by real time performance and progress information for decision making 	<ul style="list-style-type: none"> Annual and quarterly reports Minutes of management meetings 	Controlling of AWPB implementation	Continuous
		Prepare annual and quarterly reports against plans	Recurrent
		Use progress information for management decision making / taking corrective action	Continuous
		Develop IT systems for tracking performance and progress against quarterly work plans (PMIS)	
Working environment incl. office space <ul style="list-style-type: none"> Adequate office space, equipment and vehicles 	<ul style="list-style-type: none"> Office space per staff 	Ensure adequate office space for all staff, considering expanding staff numbers	Mar 2016, recurrent
		Follow up procurement of equipment and vehicles for effective project operations	Mar 2016 Nov 2016
		Manage logistics and maintenance	Continuous

Results Frame 2: Regional implementation support

Aspiration (2 to 3 years): regional offices contribute substantially to the NCDDP's quality control, and they are a pillar for a consolidated national government program			
Results	Indicators	Main activities / outputs (to Mar 2017)	Time
Regional office space and organizational structure in place <ul style="list-style-type: none"> ▪ Regional support offices set up in the regions / states ▪ Roles and functions of the regional support offices are clarified and communicated 	<ul style="list-style-type: none"> ▪ At least 6 regional offices set up by June 2016 ▪ Up to 15 offices set up by Mar 2017 	Formulate and agree about strategy and roll-out plan for building up a regional support structure	Mar 2016
		Consult with regional DRD offices about strategy and plans	Apr 2016
		Establish office space for the NCDDP within regional DRD offices; tentatively starting in: <ul style="list-style-type: none"> ▪ Monywa (Sagaing) ▪ Mandalay (Mandalay) ▪ Magway (Magway and Chin) ▪ Loikaw (Kaya) ▪ Bago (Bago) ▪ Patheingyi (Ayeeyarwaddy) ▪ Yangon (Yangon) where necessary, rent office space	June 2016 Mar 2017
		Procure office equipment and vehicles	June 2016 Mar 2017
Staffing and capacity building according to plan <ul style="list-style-type: none"> ▪ Around 5 staff are employed for a start ▪ Up to 9 staff per regional office are employed (including consultants where needed) and trained 	<ul style="list-style-type: none"> ▪ 5 staff per regional office (June 2016) ▪ Up to 9 staff per regional office (Mar 2017) 	Finalize staffing / HR plan for regional offices with job descriptions for each position	30 Mar 2016
		Employ regional support staff according to plan	June 2016 Mar 2017
		Assess training needs and offer training for new regional staff	Aug 2016
		Assess performance of staff	Recurrent
Regional teams effectively supporting and supervising local project implementation <ul style="list-style-type: none"> ▪ Regional teams provide effective support for township level project implementation ▪ Regional structure and teams are part of an effective NCDDP internal audit system 	<ul style="list-style-type: none"> ▪ Quarterly reports from regional offices (compiling quarterly township reports) ▪ Supervision reports on finance, procurement, GHM and infrastructure 	Main activities of regional teams: <ul style="list-style-type: none"> ▪ supervision of project cycle implementation and quality control incl. safeguards ▪ engineering and management support ▪ grievance handling ▪ ICT support ▪ M&E and reporting 	Time to be defined with regional teams

Results Frame 3: Institutional capacity building

Aspiration (2 to 3 years): DRD is considered a best practice in administration reform within government			
Results	Indicators	Main activities / outputs (to Mar 2017)	Time
Institutional capacity building plan formulated based on the National Frame for Administrative Reform <ul style="list-style-type: none"> Organizational development plans are formulated for selected areas based on the NFAR Plans are implemented by the respective units Pilot experiences are analyses and lessons learned documented 	<ul style="list-style-type: none"> Institutional capacity building plan approved Organizational development plans for finance and procurement Implementation reports 	Formulate and approve institutional capacity building plan with main elements: <ul style="list-style-type: none"> Organizational development plans HR strategy and plan Performance management plan Internal audit functions 	Mar to May 2016
		Start pilot activities in finance and procurement	Apr 2016
		Organize meetings and workshops to evaluate outcome and lessons learned	Recurrent
		Document outcomes and lessons learned (implementation reports)	Oct 2016 Mar 2017
Human Resource Management unit functioning <ul style="list-style-type: none"> HR strategy and plan approved Dept. director employed for HR management Job descriptions updated for each position in the project and performance assessment done for each staff 	<ul style="list-style-type: none"> HR management system (approved document) Job descriptions Performance assessment reports 	Recruit senior DRD officer for HRM	Mar 2016
		Build up HR unit, roles and functions, HR strategy and plan	Apr 2016
		Job descriptions for each position	Jun 2016
		Recruitment ensuring full staffing according to the plan	June 2016
		Manage human resources, ensure capacity building, manage leave and other benefits	Ongoing
		Conduct staff interviews, starting in selected units, then expanding	Oct 2016
		Write TOR, hire IT developer for HRM-IT solution	Feb 2016
Performance Management System functioning <ul style="list-style-type: none"> PMIS is measuring / tracking progress and performance indicators Reporting form mobile devices allow rapid insight into data Senior managers use performance information for decision making and corrective action 	<ul style="list-style-type: none"> List of progress and performance indicators Reporting formats on mobile devices Reports on institutional performance 	Develop progress and performance indicators (additional to high level indicators of the original MIS)	Mar 2016
		Write TOR, hire IT developer for PMIS solution	Feb 2016
		Optimize reporting for mobile devices according to senior managers' requirements	Jul 2016 Dec 2016
		Streamline PMIS usage for NCDDP management (non-IT elements)	Aug 2016
		Analyze and improve performance of administrative processes based on performance data	Sep 2016 Mar 2017
Quality management system with internal audit functions / audit readiness working in 5 areas <ul style="list-style-type: none"> Finance Procurement GHM Infrastructure Training 	<ul style="list-style-type: none"> Quality management framework with corresponding instruments for quality assessment (document) Quality assessment reports 	Formulate quality management framework and plan for the four areas finance, procurement, GHM and infrastructure	Apr-May 2016
		Implement quality management plans and build up capacities	Jun 2016
		Prepare reports	Oct 2016 Mar 2017

Results Frame 4: Financial management

Aspiration (2 to 3 years): the finance unit is an excellence center providing state-of-art in house services			
Results	Indicators	Main activities / outputs (to Mar 2017)	Time
Financial management capacities at union level fit for serving the NCDDP <ul style="list-style-type: none"> ▪ Organizational structure and functions in line with current and anticipated work load ▪ Unit with sufficient qualified and motivated staff 	<ul style="list-style-type: none"> ▪ Organizational structure, functions and positions defined (document) ▪ All staff positions occupied ▪ Capacity assessment show good results 	Revise organizational structure and functions in line with anticipated work load	31 Mar 2016
		Job descriptions for all staff	31 Mar 2016
		Ensure full staffing (3 additional DRD accountants; 3 additional finance assistants - consultants)	31 Mar 2016
		On-the-job training	Recurrent
		Filing system up to standard for permanent audit – readiness	31 May 2016 Ongoing
		Open bank accounts at MEB	31 Jan 2016
Work flow is better streamlined and more efficient <ul style="list-style-type: none"> ▪ Timely payments to providers ▪ Cash management improved ▪ Accounting and filing is done up to standard 	<ul style="list-style-type: none"> ▪ Payments made in cash reduced by 50% (Mar 2016) and by 80% (Mar 2017) ▪ Payments delays reduced by 30% (Aug 2016) / 60% (Feb 2017) ▪ Petty cash system in place ▪ Filing system up to standard ▪ Financial audit without major issues 	Switch to payments made by bank transfer or checks on the name of suppliers	31 Jan 2016
		Improve timeliness of payments to suppliers (especially TTA firms)	Aug 2016 Feb 2017
		Establish petty cash system	31 Mar 2016
		Performance measurement integrated in PMIS	31 Sep 2016 31 Mar 2017
		Improve filing system and audit preparedness	31 May 2016
		Analysis of work flow; proposed improvements mapped out with performance indicators	30 Jun 2016
		Training / re-training for all townships	31 Mar 2016 31 Mar 2017
		Capacity assessment, coaching and on-the-job training	31 Aug 2016
Township secretariats have adequate FM capacities <ul style="list-style-type: none"> ▪ Township FM is done by DRD up to standards ▪ Communities properly manage block grants 	<ul style="list-style-type: none"> ▪ Timely submission of all reports and quarterly budgets ▪ FM training for around 9.000 participants delivered and documented ▪ Financial audit at township level without major issues 	Performance assessment of township staff	31 Jun 2016 31 Mar 2017
		Establish / follow up weekly and monthly reporting; improve discipline in timely submission	Recurrent
		Prepare quarterly budgets based on quarterly work plans; timely submission	Recurrent

Results Frame 5: Procurement

Aspiration (2 to 3 years): procurement is an excellence center providing state-of-art in-house services			
Results	Indicators	Main activities / outputs (to Mar 2017)	Time
Procurement capacities fit for serving the NCDDP <ul style="list-style-type: none"> ▪ Organizational structure and functions in line with current and anticipated work load ▪ Unit with sufficient qualified and motivated staff ▪ Adequate office facilities 	<ul style="list-style-type: none"> ▪ Organizational structure, functions and positions defined (document) ▪ All staff positions occupied ▪ Capacity assessment show good results 	Revise organizational structure and functions in line with anticipated work load	Mar 2016
		Ensure full staffing	Apr 2016
		Training of staff on international commerce	Aug 2016 Mar 2017
		English training	
		High level training opportunities	
		Involve procurement staff in general project activities and field trips	On going
		Arrange adequate office facilities, libraries and storage room	Mar 2016
		Performance assessment of staff	Aug 2016 Mar 2017
Procurement providing state-of-art services <ul style="list-style-type: none"> ▪ Procurement services for the NCDDP are timely and of high quality ▪ Modern tracking tools in place, allowing senior management effective supervision ▪ Quality procurement services rendered for DRD, incl. for township and regional offices 	<ul style="list-style-type: none"> ▪ % of procurement processes on time ▪ Procurement audit reports without major issues ▪ Procurement progress trackable on mobile devices ▪ Filing system up to standard 	Finalize execution of PP6	Jan 2016
		Develop PP7 and following PPs based on the AWPB	Feb 2017
		Execute	On going
		Adequate, modern tracking of PP execution incl. software solution (integrated in PMIS)	Apr 2016 Aug 2016
		Keeping filing system up-to date	On going
		Procurement unit included in solving grievance cases related to procurement	On going
		Travel plan for team to support and supervise procurement at local level	On going
		Networking and exchange between union and region/state level	On going
		Regional procurement seminars	
Quality management in procurement established <ul style="list-style-type: none"> ▪ Internal audit function for procurement developed 	<ul style="list-style-type: none"> ▪ Internal audit function for procurement established within DRD 	Design quality control system in line with ISO 9001	Oct 2016 Mar 2017
		Build up additional staff capacities quality control	Oct 2016 Mar 2017
		Support preparation for external audit	1 month before external audit

Results Frame 6: Infrastructure

Aspiration (2 to 3 years): NCDDP sub-project constructions are best practices among CDD projects globally			
Results	Indicators	Main activities / outputs (to Mar 2017)	Time
Capacities in place to support and supervise construction of rural infrastructure <ul style="list-style-type: none"> ▪ Standard designs are available and used by TF ▪ DRD and TF provide hands-on engineering support to communities ▪ Township and regional offices have appropriate implementation capacities 	<ul style="list-style-type: none"> ▪ Number and type of standard design available on tablets ▪ Number and type of rural infrastructure built ▪ Number and qualification of engineers at township and regional level 	Finalize technical designs and distribute material (hard and soft copies)	31 Mar 2016 31 Mar 2017
		Distribute yellow books for all DRD offices and ensure related training	31 Mar 2016
		Deliver training on design, BoQ and AutoCad through iTOT, TTF and management training	31 Mar 2016 31 Mar 2017
		Build up engineering capacities in the new regional offices	31 Aug 2016
		Review reporting lines to make reporting and data flow more efficient (coordination with M&E)	31 Mar 2016
Sub-projects meeting project operations manual technical and safeguard specifications <ul style="list-style-type: none"> ▪ All staff and committee members can apply safeguards standards ▪ A quality control system is in place and contributes to constant quality improvement ▪ Water testing contributes to safe drinking water supply 	<ul style="list-style-type: none"> ▪ % of sub-projects evaluated independently meeting OM technical and safeguard specifications ▪ Internal quality control providing quality data throughout the project 	Update/develop and distribute safeguards materials	31 Mar 2016 31 Mar 2017
		Deliver safeguards training through iTOT and TTF	31 May 2016 31 May 2017
		Distribute water testing kits and organize corresponding training	31 May 2016
		Organize field visits for coaching and supervision	Recurrent
		Support external audit reviews	
		Respond to technical audit findings and fix issues as necessary	31 Jun 2016
Community infrastructure is becoming more sustainable as communities apply O&M practices <ul style="list-style-type: none"> ▪ Communities apply operation & maintenance practices 	<ul style="list-style-type: none"> ▪ % sub-projects with functioning O&M (data from MIS and external technical audit) 	Update and distribute O&M material at local level	30 Jun 2016
		Provide O&M training in iTOT and TTF	31 Aug 2016 31 Aug 2017
		Coaching and supervision of O&M practices during field visits	Recurrent

Results Frame 7: Training

Aspiration (for the next 2 to 3 years): Capacity of trainers, staff, and committee members fulfills quality standards and the training system becomes a best practice model for CDD projects			
Results	Indicators	Main activities / outputs (to Mar 2017)	Time
DRD staff and community members are trained according to NCDDP requirements and use their new knowledge and skills <ul style="list-style-type: none"> ▪ Training is provided to all relevant stakeholders according to the training plan ▪ M&E system is in place to support training quality management 	<ul style="list-style-type: none"> ▪ Number of DRD staff trained and using their new skills ▪ Number of community members trained and using their new skills ▪ Periodic training report addressing quality questions 	Training Plan: updated regularly, coordinated, and implemented,	Continuous
		TOT programs implemented and cascading system of trainers is put in place	March 2017
		Develop certification framework and standards for TOF, develop for TTF	June 2016
		Organize examinations and awarding of certificates for successful TOT, TOF, and TTF participants	July 2016
		Refine training M&E system	August 2016
		Union and Regional capacities for monitoring and supervision of township training quality installed	Dec 2016
Packaging and branding completed for different training courses <ul style="list-style-type: none"> ▪ High quality training packages professionally developed, edited, and branded ▪ High quality training packages used in training courses throughout the country 	<ul style="list-style-type: none"> ▪ Material uploaded to project web site ▪ Printed versions available in union and township secretariats 	Develop / Finalize packages: <ul style="list-style-type: none"> ▪ NCDDP management ▪ Start-up Training ▪ TOT, iTOT ▪ TOF, TTF ▪ Community training ▪ Gender training ▪ Technical training packages 	Continuous until August 2016
Capacity of Training Unit keeps pace with CDD scale-up <ul style="list-style-type: none"> ▪ Training unit has enough qualified staff ▪ Cascading training system is highly efficient and effective ▪ Training centers built up in Yangon and NPT or regional centers ▪ Certification established ▪ Large scale training institutionalized 	<ul style="list-style-type: none"> ▪ Number of qualified and certified staff in the Training Unit fulfills the needs of the training program ▪ Suitable training centers for NCDDP trainings are identified and established at union and regional levels ▪ Periodic training reports 	Revise organizational structure and functions of the training unit with view to the scale-up	May 2016
		Ensure complete staffing	Continuous until September 2016
		Capacity building for all staff in training	Continuous
		DRD strategy and plan for a national CDD training system	Aug 2016
		Build up training centers in Nay Pyi Taw and Yangon, and in the regions (?)	Nov 2016
		Develop online training services	N/A

Results Frame 8: Gender and social inclusion (GESI)

Aspiration (2 to 3 years): The NCDDP is widely renowned for its successful gender and social inclusion work				
Result	Indicators	Main activities / outputs (to Mar 2017)	Time frame	
Staff capacity dimension				
Adequate capacity of gender staff at all levels <ul style="list-style-type: none"> ○ Union gender and participation unit adequately staffed ○ Gender focal TTA and CFs capacity enhanced 	<ul style="list-style-type: none"> ○ Number of staff in GESI CDD Secretariat matches requirements of scale-up ○ Gender staff in CDD all have clear job descriptions and understand their tasks. 	<ul style="list-style-type: none"> ● Procurement of additional staff in PP7 	Jan 2016	
		<ul style="list-style-type: none"> ● 1 month intensive English and gender concept training 	Mar 2016	
	<ul style="list-style-type: none"> ○ Township gender focals (TTA and DRD counterparts) practicing new found skills and awareness. ○ Active Facebook page on FAQ (has activity at least once a week) 		<ul style="list-style-type: none"> ● Gender modules in Start-up training for 18 tns ● ToF 1 ● ToF 2 	Dec 2105 – Jan 2016
			<ul style="list-style-type: none"> ● 2nd gender network Quarterly Meeting 9 TS GFP 	Mar 2016
			<ul style="list-style-type: none"> ● 2 day gender training to CFs/TFs ● Mentoring /coaching: Upgrading CDD gender network facebook group for FAQ and best practice page 	Feb 2016
			<ul style="list-style-type: none"> ● Gender Team training visits to townships 	Dec 2015 On-going
<ul style="list-style-type: none"> ● Jan – March 				
Operational dimension				
Gender is effectively mainstreamed in NCDDP <ul style="list-style-type: none"> ○ All stakeholders understand gender mainstreaming objectives of NCDDP in OM. ○ Increased community awareness of gender equality and women empowerment ○ Increased confidence of women to embrace gender equality, and support of men. 	<ul style="list-style-type: none"> ○ MIS indicators meeting objectives for: <ul style="list-style-type: none"> ● % representation on village committees and representative to VTPSC ● % chairmanship of committees ● equal wages for equal work under CFA ● at least one sub-project proposed by women group. 	<ul style="list-style-type: none"> ● CFs communicate OM gender mainstreaming guidelines, and monitor implementation during : Orientation meetings, committee elections and VDP meetings ● Gender awareness sessions to committees (27 times to VT level) and 1800 times to communities (village level) 	Jan – Mar 2016	
	<ul style="list-style-type: none"> ○ Clear strategy embodied in a Gender Action Plan 	<ul style="list-style-type: none"> ● Formulate Gender Action Plan 	Feb 2016	
	<ul style="list-style-type: none"> ○ Effective IEC gender materials for community training: gender messages and training material content are clear, realistic, and accessible. 	<ul style="list-style-type: none"> ● Distribute posters and booklet for training committees 	1 st week Dec 2015	
Knowledge and Learning dimension				
<ul style="list-style-type: none"> ● Lessons captured through research ● Impact measured 	<ul style="list-style-type: none"> ● Gender Manual (TTAs, CF/TF) 			
	<ul style="list-style-type: none"> ● Evidence based research illustrates issues and success/progress 	<ul style="list-style-type: none"> ● Workshop on Gender Monitoring/Impact Study. ● Data collection plan ● Baseline study ● Lessons Learned Report 	Oct 2015 Dec 2015 Mar 2016	

Results Frame 9: Grievance Handling

Aspiration (2 to 3 years): NCDDP shows outstanding levels of social accountability and clean implementation			
Results	Indicators	Main activities / outputs (to Mar 2017)	Time
People are empowered to speak out <ul style="list-style-type: none"> ▪ Facilitators and communities are well trained in the GHM ▪ Communities are encouraged to voice out their concerns 	<ul style="list-style-type: none"> ▪ Social impact assessment (combined consultancy for GHM and communication) ▪ Increasing number of cases filed about concerns in the offices 	Record and follow up all grievance cases	On going
		CF/ TF provide GHM to communities through integration approach	During cycle orientation meeting and by chance
		Union, township and Village tract Grievance committee regularly conducted the meeting and redress the grievance	Fortnightly, monthly, ad hoc
		GHM is used not only for community grievances but also for facilitators, staff or general office grievance cases	On going
		Prepare guide on communication channels	1 st quarter of 2016
DRD is more responsive to communities <ul style="list-style-type: none"> ▪ Adequate institutional capacities and staff capacities ▪ All staff is aware of and respect the code of conduct ▪ DRD provides timely and quality solutions to grievance cases 	<ul style="list-style-type: none"> ▪ Quality and timeliness of DRD response to communities (MIS information) <ul style="list-style-type: none"> ○ Response time for normal grievance cases: max 2 weeks to provide a response ○ In serious cases: immediate action to investigate ▪ All staff signed code of conduct 	Revise organizational structure and functions of GHM at union-regional-township level	
		Ensure adequate number of grievance staff at union and township secretariat	Mar 2016
		Assess institutional capacity and staff capacity of the GHM	Mar 2016
		Timely enter grievance information into MIS	On going
		Ensure regular information sharing from township grievance committee to communities	MSR meeting and other meeting with stakeholders
		Timely respond and resolve community grievance cases	On going
		Foster accountability of township DRD	On going
There is increased transparency and reduced corruption in the project <ul style="list-style-type: none"> ▪ Budget information and grievance information is published on the village notice boards and on the web site 	<ul style="list-style-type: none"> ▪ Budget information and grievance handling information on web site ▪ Reports 	Publish the township NCDDP budget	On going
		ALL grievance cases reported, non hided	On going
		Post and share the grievance and responses in each village information board/ through meeting	On going
		Information about grievance cases available on the internet	Quarterly

Results Frame 10: Communication

Aspiration (2 to 3 years): Committee members show outstanding levels of awareness and leadership in CDD			
Results	Indicators	Main activities / outputs (to Mar 2017)	Time
Staff Capacity Building			
Communication staff capacity and quality increased at all levels	<ul style="list-style-type: none"> Number and quality of communication staff in CDD Secretariat are sufficient to scale-up demands. 	<ul style="list-style-type: none"> Update PP 7 for communication, including: <ul style="list-style-type: none"> Hire replacement of communication expert Hire communication assistant Employ 3 additional DRD communications staff 	January 2016 January 2016 February 2016 February 2016
	<ul style="list-style-type: none"> Based on clear job descriptions and training, Union and tns staff (DRD + TTA) understand well their role and duties in NCDDP. Union and tns staff performing their job effectively. 	<ul style="list-style-type: none"> Update team functions and job descriptions of all staff 	February 2016
	<ul style="list-style-type: none"> Appropriate and timely training for all communication related staff. 	<ul style="list-style-type: none"> Start-up training for 18 tns Computer media course Refresher training for CFs 	Dec 2015, January 2016 February 2016
	<ul style="list-style-type: none"> Facilities: <ul style="list-style-type: none"> adequate storage room and transport for communication material Adequate office space/desks for scale-up 	<ul style="list-style-type: none"> Establish logistic plan 	January 2016
	Operational Dimension		
Communities' understanding and support of NCDDP increased.	<ul style="list-style-type: none"> Clear Communication Plan Regular reports on implementation of Communication Plan 	<ul style="list-style-type: none"> Quarterly Progress Report (Oct – Dec). Quarterly Progress Report (Jan – Mar) 	January 2016 March 2016
	<ul style="list-style-type: none"> Impact study on Objective 1 shows good results regarding community understanding of <ul style="list-style-type: none"> principles of NCDDP (benefits, rights, responsibilities) how to implement NCDDP role and functions of all actors 	Impact study on objective 1*	31 Jul 2016
	<ul style="list-style-type: none"> Communication materials are attractive, appropriate, and correctly distributed 	<ul style="list-style-type: none"> Procurement of goods for: <ul style="list-style-type: none"> 9 tns 18 tns Distribute posters and caps for new 18 townships Training material: video clips Project theme songs competition Project movie Part 2 TV and radio programs 	
	<ul style="list-style-type: none"> Each township secretariat has its own communication plan 		
	<ul style="list-style-type: none"> Website is attractive, user friendly and and regularly updated 	<ul style="list-style-type: none"> Improvement and updating of website 	On-going

Results	Indicators	Main activities / outputs (to Mar 2017)	Time
Communication and information sharing systems established within NCDDP	<ul style="list-style-type: none"> # Users of facebook page Fbook actively visited Internal communication channels established 		
	<ul style="list-style-type: none"> Efficient document management (via DropBox or PMIS integration module) 	<ul style="list-style-type: none"> PMIS Integration : document management service created for all units. 	March 2016
	<ul style="list-style-type: none"> Regular communication with management, regional and township teams 	<ul style="list-style-type: none"> Communication with TS TA /DRD focals 	On-going
Learning and Behavior			
All actors (staff and community members) demonstrate good behavior	<ul style="list-style-type: none"> All project staff and committee members have signed code of conduct 	New 18 tns to sign code of conduct	January 2016
	<ul style="list-style-type: none"> Communication materials based on typical grievance cases provides hands-on learning to communities 		
Villagers increasingly take leadership in CDD	<ul style="list-style-type: none"> VDPs increasingly include priority activities other than NCDDP sub-projects 	VDPs implemented	Jan – Mar 2016
	<ul style="list-style-type: none"> Selection of best practices at MSR based on criteria of strong leadership 		
Improved gender equality and women empowerment	<ul style="list-style-type: none"> MIS indicators show increasing gender mainstreaming and participation 	<ul style="list-style-type: none"> Impact Report on gender monitoring (under Gender Unit activities) 	
	<ul style="list-style-type: none"> Impact evaluation MIS indicators show increasing gender mainstreaming and participation 	<ul style="list-style-type: none"> Impact study on objective 2* Documentary/success stories video based on impact study on objective 2 	31 Jul 2016
Social and Political Support			
General public has a positive image of NCDDP through fair and accurate media coverage and information channels	<ul style="list-style-type: none"> National media coverage is accurate fair and regular 	DRD communication Media Tour	
	<ul style="list-style-type: none"> Socialisation visits supported by Comms Unit, including media coverage. 	Socialisation visits	December 2015 January 2015
	<ul style="list-style-type: none"> Website is attractive and user friendly Website is regularly updated 	Improvement/updating of website	On-going
	<ul style="list-style-type: none"> # of followers on Facebook 	DRD communication	31 Mar 2016
Donors and other organizations support the NCDDP	<ul style="list-style-type: none"> Policy dialogue on communication organized 	DRD	31 Sep 2016
		Impact study on objective 3*	31 Aug 2016

Results Frame 11: M&E / MIS

Aspiration (2 to 3 years): The PMIS is international best practice			
Results	Indicators	Main activities / outputs (to Mar 2017)	Time
M & E system is fit for purpose and efficient <ul style="list-style-type: none"> Design: form content is increasingly streamlined to capture essential indicators, with minimal superfluous data fields. Data: Uploaded data is clean and accurate Reporting: Quarterly Reports include correct content and submitted on time Regional Offices increasingly able to make accurate summary/digest of township quarterly reports. 	<ul style="list-style-type: none"> Part III forms incorporate input from MSR and other sources Clear user instructions for PC forms Checking by Union M & E staff shows not greater than 5% error in uploaded data 	Update Part III forms for OM	October 2015
		Complete list of user instructions for all forms in Myanmar and English	December 2015
		M & E TTA validate and translate data from CFs/TFs	Weekly
		Submit QREP Q3 (Oct – Dec 15) to DRD.	31/01/2016
		Submit QREP Q4 (Jan – Mar 16) to DRD.	30/04/2016
<ul style="list-style-type: none"> MIS is increasingly able to serve M & E requirements for data capture, processing, and retrieval/ querying Design: MIS is optimized for querying / data retrieval Website GUI is clear and intuitive Hardware and software: delivery repair, maintenance and troubleshooting by Union responsive and within acceptable limits. 	<ul style="list-style-type: none"> MIS automatically generates key progress and benefit indicators on a continuous basis. Reduced time for data query /retrieval, with English language dropdown boxes PC 8 is updated weekly on a Friday. Progress reported in PC 8 is validated by uploaded MIS forms, within one month tolerance for reconciliation. Time for transfer of data from forms after returning from field to township PC does not exceed 2 days. Acceptable loading speed and scale display of MIS on mobile devices. Repair: should not exceed 10% of township tablet stock 	Design, test and distribute Year 3 software (Tablet and township PC)	December 2015
		27 townships upload MIS forms on time	Continuous: deadlines in accordance with output based contracts for 18 townships
		Scale NCDDPMIS for mobile phone usage	
<ul style="list-style-type: none"> Union level Performance Management and Information System (PMIS) is increasingly integrated and supported by ICT services PMIS combining MIS and performance management system: Collaborative planning and management is improved via interactive databases serving all units at Union level 	<ul style="list-style-type: none"> Smooth functioning relational modules for: <ul style="list-style-type: none"> - AWPB and quarterly plans - HR - Training - Procurement - Finance 	Formulation of ToR	Dec 2015
		NoL for ToR	Jan 2016
		Tender PMIS Integration work	Feb 2016
		Create and test interactive relational databases for: <ul style="list-style-type: none"> AWPB HR Training Procurement Finance 	<ul style="list-style-type: none"> March 2016 March 2016 April 2016 April 2016
<ul style="list-style-type: none"> Improved document management and storage, independent of 3rd party cloud services. 	<ul style="list-style-type: none"> Functioning document server within DRD. 	Create and test proprietary file server in DRD for document management	
		Install Team View on Finance PCs	December 2015

<ul style="list-style-type: none"> Stable, fast and secure internet in CDD Secretariat 	<ul style="list-style-type: none"> Attachments can be sent by email from all access points (currently only happening with NCDDP). 	<ul style="list-style-type: none"> Help forum for MIS created on Facebook Develop mobile app (if agreed as necessary and desirable). 	<ul style="list-style-type: none"> November 2015 April 2016
<ul style="list-style-type: none"> Enhanced Capacity of DRD and TTA: capacity to operate and maintain the M & E / MIS is fully transferred to DRD staff and TTA. Consultants (UTA M & E, ICT Specialist, MIS Advisor, MIS Trainer) able to improve technical capacity of DRD staff Training method and content is enjoyable and effective 	<ul style="list-style-type: none"> Union Database Administrator can handle queries and other tasks alone DRD able to produce quarterly progress report without UTA assistance DRD better able to evaluate developer's work and progress with help of ICT Specialist. Hands-on training for CFs/TFs should not exceed 5 days. Government and TTA can effectively carry out their tasks with 1 start-up and 1 refresher per year, supported by township visits (MIS Trainer/troubleshooter) 	<ul style="list-style-type: none"> Update training material Refresher hands-on training 9 tns for CF/TF + M & E Start-up training 18 tns for M & E / MIS staff from DRD and TTA Initial hands-on training 18 tns for CF/TF + M & E (2 x 9 tns) Training / troubleshooting visits to townships by M & E / MIS Trainers and Union M & E teams 	<ul style="list-style-type: none"> October 2015 (OM update) Early December 2015 End December – end January 2015 Last half February 2016 On-going Jan – August 2016

Annex 6: Evaluation of deliverables of TTA firms



Procedures for the evaluation of deliverables of TTA firms and payments under the new output based contract format

DRAFT

Output based TTA contracts

From year 3 on, the NCDDP is applying output based lump sum contracts for the provision of township level technical assistance services. Instead of time sheets and invoices of individual reimbursable items, the project will now control the timeliness and quality of deliverables as per contract. This document lines out the respective procedures. Activities to be delivered for payments as per contract are (for details refer to the annex):

Deliverable	Payment
1 Mobilization of TTA experts and inception report	10%
2 Cycle 1: VDPs / village tract development plans as per operations manual	15%
3 Cycle 1: Social audits of satisfactory quality completed as per OM	15%
4 Cycle 2: VDPs / village tract development plans as per OM	20%
5 Cycle 2: Social audits of satisfactory quality completed as per OM	20%
6 Cycle 3: VDPs / village tract development plans per OM	7.5%
7 Cycle 3: Social audits of satisfactory quality completed as per OM	7.5%
8 Cycle 4: VDPs / village tract development plans per OM	2%
9 Cycle 4: Social audits of satisfactory quality completed as per OM	2%
10 Final Project Completion report	1%

Deliverables Evaluation Committee

For the assessment of the TTA firm's compliance a 'Deliverables Evaluation Committee' will be appointed by DRD at the outset of the process, headed by the NCDDP project manager and integrated by all relevant technical units of the project.

1. Director / Project manager
2. Director and head of procurement
3. DD and Head of infrastructure
4. Staff officer infrastructure
5. Staff officer procurement
6. DD or Assistant director finance
7. Assistant director M&E
8. Training staff
9. GHM staff
10. Secretary for preparing minutes of meeting

UTA

11. UTA team leader
12. UTA procurement
13. UTA finance
14. UTA M&E
15. UTA training or national training expert
16. UTA grievance

Quorum: at least one director plus 5 participants; including at least 1 procurement and 1 UTA expert

Evaluation steps

(Example for the first payment based on mobilization and inception report)

Step	Responsible	Estimated working Days
1 Registration	Administration	1

	<input type="checkbox"/> The incoming documents, invoices and reports, are registered with date of arrival and name, signature/paraph of the person who first received it <input type="checkbox"/> Invoice and report are transferred to the procurement unit		
2	Verification letter from township DRD <input type="checkbox"/> Union DRD / procurement requests a verification letter form township. <input type="checkbox"/> TS DRD submits verification letter to union secretariat confirming: <ul style="list-style-type: none"> ○ Full mobilization of TTA key experts; TTA experts with proper contracts (incl. health insurance); see template below ○ Compliance of work plan; work and training plan is a joint TS NCDDP plan, jointly discussed agreed by TTA and DRD 	Township DRD	5
3	Validation by union secretariat <input type="checkbox"/> The file manager in the procurement department keeps the invoice and report(s) and performs a completeness check. In case of incompleteness, procurement sends out a registered letter to the TTA contractor flagging the missing document and expressing reserves for the payment. <input type="checkbox"/> The file manager submits the documents received to the members of the Deliverables Evaluation Committee along with the request for a validation memo indicating the date, hour and place of the validation meeting. <input type="checkbox"/> Validation meeting with formal minutes of meeting <input type="checkbox"/> If deliverable is not compliant, DRD asks for corrective action within a given time. If deemed appropriate, procurement organizes an independent monitoring mission to the township <input type="checkbox"/> Procurement prepares a final comment on the conformity between delivery and deliverable as per the contract which is submitted to the finance unit along with: <ul style="list-style-type: none"> ○ Verification letter from township ○ Minutes of meeting of the evaluation team ○ Invoices ○ Additional monitoring / assessment reports if applicable 	Procurement	5 (plus additional days if corrective action is needed)
4	Payment <input type="checkbox"/> Finance unit processes the payment. In case the amount is above USD 50.000 send payment request to the WB for direct payment	Finance	5

Evaluation criteria and assessment methods

Evaluation criteria for the inception report

The inception report will be evaluated by the members of the Deliverables Evaluation Committee based on the reports submitted by the TTA firms. Following aspects will be considered:

1. Has the initial technical proposal been adjusted to the actual situation and real conditions in the specific township?
2. Has the work plan been agreed by township DRD and is there indication that DRD is taking ownership of the work plan?
3. Does the work plan indicate how the team (especially facilitators) will roll out the field activities in all the village tracts and villages?
4. Is there a training plan that also includes the training from the union secretariat (for coordination purposes) and indicative events organized from the 40.000USD training budget?
5. Have risks and/or potential problems been identified and possible mitigation measures been considered?

The Deliverable Evaluation Committee will rate the inception report with an overall mark:

- Meets requirements
- Nearly meets requirements
- Needs improvements

In case the report is rated as “needs improvements” the procurement will formally communicate the evaluation results to the TTA contractor along with specific comments on the report if applicable and with a request for the TTA contractor to revise the inception report accordingly.

Evaluation criteria for mobilization of TTA experts

The mobilization of TTA experts will be evaluated on the basis of the sheet in the Annex. In case there is reason to assume that there are issues with regard to mobilization or contracts, DRD will appoint a monitoring mission to investigate the situation, if needed travelling to the township.

Evaluation criteria for VDP / village tract plans

For the assessment of the VDP quality, DRD will set up a VDP evaluation team to visit all townships and to rate the quality based on the “criteria and rating sheet for the VDP quality” in the Annex. The assessment should cover the documentation of at least 20 VDPs filed in the township office. The selection needs to be a random sample.

If the average rating is below 20 on a 28-point-scale, DRD will formally communicate the evaluation result to the TTA contractor requesting corrective action.

Evaluation criteria for social audit

For the assessment of the social audit quality, DRD will set up a social audit evaluation team to visit all townships and to rate the quality based on the “criteria and rating sheet for the social audit quality” (to be developed).

The assessment should cover the documentation of at least 20 social audits filed in the township office. The selection needs to be a random sample.

If the average rating is below a certain threshold, DRD will formally communicate the evaluation result to the TTA contractor requesting corrective action.

Annex - Deliverables and performance indicators (as per contract)

YEAR 1 – 40%	Activities to be delivered for payments
10%	<p>Payments based upon mobilization of all key experts specified in the contract and submission of inception report with updated workplans. Verification: letter from DRD township to DRD union</p>
15%	<ul style="list-style-type: none"> • Village Tract Development Plans (VTDPs) as stipulated in the Operations Manual⁶ of satisfactory quality completed in all townships covered by the contract in accordance with the provisions of the Operations Manual and submitted to DRD township⁷ (approx. 97 VTDPs in township covered in first year) Verification: letter from DRD township to DRD union • All forms up to VTDP completed and entered into MIS in accordance with the provisions of the Operations Manual. Verification: DRD Union M&E team report
15%	<ul style="list-style-type: none"> • Social audits of satisfactory quality completed in all village tracts in all townships covered by contract in accordance with the provisions of the Operations Manual and submitted to DRD township (approx. 97 VTDPs in township covered in first year) • Verification: letter from DRD township to DRD union • All forms and reporting completed for Cycle Verification: DRD Union M&E team report
YEAR 2 – 40%	
20%	<ul style="list-style-type: none"> • Village Tract Development Plans (VTDPs) as stipulated in the Operations Manual of satisfactory quality updated and completed in all townships covered by contract in accordance with the provisions of the Operations Manual and submitted to DRD township Verification: letter from DRD township to DRD union • All forms up to VTDP completed and entered into MIS in accordance with the provisions of the Operations Manual Verification: DRD Union M&E team report
20%	<ul style="list-style-type: none"> • Social audits of satisfactory quality completed in all villages and village tracts in all townships covered by contract in accordance with the provisions of the Operations Manual and submitted to DRD township • Verification: letter from DRD township to DRD union • All forms and reporting completed for the cycle in accordance with the provisions of the Operations Manual Verification: DRD Union M&E team report
YEAR 3 – 15%	
7.5%	<ul style="list-style-type: none"> • Village Tract Development Plans (VTDPs) as stipulated in the Operations Manual of satisfactory quality updated and completed in all townships covered by contract in accordance with the provisions of the Operations Manual and submitted to DRD township Verification: letter from DRD township to DRD union • All forms up to VTDP completed and entered into MIS in accordance with the provisions of the Operations Manual Verification: DRD Union M&E team report
7.5%	<ul style="list-style-type: none"> • Social audits of satisfactory quality completed in all village tracts in all townships covered by contract in accordance with the provisions of the Operations Manual and submitted to DRD township Verification: letter from DRD township to DRD union • All forms and reporting completed for cycle in accordance with the provisions

	of the Operations Manual Verification: DRD Union M&E team report
YEAR 4 – 5%	
2%	<ul style="list-style-type: none"> • Village Tract Development Plans (VTDPs) as stipulated in the Operations Manual of satisfactory quality updated and completed in all townships covered by contract in accordance with the provisions of the Operations Manual and submitted to DRD township • All forms up to VTDP completed and entered into MIS Verification: DRD Union M&E team report
2%	<ul style="list-style-type: none"> • Social audits of satisfactory quality completed in all village tracts in all townships covered by contract in accordance with provisions of the Operations Manual and submitted to DRD township Verification: letter from DRD township to DRD union • All forms and reporting completed for Cycle in accordance with the provisions of the Operations Manual Verification: DRD Union M&E team report
1%	<ul style="list-style-type: none"> • Final Project Completion report of satisfactory quality submitted to DRD Union in accordance with provisions of Operational Manual Verification: DRD Union M&E team report
100%	TOTAL

Annex: Criteria and rating sheet for the VDP quality

	Criteria	Points	Comments
	Township level		
A	Completion of VDP (data from MIS) 100% 5 pts >80% 3 pts >50% 2 pts >10% 1 pts <10% 0 pts	(5)	
	Village tract level		
B	The village tract plan reflects the priorities of the VDPs and is poverty focused 100% 5 pts >80% 3 pts >50% 2 pts >10% 1 pts <10% 0 pts	(5)	

	Criteria	Points	Comments
	Village level		
1	Documentation of VDP/VTDP in TS office complete and according to OM 100% 4 pts >80% 3 pts >50% 2 pts >10% 1 pts <10% 0 pts	(4)	
	Additional point 1 pts Summary table of priorities from different areas included	(1)	
2	Number of PRA tools applied and results documented ≥ 9 4 pts ≥ 7 3 pts ≥ 5 2 pts ≥ 2 1 pts 0 0 pts	(4)	
	Additional point 1 pts Outstanding quality of PRA elaboration (top 20%)	(1)	
3	Link between VDP and PRA: The 3 top priorities of men and of women in PC3 are a result of the social assessment; i.e. in the documentation of any PRA tool, the respective priority is mentioned. 6 5 pts 5 4 pts 4 3 pts 3 2 pts 1 or 2 1 pts 0 0 pts	(5)	
4	Participation (percent of households attended VDP, data from MIS / PC1) >75% 4 pts >50% 3 pts >25% 2 pts <25% 1 pts No proper meeting / no documentation 0 pts	(4)	
	Additional point 1 pts Summary table of priorities from different areas included	(1)	
5	Gender and Social Inclusion (each 1 point) <ul style="list-style-type: none"> ▪ Separate women meeting in social assessment with documentation ▪ Women's priorities included in VDP ▪ Poor villagers identified (through PRA, separate group or similar) ▪ Sub-project selected in favor of the poor (documentation and rational) ▪ If several villages are grouped, small villages also receive a sub-prject 	(5)	
	TOTAL (out of max 25 points for village level)	(25)	

Annex

Ministry of Livestock, Fisheries and Rural Development

Department of Rural Development

National Community Driven Development Project (GRANT NO.: H814MM)

Mobilization of Key Staff of Township Level Technical Assistance Team

(To verify Payment Request of First 10% of the Contract Amount)

Township Name:

TTA

Name:

Contract Ref No.:

Report Date:

SR.	Title	Consultant Name	Mobilized Date to the Duty Station	Signature	Remarks
KE-1	TTA team leader (Lead CDD and Training Specialist)				
KE-2	Finance Officer				
KE-3	Procurement Officer				
KE-4	M&E and MIS Officer				
KE-5	Communication, Social Accountability and Gender Officer				

Prepared By

Seen and

Approved By

Sign

Sign

Name

Name

Title

Title

Head of Township DRD

Organization

Organization:

_____ Township DRD.

Annex 7: AWPB Detailed List

Refer to Excel file