**NATIONAL COMMUNITYDRIVEN DEVELOPMENT PROJECT**

**IDA Grant No: H814-MM**



# PROJECT REPORT
# FIRST QUARTER (JAN - MAR) 2015

*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:

National Community Driven Development Secretariat
Department of Rural Development

10May 2015

## List of Abbreviations and Acronyms

| | | |
|---|---|---|
| BG | - | Block Grant |
| BGA | - | Block Grant Agreement |
| CARE | - | Cooperative for Assistance and Relief Everywhere |
| CFA | - | Community Force Account |
| CDD | - | Community-driven Development |
| DRD | - | Department of Rural Development |
| DSW | - | Department of Social Welfare |
| ECOPs | - | Environmental Codes of Practice |
| EMP | - | Environmental Management Plan |
| EOI | - | Expression of Interest (procurement document) |
| GDA | - | General Department of Administration |
| GWG | - | Gender Working Group |
| HH | - | Household |
| INGO | - | International Non-Government Organisation |
| M : F | - | Male to Female Ratio |
| M&E | - | Monitoring & Evaluation |
| MEB | - | Myanmar Economic Bank |
| MIS | - | Management Information System |
| MWF | - | Myanmar Women Federation |
| NCDD | - | National Community-driven Development |
| NGO | - | Non-Government Organisation |
| NOL | - | No-Objection Letter (WB document) |
| OM | - | Operation Manual |
| O&M | - | Operation and Maintenance |
| PMIS | - | Project Management Information System |
| RFP | - | Request for Proposals |
| SIM | - | Subscriber Identifier Module |
| SPs | - | Sub Projects |
| TA | - | Technical Assistance |
| TOR | - | Terms of Reference |
| ToT | - | Training of Trainers |
| TS | - | Township |
| TTA | - | Township Technical Assistance |
| UTA | - | Union Level Technical Assistance |
| VDP | - | Village Development Plan |
| VL | - | Village Leader |
| VT | - | Village Tract |
| VTDSC | - | Village Tract Development Support Committee |
| VPSC | - | Village Project Support Committee |
| VTDP | - | Village Tract Development Plan |
| VTPSC | - | Village Tract Project Support Committee |
| WB | - | World Bank |

# Table of Contents

## TABLES

# FIGURES

# ANNEXES

# 1   Executive Summary

- The National CommunityDriven Development (NCDD) Project seeks 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 Government's capacity to respond promptly and effectively to an eligible crisis or emergency. Implementation rolled out from three townships in 2013 to six townships in 2014, and will cover all remaining townships in 2015.

- This report covering the period January to March 2015 presents the highlights of: (a) implementation progress in terms of the results framework and project work plan; (b) constraints and risks to implementation; and (c) the work plan for the upcoming 6 months to September 2015.

- Main activities occurring during this period were:

  1) Management & Coordination
     a. World Bank International Support Mission (ISM)  20/02 – 9/03/15 for NCDDP Mid-Term Review and Pre-Appraisal Mission for Proposed Additional Financing.  Following 9 townships already under implementation from $ 80 million grant, implementation of a further 59 townships over the next 3 years to be financed by IDA credit for $ 400 million,
     b. Township selection and socialisation processescontinued during this period (See section Management & Coordination below).  18 new townships for implementation in Year 3 confirmed (Kyainseikkyiawaiting confirmation).
     c. A Quarterly Meeting of all 9 townships was held in NPT 20/03/15. Next one will be end June.

  2) Implementation
     a. Implementation of second cycle in Kyunsu, Kanpetlet and Nahmsan (BG transfer, sub-project design, construction and monitoring). 14 – 21 % sub-project completion during the period. 95% of first cycle sp upgrading finished, but O & M of first cycle sp's needs attention from CFs and TFs during cycle 2.
     b. Implementation of first cycle in six townships (Pinlebu, Sidoktaya, Laymyethna, Ann, Htantabin, Tatkon). Considering the late start of TA, implementation of 6 new townships is keeping up with expecteddeadlines (See Table 1),  with 10% startingsp construction during this period. Final date for completion of all sp's agreed by end October.
     c. Completion of upgrading work (by end March) of 23 Cycle 1 projects (Namshan 5, Kanpelet 10, Kyunsu 8). 95% completion during this period.

  3) Procurement
     a. Goods : all office equipment (furniture, aircon, computers),  tablets (300) and 9 mini-servers, motorbikes and vehicles delivered during this period. New Procurement Plan (6th) approved by WB 12/05/15 (see Annex I).
     b. Consulting : a) 6 new townships TA contracts: 4 signed Jan/Feb, RI (Ann, Htantanbin) in March, IRC replaced by NAG in March (Tatkon) b) extension of 3 old :  agreement by DRD to extend MercyCorps and IRC to end July, with possible retention of 2 out of 6 to end of year. but no contract signed by end of period. c)Individual consultants :  1 x  national consultant(U Nyein Chen Soe) and 1 x Senior Finance Assistant mobilized during this period ; 1 x national gender confirmed, to be mobilized 5th May.  EoI for TTA of 18 new townships issued April.
     c. Technical Audit : EoI issued in March, and evaluation completed.  Awaiting NoL from WB.

  4) Financial Management
     a. In order to enable transfer of all Block Grants by the target date of mid-March, financial training for Block Grant management was prioritised above other township level training activities. By the middle of March, 280 out of a total of 343 Village Tracts from 9 townships had submitted their BG requests for a total of MMK 10.14 billion, and the same amount had been transferred as follows:

- Kanpetlet : 520 million
- Namshan : 740 million
- Kyngsu : 1340 million
- Pinlebu : 1320 milliom
- Laymyetnar : 1120 million
- Sidoktaya : 920 million
- Ann : 1140 million
- Tatkon : 1780 million
- Htantabin : 1360 million

| **Total** | **10,140 million** |
|---|---|

b. Applications : 1) Direct Payment Applications: submitted seven DPA's (to TTAs and UTAs) during the quarter for a total of US$ 450,230, and 1 application for JPY 9,502,103 for procurement of motor vehicles from UNOPS. 2) Withdrawal Applications : submitted two withdrawal applications, including one to seek additional advance of MMK 908,103,405 and the other to document the expenses amounting to MMK 223,146,354 paid from DA – B account from October to December 2014. Submitted one application for MMK 440,000,000 to document the Block Grants disbursed to three existing TSPs under Cycle 2.

5) M & E / MIS
   a. Delays in delivery and training of tablets for all townships meant that paper forms remained the backbone of the M & E system during this period, with no major problems in completion of these forms.
   b. Hands on training was given to TTA (M & E Officer, 3 CF's) and DRD on use of tablet, followed by data entry of paper forms backlog in the last week of January for Kanpetlet, Kyngsu and Namhsan, and during March/April (17/03 – 03/04) for the six new townships. After delivery of tablets and training, townships have spent most of this reporting period trying to catch up with the data entry backlog. The MIS progress by 30/04 is summarised in Table 9. By early June, all townships should have uploaded the first sub-project monthly monitoring form (PC 9).
   c. During this period, the MIS team visited Kyungsu, Namhsan, Laymyetnar, Sidoktaya, Tatkon and Htantabin to troubleshoot hardware and software problems, refresh min-server and tablet software and provide refresher training, During the next quarter the MIS and M & E team willvisit all 9 townships to troubleshoot existing hardware and software problems, provide refresher training on MIS and M & E..
   d. Next quarter will involve agreement on pathway and strategy for MIS Version 2, while contining to fine-tune Version 1.

6) Capacity Building:
   a. Union level
      - Start-up training of 6 new townships (January/February)
      - Quality Management & Safeguards (2nd) : 9 – 13 March.
      - M & E / MIS training for 9 tns in use of tablets and data entry (Jan, Feb, March)
   b. Township level
      - ToF 2 : January / Feb
      - UTA Grievance Management and Communication and Gender teams made a joint visit to the townships of Sidoktaya, Laymyethna, Pinlebu, Ann, Htantabin between 16/03/ - 01/04/15 for 2 -3 days per township.
      - Finance team visited Ann township for FSC training.
      - Next steps include: 1) packaging and branding of training modules 2) development of a performance assessment tool for CF's 2) updating of T.2 forms and training eveluation system 3) capacity building needs assessment for scale-up 3) completion of ToF 3.

7) Grievance management :
   a. Cumulative grievances resolved to end 31/03 :
   b. Grievances resolved this period.
   c. The UTA Grievance Management and Communication and Gender teams made a joint visit to the townships of Sidoktaya, Laymyethna, Pinlebu, Ann, Htantabin between 16/03/ - 01/04/15 for 2 -3 days per township.
   d. Completion of quarterly report.

8) Communication:
   a. Training: Joint training visit of UTA Communications Team together with Grievance Management to Sidoktaya, Laymyethna, Pinlebu, Ann, Htantabin16/03/ - 01/04/15
   b. Materials production: Brochures, posters, notebooks, logo stickers, pens, and OM brief version produced and delivered to 9 townships. (Posters included: Project Cycle, GHM, Pos/Neg list, Procurement, Finance, ECoPs); updated list of communication materials for third year townships (9 + 18) to be in line with additional financing.
   c. Website updating process completed end Jan, 2015
   d. Staffing issue: for serious and efective communication, more staff are required. (See Table 16 below). In particular: i)  1 x Communication Assistant to communicate with project townships and 2) 1 x DRD communication officer to supervise internal procedures (of DRD).

9) Staffing
   a. Union Technical Assistance: the following were mobilised either continuously or for short term inputs during this period: i) Team Leader (Mr Klaus Kirchmann) ii) Finance Expert (Mr Srie Balasingam) iii) M & E Expert (Mr Luqman Leckie) iv) Training Expert (Mathew Greenwood) v) Infrastructure Expert (Mr Praful Soni) and vi) Procurement Expert (Mr Dawe Yang). Direct hire consultants included Mrs Oi Thip (Procurement), Mrs Tin Ma Lwin (Training). The next quarter will see the previous short term UTA Finance and Procurement Experts replaced by fulltime experts.
   b. National consultants for finance, procurement and gender were procured (gender to be mobilised 4th May).
   c. DRD staff: Union staff organogram is given in Annex II, and township DRD in Table 12. During this period, the CDD procurement unit was increased to a total of 8 persons (7 staff and 1 consultant), and the finance unit to a total of 9 (7 staff and 2 consultants) appointment /recruitment of additional staff at Union and township level (6 staff per new township office).
   d. Numbers and names of TTA in place during this period for 6 new townships are given in Table 15. While CF and TF numbers were mostly filled during the period, there were signficant gaps in Ann, Htantabin, and Tatkon due to delays in mobilisation for contractual reasons. Kynsu was missing an M & E officer until early April, while TL was not active in Kanpetlet for half the period.

- Main challenges and risks:

  - *Implementation:*Finalisation of contracts for TTA in six new townships was an issue, as i) by mid February contracts for IRC and RI remained unsigned and ii) RC pulled out of the Tatkon TTA package in late March. For the old three townships, keeping  staff from leaving the project while awaiting decision on extension of the TTA contract to end July was a challenge. These delays caused late mobilisation of 40% - 60% of TTA in Ann, Htantabin, and Tatkon, some positions still vacant by the end of the period. However, this gave an opportunity to DRD  staff in the affected townships to assume greater management and ownership of the project at an early stage, and full Block Grant delivery was completed as per the target by end of March.
  - *Procurement:*The main challenge for the next quarter will be procurement of goods and services for 18 + 9 townships in time to mobilise by September/October. Many challenges faced in the field this year are due to delays in starting training and fieldwork in 2014, which should have been in October. Various actions to improve the speed and efficiency of all stages of the procurement process are proposed below in Section 6.3
  - *M&E/MIS:*Delays in operationalisation of the MIS, late procurement of 300 tablets, and continued connectivity problems caused delays in the MIS training and completion of Forms PC 1 – 7 (preparation stage); for that reason paper forms and emailed progress reports continued to be the main monitoring modality during the period. By end June, all 9 townships should have uploaded forms PC 1 – 7, at least the first month of PC 9 (Sub-project monthly monitoring form) for all villages. All hardware and software of tablets and townships mini-servers will be fully operational. Work on improvement of Version 1 will

continue in the next quarter, and the pathway for developmentof Version 2 for October agreed between all stakeholders.

- *Training:* the shortage of qualified trainers reported in the last quarter is beginning to diminish, but a pool of trainers still needs to be built up. This might include DRD officers from union, regional or township level as well as hired trainer consultants. Optimal coordination of Union based training, visits from Union staff and TTA field activities remains a major challenge, and will only increase with 18 more townships in Year 3. An attempt to better coordinate activities has been made by using a collaborative online planning tool (Smartsheet), but this on its own cannot remove event conflicts arising. For year 3, consideration should be given to devolving more training responsibility to TTA contractors, thus requiring less training visits of Union staff to the townships, and less calling of township staff (DRD, CFs, TFs) to Union based training.
- *Staffing:*Dedicated staff required for key positions in DRD at township and Unionlevels is still an issue. The Union NCDD Secretariat still requires a Senior Finance Consultant, proper DRD staff as head of training, further Master Trainer, further translator and secretary. More importantly, a coherent and comprehensive HR and capacity development plan for scale-up needs to be agreed with DRD management.

- Gender: during this period a national gender expert was procured, and will be mobilised in early May, in time to attend a key meeting of the gender team together with the WB Expert.

- Next quarter's work plan will focus on:

  - Implementation : completion of 85% of SPs and Social Audits in old townships; average 30% construction completion for new townships (deadline end October)
  - Training : ToF 3 (Social Audit). Preparation of material and roll out.
  - Procurement for the 18 new townships and works) to ensure field operations start no later than October 2015 :
    - o Consulting services : evaluation of EoI for 18 townships packages, creation of short list.
    - o NoL and contract for Technical Audit
  - Finance : Preparation for NCDDP Annual Audit; improvement of township cashflow management and towsnhip to Union accounting system; training in Peachtree.
  - Institutional capacity building: procurement of necessary staff at union and township level; stakeholder agreement for comprehensive HR and capacity development strategy, inlcuding possible short term consultancy for DRD wide organisational/instituional development.
  - MIS / M & E : completion and uploading of Forms 1 – 9 for all old and 80% of new township villages ; training and troubleshooting visits of MIS/M & E team to all  9 townships. Technical assistance focus: MIS application with tablets as data entry devices, monitoring and reporting, quality management/safeguards, gender, communication. Upgrade of the current MIS version to MIS2.0 to be released for its application in year three.

## 2   Introduction

### 2.1   Purpose

The CDD Project Secretariat was established within the Department Rural Development by Ordinance No 57/2013 issued by the Ministry Of Border Affairs. The overall policy guidance and oversight is assigned to the Foreign Aid Management Working Committee which will act as the project steering committee. Project activities commenced in December 2012 and continued to progress with the implementation and completion of the Cycle 1 and preparatory work for Cycle 2 commenced during the quarter under review.

Thisquarterly report describes implementation progress and highlightsmain achievements and issues that affected implementation during the months of October through December 2014. In addition, the report provides status update and clarifications against comments made in the Aide Memoire of the last ISM (23/10 – 04/11/14).

### 2.2   Key activities during reporting period

Key activities during the period can be sumarised as follows:

- Management/supervision: MTR and Pre-Appraisal Mission for the Proposed Additional Financing from 18/ 02– 10/03 ; 1 x Quarterly Meeting of 9 townships on 20/03.
- Implementation : Planning and construction of Cycle 2 (Kanpetlet, Namhsan, Kyungsu) and Cycle 1 sub-projects (Pinlebu, Sidoktaya, Laymyetnar, Ann, Tatkon, Htantabin).
- Training: start-up training for 6 new townships in January Continued development and Pilot testing of the MIS
- Procurement of goods and services including:
  - Services: T.A in 6 new townships: contracts were signed in January 2015 for Pinlebu (NAG), Sidoktaya (Cardno),  and Laymyetnar (MercyCorps); by mid-February  contracts for Tatkon (IRC) and Ann and Htantabin (RI); IRC
  - Individual consultants: procurement completed for national Senior Finance Assistant, Procurement Assistant, national Gender Expert, second Master Trainer.
  - Goods: all outstanding vehicles and equipment (300 tablets) from $5^{th}$ Procurement Plan delivered during this period. New ($6^{th}$) Procurement Plan approved by WB $6^{th}$ May..
- Financial Management : financial training provided to FSC ; transfer of Block Grants to 9 townships by end March ; preparation for annual audit.
- Grievance handling mechanism : quarterly report, visit of GH team to.
- Communications : new website updated, Communications Strategy completed, materials translated.
- 
- Staffing / institutions: DRD continued recruitment of 3000 staff countrywide. Staff complete in 6 new townships by December. 2 additional staff were added to the procurement unit.
- Training / Capacity building
  - *Union level :*
    - Start-up training for 6 new townships (Jan – Feb 2015)
    - Technical training on Infrastructure: design and safeguards for township and Union level engineers training by Garvin O'Keefe and Praful Soni
    - MIS / M & E training of all townships (M & E / MIS staff + 3 CFs) in use of tablets in use of tablets and hands-on data entry during January and March. (township visits from Win Min, Luq, George & Aung Moe Soe)
  - Refresher training for DRD and TA township staff
  - *Township level:*

- Technical visits from Union staff : 1) Communications and Grievance (Social Accountabilty visited 6 new townships from 09/03 – 01/04 2) MIS staff Hwin Min Tun, George Paw and Aung Soe Moe, U Maing and Susu visited Kyngsu, Laymyetnar, Takon and Htantabin. 3) UTA Training Expert (Matthew Greenwood) visited Ann and Htantabin togther with the UTA TL (Klaus Kirchmann).
- Village Tract (FSC) and Village Committees refresher:  held in Jan for old townships, Feb-March for new townships

## 3   Sub-Project Implementation

### 3.1   First three townships (Kyngsu, Namhsan, Kanpetlet)

#### 3.1.1   Cycle 1 sub-projects

*Cycle 1 upgrading work*: A total of 23 sub-projects (10 Kanpetlet, 8 Kyunsu, and 5 Namhsan) were identified as requiring upgrade, for a total cost of MMK 132,058,000. Five  of the 10 in Kanpetlet are pipe culverts for rural roads, while the remaining 18 in three townships cover a range of sub-project categories.Work continued on the upgrading of Cycle 1 projects during this time. 90% of the work was finished by end March. No part of this work is reported to have delayed or disturbed Cycle 2 sub-projects.

*Operations and Maintenance:* MercyCorps TTA covering Namhsan  and Kyungsu reports that O & M of Cycle 1 projects is not being properly implemented in some villages. The intensive workload of each new cycle, and the lack of clear directives in their ToR  mean that CF's and TF's feel they are not responsible to monitor O & M performance of the previous Cycle 1 sub-project in the same village.

Therefore this task must be clearly included within the ToR and training of CFs and TFs, and villagers should be encouraged to report the breakdown or non-functioning of a previous cycle sub-project directly to the CF, or as a grievance. If the absence of any, or of sufficient, O & M activity in accordance with the O & M Plan is widespread, there could be an unacceptably low sustainability rate for NCDDP SP's by year 3 &4.  Since there has not yet been a Technical Audit covering a previous year's implementation, the scale of the problem over all three townships is not yet clear, but should be assessed internally during the next quarter before the Technical Audit takes place. Some assessment of Cycle 1 projects sustainability should be included in the Technical Audit ToR. In the longer term, the issue of technical sustainaibility needs to be built into any internal quality assurance procedures.

#### 3.1.2   Cycle 2

The preparation phase of Cycle 2 in Kyngsu, Namhsan and Kanpetlet had been completed in the previous quarter. By the start of this quarter, planning and construction of sub´projects was well underway. By the end of the quarter, they had completed 14, 15 and 21% of their sub-projects respectively (Table 2).   During this period, the first three townships received ToF 2 in January.

The make up of sub-projects was a little different in Cycle 2 compared with Cycle 1 (Table 2), as villages were freer to choose what they wanted using Cycle 2's negative list approach.Some villages have agreed to defer their sub-project until year 3 in order to have a higher budget for a more meaningful impact.

The no. of planned sub-projects is as follows: 1) Kanpetlet  = 85 in 122 villages 2) Namhsan : 115 in 123 villages and 3) Kyunsu : 173 sp's in 159 villages.   The 115 sp's in Namhsan were the most evenly distributed between categories: water supply (20), roads/bridges/culverts (24), hydroelectric (23), schools (23 ), and community centres

(20).The equal top categories in Kanpetlet were Roads and Bridges (24) and Electricity (24), while in Kyngsu it was Roads (65), Schools (38), Water Supply (24) and Jetties (20).

## 3.2  Six new townships (Sidoktaya, Pinlebu, Laymyetnar, Ann, Htantabin, Tatkon)

### 3.2.1  Preparation

Based on relative progress with contract signing and mobilisation, start-up training to DRD and TA was given in two batches as: 1) Sidoktaya, Pinlebu, Laymyetnar on 19-23/01 and 2) Ann, Htantabin, Tatkon 09-13/02.  DRD staff were almost fully present at both sessions,  but attendance at the second batch  of TTA experts was limited, since contracts had still not been signed for IRC and IR by that time.  Ann, Htantabin and Tatkon did not get even 50% of their TTA until very late in the quarter.

Start-up training was followed by  TOF 1 training in February, when master trainers visited the six townships 2 x groups of 3. A key target for meeting implementation deadlines during this quarter was the transfer of all Block Grants by the middle of March, which was achieved with small exceptions. The conditions to achieve this in time were: a) rapid appointment of village and VT financial Sub-Committees (FSC's) and 2) provision of training to FSC's, and opening of VT bank accounts (the latter a parallel process which could also be done by DRD alone). Finance Sub Committee training was delivered in 2 batches, during last week in February and first 10 days in March. The outcome of this training was opening of Bank Accounts by each Village Tracts through the authorised signatories (Head of VTPSC, Head of Finance Sub-Committee) and signing of Block Grant agreement. Later in March, technical training was given to selected TFs by Mr Garvan O'Keefe and UTA Infrastructure Expert Soni Praful in March focussing on Safeguards and the formulation of Environmental Management Plans.

### 3.2.2  Implementation

Considering the delayed mobilisation of TTA, field progress across all townships has been acceptable (See Table 1). This was made possible by accelerating the FSC training for VT's, opening bank account etc, and ensuring the transfer of all BG's was completed within the month of March.   The amount of transfer to each township is given in Table 5 below (Financial Management). By the end of this period, only Laymyetnar had initiated construction of sub-projects (5%), while Ann and Htantabin reported 22% and 66% of detailed planning completed respectively. During this period quarterly progress reporting by townships was done using the Excel spreadsheet shown in Table 1, since uploading to the MIS was still signficantly behind field implementation, while M & E staff and CF's were catching up with the backlog of paper forms.Despite having no email or internet connection, Pinlebu was impressively able to send the Excel progress sheet by fax.

The make up of sub-projects for the six new township was as might be expected in Cycle 1, based on a positive list. Most townships had less sub-projects than villages, but Laymyetnar had the opposite with 413 sub-projects in 255 villages, as each invidual tubewell in a water supply project in the same village was classified as a separate sub-project, due to large village sizes and distance between tubewells.

### 3.2.3  Safeguards

*Revision of ESMF / ESSAF*: The ESMF was revised by the WB's Safeguards Expert Satoshi Ishihara during this period at the time of the MTR. In late February and early March.  ESSAF was updated with ESFM, outlining the applicable safeguard polices and instruments.

Specific technical training on formulation of EMP's was given in NPT by Mr Garvan O'Keefe and Soni Praful 9 -13 March to enhance technical capacity of DRD staff, and technical facilitators in quality management of infrastructures and safeguards, in particular how to draw up an Environmental Management Plan (EMP), since the rules for needing an EMP had been widened to include suspension bridges.

*Reporting:*During the MTR WB observed that consistent and structured reporting on safeguards as stated in the OM has not been done. When the MIS is working, PC 9 (sub-project monitoring form) has a section of safeguards (problems related to land acquisition/voluntary donation (EMPS) and environmental impact (EcoPS) ; this should provide Union level with a statistical overview of type and number of safeguard issues in every sp (voluntary donations, need for EMP, ethnic and women participation), so that UTA M & E can check on the quality of monitoring in township reports. So far very few Cycle 1 sp's based on the positive list, have any serious issues, but with widening of the EMP criteria to include suspension bridges and other ESSAF elements, on-going monitoring through PC 9 and the township quarterly reports will be important. By the time of writing, only 1 out of 9 townships had completed PC 9 (Namhsan) ; out of 115 sp's, 2 registered voluntary land donations, and 1 reported need for EMP. From the new townships, there was no information on safeguards during this quarter, but full disclosure will be expected from all of them in the next quarter.

*Participation of women:*Sidoktaya reported that male participation remained higher compared to their proportion in the total population,even though the participation of women in the orientation meetings was around 45%. Regarding womens particpation, International Advisors from Sidoktaya (Nathmanoj) and Ann/Htantabin (Julia Klugman) made the following recommendations: 1) facilitation needs to include more affirmative measures to increase participation of women and disadvantaged groups.2) it might be better to hold selection of committee members some days after the orientation meeting during Cycle 1, since women don't tend to attend or put themsleves forward for election at the first meeting.

**Table 1: Year 2 Progress Status as at 30.04.15**

| Cycle Stage | Kanpet let 26 VT 122 V | Kyunsu 20 VT 159 V | Namh san 26 VT 123 V | Pinlebu 52 VT 266 V | Sidok taya 46 VT 118 V | Laymya thna 41 VT 255 V | Ann 29 VT 235 V | Tatkon 49 VT 178 V | Htant apin 54 VT 233 V |
|---|---|---|---|---|---|---|---|---|---|
| Village orientation meeting/social assessment. | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| Village Development Plan (VDP) | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| First finance training | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| VT Sub-project selection meeting | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| Block Grant request | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| Block Grant transfer | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 61 | 94 |
| TPIC approval for subproject | 100 | 100 | 100 | | 100 | 100 | 100 | | 16.6 |
| TPIC feedback to village meeting | 100 | 100 | 100 | | 100 | 100 | 100 | | 16.6 |
| SP detailed planning & proposal | 100 | 100 | 100 | | | 5 | 22 | | 66.6 |
| SP construction started | 100 | 100 | 92 | | | 5 | | | 2.1 |
| SP construction completed | 21 | 14 | 15 | | | | | | |
| Final SP inspection | 18 | | | | | | | | |
| Upgrading quality Cycle 1 | 98 | 100 | 53 | | | | | | |

**Table 2 : Type of Sub-Project by Township**

| | Category/Type | Kyunsu | Kanp etlet | Namh san | Pin lebu | Sidok taya | Laym yathna | Ann | Tat kon | Htan tabin |
|---|---|---|---|---|---|---|---|---|---|---|
| | | # | # | # | # | # | # | # | # | # |
| | # Villages ➜ | 159 | 122 | 123 | 266 | 118 | 255 | 235 | 176 | 234 |
| 1 | Water supply (tank/dam, pipes etc) | 24 | 10 | 19 | | 13 | 211 | 53 | | 18 |
| 2 | Sanitation (latrine, sewage treatment etc) | | 1 | | | | 1 | - | | |
| 3 | Road, bridge, culvert | 65 | 24 | 24 | | 39 | 159 | 58 | | 192 |
| 4 | Jetty | 20 | - | | | | | 6 | | 3 |
| 5 | School | 38 | 4 | 23 | | 27 | 22 | 79 | | 8 |
| 6 | Hydro power | 3 | 2 | 23 | | | | | | |
| 7 | Electricity (solar, genset etc) | 8 | 24 | | | 20 | 19 | 27 | | 10 |
| 8 | Community Centre | 1 | 3 | 20 | | 23 | | 5 | | |
| 9 | Health Centre/Clinic | 1 | 1 | 3 | | 1 | | | | |
| 10 | Pre-school/Child Care Centre/Nursery | 3 | 12 | 3 | | | | | | |
| 11 | Other building (meeting, boarding place etc) | 1 | 2 | | | | | | | |
| 12 | Fencing | 5 | 1 | | | | | | | 3 |
| 13 | Other (specify)Retaining wall | 2 | 1 | | | 2 | 1 | | | |
| | Library,Market | 2 | | | | | | 2 | | |
| 14 | Total | 173 | 85 | 115 | 263 | 125 | 413 | 230 | 176 | 234 |

1) :

## 3.3  Issues

- *Staffing* : All TA contracts were extended until end July, with the possibility of 2 out of 6 positions being retained until the end of the year. MercyCorps has proposed a workshop between DRD and implementing NGO's to regarding exit strategy and handover readiness. Due to the lack of full time dedicated CDD staff within first three townships, handover readiness is still questioned.

  In Kyngsu the M & E Expert position had been vacant for the last six months until April, when a replacement was found, which has caused a signficant delay to date in progress on MIS/M & E in  Kyunsu. Kanpetlet was missing a full time TL during most of the period, as he took up duties in Tatkon. The M & E Officer in Namhsan resigned at the end of April. Since there is only 2.5 months remaining, DRD proposed that MercyCorps select a capable CF from Namhsan (replacement from the same township would be diffuclt to accept by fellow CFs) to complete M & E tasks until end June.

- *Cashflow management*:  DRD Htantabin ran out of cash twice during this period. A lack of financial forward planning or proactive cash management caused Htantabin to run out of operating expenses twice. Did this happen with any other twosnhp ? lack of timeliness in making requesting cash before it was required. a lack of understanding about informing DRD Union finance Weak capacities of finance sub committees to cover all villages in their village tract was identified as a gap during one of the monitoring visits. Therefore, Finance clerks will be responsible for linking the finance sub committees of village tracts and village project support committees.

- *Communications* : poor communications continued to affect Kanpetlet, Pinlebu and Ann. For Kanpetlet, emails sometimes take up to a week, while Pinlebu has no internet or email, only telephone.

# 4  Grievance Management

## 4.1  Activities and Progress during last quarter

### 4.1.1  Summary of Quarterly Activities

- Updated Grievance Management training materials and provided 1st and 2nd start up training to DRD and TTA from six new townships at Nay Pyi Taw
- Provided Grievance Management training to CF & TF at 5 news townships.
- Routinely handled grievances received, resolved and responded
- Regular update and analysis of grievance information in new MIS system
- Printed out grievance hotline phone sticker for 3 old townships
- Developed training session plan for community training
- Provided inputs for NCDD annual report
- Disseminated grievance handling mechanism information to the communiter members of all project villages
- Distributed grievance proster to all proejct villages
- Year 1 GM data was uploaded in the website

### 4.1.2 Summary of Quarterly Progress

During this quarter, Union grievance focal and counterparts emphasized capacity building of the new townships. Grievance redress mechanism information was disseminated to all project villages during village meetings. The Information campaign was integrated into project activities organized by the CFs, where they clarified the benefit and importanceof grievance handling meachnisms, who has the right to complain, scope of the complaint, redress procedure and code of conduct. Two grievance focals were elected in each village, and all committee members signed the agreement to follow NCDDP's Code of Conduct.

**Table 3 : Grievance Management statistics by township**

| Township | Completion | # of villages that have received GHM information | # of villages with assigned grievance focal | # of villages with signed Code of Conduct | # of villages with suggestion box | # of villages with Grievance Information material | # of Village committe received Grievance Management taining |
|---|---|---|---|---|---|---|---|
| Kanpetlet | No of Village | 122 | 122 | 122 | 122 | 122 | 122 |
| | *% of complete* | *100%* | *100%* | *100%* | *100%* | *100%* | *100%* |
| Namhsam | No of Village | 123 | 123 | 123 | 123 | 123 | 123 |
| | *% of complete* | *100%* | *100%* | *100%* | *100%* | *100%* | *100%* |
| Kyunsu | No of Village | 161 | 161 | 161 | 161 | 161 | 161 |
| | *% of complete* | *100%* | *100%* | *100%* | *100%* | *100%* | *100%* |
| Laymyethna | No of Village | 284 | 284 | 284 | 0 | 284 | 0 |
| | *% of complete* | *100%* | *100%* | *100%* | *0%* | *100%* | *0%* |
| Htantapin | No of | 234 | 234 | 234 | 0 | 234 | 0 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Village | | | | | | |
| | *% of complete* | *100%* | *100%* | *100%* | *0%* | *100%* | *0%* |
| Ann | No of Village | 239 | 239 | 239 | 0 | 42 | 0 |
| | *% of complete* | *100%* | *100%* | *100%* | *0%* | *18%* | *0%* |
| Sidoktaya | No of Village | 120 | 120 | 120 | 0 | 120 | 0 |
| | *% of complete* | *100%* | *100%* | *100%* | *0%* | *100%* | *0%* |
| Pinlebu | No of Village | 266 | 266 | 266 | 0 | 266 | 0 |
| | *% of complete* | *100%* | *100%* | *100%* | *0%* | *100%* | *0%* |
| Tapkon | No of Village | 187 | 187 | 187 | 0 | 187 | 0 |
| | *% of complete* | *100%* | *100%* | *100%* | *0%* | *100%* | *0%* |

## 4.2  Training

Total of 15 DRD staff from 9 project townships participated in ToT training that was organized in December 2014. As a result of receiving this training in advance, DRD staff from new townships coordination is quite strong compare to last year. It was found that, head of township DRD get more involved, cabable and able to lead some of project activites. DRD head from Htantapin & Tapkon are able to lead the project imlementation actvities while TTA's team leader are absent. They are also fully participated in grievance handling process  as well able to advocate to the township authority to support in some grievances related to village tract administrator.

### 4.2.1  Grievance Managment Start-Up Training at Union level

Two start up training sessions were conducted at NPT in January and February. 20 and 23 staff from DRD, and 21 and 7 TTA were involved in each training respectively. The full number of township level grievance focals(Social Accountability and Gender Specialists)were present in the first training, while only one attended in the second start up training.

During the training, UTA Grievance Expert provided: 1) the grievance redress conceptsand 2) the action plan to be integrated during initial project implementation at village. The strategy/ approach on information campaign was discussed specifically through paralle session.

4.2.2  **Grievance Management  training at Township level**

During this quarter, grievance management training for new township was emphisized   as the refresher training for old twonships were carried out in previous quarter. Training last one full day, the actions to be taken were identified in the next day together with TTA Grievance Focal and DRD counterpart.

The learning of objectives of the training are :

1.  To understand the concept of GHM and Accountability
2.  To be able to utilize the training knowledge into the project activities
3.  To be able to carry out community level Grievance Management training

The trainer provided the concept of grievance handling mechanism, including Accountability & Social Accountability, Code of Conduct, Community Consultation and ways to promote transprancy in community. Training was carried out by the team at five townships during the reporting period, while training at the sixth township was carried out in early April.

## 4.3  Grievance Handling and Resolution

During this quarter, total 192 grievances were received, of which 98% have been resolved.    92% of grievances are made by communities, while 31% are womens voices. It was found that 5% of women voices are increased when compare with the previous report.

**Table 4 : Quarterly Grievance received and resolved (Jan-Mar 2015)**

| Township | Total grievances received | Total grievances resolved | % | Remark |
|---|---|---|---|---|
| Kanpetlet | 81 | 81 | 100% | |
| Namhsam | 34 | 33 | 97% | One grievance is being resolved |
| Kyunsu | 33 | 32 | 88% | One grievance is being resolved |
| Laymyethna | 22 | 22 | 100% | |
| Htantapin | 3 | 3 | 100% | |
| Ann | 0 | 0 | - | Some grievance received in April. |
| Sidoktaya | 6 | 6 | 100% | |
| Pinlebu | 5 | 5 | 100% | |
| Tatkon | 8 | 7 | 88% | One grievance is being resolved |
| Qty total | **192** | **189** | **98%** | |

**Table 5: Cumulative grievance received and resolved (Jan- 2014 to Mar-2015)**

| Township | Total grievances received | Total grievances resolved | % | Remark |
|---|---|---|---|---|
| Kanpetlet | 276 | 276 | **100%** | |
| Namhsam | 127 | 126 | **99%** | |
| Kyunsu | 126 | 117 | **93%** | 8 grievances aren't resolved due to lack of address and invalid, 1 is being resolved |
| Laymyethna | 22 | 22 | **100%** | |
| Htantapin | 3 | 3 | **100%** | |
| Ann | 0 | 0 | - | |
| Sidoktaya | 6 | 6 | **100%** | |
| Pinlebu | 5 | 5 | **100%** | |
| Tatkon | 8 | 7 | **86%** | One grievance is being resolved |
| **Cumulative total** | **573** | **562** | **98%** | |

**Table 6: Category of Grievances by township (Jan-Mar-2015)**

| Township | 1. General inquiry about Project Policies and Procedures | 2. Violation of Project Policies, Guidelines, or Procedures | 3. Violation of contract | 4. Misuse of funds. | 5. Improper intervention | 6. Force majeure | Other | Total | % |
|---|---|---|---|---|---|---|---|---|---|
| Kanpetlet | 75 | 5 | - | 1 | - | - | - | **81** | **42%** |
| Namhsam | 29 | 3 | - | - | - | 2 | - | **34** | **18%** |
| Kyunsu | 26 | 5 | | 1 | 1 | - | - | **33** | **17%** |
| Laymyethna | 22 | - | - | - | - | - | - | **22** | **11%** |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Htantapin | 3 | - | - | - | - | - | - | **3** | **2%** |
| Ann | - | - | - | - | - | - | - | - | - |
| Sidoktaya | 6 | - | - | - | - | - | - | **6** | **3%** |
| Pinlebu | 5 | - | - | - | - | - | - | **5** | **3%** |
| Tatkon | 5 | - | - | - | 1 | 2 | - | **8** | **4%** |
| **Qty Total** | **171** | **13** | **-** | **2** | **2** | **4** | **-** | **192** | **100%** |

*The detail of category 2 and 4 are presented in the annex: summary of serious grievances*

**General inquiry about Project Policies and Procedures:** majority cases are related requisition of technical support and sub-project supervision.  Feedbacks and demands on sub-projects are occurred as a second most. Some people still request for livelihood while some demand to be more transparence particular in sub-project expenses, etc.

**Violation of Project Policies, Guidelines, or Procedures:** The grievance are associated with VPSC's unfair management and less transparency, labors do not get wages completely and village hasn't got any block grant from VT allocation,

**Misuse of funds:** Two grievances related to misuse of funds has been received and resolved, project did not loose any amount of fund.

**Improper intervention:** Two cases were occurred; on was intervention of VT administer, another was bad people from community tried to influence/ negatively criticized to the VPSC tasks.

**Force majeure:** four feedbacks from community, which are not related to NCDDP, were received and resolved.

## Figure 1:  Grievance Channels
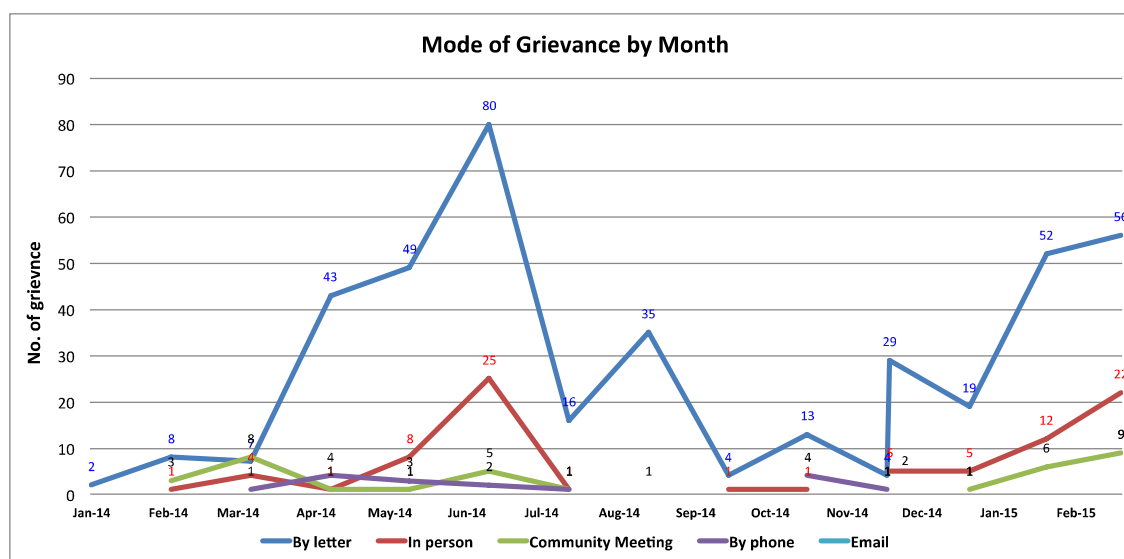
**Next Steps**

- To conduct Grievance Management training in Tatkon township

- To incorporate Grievance Management training into TOF 2 that is community training

- Routine monitoring visit and reflection session at township

- To provide the comments to improve grievance management MIS system

- To print out grievance Hotline phone sticker for new townships and CDD Code of Conduct poster

- To provide inputs for TOF 3 (Social Audit Meetings)

- To print out Grievance Hotline Phone stickers for new townships

- To produce and distribute Grievance Suggestion box to new township villages

# 5   Financial Management

## 5.1  Aide Memoire

| | |
|---|---|
| DRD to recruit additional finance consultants by 31 December2014. ⍰ | • NOL from the WB obtained to recruit 2 Senior Finance Assistants, but DRD was only able to recruit one by end April.<br>• DRD commenced the required contract amendment to mobilise a fulltime/long term international National Finance Expert, but were unable to recruit an experienced and qualified one National Finance Consultant an. Furthermore one Junior Finance Assistant who joined NCDD in mid 2014 has submitted her resignation. As the recruitment of National Finance Consultant failed, it is recommended to recruit one more Senior Finance Assistant, and to fill the vacant position of the Junior Finance Assistant urgently. |
| DRD to ensure settlement of outstanding advances by 31 December 2014. ⍰ DRD to ensure no outstanding advances beyond 10 working days by 31 January 2015.<br><br>⍰ | • Since the DRD Finance Director issued instructions to settle the outstanding advances within 10 days, the situation is much improved. By end April, total advances amounted to MMK 4.7 (compared with MMK 35.6 million outstanding for > 3 months in previous quarter), and all were cleared /settled in April.<br>• FSC training was fast tracked in January / February to ensure that BG to all 6 new townships could achieved by middle March. |
| DRD to conduct capacity development training for FM staff in the context of scale up ⍰by 31 January 2015. ⍰<br><br>Reinstallation and customization of FM software by 31 January 2015. ⍰ | • The FM training was delivered in two parts: Part 1 (Modules 1-3,  covering everything necessary for block grant transfer and Part 2 : (Module 4 – 8,immediately after the block grant transfer).<br><br>• Customisation and refresher training: Peachtree training will take place in May 2015, as well as design of Excel templates for the townships. |

## 5.2  Activities during period

Following activities have been completed on financial management during the reporting period:

- The Interim Financial Report (unaudited) for the quarter ending 31/12/2014 along with the disbursement

projection for the period of January 2015 to June 2015 was prepared and submitted to the World Bank.

- By 31 March 2015, for Cycle 2, DRD has transferred Block Grants to the Bank Accounts of the VTPSCs amounting to MMK 10,140,000,000 as stated below:

**Table 7 : Block Grant Transfers as at 31.03.15**

| No | Name of TSPs | No. of VTs | Eligible BG Allocation in MMK | BG Transferred to VTPSC Bank A/Cs | BG Allocation in Equivalent US$ |
|---|---|---|---|---|---|
| 1 | Kanpetlet | 26 | 520,000,000 | 520,000,000 | 520,000 |
| 2 | Namhsan | 26 | 740,000,000 | 740,000,000 | 740,000 |
| 3 | Kyunsu | 20 | 1,340,000,000 | 1,340,000,000 | 1,340,000 |
| 4 | Thatkone | 49 | 1,780,000,000 | 1,680,000,000 | 1,680,000 |
| 5 | Laymyatnar | 41 | 1,120,000,000 | 1,120,000,000 | 1,120,000 |
| 6 | Pinlaebu | 52 | 1,320,000,000 | 1,320,000,000 | 1,320,000 |
| 7 | Saetoketayar | 46 | 920,000,000 | 920,000,000 | 920,000 |
| 8 | Htantapin | 54 | 1,360,000,000 | 1,360,000,000 | 1,360,000 |
| 9 | Ann | 29 | 1,140,000,000 | 1,140,000,000 | 1,140,000 |
| | **Total** | 343 | **10,240,000,000** | **10,140,000,000** | **10,140,000** |
| | | | | | |

- Submitted seven Direct Payment Applications during the quarter for a total of US$ 450,230. These direct payments were made to TTAs and UTAs. In addition, another direct payment application for JPY 9,502,103 was submitted for the procurement of motor vehicles from UNOPS.

- Submitted two withdrawal applications, including one to seek additional advance of MMK 908,103,405 and the other to document the expenses amounting to MMK 223,146,354 paid from DA – B account from October to December 2014.

- Submitted one application for MMK 440,000,000 to document the Block Grants disbursed to three existing TSPs under Cycle 2.

- Revised the Block Grant Allocations for Cycle 2 based on the updated population ranges in four of the six new townships and an application was submitted to the World Bank for an additional amount of MMK 100,000,000 and the funds were received and disbursed subsequent to the quarter end.

- During the quarter under review, DRD withdrawn from the grant funds, an amount of MMK 741,009,397 under Part B,C & D of the project.

- Carried out a review and follow-up on the findings in the report of the IFI Watch and submitted DRD's response to IFI Watch and to the World Bank.

In addition, Finance Unit of NCDD visited all six new TSPs and conducted training on the revised Community Finance Guidelines and Financial Accounting aspects at TSP DRD Offices.

During the quarter, DRD Management assigned one more civil sevant in addition to the two civil servants assigned in the previous quarter to work in the finance unit.

## 5.3  Cumulative Results

- *Block Grants*

On a cumulative basis, as of 31 March 2015, the Block Grants Disbursement Status is summarised in the table below:

**Table 8: Cumulative BG Disbursement to Date**

| CDD Cycle No. | Fiscal Year (FY) | No. of towns hips | No. of VTs | In MMK | In Equivalent US$ |
|---|---|---|---|---|---|
| 1 | 2013 – 2014 | 3 | 72 | 1,557,828,000 | 1,589,620[1] |
| 2 | 2014 - 2015 | 9 | 343 | 10,140,000,000 | 10,140,000[2] |
| | | | Total | 11,697,828,000 | 11,729,620 |

- *Funds Received and Disbursed*

**Figure 2: Cumulative funds (unaudited) received and disbursed as at 31/03/2015**



**NCDD Funds**
Un-Audited Cumulative Funds Received and Disbursed as at 31 Mar. 2015
(US$ 1 = MMK 1,000)

■ Funds Received  ■ Funds Disbursed

11,706,108 / 11,706,108

5,140,464 / 4,535,549

Block Grant - DA - A          DA - B a/c & Direct Payments

DRD-FU
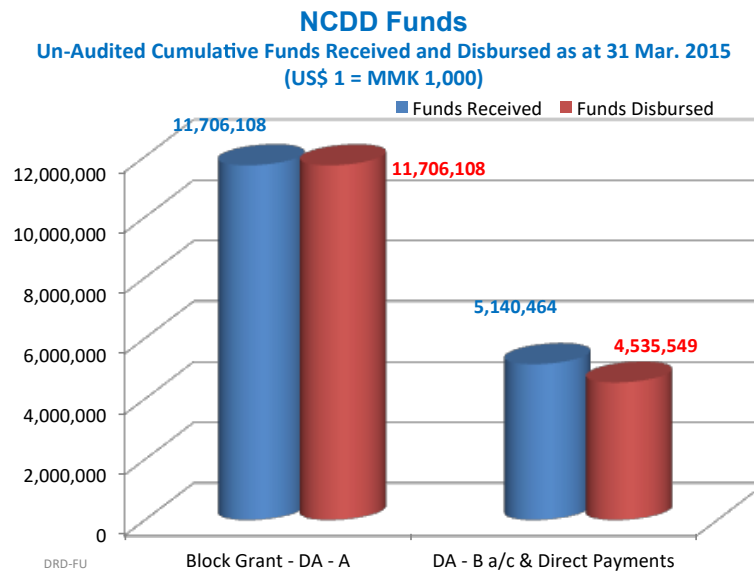
**Figure 3: Unaudited Expenditure Statement as at 31/03/2015**



**NCDD Funds**
Un-Audited Expenditure Status as at 31st March 2015
(US$ 1 = MMK 1,000)
(Expressed as a Percentage of the Total Grant Amount of US$ 80 million)

Cumulative Disbursements
$16,241,657
(20%)

Funds available for Fiscal Years after
2014/2015
$ 63,758,343
(80%)

DRD /FU

---
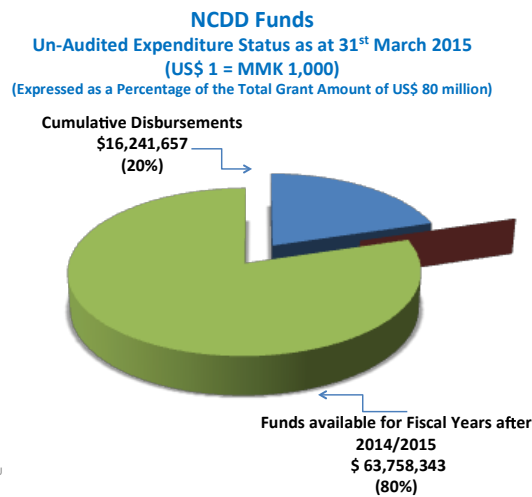
[1]Average Exchange Rate for FY 2013-2014 was 1 US$ = MMK 980

[2]Average Exchange Rate for FY 2014-2015 was 1 US$ = MMK 1,000

**Figure 4: Cumulative Disbursement since 22013/14 to 31/03/2015**

## NCDD Funds
### Disbursement in FY 2013/2014 and Un-Audited for 2014/2015 & Cumulative as at 31 March 2015 (in Equivalent US$)
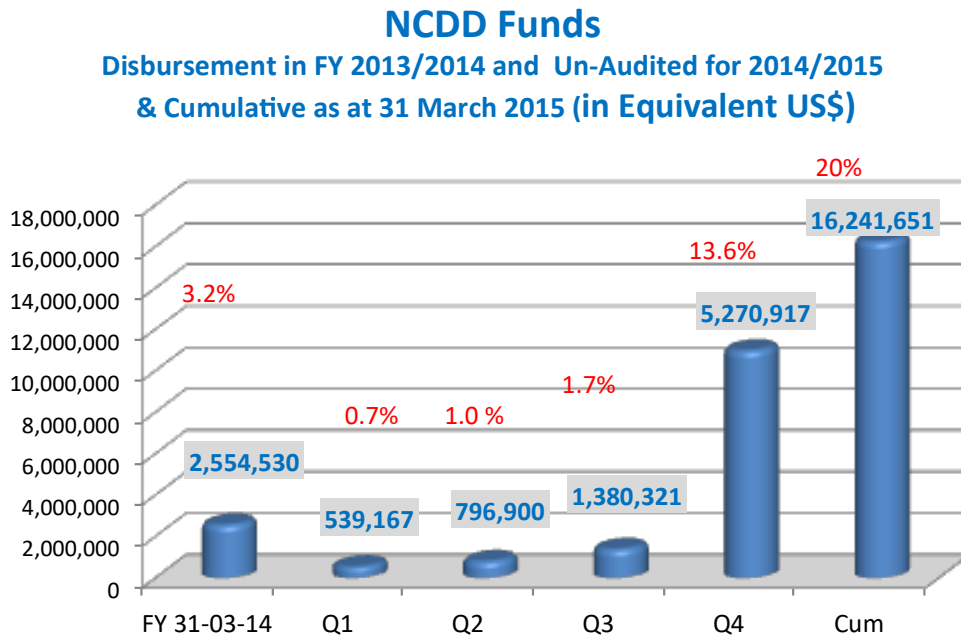


NOTE: i) Expressed as a Percentage of the total Grant Amount of US$ 80 million.
ii) Cumulative is from the start of NCDD till 31/03/2015

DRD-FU

Figures 1 – 4 above show that cumulative disbursements (unaudited) to 31/03/15 were US $ 16.24 million. This represents around 20% of the total US$ 80 million grant, leaving US$ 63.7 or 80% unspent.

## 5.4  Areas needing attention

In the previous quarter, the following areas have been identified for the DRD management to focus on an urgent basis and continued attention is required.

### a)  Staff Capacity Building at Union DRD

Considering the scale-up of NCDD within a short time span with the increased number of TSPs, the number of staff available at the Finance Unit is not sufficient enough to meet the huge amount of transactions that need to be handled and processed at the Union Level DRD. Furthermore, thesestaff who are relatively fresh to the donor funded development projects do not have sufficient experience and the absorption capacity to meet the compliance requirements of the World Bank procedures and guidelines. DRD needs to assign staff with accounting educational background and/or experience and knowledge in English language to the Finance Unit.

In addition, the proposed refresher training on Peachtree Accounting Software, now planned to be held during May/June, is expected to enable the Chief of Finance Unit to handover the data entry tasks to the junior level staff and involve herself in other financial tasks, such as budget preparation, cash flow projection and financial report preparation.

*1) National and International Finance Expert*: Considering the scale-up of NCDD with additional US$ 400 million and having recognised the need for a full time/long term international Finance Expert (UTA) and a National Finance Consultant, DRD commenced the required contract amendment to mobilise a fulltime/long term Finance Expert (should be mobilised by Agriconsulting in May to overlap with Sri Balasingham), but were unable to recruit an experienced and qualified National Finance Consultant.

*2) Finance Assistants* : DRD was able to recruit one Senior Finance Assistant. Both of them are expected to be mobilised during the months of April to June 2015. Furthermore one Junior Finance Assistant joined NCDD in mid 2014 has submitted her resignation. As the recruitment of National Finance Consultant failed, it is recommended to recruit one more Senior Finance Assistant and to fill the vacant position of the Junior Finance Assistant urgently.

**b)** **Training for the TSP DRD Finance Officers**

Based on the financial management issues experienced in the past and to address those issues in advance, it is recommended to provide training to the Finance Officers who would work for the new TSPs that will implement CDD under the NCDD scale-up plans. To address this need, a system of staff rotation providing township financial staff with some weeks of internship / experience in DRD Union Office was been initiated during this period.

**c)** **Union Level Liquidity Issues**

In early 2015, Finance Unit at Union DRD experienced some liquidity issues in paying a few of the suppliers. A review on the liquidity issues revealed that the shortage of funds were caused due to the following reasons:

i)      The amount of cash estimated to be maintained at the Central Bank of Myanmar (CBM) was calculated on the basis that any single payment amounting to US$ 50,000 or equivalent would be paid directly by the World Bank to the supplier.

ii)     On the otherhand, the Project Management made few single payments amounting to more than US$ 50,000 or equivalent from the funds available at the CBM.

In order to address these issues and to avoid such liquidity crisis situations in the future, following recommendations were made:

i)      Follow the disbursement procedures stated in the Project Appraisal Document, Disbursement Letter, Disbursement Guidelines and Disbursement Hand Book of the World Bank,

ii)     Once the contracts are signed, the procurement unit need provide a copy each contract to the finance unit. This will enable the finance unit to prepare in advance the actual amount of funds required to settle the liabilities that would arise at the time of the completion of the contracts,

iii)    Copies of Procurement Plan and Budget Plan need to be shared and discussed between the respective units and the senior management of DRD to ensure completeness; and

iv)     In addition, during the Implementation Support Mission in February 2015, DRD management discussed and agreed with the World Bank to receive increased amount of funds into the the DA – B account as most of the preferred payment is cash for the local suppliers, though the payments could amount to more than US$ 50,000 or equivalent and fall under the category of direct payment.

d)  **Township Cashflow Management Issues**

During the quarter, some of TSPs faced some fund shortages, as they had not submitted their monthly accounts and request for funds in a timely manner. Now, it has been decided that DRD Finance team will take a proactive stance and initiate follow-ups with the TSP Finance Team, and seek monthly expenditure reports and replenish funds to the TSPs. Even if DRD Union take a proactive attitude in anticpating township cashflow needs, the burden of responsibility to submit the township monthly accounts to UDRD must ultimately lie with the townships. This should be heavily emphasized  in training, otherwise operational cashflow for 27 townships in year 3 will be unmanageable.

# 6 Procurement

## 6.1 Aide Memoire

| | |
|---|---|
| DRD to ensure contracts of township TA are negotiated and signed by 30 November. ▯ | All original TA contracts were finalised by end March. However, since IRC pulled out of Tatkon and NAG took over, the formal addition of Tatkon in NAG's exsting contract for Pinlebu was still pending by end April. |
| Extend closing date of contracts of year 1 TTA providers by 30 November 2014. ▯ | Extension signed for IRC in Jan. 2015 , MC in Feb. 2015. Since TL's for Namhsan and Kyngsu both departed their posts early (April and May), there should be discussions/agreement between DRD and NGO's about whether to replace these positions before end July, or to delegate tasks to other members of TTA until end July. departed |
| DRD to assign a staff to track procurement progress in relation to procurement plan by 30 November 2014. ▯ | • TTWK for consulting, KWWH for goods<br>• Two national procurement consultants: will start re-advertisement, as the first 4 applicants are not qualified or not interested |
| Terms of Reference for technical audit and development marketplace to be developed ▯and submitted to Bank for NOL by 15 December 2014. | • Technical Audit: eval completed, WB NoL still awaited<br>• Development Marketplace has been cancelled in the new Results Matrix for extension loan. |

## 6.2 Issues

- The UDRD procurement team now has 6 staff. They have been supported periodically by international short term expertsMr Dawe Yang and Mrs Oi Tip. Under the project extension, Mr Yang will be replaced by a full time international procurement expert under UTA in May.
- Although a national procurement consultant (U Nyein Chen Soe) joined the unit in March The but continues to be under-staffed, particularly a lack of experienced national senior working staff. Purchasing communication materials and consultants were handled by the communication team during the last quarter.
- A chief is required for the procurement team (not at DRD top management level) to manage procurement of goods and services.
- A procurement log or tracking system is still not  comprehensive and up to date.
- Need better communication between procurement and finance
- TTA procurement was a lengthy process (contract negotiation takes 2 to 3 months)  needs analysis of reasons and bottlenecks so that corrective measures can be taken for Year-3 procurement. These are discussed below under "Next Steps".

## 6.3 Next Steps and Priorities

The major outstanding items under Goods and Consulting Services in the existing Procurement Plan were delivered / completed during this last period or by end April. A new Procurement Plan  (6th Revision) was approved by WB on 12/05/15 and is shown in Annex I. Procurement of goods and consulting for 18 new townships in Year 3 needs to get underway as soon as Parliament has confirmed the NCDDP extension.

A new permanent UTA Procurement Expert will be mobilised in May, to replace the short term Expert Mr Dawe Yang.

### 6.3.1 Consulting Services for Year 3.

For the consulting services packages, the EoI was issued in early April with a deadline of 18th May for submission of interest. The deadline for submission of proposals by short listed firms will then be early July, leaving a little time for evaluation, negotiation and award of contracts by September/October. Clearly more efficient procurement practices will also have to be adopted, including : 1) faster evaluation of bids 2) simplification of TA contract management strategies, including faster contract negotiations. These are discussed under Procurement above.

Due to the proposed system of T.A packages (one contract covering 3 or more townships, with the same contractor able to extend the contract to new townships in subsequent years depending on performance), the overall number of contracts to negotiate and award may be manageable. Nevertheless, the time required for evaluation, (especially scoring of individual CVs in 18 townships) remains the same as before. Therefore thought should be given to recruiting a short-term outside team for bid evaluation, To assist in achieving Item 2) above, WB has already proposed output based (lump sum) contracts, but that needs to be approved by the Auditor's Office, who may prefer the previous method requiring submission of vouchers. If approval is not given, a hybrid approach combining time/attendance based payment with lumpsum approach for operational expenses (around 20% of the normal contract size) is recommended. Negotiations should not be allowed to drag on. A single daylong event should be organised in NPT for negotiation and signing of contracts, with company representatives authorised to negotiate and sign without further reference back to Head Office.

Finally it is recommended that the function of post-award contract management be a specialised position within the procurement section, or better still within the finance or admin section, as it is a very different kind of task from initial procurement.


# 7 Capacity Development and Training

## 7.1 Training plan and activities during last quarter and to date

**Table 9 : Summary of Main Training during reporting period**

| Training | Start | End | Days | Trainers | Participants | m | f | Total |
|---|---|---|---|---|---|---|---|---|
| Start-Up Training PIN-SID-LAY | 19.01.15 | 23.01.15 | 5 | Union NCDD team | TA, Township DRD | 27 | 17 | 44 |
| TOF1 Pinlebu | 02.02.15 | 07.02.15 | 6 | Tin Mar Lwin | TS DRD, TA, CR, TF | | | 50 |
| TOF1 Leymiyetnar | 02.02.15 | 07.02.15 | 6d | Kyaw Myat Tu | TS DRD, TA, CR, TF | | | 60 |
| TOF1 Sidoktaya | 09.02.15 | 14.02.15 | 6 | Kyaw Kyaw Soe | TS DRD, TA, CR, TF | | | 45 |
| M&E and MIS (3 old townships) | 26.01.15 | 29.01.15 | 4 | Union NCDD Team | TF ,Township DRD | 11 | 6 | 17 |
| Start-Up Training ANN-HTA-TAN | 09.02.15 | 13.01.15 | 5 | Union NCDD Team | TF ,Township DRD | | | 28 |
| TOF1 Ann | 17.02.15 | 22.02.15 | 6 | Tin Mar Lwin | TS DRD, TA, CR, TF | | | 55 |
| TOF1 Htantabin | 17.02.15 | 22.02.15 | 6 | Myo Min Tun | TS DRD, TA, CR, TF | | | 50 |
| TOF1 Tatkon | 17.02.15 | 22.02.15 | 6 | Kyaw Kyaw Soe | TS DRD, TA, CR, TF | | | 60 |
| M&E and MIS (Pinlebu, Laymyetnar,Sidoktaya) | 26.01.15 | 29.01.15 | 4 | Union NCDD Team | TF ,Township DRD | 11 | 6 | 17 |
| Quality Management & Safeguards (2nd) | 09.03.15 | 13.03.15 | 2 | Mr.Garvan O'Keeffe + Mr Praful Soni. | TF, Township DRD 3 | 6 | | 6 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **FSCTraining (first 4 Modules) : Ann,Htantabin , Tatkon** | 05.03.15 | 12.03.15 | 2 | Mr.Srie, Maythu + finance team | TF,Township DRD | 6 | 10 | 16 |
| **TOF2 Laymyetnar** | 03.04.15 | 08.04.15 | 6 | Kyaw Myat Thu | TS DRD, TA, CR, TF | 23 | 42 | 65 |
| **TOF2 Htantabin** | 03.04.15 | 11.04.15 | 7 | Myo Min Tun | TS DRD, TA, CR, TF | 25 | 31 | 56 |

The training plan for year two, 2014-2015, was established and is constantly being updated. Recently, a web based software has been introduced on a test basis. The purpose is to improve team collaboration and coordination of multiple training plans. More details can be reviewed at:

https://app.smartsheet.com/b/publish?EQBCT=67e29afee03842908b4566fa2c65fb74

Compared with the training plan, the only activities which did not take place during the quarter as planned was TOT 100 Part 2, and TOF 2. The TOT 100 did not proceed due to the absence of a NOL from World Bank for the Trainer, Victor Bottini, due to rules regarding World Bank contractors being subsequently contracted by recipient governments. Other trainers are being considered for this TOT.

The late start of field operations for the new six townships in January and occurrence of the annual Thinggaya Festival from 12 -18th April were the main cause of the rescheduling of TOF Part 2. The TOF 2 training materials and Sessions Plans were developed, and preparations for roll out of TOF Part 2 occurred during March. TOF part 2 is to be delivered in late April and early May. Preparations were also underway during the Quarter for the Community Management Training which will be rolled out as part of the TOF Part 2 training program.

Compared with the training plan, the only activities which did not take place during the quarter was TOT 100 Part 2, and TOF 2. The late start of field operations for the new six townships in January and occurrance of the annual Thinggaya Festival from 12 -18th April were the main cause of these delays. However, TOF 2 training materials and Sessions Plans were developed, and preparations for roll out of TOF Part 2 occurred during March. TOF part 2 to be delivered in late April and early May.

**Table 10: NCDDP Training Plan(organized by union-level for year 2)Klaus, please update from Smartsheet**

| # | Task Name | Start Date | End Date |
|---|---|---|---|
| 1 | Union NCDD | 01/10/14 | 21/07/15 |
| 3 | NCDD management "9DRD" | 20/10/14 | 28/10/14 |
| 4 | Hire trainers (English proficiency) | 27/10/14 | 01/12/14 |
| 5 | TOT Preparation workshop for master trainers | 08/12/14 | 12/12/14 |
| 6 | TOT100 part2 | 30/03/15 | 04/04/15 |
| 8 | Year-1 Townships (KPL, KYN, NAM) | 01/10/14 | 16/07/15 |
| 9 | TOF refresher 1 facilitation | 01/10/14 | 12/10/14 |
| 11 | Training for VTPSC and FSC | 29/11/14 | 13/02/15 |
| 13 | Community training (sub-project preparation) | 12/01/15 | 16/03/15 |
| 16 | TOF refresher training | 23/03/15 | 27/03/15 |
| 17 | Community training (social audit) | 23/03/15 | 09/04/15 |
| 19 | Year-2 Townships (PIN-LAY-SID-ANN-HTA-TAT) | 05/01/15 | 31/08/15 |
| 28 | Start-up training I (PIN-LAY-SID) | 19/01/15 | 23/01/15 |
| 29 | TOF1 Pinlebu | 02/02/15 | 07/02/15 |
| 30 | TOF1 Laymyetnar | 02/02/15 | 07/02/15 |
| 31 | TOF1 Sidoktaya | 09/02/15 | 14/02/15 |
| 32 | Start-up training II (ANN-HTA-TAT) | 09/02/15 | 13/02/15 |
| 33 | TOF1 Htantabin | 17/02/15 | 22/02/15 |
| 34 | TOF1 Ann | 17/02/15 | 22/02/15 |
| 35 | TOF1 Tatkon | 17/02/15 | 22/02/15 |
| 37 | FM training module 1-3 and BG request | 15/02/15 | 20/03/15 |
| 40 | TOF2: sub-project implementation | 27/04/15 | 16/05/15 |
| 41 | TOF2 Pinlebu | 27/04/15 | 02/05/15 |
| 42 | TOF2 Laymyetnar | 27/04/15 | 02/05/15 |
| 43 | TOF2 Sidoktaya | 27/04/15 | 02/05/15 |
| 44 | TOF2 Tatkon | 04/05/15 | 09/05/15 |
| 45 | TOF2 Ann | 04/05/15 | 09/05/15 |
| 46 | TOF2 Htantabin | 11/05/15 | 16/05/15 |
| 47 | FM training II module 4-8 | 23/03/15 | 11/06/15 |
| 48 | Training for VTPSC | 23/03/15 | 11/06/15 |
| 49 | Community action training 1 | 05/05/15 | 22/06/15 |
| 51 | TOF3: quality and social accountability | 15/06/15 | 27/06/15 |
| 52 | TOF3 Pinlebu | 15/06/15 | 20/06/15 |
| 53 | TOF3 Laymyetnar | 15/06/15 | 20/06/15 |
| 54 | TOF3 Sidoktaya | 15/06/15 | 20/06/15 |
| 55 | TOF3 Tatkon | 22/06/15 | 27/06/15 |
| 56 | TOF3 Ann | 22/06/15 | 27/06/15 |
| 57 | TOF3 Htantabin | 22/06/15 | 27/06/15 |
| 58 | Community action training 2 | 01/06/15 | 18/06/15 |
| 61 | Technical Training (in NPT) | 09/09/14 | 26/06/15 |
| 62 | Infrastructure / design | 09/09/14 | 15/09/14 |
| 63 | Quality management / safeguards I (Garvan) | 30/10/14 | 31/10/14 |
| 64 | Quality Management / safeguards II | 02/03/15 | 12/03/15 |
| 65 | Infrastructure Field Visits - Supervision etc. | 30/03/15 | 03/04/15 |
| 66 | Infrastructure Field Visits - Supervision etc. | 27/04/15 | 01/05/15 |
| 67 | Gender | 23/09/14 | 26/09/14 |
| 68 | Gender II | n.n. | n.n. |
| 69 | Finance for communities I | 11/11/14 | 12/11/14 |
| 70 | Finance for communities II | 12/12/14 | 13/12/14 |
| 71 | Finance Training (Field) - Laymyathar | 25/02/15 | 26/02/15 |
| 72 | Finance Training (Field) - Tatkon | 09/03/15 | 10/03/15 |
| 73 | Finance Training (Field) - Htantabin | 11/03/15 | 12/03/15 |
| 74 | Village Tract Finance Training (Field) | 02/03/15 | 13/03/15 |
| 75 | FM training for TS NCDD (field) | 18/05/15 | 29/05/15 |
| 76 | Procurement | n.n. | n.n. |
| 77 | M&E and MIS Workshop Year-1 Townships | 26/01/15 | 30/01/15 |
| 78 | M&E Follow up visits and Tablet distribution (Field) | 02/03/15 | 12/04/15 |
| 79 | MIS Training | 08/06/15 | 26/06/15 |
| 80 | Grievance handling (Field) - Pinlebue | 02/03/15 | 05/03/15 |
| 81 | Grievance handling (Field) - Laymyathar | 09/03/15 | 12/03/15 |
| 82 | Grievance handling (Field) - Saytoketayar | 16/03/15 | 18/03/15 |
| 83 | Grievance handling (Field) - Ann | 23/03/15 | 25/03/15 |

Note: township NCDD secretariats have additional training plans

## 7.2 Challenges and risks

- The main risk cited in previous reports was the shortage of qualified trainers. However, training of Master Trainers in October 2014 had already laid the groundwork for reducing this shortage, and this last quarter began to see the payoff from that investment. During this period the national training expert (consultant) Ms Tin Ma Lwin, already mobilized in October 2014, coordinated and led the start-up training and ToF for the six new townships, and the team was further strengthened by the addition of a second Master Trainer

Kyaw Kyaw Saw as a Union level consultant in March (while simultaneously continuing his TL duties in Kanpetlet and Tatkon). Despite these additions, an additional local trainer with English proficiency required is still required.

- Bottleneck over the past 4 ½ months as training and TL positions were covered by one UTA only (replacement for training expert starting 16 Feb). This bottleneck has finally been unblocked with the full mobilisation on 2nd March of the new UTA Training Expert (Mr Matthew Greenwood) to replace Klaus Kirchman. He has already begun to address a range of activities and issues which had been slowed down or suspended, including a) a more comprehensive and long term capacity development strategy for DRD b) certification of first year´s TOF is still waiting completion and c) the packaging and branding of the TOF program, which is ultimately needed for large scale-up.

- Frequent unexpected changes in the Training Plan continues to be a constraint for coordinating with townships, so that training courses do not disturb or negatively impact field activities. This coordination work is just about manageable with 9 townships using phone, email and Smartsheet to communicate changes, but a major scaling up of this coordination will be required for the 27 townships to be managed in Year 3.

- A serious risk is the time pressure that will affect the project activities especially in the six new townships. Last year´s experience showed that there is a tendency to cut training short under time pressure. (See above Section 3.2 New Townships Preparation for Cycle 1). For example, it is not possible to properly conduct community training in the one day allocated, so this will have to be given at least two days in the Year 3 OM.

- Monitoring and reporting has not worked well in year one. Although T.1 and T.2 training forms have been added to the MIS in Year 2, weaknesses remain which have to be cleared up completely for proper functioning in Year 3, especially : a) clear allocation of responsibility for completing the T.2 forms (formulating trainers' assessment, collection of feedback from trainees) for training not given by CF's, then entering these into the MIS at the appropriate level (Union or township); any training done by the CFs will be entered on their tablets b) connecting the training kpi's to the geographic location of the training, rather than the location base of the trainer. Since all information shown in T.1 can be sourced from T.1, the former may be dispensed with in Year 3, to give only a single training form in the MIS.

## 7.3  Next steps and priorities

- The regular update of training plans will increasingly be done through a web-based planning tool. This should improve the coordination between the growing number of involved stakeholders. Since townships are still complaining about conflicts between township field activities and Union based training, this will be a major challenge in year 3 with 27 townships.

- In the short to medium term, DRD should have 2 Training Officers with high level management skills as permanent staff to plan, supervise and coordinate the growing training needs of CDD and DRD as a whole. These Officers should be additional to the three officers already present.

- Update training strategy with view to large scale roll-out

- Holistic capacity building and HR management: With rapid expansion of townships foreseen even this year, the strain will be felt very soon at Union level, in terms of staff, space and management skills.

- The scale up will require improved coordination and internal communication processes within UDRD and with TSDRD offices, formal project management training, and the adoption of HR best practice within DRD as a whole.   A proposed solution is to develop integrated HR management, including a TOR for DRD, work plans with targets for next reporting period, performance assessment and performance management, competency based training, additional components developed in MIS  including "training profile tracker".  The UTA Training Expert has drafted a Capacity Building Report reviewing the HR implications for scale-up, and proposals for capacity building and HR management.

- Training is being developed into standardized packages. Example TOF:

- Further develop  the training and CF performance evaluation methods based on UTA Expert's "Training Evaluation Strategy"  draft and CF performance review guide (with assistance from MercyCorps).

- Training: total of 18 to 20 training days provided in 3 or 4 parts over a time span of 8 months

- Practical experience: conduct 6 days of field training / community meetings. Documentation of the field experience endorsed and/or commented by a local authority or team leader and entered into the MIS

- Examination: Passing the final examination with 70 points or more out of 100

- Similar packaging and branding for safeguards and other training will be developed.

- Additional translator is needed (already in procurement plan but not yet hired). A quantity of training material is awaiting translation both ways.

- DRD should: a) establish cooperation with training centres and/or universities to expand training capacities b) consider cooperation with universities to develop degree course

- Training evaluation : needs a common approach together with M & E and Communications

- Review and revise training materials with the National Gender Consultant to ensure improved gender mainstreaming in the training materials. Also develop new training modules specifically for Gender and support the Gender consultant to conduct trainings at the Township level with the NCDD Union level Gender Focal Points.

# 8 Monitoring &Evaluation / MIS

## 8.1 Activities during the last quarter and to date

- MIS training + data entry workship  was delivered to all 9 townships in 3 groups of 3 as follows:
  Kanpetlet, Kyngsu and  Namhsan     : 26 – 29 January
  Sidoktaya, Laymyetnar and Pinlebu  : 17 – 19 March
  Ann, Htantabin and Tatkon             :  30 March – 03 April
  The above training was given in Nay Pyi Taw to M & E/MIS staff from township TA and DRD, plus 3 CFs.

- Troubleshooting MIS : following the training, the MIS Team (HwinMin Tun, George Paw, Aung Soe Moe) made visits to Kyngsu, Laymyetnar, Htantabin and Tatkon during this period to trouble shoot problems with tablet to mini´server synchronisation, and connectivity uploading to the internet.

- Delivery of 300 tablets and mini-server laptops and routers to the six new townships in February and March.

### 8.2 Issuesand progress

Delays in delivery and training of tablets for all townships meant that paper forms remained the backbone of the M & E system during this period, with no major problems in completion of these forms. The major M & E error has been to include all sub-projects listed in Box C of the Village Vision form in both PC 5 and 7, instead of just the project(s) approved by the VT (PC 7) and the TPIC (PC 5). This mistake has been rectified in refresher training, and the multiple sub-projects appearing for a single village in the MIS have been deleted, leaving only one (unless more than one was approved by VT and TPIC for the same village, as in the case of Laymyetnar). Also, the order of PC 5 and 7 will be reversed in year 3, as the VT selection process happens before detailed design of the sub-project. Since there is already cost estimate information for each proposed sub-project in the Village Vision form (PC 4), the detailed sub-project proposal should not be completed until after the TPIC approval.

After delivery and training of tablets, townships have spent most of this reporting period trying to catch up with the data entry backlog. CF's are still not fluent with use of tablets, both using them for data entry in the office, but especially taking them to the field, and doing data entry there. It is expected that this will improve with familiarity, especially when tablet ownership is made explicit by DRD (each CF owns their own tablet) and the portable power packs are working (the first distribution of tablets had mini solar chargers for fied use, didn't work well.).

First three townships were given until end March to complete forms PC 1 – 7. However, by the end of April, entry of forms PC 1 – 7 was still incomplete for Kanpetlet and Kyngsu. Bugs in the tablet-to-PC mini-server interface and in uploading from mini-server to SQL server were reported in Kanpetlet (router configuration problem), Namhsan (PC 9 record editing problem)  and Laymyetnar (solved after installation of version 2 mini server software).

The first and second groups of new six townships were given until middle and end of May respectively, in accordance with the start date of their training. This is likely to be achieved, and by early June, all townships should have uploaded the first sub-project monthly monitoring form (PC 9). The situation at 30/04/15 is summarised in Table 9below.

As the MIS is still unable to function as the main source of progress data, the townships were requested to update their progress in the form of Excel spreadsheets (Tables 1 and 2 above, Table 9 below). For the quarter covered by this report, all townships were able to submit these progress tables within a time period to be incorporated in this report (i.e to 30/04/15). However, only 2 old townships (Namhsan and Kyungsu) and 3 new townships (Sidoktaya, Ann and Htantabin) could submit their quarterly reports in time to be reflected here. This was partly due to Thinggaya Festival falling during the month after the reporting period, but also partly due to contractual procedures from NGO's which require review from NGO management before submission to DRD (Kokhy).

In addition, the World Bank'sAide Memoire for the MTR was not available at the time of writing, thus the usual responses and follow-up to AM commnets are not included with this report.

- New proposed Annual Report running April to March will be a very concise and much reduced report mainly to fulfil DRD's submission requirement to the Joint Committee on Foreign Affairs, Dept of International Relations. I propose to make a fuller Annual Report as before for DRD management and WB running, as before, from September to August, taking into account analysis of annual results.
- No year 1 data for T 1 and T 2. Use of MIS T 2 data needs discussion for MIS.


## 8.3 Next steps and priorities

- The deadline for uploading of forms PC 1 – 7 for all villages of the 6 new townships is the end of May. By the end of June, it is expected that all six new townships will have started to submit PC 9 (sp monitoring forms).
- The MIS team will visit Kanpetlet and Namhsan from 14/05 – 20/05, and Kyungsu24/05 to install the new version of mini-server software, and troubleshoot the problems mentioned above with router configuration and PC 9 respectively. This will be followed by further visits by M & E / MIS to all new townships to review M & E and MIS issues and provide refresher training. A revised version has already been made to accommodate photograph uploads, and this will have to be installed by the MIS team in all townships.
- During the MTR, it was agreed that there needs be no major change in approach to Social Audit. However, in relation to last year's practice, it is agreed that one social audit will be carried out in every village (i.e no clustering unless distance/access problems make this inevitable). The SA training packages are being updated, and will include a summary sheet for recording results at village level, which CF's can keep on their tablets. A half day training will be provided under TOF 3 in May and July. As many new townships will not fully complete sp's, including documentation, until September/October, the full compliment of Social audits will not be complete by the time of Union level MSR.
- DRD, WB and UTA need to reach full agreement on the path for development of MIS Version 2. World Bank's Kyung Min In visited NPT in April for discussions with UTA MIS Expert Viktor Klymonchuk and Novel Idea (Aung Soe Moe) to scope the approach, timeline and functional requirements for Version 2.Viktor will provide initial training for the design, datastructure and coding of on the methods for improving the efficiency of the SQL and township. Meanwhile Novel Idea will continue to improve the user interface, functionality and operation of Version 1.
- Familiarity and trust of CF's in use of tablets in the field must continue to improve, not just as tools for completion of MIS forms, but to store and read information while in the field, such as Word and pdf files with OM, training materials, etc. Refresher traiing will be provided to all six new townships during the next quarter.

**Table 11 : MIS Progress as at 30/04/15 : % Completion of Project Cycle Forms in 9 Townships**

| | Category/Type | Kyunsu | Kanpet let | Namhs an | Pinlebu | Sidokt aya | Laymyat hna | Ann | Tatkon | Htanta bin |
|---|---|---|---|---|---|---|---|---|---|---|
| | # Villages ➜ | 159 | 122 | 122 | 266 | 118 | 255 | 235 | 187 | 233 |
| **1** | **Village Profile (PC 1)** | | | | | | | | | |
| | Paper form completed | 159 | 122 | 122 | 266 | 118 | 255 | 235 | 187 | 233 |
| | Entered from paper form to tablet | 159 | 122 | 122 | 266 | 13 | 255 | 228 | 167 | 31 |
| | Uploaded to internet : no | 156 | 122 | 122 | 27 | 13 | 255 | 12 | 167 | 31 |
| | % | 98% | 100% | 100% | 10% | 11% | 100% | 5% | 89% | 13% |
| **2** | **Project Cycle Timetable (PC 3)** | | | | | | | | | |
| | Paper form completed | 159 | 122 | 122 | 266 | 118 | 255 | 235 | 187 | 233 |
| | Entered from paper form to tablet | 159 | 122 | 122 | 266 | 15 | 255 | 213 | 167 | 31 |
| | Uploaded to internet : no | 110 | 116 | 122 | 68 | 15 | 255 | 11 | 167 | 31 |
| | % | 69% | 95% | 100% | 26% | 13% | 100% | 5% | 89% | 13% |
| **3** | **Village Vision (PC 4)** | | | | | | | | | |
| | Paper form completed | 159 | 122 | 122 | 266 | 117 | 255 | 235 | 187 | 233 |
| | Entered from paper form to tablet | 130 | 122 | 122 | 266 | 10 | 250 | 222 | 168 | 29 |
| | Uploaded to internet : no | 126 | 119 | 122 | 15 | 10 | 250 | 10 | 168 | 29 |
| | % | 79% | 98% | 100% | 6% | 8% | 98% | 4% | 90% | 12% |
| **4** | **Sub-project proposal (PC 5)** | | | | | | | | | |
| | Paper form completed | 159 | 122 | 122 | 0 | 118 | 255 | 230 | 178 | 233 |
| | Entered from paper form to tablet | 159 | 122 | 122 | 0 | 0 | 101 | 5 | 0 | 0 |
| | Uploaded to internet : no | 126 | 57 | 122 | 0 | 0 | 101 | 5 | 0 | 0 |
| | % | 79% | 47% | 100% | 0% | 0% | 40% | 2% | 0% | 0% |
| **5** | **Sub-project selection (PC 7)** | | | | | | | | | |
| | Paper form completed | 159 | 122 | 122 | 266 | 118 | 255 | 230 | 49 | 176 |
| | Entered from paper form to tablet | 159 | 122 | 122 | 0 | 0 | 201 | 1 | 0 | 0 |
| | Uploaded to internet : no | 80 | 39 | 115 | 0 | 0 | 201 | 1 | 0 | 0 |
| | % | 50% | 32% | 94% | 0% | 0% | 79% | 0% | 0% | 0% |
| **6** | **Sub-project monitoring (PC 9)** | | | | | | | | | |
| | Paper form completed | 75 | 85 | 75 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Entered from paper form to tablet | 75 | 25 | 75 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Uploaded to internet : no | 0 | 0 | 52 | 0 | 0 | 0 | 0 | 0 | 0 |
| | % | 0% | 0% | 43% | 0% | 0% | 0% | 0% | 0% | 0% |

# 9   Communications

## 9.1   Communications activities during period

- Materials
  - Updated Communication Materials list for third year 27 townships (additional 18) to be in line with additional financing.
  - Gender poster produced and delivered to 9 townships.
  - Brochures, posters, notebooks, logo stickers, pens, and OM brief version produced and delivered to 9 townships. (Posters included: Project Cycle, GHM, Pos/Neg list, Procurement, Finance, ECoPs)

- Website updating process completed (end of Jan, 2015)

- Training delivered to year-2 additional 6 townships by personal visit from UTA team, including following modules:
  - What is communication?
  - Communication Model
  - Why communication matters?
  - Communication methods of NCDDP.
  - Communication strategy.
  - Disclosure list.

## 9.2   Issues

- Procurement plan has not been approved for production of communication visibility materials such as T-shirts, caps and bags to be in time. (Communication materials list was not included in Sixth Procurement plan that was approved in May).
- The role of the communication consultant can be divided into two categories:  The first one is communication activities which have to be conducted at the union level and the second one is to communicate with Township TA, and conduct the training at the project area so that communication activities would be implemented effectively.

- Staffing / HR issues
  - As the project is developed and expanded, more staff are required, if we want to take communication seriously and effectively (See Table 16 below). In particular, the following are required : i)  1 x Communication Assistant to communicate with project townshipsand 2) 1 x DRD communication officer to supervise internal procedures (of DRD)
  - Since there is only one local consultant and two permanent DRD staff in UDRD, the consultant carried out communication tasks not only at the union level, but also at the township level, including conducting training in the project area.

- Need to establish a proper internal communication systemaccording to Communication Plan

## 9.3   Next Actions

- To update web admin panel for township level
- To complete web content (especially for Eng)
- To prepare communication training plan (How to use camera; how to collect footage; what is a documentary, story writing)
- To set up township level communication strategy by discussing with Township TS.
- To prepare Communication Training Plan (including participatory film and success story writing)
- To set up internal communication system according to Communication Plan
- To set up a network with government officials according to Communication Plan

# 10  Gender Mainstreaming

## 10.1 Activities and issues during period

- Gender mainstreaming was included in the ToF 1 packages in January and February.

- Although creation of a gender committee together with Department of Social Affairs has provoked some useful exchange of information, the NCDDP itself does not yet have a functioning gender collaboration "network". The result is that training/materials and experience/operations on the ground have not been linked, and there has been little link-up between the international gender expert and UTA.

- The absence of a National Gender Expert has hampered this linking process.

## 10.2 Issues and Next Steps

1) To mobilise a National Gender Expert (Ms AgathaNu Nuwas mobilised early May).
2) To conduct a gender workshop (5<sup>th</sup> May), with participation from all DRD gender staff, new National Gender Expert, and WB gender expert.Focus will be on how to integrate gender in CDD and strengthen the gender based monitoring approach. This workshop was conducted as planned on 05/05/15, and produced the detailed workplan shown below in Table
3) To prepare aGender Mainstreaming Training Manual (producedearly May for Workshop by WB gender consultant Maytinee Bhongsvej).
4) Training :
    a. The National Gender consultant to deliver training to the UDRD Gender Focal points (specifically on Gender and TOT skills)
    b. The National Gender consultant with the UDRD Gender focal points to deliver Gender training to all 9 Townships (to TS DRD, TTA, CFs and TFs)
    c. Review all training materials and ensure gender is mainstreamed in these materials (including infrastructure, O&M, Safeguards, etc training materials)
    d. Develop Gender Training sessions to be delivered as part of TOF Parts 1, 2 and 3

**Table 12 :  Gender Mainstreaming Workplan**

| Activities | Time frame | Responsible persons | Target audience | Remarks |
|---|---|---|---|---|
| Develop terms of reference for different levels of staff working on gender issues:<br>- Union Gender focal points<br>- TS DRD gender | May | Agatha/ Kyoko/Matthew To be submitted to DRD management for approval. | Gender staff at different levels | Each relevant staff will have clear role and responsibility. |
| Develop a toolkit or check list for union gender focal point when they go to the field. | May | Agatha/Matthew | GFPs/gender team | Forms, checklists (also based on TOR) |
| Review, finalize and translate the training modules | May | Agatha/Kyoko | All key stakeholders -DRDTS, TSTA GFP, CFs, etc. | Organize training materials appropriate for each target group |
| Training TOT gender team | Either 22 June or 29 June (5 days) | Gender team | GFPs and DRD TS and TSTA(9 townships) | -Build capacity for core gender team.<br>-Assist on gender training as well as supervision on gender related issues in the field |

| | | | | |
|---|---|---|---|---|
| Develop/finalize gender mainstreaming materials – brochures, booklets with cartoons, etc | Mid June | Agatha/communication team | communities | Aim to use/distribute them widely at the community level. (expand coverage for awareness) |
| Training townships(6 new ones) | Mid June – Mid August | Gender team | DRDTS, CFs and Communities. | • To adjust the implementation quality<br><br>• Increase the coverage of the population.<br><br>• Dissemination of information and materials<br><br>(in the next cycle (September ) the TSDRD and TSTA will continue disseminate the information)<br><br>2 day per township |
| Multi-stakeholder workshop<br>-Develop a Gender Session for the Multi-stakeholder workshop. | August 24-28 | | All CFs, all township DRD, NGOs | Focus on problem identification process and women's participation? |
| Integrate gender into the third section training (social audit, OM) | Before July Training | Matthew/Agatha | CF and TF (6 TS) | Focusing on how to integrate and ensure women participation in monitoring and maintenance process of the project. |
| Integrate gender into the master trainers training | | Matthew/Agatha | Master Trainers | Making sure that master training modules integrate gender aspects.<br>Master trainers coordinate with local gender consultants and gender focal points. |
| Integrate gender into the start-up training/first section training for cycle three | Nov – Jan training | Union Master trainers in coordination with Agatha | CF and DRD township in 18 townships (new) | -Social assessment, mapping of vulnerable groups,<br>-organizing village meetings<br>-Identify gender needs (including assisting women groups to translate livelihood related into infrastructure sub-projects)<br>-Outreach and communication<br>-process to encourage women to VPSC committee members and leaders.<br>Spirit behind gender requirements (esp. 50-50, women in sub-com). |
| | | | | |
| OPERATION MANUAL | | | | |
| Revising operation manual | September | | | Review process and forms<br>Consider including gender requirements in contracts for subcontracting companies? |
| | | | | |
| CDD GENDER NETWORK | | | | |
| Develop a database on gender related personals | | Agatha and Union DRD gender team | | |

| Develop communication method within gender team. | | | | | Need to discuss:<br>Who are the members to be included in the communication?<br>What information to communicate?<br>How often?<br>How are we going to communicate? |
|---|---|---|---|---|---|
| | | | | | |

# 11 Management and Coordination

## 11.1 Supervision

A Mid-Term Review (MTR) and Pre-Appraisal Mission for Proposed Additional Financing were conducted by World Bank missions between 18 February to 13th March. Formal apparaisal of the NCDDP took place between 7-9th April.

An Aide Memoire for the Pre-Appraisal Mission was available on 21/04/15, but an AM for the MTR was not available at the time of writing. At the time of writing no AM has been distributed, so detailed findings will be reported in the following quarterly report. The Aide Memoire for Pre-Appriasal Mission for Proposed Additional Financing states that project performance in the first year was deemed sufficient to warrant an offer to DRD for additional IDA financing for US $ 400 million.

## 11.2 Coordination

A quarterly meeting of delegates (TTA + DRD) from all 9 townships and DRDU was held on 20th March. Each township madea presentation of its progress, with suggestions for improving the program. Upcoming key dates and milestones were agree to the end of the year (see below Table 18).

## 11.3 Staffing and Facilities

### 11.3.1 DRD

#### A. Union Level

Since the last QR, there have been additions of permanent staff and consultants to various sections, including Procurement (9 + 2 national consultants), Finance (7 + 1 national consultant), Admin (3 + 2 national consultants), and Particpation/Gender (4 + 1 national consultant) and Training (2 + 2 national consultants). Annex II presents a graphic of the current staffing of the CDD Secretariat at Union level (boxes with unbroken black lines represent permanent staff, blue dashed lines are attached staff, and red dotted lines represent consultants).

Many new staff will be required to manage the envisaged scale-up from October 2015 onwards (see below Table 16 for early estimates). However, some positions are required already now, such as a second Senior Finance Assistant (consultant) and Communications staff(DRD permanent staff).

B. Township Level

**Table 13 : DRD Staffing in 6 new townships as at 15/02/2015**

|  | **Laymyetnar** | **Pinlebu** | **Sidoktaya** | **Ann** | **Tatkon** | **Htantabin** |
|---|---|---|---|---|---|---|
| Head of DRD | Than ZawSoe (U) | Pyi Soe Win Kyaw (U) | Se Maung (U) | NyiNyi (U) | Soe Min Latt (U) | Thura Lin (U) |
| Engineer | Hnin Thandar Win (D) | Chu ThatleSoe (D) | AungKo Lin (U) | KyawHtayLwin (U) | Poe Darli Wai Hlaing Aung (D) Cherry Aung Soe(D) | Thet Htar Hlaing (D) |
| Finance | Khin Thu ZarWin(D) | Zin Mar Lwin (D) | HninHninHtwe (D) | Moe San Wai (U) | Tin Mot Mot Kyaw(D) | Chan Myei Thu (D) |
| Procurement | KaungHtetWin(U) | WaiLwinOo (U) | Win Htut (U) | Naing Lin Tun (U) | Htet Wai Phyo (U) | Than Htike (U) |
| Social Accountability/ Communication/ Gender | Naing Naing Aye (D) | WaiWaiMyint (D) | KoKoAung (U) | ThaungHtut Pie(U) Thu Mon Thandar(D) | Khin Saw Pyae( D) | ZarniAung (D) |
| M & E / MIS | ThetThetZaw(D) | PhyoHtatMaung (U) | ThweThweHnin (D) | LayLaySwe (D) | May Phyo Thu (D) | PyaytPhyoKyaw (U) |

## 11.4 Technical Assistance

### 11.4.1 UTA

The presence on project during this reporting period, and inputs for the next period, are summarised in Table 14 below.

**Table 14:  UTA Scheduled inputs Jan – June 2015**

| Name | Position | Remarks | Contract | Used by 31.12. | Balance | Schedule |
|---|---|---|---|---|---|---|
| Klaus Kirchmann | Team Leader | 1 | 32,98 | 2,84 | 30,14 | 7Jan - 9Apr; 24Apr-28May; 12Jun-31Aug |
| Banyar Tun | Grievance |  | 30 | 17,48 | 12,52 | 1-27 Jan; 9Feb; 21Feb-10Apr; 23.Apr-31Aug |
| Matthew Greenwood | Training | 2 | 9,5 | 1,3 | 8,2 | 27Apr-31Aug |
| Dawei / Jean Van Eenaeme | Procurement | 3 | 11,94 | 4,99 | 6,95 | 20Jan-28Feb; 1-9Apr; 15May-13Aug (to be defined); ? |
| Sri / replacement | Finance | 4 | 14 | 7,96 | 6,04 | 3Feb-13 Mar; 11-31May (Sri) / replacement |
| Luqman Leckie | M&E | 5 | 25,22 | 7 | 18,22 | 16Jan - 9Apr; 27Apr-15Jul; 15-31Aug |
| Viktor Klymonchuk | MIS 1 | 6 | 6,42 | 2,07 | 4,35 | 27Apr-25May; 1Jul-31Aug |
| George Paw Tun | MIS 2 | 7 | 21 | 17,22 | 3,78 | 1Jan - 22Feb; 23.Apr-31Aug |
| Praful Soni | Infrastructure |  | 14 | 11,84 | 2,16 | 11 Feb-10 Apr |

| | |
|---|---|
| 1 | Two weeks off 28May-11Jun because of family matters |
| 2 | One week off beginning July, leaving the country because of Visa regulation |
| 3 | Jean will start 15 May; is asking for time off in Aug; will be discussed with DRD |
| 4 | Replacement Sri not yet sceduled, but generally full time until 31Aug with few weeks off in summer |
| 5 | Time off in July because of family matters |
| 6 | to be defined |
| 7 | George´s contract expires by 31 July |

### 11.4.2 TTA

The availability of TTA staff (CF, TF and TA experts)for the six new townships as at 30/04/15 is summarised in Table 15 below. Due to late signing of contract with RI (Ann, Htantabin) and with IRC (Tatkon) withdrawing from CDD involvement, by end February only 1/6 TA had

been mobilised in Ann, and 2/6 in Tatkon and Htantabin. This left quite a vacuum in TA in these three townships for most of the period, but DRD staff were able to manage. Mr Kyaw Kyaw Saw (TL from Kanpetlet) deputised as TL in Tatkon while it was under IRC (until mid March),while the TL position in Ann was finally filled in April, and in Tatkon only by early May.

*Table 15 : TSU Mobilisation status for 6 new townships as at 30/4/2015*

| | Kanpetlet | Htilin | Paletwa | Ann | Tatkon | Htantabin |
|---|---|---|---|---|---|---|
| NGO/Firm | MC | NAG | JV Cardno | RI | NAG | RI |
| Team leader | Htay Htay Aung | Hla Htoo | Maung Zaw | U Kyaw Than | U Myo Lwin | Dr. Kayw Moore Aung |
| Infrastructure | Kyaw Soe | Nay Lin | Zaw Zaw Tun | Tun Tun Aung | Vacant | Khin Thidar Win |
| Finance | Kyaw Swar Win | Yee Yee Myint | Thandar Soe | | Daw Myo Myo Khiang | |
| Procurement | Wai Zan Oo | Kyi Khaing | Ni Ni Lwin | | U Thihan Saw | Soe Lwin |
| Social / gender / Communication | Myo San Daw Naing Naing Aye | Kaung Myat Phyo Daw Wai Wai Myint | Zaw Win Si Ko Ko Aung | Zar Ni | Daw May Myint Aye | Thein Tun Aung |
| M&E / MIS | Aye Thet Mon | Myo Zaw Aung | Aung Soe | | U Myat Saw Than | |
| Senior Advisor | Kyaw Thaung | | | Dr Myint Oo | Kyaw Kyaw Soe | Dr Myint Oo |
| International TA | Nina Shatifan | Gilbert Braganza | Manoj Nath | | | |
| CF | 36/36 | 34/34 | 23/23 | 31/31 | 25/25 | 30/30 |
| TF | 19/19 | 7/18 | 16/16 | 17/17 | 17/17 | 18/18 |

## 11.5 Next Steps for Management & Coordination

*Scale-Up Management and Coordination Development Strategy:*The size of the projected scale-up over the next 5 years requires a comprehensive strategy for future expansion regarding various management and coordination functions, including  the recruitment and capacity development of new staff (HR management), staff capacity development, design of physical facilities etc. We have to start thinking now about upcoming requirements human resource management staffing requirements and office space. As a first step, UTA has drafted a NCDD Capacity Building Report for discussion purposes during the upcoming ISM in May.   Table 16 below is taken from this draft, as an illustration of the signficant expansion in staff number and space required for the scale-up period.

*Improved coordination, procurement (see above, Procurement) and contract management practices* will be required, amongst other things.  Since various items related to CDD project management protocls and practices are not specified in the existing Operations Manual , It is

proposed to create a  Project Management Manual  to compliment the OM, that would include and subsume the existing Financial Managament Manual. Consideration should be given to conducting a specialised short scoping study on the overall organisational improvement of DRD as a whole, within the context of NCDDP scale-up plans. Such a specialised short term study could be covered under an extended UTA contract being prepared for the loan extension period.

*Pro-active Quality Assurance process for NCDDP:* A further consideration for discussion with WB during the upcoming ISM is the creation of an pro-active quality assurance process for CDD. This could leverage the township visits of all existing UTA Experts by adding a wider checklist of qualty assurance monitoring tasks, going over and above their specific functional task. Alternatively, or in addition, an dedicated internal audit group could be created, consisting of 3 – 4 persons (e.g 1 consultant + 3 UDRD staff) to commence in Year 3, with full time responsibility for quality assurance for technical implementation and process.

*DRD Regional Offices :*  it is hard to imagine that under scale-up to a potential 90 + townships (including all sources of financing), there would be no change at all in the existing level of involvement of DRD's regional offices in CDD implementation, which is currently zero.  UDRD has already clarified that the regional network serves more of a political and administrative  support function than any technical role, but inclusion of some role for the regional network in future could provide mutual benefits.

**Table 16: Projected Staffing Requirements and Office Space for NCDDP Scale-up**

| Projection of required NCDD staff at union level | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Projection | | | | | | | | | | | | | | | | |
| | DRD | Consultan | Rotating | Total FTE | DRD | Consultan | Rotating | Total | DRD | Consultan | Rotating | Total | DRD | Consultan | Rotating | Total | DRD | Consultan | Rotating | Total |
| Number of Townships | 9 | | | | 27 | | | | 46 | | | | 56 | | | | 68+ | | | |
| Management | 3 | 1 | | 4 | 3 | 1 | 1 | 4,25 | 3 | 1 | 1 | 4,25 | 3 | 1 | 1 | 4,25 | 3 | 1 | 1 | 4,25 |
| Coordinators | | | | | 9 | | | 9 | 12 | | | 12 | 15 | | | 15 | 18 | | | 18 |
| Admin (incl. translators, vehicle + event man | 3 | 2 | | 5 | 4 | 4 | | 8 | 5 | 4 | | 9 | 5 | 4 | | 9 | 5 | 4 | | 9 |
| Infrastructure | 10 | 1 | 1 | 11,3 | 20 | 1 | 1 | 21,3 | 26 | 2 | 1 | 28,3 | 30 | 2 | 1 | 32,3 | 35 | 2 | 1 | 37,3 |
| Finance | 9 | 2 | 18 | 15,5 | 15 | 4 | 20 | 24 | 20 | 5 | 20 | 30 | 20 | 6 | 10 | 28,5 | 20 | 6 | 4 | 27 |
| Procurement | 7 | 3 | | 10 | 12 | 3 | | 15 | 12 | 3 | | 15 | 12 | 3 | | 15 | 12 | 1 | 3 | 13,8 |
| Training | 3 | 3 | | 6 | 5 | 3 | 10 | 10,5 | 6 | 4 | 5 | 11,3 | 6 | 4 | 5 | 11,3 | 6 | 4 | 5 | 11,3 |
| Grievance / social accountability | 1 | 1 | | 2 | 2 | 2 | | 4 | 4 | 2 | | 6 | 4 | 2 | | 6 | 4 | 2 | | 6 |
| Gender | 2 | 1 | | 3 | 3 | 1 | | 4 | 3 | 1 | | 4 | 3 | 1 | | 4 | 3 | 1 | | 4 |
| Communication | 2 | 1 | | 3 | 3 | 1 | | 4 | 4 | 1 | | 5 | 4 | 1 | | 5 | 4 | 1 | | 5 |
| M&E MIS | 3 | 2 | 1 | 5,25 | 6 | 2 | 10 | 10,5 | 8 | 2 | 10 | 12,5 | 8 | 2 | 10 | 12,5 | 8 | 2 | 6 | 11,5 |
| Quality control (Internal audit) | | | | | 6 | 1 | 10 | 9,5 | 10 | 2 | 10 | 14,5 | 15 | 2 | 10 | 19,5 | 15 | 2 | 4 | 18 |
| Other partner projects like e.g. ADB | | | | | | | | | 12 | 10 | 6 | 23,5 | 15 | 10 | 6 | 26,5 | 20 | 10 | 6 | 31,5 |
| TOTAL (Full time equivalent) | 40 | 16 | 5 | 65 | 76 | 22 | 12,8 | 124 | 110 | 36 | 13 | 175 | 122 | 37 | 10,5 | 189 | 132 | 35 | 7,25 | 197 |

Note: the figures are not yet consolidated. Rather, they are meant to serve as basis for discussion

Note: "rotating" means office space for short term consultants or rotating staff. Space in this column is calculated with 25% full time equivalent.

## 12 Township Selection Process

The selection of townships in the NCDD follows the agreed procedures put down in the Project Appraisal Document and in the Project Operations Manual. According to this, poverty rates are the primary criterion for selecting the participating townships. Additional criteria are (i) the absence of external funding for similar activities, (ii) willingness and capability of the township authorities to implement the project, (iii) peace and stability of the township, and (iv) relative ease of logistical access to and within the township.

The process for selecting the participating townships is open, transparent and participatory. It consists of the following three steps:

Step 1: Union DRD, with the help of Ministry of National Planning and Economic Development and other available sources, prepares a table and a map using available economic, social and food security data for all townships in the Regions/States. Data include Gross Domestic Product (GDP) per capita as well as select food security, education and health indicators. This information is made available to participants at the consultations.

Step 2: DRD organizes a consultation in each Region/State which is chaired by the Chief Minister. Participants include local authorities, representatives of ethnic groups present in the state/region, NGOs and development partners with existing projects in the region/state, and local civil society groups. The purpose of the consultation is to nominate three townships per Region/State that best meet the selection criteria, with a short attendant analysis. The list of proposed townships is submitted to the Chief Minister for validation against the selection criteria.

Step 3: The Chief Minister submits the list of the three townships with a short analysis (of poverty, security, accessibility, and willingness and capacity of authorities of the region) to the Ministry of Livestock, Fisheries and Rural Development for confirmation, whereupon the Foreign Aid Management Working Committee selects the townships. Finally, the names of the selected townships are sent to the World Bank for a no-objection by DRD.

Starting already in the previous quarter, DRD has finalized in this quarter the consultation meetings for the open and participatory selection of townships in Mandalay region, Bago region, Mon state, Kachin state, Kayah state, Kayin state. For year three, it is planned to start project activities in 18 new townships.

Further details on the selection are provided in the Annex III.

## 13 Workplan for Next Quarter (April - June2015)

Principle activities for the coming quarter will be :

**Implementation :** The postulated date of 24 August for the Union level MSR remains the controlling deadline for earlier targets such as ToF 3, Social Audits, and township MSRs (see Table 18 below). In the case of the 3 old townships, sub-project construction is on target to be finished by mid-June, although completion of documentation is likely to continue through July. Based on implementation progress registered for this quarter (see Table 1 above) for the six new townships, average 65 % completion of sub-projects by end June woud be a very good achievement, with full documented completion not expected before end October. If the target dates for the Social Audits remains the first third of August, some allowances wll have to be made in the standard SA process regarding for confirmation of compliance and sub-project completion.

**Scale-up:**with formal approvala by Parliament of the project extension loan plus additional cofounding from Japan, Italy and the Government of Myanmar, the NCDD would have an overall budget of 536 million USD. Thus, the core challenge is to manage the required institutional capacity building in a way that keeps pace with the rapid scale up from now 9 townships to 27 in October this year and up to 63 or even more in the following years. For better coping with this challenge a scale-up strategy and plan for the coming three to four years will be prepared.

**Procurement:**Procurement Section faces its biggest challenge to date during the next 2 quarters: procurement of goods and services within a period of 4 – 5 months to enable 18 new townships to commence their Cycle 1 activities in September/October.

For the consulting services packages, the EoI was issued in early April with a deadline of 18th May for submission of interest. The deadline for submission of proposals by short listed firms will then be early July, leaving a little time for evaluation, negotiation and award of contracts by September/October. Clearly more efficient procurement practices will also have to be adopted, including : 1) faster evaluation of bids2) simplification of TA contract management strategies, including faster contract negotiations. These are discussed under Procurement above.

**Training :** *Township level* **:** the main training eventfor the next quarter will be the delivery of ToF 2, which should be fully complete by 16th May. The training MIS will be improved to reflect differences between township and Union based delivery *Union level:*Mr Garvan O' Keefe will deliver thesecondinfrastructure quality management training from 4 – 8 May. Recruitment of additonal procurement and finance staff. Peachtree training and customisation (last third of May). Visits by MIS / M & E team to all 9 townships to ensure full and proper activation of tablet data entry, tablet to mini-sever export, and internet uploading operations. The UTA Training Expert will draft reports on Training Evaluation Strategy and NCDD Capacity Building. The latter will include a comprehensive scoping of capacity building and organisational development in the context of nationwide scale-up of the CDD program.

**Finance:**finance staff now numbers 9persons, which includes 2 on rotation from townships, and a national consultant (Senior Finance Assistant).  Mr Sri Balasingham will return for a final 4 weeks of his short term allocation from 10 May – 05 June, to overlap with mobilisation of a new permanent long term Finance Expert. The main task of the UDRD finance team this period will be to prepare all documents for the project annual audit end May. Training in Peachtree and customization of software will be given in last third of May, followed by second package (Modules 4 -8) of the community finance training.

**M & E / MIS :** 1) uploading of MIS forms PC 1 – 7 to central SQL database for all townships by end May. 2) full activation of Version 1 MIS and fine tuning of graphic interface; this will be supported by visits of M & E / MIS during May /June to all 9 township to install updated versions of Android inteface and mini´server software, and oversee M & E completion. 3) Visit of WB MIS Expert Kyung Min In to coincide with month long input of UTA MIS Expert Viktor Klymonchuk. The aim will be to:1) establish agreement between WB, DRD and UTA regarding pathway and strategy to enable a field tested Version 2 to be operational by

## Table 17 : NCDDP 6 Months Workplan to 01/01 to 09/2015

| | Task Name | Start Date | End Date | Timeline |
|---|---|---|---|---|
| 1 | Union NCDD | 01/10/14 | 21/07/15 | Union NCDD |
| 2 | Finalize and print OM (25.000 ) | 01/10/14 | 31/12/14 | Finalize and print OM (25.000 ) |
| 3 | NCDD management "9DRD" | 20/10/14 | 28/10/14 | NCDD management "9DRD" |
| 4 | Hire trainers (English proficiency) | 27/10/14 | 01/12/14 | Hire trainers (English proficiency) |
| 5 | TOT Preparation workshop for master trainers | 08/12/14 | 12/12/14 | TOT Preparation workshop for master trainers |
| 6 | TOT100 part2 | 15/06/15 | 20/06/15 | TOT100 part2 |
| 7 | Multi Stakeholder Review Meeting Union Level | 21/07/15 | 21/07/15 | Multi Stakeholder |
| 8 | Year-1 Townships (KPL, KYN, NAM) | 01/10/14 | 16/07/15 | Year-1 Townships ( |
| 9 | TOF refresher 1 | 01/10/14 | 12/10/14 | TOF refresher 1 |
| 10 | Orientation meetings and planning | 02/11/14 | 02/02/15 | Orientation meetings and planning |
| 11 | Training for VTPSC and FSC | 29/11/14 | 13/02/15 | Training for VTPSC and FSC |
| 12 | Block grant transfer | 15/12/14 | 28/02/15 | Block grant transfer |
| 13 | Community training 1 (sub-project preparation) | 12/01/15 | 16/03/15 | Community training 1 (sub-project preparation) |
| 14 | Sub-project preparation + procurement plans | 22/12/14 | 29/03/15 | Sub-project preparation + procurement plans |
| 15 | Implementation | 12/01/15 | 21/06/15 | Implementation |
| 16 | TOF refresher training 2 | 23/03/15 | 27/03/15 | TOF refresher training 2 |
| 17 | Community training 2 (social audit) | 23/03/15 | 09/04/15 | Community training 2 (social audit) |
| 18 | O&M, Social audit, technical review | 03/03/15 | 16/07/15 | O&M, Social audit, |
| 19 | Year-2 Townships (PIN-LAY-SID-ANN-HTA-TAT) | 05/01/15 | 30/10/15 | |
| 20 | TTA contract signing | 05/01/15 | 20/02/15 | TTA contract signing |
| 27 | Mobilization of facilitators and TTA | 19/01/15 | 23/01/15 | Mobilization of facilitators and TTA |
| 28 | Start-up training and TOF1 | 19/01/15 | 22/02/15 | Start-up training and TOF1 |
| 37 | Orientation meetings and planning | 10/02/15 | 20/03/15 | Orientation meetings and planning |
| 38 | FM training module 1-3 and BG request | 15/02/15 | 20/03/15 | FM training module 1-3 and BG request |
| 39 | Block grant transfer | 02/03/15 | 27/03/15 | Block grant transfer |
| 40 | Sub-project preparation + procurement plans | 23/02/15 | 08/05/15 | Sub-project preparation + procurement |
| 41 | TOF2: sub-project implementation | 03/04/15 | 22/06/15 | TOF2: sub-project implem |
| 42 | TOF2 Laymyetnar | 03/04/15 | 08/04/15 | TOF2 Laymyetnar |
| 43 | TOF2 Ann | 27/04/15 | 02/05/15 | TOF2 Ann |
| 44 | TOF2 Sidoktaya | 27/04/15 | 02/05/15 | TOF2 Sidoktaya |
| 45 | TOF2 Pinlebu | 04/05/15 | 09/05/15 | TOF2 Pinlebu |
| 46 | TOF2 Tatkon | 04/05/15 | 09/05/15 | TOF2 Tatkon |
| 47 | TOF2 Htantabin | 03/04/15 | 08/04/15 | TOF2 Htantabin |
| 48 | Community training 1 (CDD) | 05/05/15 | 22/06/15 | Community training 1 (CD |
| 49 | FM training II module 4-8 | 23/03/15 | 11/06/15 | FM training II module 4-8 |
| 50 | Training for VTPSC | 23/03/15 | 11/06/15 | Training for VTPSC |
| 51 | Sub-project implementation | 24/04/15 | 30/10/15 | |
| 52 | TOF3: quality and social accountability | 15/06/15 | 27/06/15 | TOF3: quality and social |
| 53 | TOF3 Pinlebu | 15/06/15 | 20/06/15 | TOF3 Pinlebu |
| 54 | TOF3 Laymyetnar | 15/06/15 | 20/06/15 | TOF3 Laymyetnar |
| 55 | TOF3 Sidoktaya | 15/06/15 | 20/06/15 | TOF3 Sidoktaya |
| 56 | TOF3 Tatkon | 22/06/15 | 27/06/15 | TOF3 Tatkon |
| 57 | TOF3 Ann | 22/06/15 | 27/06/15 | TOF3 Ann |
| 58 | TOF3 Htantabin | 22/06/15 | 27/06/15 | TOF3 Htantabin |
| 59 | Community training 2 (social audit) | 23/06/15 | 10/07/15 | Community training 2 |
| 60 | Multi-Stakeholder Review Union Level | 24/08/15 | 28/08/15 | Multi-St |
| 61 | O&M | 18/06/15 | 30/10/15 | |
| 62 | Social audit, technical review | 28/06/15 | 30/10/15 | |
| 63 | Technical Training (in NPT) | 09/09/14 | 12/03/15 | Technical Training (in NPT) |
| 64 | Infrastructure / design | 09/09/14 | 15/09/14 | |
| 65 | Quality management / safeguards I (Garvan) | 30/10/14 | 31/10/14 | Quality management / safeguards I (Garvan) |
| 66 | Quality Management / safeguards IIa | 02/03/15 | 12/03/15 | Quality Management / safeguards IIa |
| 67 | Quality Management / safeguards IIb | | | |
| 68 | Technical Training (Field) | 11/11/14 | 26/06/15 | Technical Training (Field) |
| 69 | Infrastructure | 30/03/15 | 01/05/15 | Infrastructure |
| 72 | Finance | 11/11/14 | 29/05/15 | Finance |
| 80 | Procurement | 26/01/15 | 26/06/15 | Procurement |
| 81 | MIS and M&E | 26/01/15 | 26/06/15 | MIS and M&E |
| 85 | Gender | 16/03/15 | 20/03/15 | Gender |
| 88 | Communications | 24/03/15 | 02/06/15 | Communications |
| 95 | Grievance Handling | 16/03/15 | 07/04/15 | Grievance Handling |

**Table 18:  Key Milestones for Next Quarter Agreed at Quarterly Meeting 20/03/15**

| | TOF2 | Community Training | MIS (PC 1 - PC 7) | Technical Management (FM, Tech) | Implementation of SPs (start) | SP finish | TOF3 | Audits (Social, Financial, Technical) | MSR |
|---|---|---|---|---|---|---|---|---|---|
| UNION | | | | 27-Apr-15 | | | | | 24-Aug |
| | | | | | | | | | |
| Kanpetlet | | | 31-Mar-15 | | | 15-Jun-15 | 1-May-15 | 31-Jul-15 | 15-Aug-15 |
| Kyunsu | | | 31-Mar-15 | | | 15-Jun-15 | 1-May-15 | 7-Aug-15 | 10-Aug-15 |
| Namhsan | | | 31-Mar-15 | | | 15-Jul-15 | 1-May-15 | 5-Aug-15 | 15-Aug-15 |
| | | | | | | | | | |
| Pinlebu | 10-May-15 | 31-May-15 | 15-May-15 | | 15-May-15 | 31-Oct-15 | 10-Jul-15 | 5-Aug-15 | 10-Aug-15 |
| Sidoktaya | 29-Apr-15 | 20-May-15 | 15-May-15 | | 4-May-15 | 31-Oct-15 | 10-Jul-15 | 10-Aug-15 | 18-Aug-15 |
| Laymyethna | 3-Apr-15 | 15-May-15 | 15-May-15 | | 8-Apr-15 | 31-Oct-15 | 2-Jul-15 | 7-Aug-15 | 14-Aug-15 |
| | | | | | | | | | |
| Ann | 19-May-15 | 10-Jun-15 | 29-May-15 | | 24-May-15 | 31-Oct-15 | 18-Jul-15 | 10-Aug-15 | 18-Aug-15 |
| Tatkone | 10-May-15 | 31-May-15 | 29-May-15 | | 15-May-15 | 31-Oct-15 | 18-Jul-15 | 10-Aug-15 | 20-Aug-15 |
| Htantapin | 19-May-15 | 10-Jun-15 | 6-Jun-15 | | 24-May-15 | 31-Oct-15 | 2-Aug-15 | 10-Aug-15 | 18-Aug-15 |

September/October  2) provide training from the UTA Expert to Novell Idea and the DRD MIS/M & E staff in design of Version 2 including clear contract for Novel Idea and role of international MIS consultant, and extension of George Paw's contract.

ISM (18/05/2015 – 23/05/2015) : the WB will visit Namhsan (security permitting), with wrap-up in NPT. Following the formal approval by Parliament of the extension loan, the wrap-up will include a review of multiple tasks and challenges involved in preparation and implementation of Year 3.

The overall workplan is regularly being updated at:
https://app.smartsheet.com/b/publish?EQBCT=67e29afee03842908b4566fa2c65fb74

# Annexes

Annex I :     Aide Memoire Comments and Follow-up

Annex II :    Grievance Management Quarterly Report

Annex III :   Communications Plan & Strategy

Annex IV :   Report of the International Gender Consultant

Annex V:     Staffing Organogram

**Annex I**

**Aide Memoire Comments and Follow-Up**

| | Aide Memoire Next Steps | Status as at 15/02/15 |
|---|---|---|
| | **First cycle** | |
| 1 | DRD to provide management response to OAG by November 30. | Management response provided in November.Audit findings, actions taken and WB comments summarized in Quarterly Report. |
| 2 | DRD to work with village tracts and communities to ensure that sub-projects requiring additional work are completed by January 31, 2015. | 23 sub-projects identified for quality upgrade. (Namhsan 5, Kanpetlet 10 , Kyunsu 8). 60% financed by DRD, 40% remainder from Block Grant allocations. DRD finance transferred 19/12/14. Estimated completion date for all sub-projects is mid-March 2015. |
| 3 | DRD to ensure complete staffing of all nine NCDDP year 2 townships by December 31. | Done for Yr 1 townships, but Namhsan needs follow up. New 6 townships: TKN =2, HTP = 4, LMH = 3, PLB = 6, SDT = 6 ANN = 6(table of names in Quarterly Rep and slides) |
| | **Preparation for Year 2** | |
| 4 | DRD to ensure contracts of township TA are negotiated and signed by 30 November. | Ongoing: PB, LMH, SDT signed 12/01/15. TKN, ANN, HTP (RI and IRC) end Feb. |
| 5 | DRD to ensure township offices are fully equipped and operational by 31 December. | On going by 15/02/15 (except for cameras)<br><br>Internet in Pinlebu needs to be installed |
| 6 | DRD to evaluate contract of UTA and ensure timing of key expert inputs is aligned with project needs by 31 December. | Completed 02/01/15 |
| 7 | DRD to complete full operationalization of MIS by 10 January 2015. | Full operationalization of MIS version 1 achieved by 10/02/15. Cycle 2 data entered up to project proposal stage. |
| 8 | DRD to initiate tablet-based pilot in 3 townships by 15 January 2015. | Started. Visits were made by George Paw, Aung Soe Moe, Win Min with Luq Leckie to all 3 townships in Nov. and Dec. for tablet pilot testing & training. This was followed by intensive data input and training session for 3 CF's and M & E MIS staff 25-29/01/15. |

| 9 | Bank to conduct conflict analysis and discuss options with DRD by 31 December. | Conflict analyses done. DRD and Bank will discuss during the mid-term review |
|---|---|---|
| *Preparation for Additional Financing* | | |
| 10 | DRD to initiate parliamentary approval process for IDA credit by 31 December 2014. ☐ | Parliamentary approval process initiated in November, and ongoing. |
| 11 | Bank team to prepare concept note for additional financing by 15 December 2014. | Done |
| *Procurement* | | |
| 12 | DRD to assign a staff to track procurement progress in relation to procurement plan by 30 November 2014. ☐ | TTWK for consulting, KWWH for goods |
| 13 | Procurement for critical project equipment (motorcycles, office equipment, etc.) to be completed by 30 November 2014. ☐ | Partially Procured and delivered 14/01/15. 300 tablets and mini servers will be delivered early March.<br><br>Vehicles are at port. waiting for tax approval MoF Logisitics department |
| 14 | Completion of procurement of TTA providers by 30 November 2014. ☐ | Ongoing: PB, LMH, SDT signed 12/01/15. TKN, ANN, HTP (RI and IRC) end Feb. |
| 15 | Extend closing date of contracts of year 1 TTA providers by 30 November 2014. ☐ | TTA informed to prepare contract amendment to end July.<br><br>Extension signed for IRC in Jan. 2015 , MC in Feb. 2015 |
| 16 | Terms of Reference for technical audit and development marketplace to be developed ☐and submitted to Bank for NOL by 15 December 2014. | • Technical Audit: eval completed, NoL by 20/02.<br>• Development Marketplace: ToR being formulated, EoI expected March |
| *Financial Management* | | |
| 17 | DRD to recruit additional finance consultants by 31 December2014. ☐ | NOL from the WB obtained to recruit 2 Senior Finance Assistants, REOI advertised, CVs currently being evaluated. |
| 18 | DRD to ensure settlement of outstanding advances by 31 December 2014. ☐ | DRD Finance Director has issued instructions to settle the outstanding advances. Since then, most advances have been settled. |
| 19 | DRD to ensure no outstanding advances beyond 10 working days | Due to the workloads of those receiving the advances, advances still are not settled within |

| | | |
|---|---|---|
| | by 31 January 2015. ⏹ | 10 days. Longest outstanding advance currently > 3 months, amounting to MMK 35,673,480 . |
| 20 | DRD to conduct capacity development training for FM staff in the context of scale up ⏹by 31 January 2015. ⏹ | Done twice in NPT Nov+Dec, and will be repeated in May. <br><br> Daw Nyo Nyo Win is supporting roll-out training for FSC in the six new townships where the time lines are tight. May Thu Lay is coordinating teams to ensure effective delivery of FM training to six new townships, as a condition for block grant transfer. The FM training will be delivered in two parts: Part 1 (Modules 1-3) covers everything necessary for block grant transfer. Part 2 : (Module 4 – 8) right after the block grant transfer. |
| 21 | Reinstallation and customization of FM software by 31 January 2015. ⏹ | • Extra 2 computers in place. Reinstallationexpected by end of February 2015. <br> • Customisation and refresher training: DRD obtained NOL for RFPQ with comments on 11/02/2015 and will contact the Company by 16/02/2015. Training expected end February. |

## *Social Accountability*

| | | |
|---|---|---|
| 22 | Relevant union DRD personnel to visit Namhsan township to investigate allegations of fraud and corruption and report back to the Bank by 30 November 2014. ⏹ | • DRD mission with 7 participants from union level and 7 from township level investigated, met over 30 people, reviewed documentation. There was no proof of fraud or corruption <br> • Official letter replied to IFI and WB, process uploaded to the web site |
| 23 | DRD to compile findings of the Social Audits of year 1 by 15 December 2014. ⏹ | Completed December |

## *Study Tour*

| | | |
|---|---|---|
| 24 | Bank to support DRD in organizing study tour to Indonesia. | Completed |

## *Communication*

| | | |
|---|---|---|
| 25 | DRD to finalize the communication strategy plan and budget allocation. | Communication strategy plan and budget submitted to WB 23/12 |
| 26 | DRD to update Project website. | Done, with daily updating in Myanmar language section. Updated of content English |

| | | section completed by end March. |
|---|---|---|
| 27 | DRD and Bank team to update communications strategy including the plan for ethnic language interpretation. | Completed and sent to WB. |
| 28 | World Bank to prepare first cut of video for review. | First cut prepared, available on Dropbox. |

## Partnerships

| | | |
|---|---|---|
| 29 | Bank to finalize IDC RAS partnership. | Discussion with IDC to take place during the MTR. |
| | | |

**Annex II**

**Grievance Management Quarterly Report**

# National Community Driven Development (NCDD) Project



# Grievance Management Quarterly Report

# October to December 2014

Union Level Technical Assistance

January-2015

## Quarterly Tracking Report on Grievance Handling (Oct-Dec 2014)

## Introduction

A "Grievance Handling Mechanism" (GHM) can be defined as "simple procedures and mechanisms that give users access to a safe means of voicing complaints on areas relevant and within the control of the agency". GHM is essential for humanitarian organizations as well as for development projects. It is essential for the National Community Driven Development (NCDD) Project because it serves as a way to increase accountability to beneficiaries, as well as to hear the voices of all levels of stakeholders. GHM seeks to assist the Project to take into account the community's opinions, concerns, suggestions, and complaints. In order to improve community accountability, the village tract level will serve as gatekeeper for community level complaints handing. The village tract will not only address complaints but also, as needed, bring the demands/concerns of community up to the Union level.

## Major Accomplishments

- Investigated, handled and resolved grievances, including those raised by IFI watch.
- Revised Myanmar versions of Grievance Management Guideline, pamphlets and posters
- Prepared the first cycle of grievance information for upload to the project website
- Developed and disseminated the second cycle of grievance information delivery guideline to townships
- Conducted refresher training at three project pilot townships
- Provided grievance management (ToT) to 15 DRD staff who were selected as master trainers
- Developed training session plan for community training
- Provided inputs for NCDD annual report
- Fixed hotline system in Union and townships

# The status of second cycle initiative

Village Project Support Committee (VPSC) members, grievance focals and volunteers have signed on the agreement to follow NCDD project's code of conduct. Community Facilitator (CF) orgnized this process after replacing village representative committee members, volunteer and grievance focal person during the second cycle village meeting.

Village grievance focal person who are trust worthy and independent from VPSC were elected by the community. Two grievance focal persons from each village were briefed with their roles and responsibilities for the project. They were encouraged to closely cooperate with respective CF for the grievance raising, handling and responding activities.[1]

During the community meeting, the respective CF took the opportunity to disseminate the grievance redress mechanism, including experiences from the first year of implementation, code of conduct for members and officers, and sanctions to the villagers.

Kanpetlet team commenced the community training for village committee members. It took two days, which included 2.5 hours of girevance management training session.

In Kyunsu, grievance management traing was also carried out together with finance trainig.

Namhsam team will start community training very soon which is tentatively scheduled on mid January They will commence the community level grievance management training together with ECoP and M&E training.

The following table indicates the progress of greivance handling mechanism in each township.

|  | Kanpetlet | | Namhsam | | Kyunsu | |
| --- | --- | --- | --- | --- | --- | --- |
|  | Village | % of Completed | Village | % of Completed | Village | % of Completed |
| # of villages with signedCode of Conduct | 122 | 100% | 69 | 56% | 95 | 59% |
| # of villages with assigned grievance focal person | 122 | 100% | 69 | 56% | 95 | 59% |
| # of villages that have received GHM information | 122 | 100% | 69 | 56% | 95 | 59% |
| # of VPSC  which have received and completed Grievance Management taining | 90 | 74% | - | - | 95 | 59% |

---

[1] Only one grievance focal person is elected in 15 villages at KPL, as number of household is less than 15.

## Training

**ToT for Master Trainers**

This training was conducted at Nay Pyi Taw in December. A total of 15 DRD staff attended the training. They were among those who have received NCDD project training, which includes grievance handling concept,were among the nominees as a Master Trainer. Together with other NCDD project topics, they were trained on how to providethe grievance management-training particular in township level.

**Second Cycle Refresher Training**

Township Technical Assistant's Communication Specialist together with their DRD counterpart from each township provided briefing to the CFs during the preparation for the second cycle community meeting. They mainly focused on the dissemination of grievance handling mechanism to community.

In November and December, Union TA and DRD counterpart provided one day of second cycle grievance management refresher training at three townships. There was a total of 78 TTA and DRD staff who participated in the training. The following table shows the number of participants by township.

| Township | DRD | TTA | CF | TF | Total |
|---|---|---|---|---|---|
| Kanpetlet | 1 | 1 | 21 | - | **23** |
| Namhsam | 4 | 5 | 4 | 16 | **29** |
| Kyunsu | 2 | 5 | 4 | 15 | **26** |
| **Total Participants** | **7** | **11** | **29** | **31** | **78** |

## Training objectives

1. To provide grievance management training in the community, particularly to village committee.
2. To provide more understanding about accountability with regards to community projects, and social accountability.
3. To enhance the skill of documentation among the trainees through practical exercise.

## Session Plan for Community Training

Towards the conclusion of the training, participants developed the grievance management session plan for community training. Community trainings will be commenced strategically before or after block grants has been disbursed to respective village tracts. The following is the combined draft session plan prepared during the training.

**Session Plan for Community Training**

| Name | Grievance Handling Mechanism |
|------|------------------------------|
| Time | 2 hours |
| Learning Objectives | • To understand the concept of grievance and be able to apply it in project activities<br>• To understand more about transparency and accountability<br>• To be able to handle the grievances in the community |
| Steps | • Introduction and training objectives (10 minutes)<br>• Concept of grievance (20 minutes)<br>• Code of Conduct and Sanction (20 minutes)<br>• Sharing of experiencesduring 1$^{st}$ year (15 minutes)<br>• Transparency & Accountability (15 minutes)<br>• ToR of grievance focal & how to cooperate (15 minutes)<br>• Question & Answer (15 minutes)<br>• Summary of the training (10 minutes) |
| Approach | • Presentation<br>• Role play<br>• Group discussion<br>• Q & A |
| Materials | • GHM Handout<br>• Code of Conduct Exercise Guideline<br>• Pamphlet<br>• Poster<br>• Envelop<br>• Colored paper card<br>• Form-12<br>• ToR of committee/ focal<br>• A4, A0 paper and marker<br>• Double sided tape |

**Grievance received and resolved**

During this quarter, 62 grievances were received in total. Of those, 98% have been tackled and addressed with the complainants. Ninety-five percent of grievances where community issues while 27% were women issue. It comprises 66% of handled in the township level and 34% handled in the Union level.

The following table presents the number of grievances received and resolved by township and union.

**Quarterly Grievance received and resolved (Oct-Dec 2014)**

| Township | Kanpetlet | Namhsan | Kyunsu | Union | Total |
|---|---|---|---|---|---|
| Total grievances received | 28 | 9 | 4 | 22 | **63** |
| Total grievances resolved | 27 | 9 | 4 | 22 | **62** |
| | **96%** | **100%** | **100%** | **100%** | **98%** |

**Cumulative grievance received and resolved (Jan-Dec-2014)**

| Township | Kanpetlet | Namhsan | Kyunsu | Union | Total |
|---|---|---|---|---|---|
| Total grievances received | 110 | 52 | 73 | 150 | **385** |
| Total grievances resolved | 109 | 52 | 65 | 150 | **376** |
| | **99%** | **100%** | **89%** | **100%** | **98%** |

**Category of Grievances by township (Oct-Dec-2014)**

| | Kanpetlet | Namhsan | Kyunsu | Total |
|---|---|---|---|---|
| 1. General inquiry about Project Policies and Procedures | 28 | 9 | 8 | **45** |
| 2. Violation of Project Policies, Guidelines, or Procedures | 7 | 2 | 3 | **12** |
| 3. Violation of contract | - | - | - | **-** |
| 4. Misuse of funds. | | 1 | 1 | **2** |
| 5. Improper intervention | - | - | - | **-** |
| 6. Force majeure | 1 | 1 | - | **2** |
| 7. Other | - | - | 2 | **2** |
| **Total** | **36** | **13** | **14** | **63** |

**1. General inquiry about Project Policies and Procedures –** Majority of grievances under this category were requests for solar electrification particularly in Kanpetlet township. Requesting for Village Tract's financial liquidations were the second while complaint upon budget allocation were the third.

Township feedback committee responded to the solar request letters that the sub-projects were prioritized and approved through voting of the community. However, the solar electrification support could only be requested directly to the DRD's Electrification department through township DRD office.

People from Kanpetlet were not satisfied with the size of block grant for individual Village Tracts because they have received a small budget, which was commensurate to village tract population. Although population in most of the village tract is less than 3,000, the number of villages under each village tract is not small. They also mention that compared to other townships the social and economic situation of Kanpetlet is extremity lower.

**2. Violation of Project Policies, Guidelines, or Procedures –** under this category, people complained because of not getting the first priority sub-project, labor wages is less than the rate in other villages, labor charges payment were received late, dissatisfaction with the quality of sub-project and the performance of VPSC head and disagreement to pay equal labor charges between men and women.

**3. Misuse of funds –** please see the detail in the Annex (Summary of Serious C)ases.

## Grievance Channels
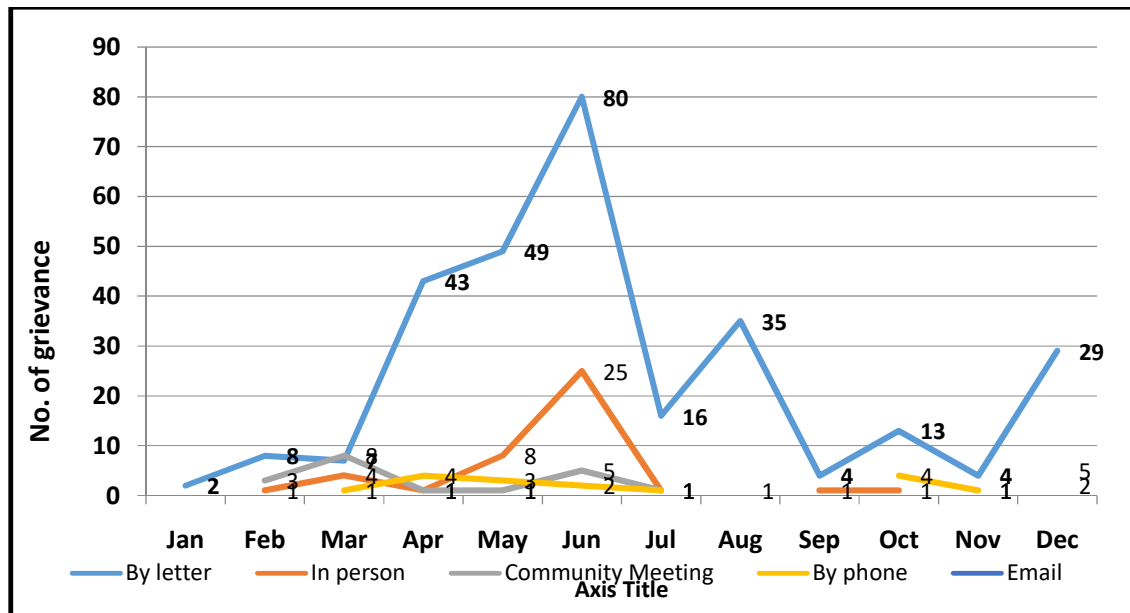


**Lessons learned**

- Sometimes, Township level feedback committee does not report the serious grievance to Union level immediately. They were trying to solve it by themselves without documentation.
- Some villagers were reluctant to continue their complaint about insufficient budget for sub-project and block grant size for village tract particular in Kanpetlet township, as they feel that the project did not take effective actions on the issue.

**Next plan**

- To update the training materials and provide Union level training to DRD and TTA from new project townships.
- To visit new townships and provide the training to CF and TF.
- To finalize website (grievance component) and upload grievance updated information and serious grievance case story (limited access).
- To print out grievance information materials such as guidelines (Myanmar version), sticker of union and townships hotline number, pamphlet, poster).
- To finalize the translation for 'Overall Project Accountability Framework'

# Annex: Summary of Serious Grievances

**Manouk village, Namhsan township –** assigned CF violated the project's code of conduct by she organizing a community procurement process. She engaged with suppliers and handled the budget of the community procurement on behalf of the 8 villages in the village tract. IFI Watch also pointed this out. The Union conducted their investigation and they found the consistent findings. Finally, the CF was warned and re-assigned to other village tract.

**Zayangyi village, Namhsan township** - VPSC set aside some money from village labor charges in order to celebrate sub-project opening ceremony. Grievance was aired to union level by phone, then township team investigated according to the instruction of Union feedback committee. It was found out that some of labor charges were cut and saved by the committee. As a resolution, the VPSC was asked to payback all collected money from labor cost in the amount of 197,500 MMK  back to the Village Tract bank account.

**Kama Chaung Village, Kyunsu township** – The head of VPSC misused a total of 323,070 MMK for his personal interest. He was unable to return the money until the time before an audit has been made on the village tract. The representative from all 11 villages contributed that underspend fund in the amount to redeposit back to the VT account. The committees take agreement with him of 50,000 MMK monthly to pay back the money so that the money will be deposited back to the VT account. The VPSC could not repay the misused money up to now because he is very poor. The Township Feedback Committee then fired him as a resolution and asked him to resolve the issue with the representatives from the 11 villages by coming up with ways to repay them.

**Annex III**

**Communications Plan and Strategy**

Ministry of Livestock, Fisheries and Rural Development
Department of Rural Development
National Community Driven Development Project NCDD

# Communication Strategy of the NCDD Project

## DRAFT – December, 2014

# 1   Table of contents

# The Role of Communication

Myanmar has embarked on a trifold transition, from a military regime to democratic governance, from central planning to a market driven economy and from decades of inner conflicts to peace and stability. These changes are profound and will need years of joint efforts from all parts of society.

The National Community Driven Development Project (NCDDP) is an essential part of this paradigm shift towards people-centered development. Its objective 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 government's capacity to respond promptly and effectively to an eligible crisis or emergency. This approach both empowers communities and allows the government to deliver visible results of reform at the community level. It also engenders a constructive relationship between government and communities.

On this background, the role of communication in the NCDD project is multiple. In the narrow sense, it is a core element for successfully implementing theproject through informing communities and other stakeholders about its contents, regulations and procedures.

Making all the participants at each level of the project understand the project and participate in the project activities from an early stage of the programs to the implementation stage depends on an appropriate communication strategy and effective activities. With effective communication activities, not only project's objectives would be accomplished with its defined procedures but also all the participants from all the stages would be able to participate and supports the sub-projects more widely.

In a wider sense, communication is a core element for achieving community empowerment, learning and behavior change. For the country´s trifold transition and for a constructive relationship between government and communities, deliberation and human growth are vital. Thisin turn depends to a significant degree on systematic, effective,and widespread access to and application ofknowledge and information.

While classical communication approaches were typically built on top-down campaigns about certain topics, the role of communication in CDD is more complex and multi-dimensional as it should also reflect the nature of a people centered approach: giving voice to villagers and promoting learning for local democratic governance.Some of the features in this respect include (see also Annex 1):

- CDD involves great numbers of actors. Broad parts of the population participate in meetings, planning and social audits. And thousands of villagers assume an active role as committee members, volunteers or focal points taking over direct responsibilities in the implementation of CDD and the sub-projects. All these people need to have full information about the project, available funding as well as clear guidance on roles and responsibilities and how to implement the project. Thus, a wide scale project implementation is impossible without an appropriate communication strategy and effective activities.

- CDD essentially requires transparency and accountability. No matter whether at union level, local government level or at community level: those people entrusted with the administration of public budget have to respond what the money is being used for, justify

the spending decisions and account for results including possible misuse of public money. A communication strategy needs to include suitable activities that facilitate easy access for communities and interest groups to relevant, timely and appropriate information.

- Relating to accountability, a particular feature in communication is to establish suitable channels for community members and other stakeholders to voice complaints in case of unsatisfactory management or wrongdoing.

- Learning and behavior change might cover a broad array of topics, each of which might require own specific activities
    - Motivating local leadership and ownership for village development,promoting the voices of the villagers in public dialogue and inclusion in community affairs
    - Promoting gender equality and empowering women beyond the application of the operations manual
    - Fostering a constructive relation between government and communities, channeling the demand for greater and better public services, and instituting a new communication culture between communities and government.

- CDD requires broad support in society and politics to become an effective platform for people centered development. Strategic communication activities with civil society, politicians and other relevant actors as well as positive media coverage are generic tasks in communication.

## Objectives of communication in the NCDD project

Corresponding to the multifaceted role of communication in CDD, the objectives need to cover a broad array. The objectives of the NCDD are structures in three parts, each with its specific goals.

**Objective 1 – operational dimension:**To increase the communities´ and other stakeholders´ understanding of the project, what benefits to expect, how to implement it and what their roles and functions are with view to effective project implementation.

- Goal 1.1: Communities and other stakeholders involved in the project implementation understand the contents of the projects, the regulations how it would be implemented as well as the role and functions of the different actors.
- Goal 1.2: Communication and information sharing systems between internal organizations, project stakeholders, and implementation agency members are established and support the project implementation.

**Objective 2 – learning and behavior dimension:**To promote learning and behavior change for community leadership, good behavior following the code of conduct, and a constructive community-government relationship in the project and beyond.

- Goal 2.1: Elected community members (VPSC, VTPSC, sub-committees), implementing agencies and public servants demonstrate good behavior such as taking responsibility and

promoting inclusion and participation, transparency and accountability following the code of conduct.

- Goal 2.2: Villagers increasingly take leadership in the development of their community, taking responsibility and self-initiative, taking ownership of their VDP, demanding better public services and accountability.
- Goal 2.3: There is improved gender equality and women are increasingly empowered within project implementation and beyond.

**Objective 3 – social and political support dimension:**To enhance the coordination with external stakeholders including political parties and Civil Society to increase social and political support for CDD as a nationwide platform for people centered development.

- Goal 3.1: The NCDD project has a good mass-media coverage and a positive image in the general public. The transparency of project information is in support of a critical and constructive communication with the media, academics, NGOs and other third parties.
- Goal 3.2: CDDis increasingly acknowledged by Members of Parliament, politicians and other decision makers as a relevant means of implementing the President´s policy of a people centered approach.
- Goal 3.3: Donors and other organizations recognize the NCDD project as a suitable platform for cooperation and networking, building and strengthening partnerships, while also expanding political and financial support for the project.

## Target Audiences

Two types of target audiences are defined while communicating for the Community Driven Development Project.
1) Those who are directly involved in the project
      (a) Community in the project area
      (b) All the Ministries, Government Departments and Organizations included in the project
2) External stakeholders
      (a) Other relevant Ministries and Government Departments
      (b) Members of Parliament, Politicians and decision makers
      (c) Organizations implementing other projects
      (d) International Organizations and Donors
      (e) NGOs and Civil Societies
      (f) The general public
      (g) Media

## Key messages

Perceptions, needs, ideas, and conditions can be extraordinarily diverse within a community, depending on members' age, socioeconomic status, gender, and other factors. The communication specialist needs to craft messages for each group and choose the appropriate media, methods, and format in order to ensure inclusion, participation, and empowerment. A well-developed message

should focus on stakeholders and objectives. The combination of stakeholders and objectives allows to draw a matrix with quite specific key messages that can effectively be used in concrete situations (see Annex 3). Examples of key messages are:

- The NCDD empowers communities to take the lead in their own development. And it provides communities with funds to build infrastructure
- Villagers decide about their own priorities, implement the sub-projects and check the results
- CDD is an important way of implementing the president's policy of a people centered approach
- The NCDD project is a platform for country-wide coordination and implementation of people centered development

## Dissemination – channels, activities and tools

The means of dissemination are divers and include a mix of channels, activities and tools. The main channel at the local level are face-to-face meetings and, to some extent, printed material like posters and pamphlets. Other channels for communication and visibility at a higher level include e-mails and press releases, web site, presentation materials (leaflets, TV news, short movies), various media channels (radio, TV, newspapers, journals, websites, blogs, social media), information materials (in both soft and hard format), and events such as conferences and press conferences. Depending on the purpose, different means would apply as indicated below.

Project preparation
- Socialization workshops
- Stakeholder consultation
- Distribution of information material

Initial stages / launching
- Project dissemination
- Production of training material and management training
- User friendly operations manual
- Journalist education
- MIS

Implementation stage
- Public education and awareness campaign
- Participatory village meetings
- PRA (or else PLA participatory learning and action)
- Stakeholder networking and knowledge sharing
- Participatory and two-way targeted information campaign
- Story telling
- Local media relations
- Media field trip

Community – Government relation

- Citizen report cards
- Governance scorecards
- Community-to-community learning and visits
- MSR
- Grassroots media capacity development

External communication
- Professional web site
- Regular presence in mass media, public and media relations
- Feeding politicians, members of parliament, and other decision makers with regular, customized information and policy advice on demand
- Networking and cooperation with the international donor community
- Project publications, newsletters, e-newspaper

## Other elements of the communication strategy and plan

(to be further developed)

- Communication function and responsibilities
  - Union DRD
  - Union TA
  - Township DRD
  - Township TA
  - Village volunteers and other elected community members
  - WB
- Timeline and frequency of intervention
- Ethnic minorities and language

  Inclusion is an important principle of CDD, particularly of special groups like the poor, women and ethnic minorities. Language is critical in this respect. The NCDD will translate relevant materials into the main ethnic languages. A detailed overview of it is given in Annex 2.

- Monitoring and Evaluation of Communication Activities

  Indicators of progress in meeting the objectives of communication will be both quantity and quality. The indicators may include the response/feedback from target group through online comments, direct bilateral communications, and press coverage. Feedback and comments will be synthesized in annual report.

# Annexes

## Annex 1: Role of strategic communication in CDD

| TABLE 1. THE ROLE OF STRATEGIC COMMUNICATION IN CDD OPERATIONS | |
|---|---|
| *Operational characteristic of CDD Programs* | *Role of strategic communication* |
| **Institutional arrangements** | |
| ■ Partnerships between communities and local or municipal governments<br>■ Partnerships between communities and private support organizations (NGOs or private firms)<br>■ Direct partnership between communities and the central government or a central fund | Gathers and exchanges sufficient information to determine the choice of institutional arrangement. Institutional arrangement depends on identified local development goals and country's institutional reform and capacity building needs. Whatever arrangement is chosen, CDD operations often require a multilayered partnership between various levels of government, local institutions, and communities. Comprehensive intervention serves as a critical enabling tool to facilitate these partnerships for effective and sustainable project management and implementation. |
| **Multisectoral, cross-functional, community-driven, bottom-up information flow** | |
| Usually multisectoral, allowing communities to identify and define their development objectives based on a broad examination of community conditions and priorities, and supportive of local government authority and empowerment. Seeks to institutionalize reform and change in an integrated core of public management practices rather than in a particular sectoral ministry. Approach is aligned with CDD efforts to establish an enabling environment conducive to a broad spectrum of economic empowerment driven in a participatory manner by the people. | Facilitates required multisectoral and horizontal information flows, which are often infrequent and atypical. An effective plan focuses on decentralization of information and institution of multidirectional, bottom-up communication, monitoring, evaluation, and feedback channels. The approach is very different from traditional practices, in which communities are often the mere recipients of information about potential "benefits" and required "sacrifices" of an intervention. Communication activities also facilitate the creation of new interagency linkages (bureaucratic bottlenecks perpetuate a political culture of centralization and isolation). |
| **Ownership, commitment, participation, and accountability at the community level** | |
| Community empowerment goals require the application of participatory practices from the initial stages of project design, thereby facilitating community ownership and commitment to their own development processes. Communities must not only define their own developmental objectives and priorities, they must also actively engage in all design and implementation processes of local microprojects. Such involvement, in the form of participatory appraisal, project management, communication and participatory monitoring, and evaluation activities, helps empower communities and build their capacity to handle development activities in a sustainable and replicable manner. | A communication strategy and action plan help identify and facilitate all activities required for comprehensive community participation and extensive coordination and communication within and among community groups, including community-based organizations and associations, entrepreneurs, traditional leaders, and local-level institutions. Communication and mobilization activities ensure that the voice of the marginalized and excluded is heard and promoted. A communication strategy thus helps deliver the CDD promise of promoting social and gender inclusion, giving voice to the voiceless, and reducing potential for elite capture. |
| **Mobilization and engagement through access to information and linkage to markets** | |
| Reduces communities' sense of isolation, alienation, uselessness, and powerlessness with respect to political, social, and economic networks. | Facilitates the exposure of poor communities to external information, ideas, networks, and partnerships, so that they can better perceive the incentives and motivation for mobilization and engage in productive activities using their own resources. |

**TABLE 1. THE ROLE OF STRATEGIC COMMUNICATION IN CDD OPERATIONS (continued)**

| Operational characteristic of CDD Program | Role of strategic communication |
|---|---|
| **People-oriented, relationship-based development and capacity-building activities** | |
| Cultivates the human element of economic development by focusing on and exploring some of the cultural and informal aspects of development hurdles and promoting economic empowerment through participation, partnerships, capacity building of social capital, and relationship-based collaboration between communities and their elected governments at various levels. | Facilitates participatory investigation into stakeholders' needs, concerns, dynamics, resources, and vision beyond the basic conditions of communities and their access to goods and services and into the need for communication between human beings for their own qualitative development and that of the societies in which they live. It is the existence of such communication and its democratization that is believed to contribute to social and economic empowerment. |
| **Complex incentive structures and critical tensions for stakeholder collaboration and engagement** | |
| Often provides substantive incentives for communities to assume responsibilities over their own development plan; given the community-oriented approach, incentives for collaboration among government agencies and local institutions are often less pronounced. While some financial and political incentives for behavioral change are integrated into operations, other triggers for collaboration are based mostly on democratic concepts of civic engagement and public service. | Increases likelihood of success and sustainability of participation, decentralization, and capacity building endeavors by ensuring and facilitating a transparent and consistent flow of information among stakeholder groups and their consequent ability to make knowledge- and incentive-based decisions. Helps create critical tensions and demand for information, particularly between communities and their local government associations. Demand for information and its utilization should be extensively promoted as part of a CDD operation in order to facilitate transparency, checks and balances, and accountability. |
| **Evolving roles of initial beneficiaries based on need to replicate and scale-up operations** | |
| Often community focused and initially small in scale. In order to capitalize on the benefits associated with each operation's targeted efforts and to scale up rapidly, initial project beneficiaries should assume the roles of trainers, educators, and information brokers during more advanced program stages. | Ensures that participating beneficiaries clearly understand project objectives and processes from the start of the project and that their capacity is sufficiently developed—through training, critical reflection, and learning by doing—to pass on and share critical knowledge with other groups. |

Source: Mozammel, Masud and Galia Schechter 2005: Strategic Communication for Community Driven Development: a practical guide for project managers and communication practitioners; World Bank, Washington, DC. Page 14-15.

**Annex 2: List of ethnic languages and materials to be translated. (Original and Revised Plans)**

| Townships | Ethnic languages | MSR brief summary on website | ESSAF | ECOP (cartoon sketch booklet)* | DVD (CDD drama) | Operations Manual, Part 1-3 | 10 posters | 2 brochures |
|---|---|---|---|---|---|---|---|---|
| Namhsan | Shan | Planned | Planned | Planned | Translated (Subtitle) | Re-translate new OM | Planned | Planned |
| Namhsan | Palaung | No | Planned | Planned | Translated (subtitle) | Re-translate new OM | GHM translated, others planned | Both translated |
| Kanpetlet | Hakha | Planned | Planned | Planned | Planned (Subtitle) | Re-translate new OM | GHM translated, others planned | Planned |
| Kanpetlet | Choe | No | Planned | Planned | Planned (subtitle) | Re-translate new OM | GHM translated, others planned | Planned |
| Kanpetlet | Dai | No | Planned | Planned | Planned (subtitle) | Planned | Planned | Planned |
| Kanpetlet | Ngaya | No | Planned | Planned | Planned (subtitle) | Planned | Planned | Planned |
| Kanpetlet | Munn (Oral) | No | No | No | No | No | No | No |
| Kanpetlet | Yinduu (Oral) | No | No | No | No | No | No | No |
| Kyunsu | Kayin | Planned | Planned | Planned | Planned | Planned | Planned | Planned |
| Ann | Rakhine | Planned | Planned | Planned | Planned | Planned | Planned | Planned |

State: November 2014

| Ps | es | MS website | ESSAF | sketch booklet)* | DVD (CDD drama) | Operations Manual (Brief) | 10 posters | 2 brochures |
|---|---|---|---|---|---|---|---|---|
| Namhsan | Shan | Planned | Planned | Planned | Translated (Subtitle) | Re-translate new OM (Brief) | Planned | Planned |
| Namhsan | Palaung | No | No | No | Translated (subtitle) | Re-translate | GHM translated | Both translated |

| | | | | | | new OM (Brief) | , others planned | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Kanpetlet | Hakha | Planned | Planned | Planned | No | Re-translate new OM (Brief) | GHM translated, others planned | Planned |
| Kanpetlet | Choe | No | No | No | No | Re-translate new OM (Brief) | GHM translated, others planned | Planned |
| Kanpetlet | Dai | No | No | No | No | Planned | Planned | Planned |
| Kanpetlet | Ngaya | No | No | No | No | Planned | Planned | Planned |
| Kanpetlet | Munn (Oral) | No | No | No | No | No | No | No |
| Kanpetlet | Yinduu (Oral) | No | No | No | No | No | No | No |
| Kyunsu | Kayin | No | No | No | No | Planned | Planned | Planned |
| Ann | Rakhine | Planned | No | Planned | | No | Planned | Planned |

State:   December 2014. Most of translated materials will not be disseminated to community. Only for submitting to the project website, and filing for record.

## Annex 3: Key Messages

Examples of key messages – which focus on stakeholders and objectives

| | Communities | Stakeholders working for the NCDD | Politicians and other decision makers (incl. international cooperation) | General public including CSO and "watch dogs" |
|---|---|---|---|---|
| Objective 1: increase the communities´ and other stakeholders´ understanding of the project | ▪ The NCDD empowers communities to take the lead in their own development. And it provides communities with funds to build infrastructure<br>▪ Villagers decide about their own priorities, implement the sub-projects and check the results | ▪ The NCDD empowers communities to take the lead in their own development. And it provides communities with funds to build infrastructure<br>▪ Villagers decide about their own priorities, implement the sub-projects and check the results | ▪ CDD is an important way of implementing the president's policy of a people centered approach<br>▪ The NCDD project is a platform for country-wide coordination and implementation of people centered development | ▪ The NCDD empowers communities and provides them with funds to build infrastructure.<br>▪ Villagers decide about their own priorities |
| Goal 1.1: Actors have full understanding of the project | ▪ Communities receive block grants for local development activities, mainly rural infrastructure<br>▪ Villagers participate in all stages of the community project cycle: planning, implementation and social audit<br>▪ The project operations | ▪ We have a chance to work together in strong partnership to ensure implementation and it meet project's objectives. | | |

| | Communities | Stakeholders working for the NCDD | Politicians and other decision makers (incl. international cooperation) | General public including CSO and "watch dogs" |
|---|---|---|---|---|
| Goal 1.2: Communication system and MIS support project implementation | manual guides and regulates all project matters. Its contents are disseminated on posters, training and other channels and means | ▪ The NCDD is working to become a reference for people centered development and a platform for country-wide coordination and implementation of CDD | | |
| Objective 2: promote learning and behavior change | ▪ The NCDD is building up community development by participation of all community.<br>▪ The NCDD establish the habit of sharing individual's thoughts as well as respecting and following other's opinions. | | | |
| Goal 2.1: actors demonstrate good behavior based on code of conduct | ▪ The NCDD is implementing all activities in a transparent and disciplined manner with community participation. | | | |

| | Communities | Stakeholders working for the NCDD | Politicians and other decision makers (incl. international cooperation) | General public including CSO and "watch dogs" |
|---|---|---|---|---|
| Goal 2.2: villagers increasingly take leadership | • Our Village, Our Project.<br>• Community is in the driver's seat. | | | |
| Goal 2.3: improved gender equality and women empowerment | • The NCDD equal give basic need, and provide equal right and opportunity for women and men.<br>• The NCDD give chances the women to participate in development activities without removing man from the male dominant sphere to get social welfare. | | | |
| Objective 3: enhanced multi-stakeholder coordination. Social and political support for CDD | | | • The people centered approach is an effective way to reach poor and undeserved area.<br>• The NCDD is a way to engender a constructive relationship between government and communities.<br>• Helping Community to help themselves. | • The NCDD is open and always willing to find ways to work together more effectively.<br>• Helping Community to help themselves. |
| Goal 3.1: project has positive image and can respond to critics | | | • The NCDD is a way to engender a constructive relationship between government and | • The NCDD is not lead by government, it's community's |

| | Communities | Stakeholders working for the NCDD | Politicians and other decision makers (incl. international cooperation) | General public including CSO and "watch dogs" |
|---|---|---|---|---|
| | | | communities. | project. |
| Goal 3.2: increasing political recognition of CDD as platform for people centered development | | | • The people centered approach is an effective way to reach poor and undeserved area.<br>• The NCDD is a way to engender a constructive relationship between government and communities.<br>• The NCDD both empowers communities and allows the government to deliver visible results of reform at the community level. | • The people centered approach is an effective way to reach poor and undeserved area.<br>• The NCDD is a way to engender a constructive relationship between government and communities. |
| Goal 3.3: other funding agencies recognize CDD as cooperation platform and invest funds | | | • The NCDD is open and always willing to find ways to work together more effectively. | • The NCDD is open and always willing to find ways to work together more effectively. |

**Annex 4: Matrix of the Communication Strategic Action Plan**

| Strategic Goals | Target Audience | Key Messages | Dissemination (activities, channels and tools) | Products / budget items |
|---|---|---|---|---|
| Objective 1: To increase the communities´ and other stakeholders´ understanding of the project, what benefits to expect, how to implement it and what their roles and functions are with view to effective project implementation. | | | | |

| | Strategic Goals | Target Audience | Key Messages | Dissemination (activities, channels and tools) | Products / budget items |
|---|---|---|---|---|---|
| 1.1 | Stakeholders understand the contents of the projects, the block grant provisions, the regulations how it would be implemented as well as the role and functions of the different actors. | • Communities in the project area<br>• Ministries, Government Departments and Organizations involved in the project implementation | • The NCDD empowers communities to take the lead in their own development. And it provides communities with funds to build infrastructure<br>• Villagers participate in all stages of the community project cycle. They decide about their own priorities, implement the sub-projects and check the results<br>• CDD is an important way of implementing the president's policy of a people centered approach<br>• The NCDD project is a platform for country-wide coordination and implementation of people centered development<br>• The project operations manual guides and regulates all project matters. Its contents are disseminated through posters, training and other channels and means | • Dissemination at meetings like consultation meetings, project socialization meeting<br>• Facilitators communicating key messages during any field trip or any village meeting and training<br>• Identify local media which might serve for local dissemination<br>• Distribute the operations manual to all implementing stakeholders<br>• Distribute a summary version of the operations manual to communities<br>• Provide regular information for participating ministries and departments<br>• Align communication and training materials<br>• Multi Stakeholder Review meetings | • Operations manual (different editions)<br>• Project Movie<br>• Brochures<br>• Posters<br>• Training materials (aligned with communication)<br>• 5 minutes video clips.<br>• Visibility Materials<br>• Material for local media (if applicable) |

| | Strategic Goals | Target Audience | Key Messages | Dissemination (activities, channels and tools) | Products / budget items |
|---|---|---|---|---|---|
| 1.2 | Communication and information sharing systems between internal organizations, project stakeholders, and implementation agency members are established and support the project implementation | ▪ NCDD secretariat including local offices<br>▪ All the Ministries, Government Departments and Organizations included in the project area. | ▪ The NCDD is working to become a reference for people centered development and a platform for country-wide coordination and implementation of CDD | ▪ Monthly disclosure<br>▪ Email, Facebook, Official website, Blog spot.<br>▪ MIS<br>▪ Disclosing project related documents.<br>▪ Announcing project progress and activities.<br>▪ Sharing information by creating project news, report, and newsletter. | ▪ Village Noticeboard.<br>▪ Small speakers.<br>▪ Monthly project progress report in brief.<br>▪ Project activities. |
| Objective 2: To promote learning and behavior change for community leadership, good behavior following the code of conduct, and a constructive community-government relationship in the project and beyond | | | | | |
| 2.1 | Elected community members (VPSC, VTPSC, sub-committees), implementing agencies and public servants demonstrate good behavior such as taking responsibility and promoting inclusion and participation, transparency and accountability following the code of conduct | ▪ Elected community members (VPSC, VTPSC, sub-committees)<br>▪ Implementing agencies<br>▪ Public servants | ▪ The NCDD is implementing all activities in a transparent and disciplined manner with community participation.<br>▪ The NCDD is building up community development by participation of all community.<br>▪ The NCDD establish the habit of sharing individual's thoughts as well as respecting and following other's opinions. | ▪ Public education and awareness campaign on code of conduct, grievance handling mechanism and rights and responsibilities of stakeholders<br>▪ Social audit meetings and citizen report cards<br>▪ Governance scorecards<br>▪ Cooperation with NGOs, academia and other third parties | |

| | Strategic Goals | Target Audience | Key Messages | Dissemination (activities, channels and tools) | Products / budget items |
|---|---|---|---|---|---|
| 2.2 | Villagers increasingly take leadership in the development of their community, taking responsibility and self-initiative, taking ownership of their VDP, demanding better public services and accountability | ▪ Villagers<br>▪ Elected community members and volunteers<br>▪ Public servants | ▪ Our Village, Our Project.<br>▪ Community is in the driver's seat. | ▪ Village group discussions; separate meetings by men and women; social assessment and participatory planning<br>▪ Cross learning and visits<br>▪ Story telling<br>▪ Training of local media<br>▪ Best practice dissemination<br>▪ Photo records with brief conversation.<br>▪ Village project activities record (Photo, Video, Recorded note); disclosing photo records and conversation on notice board.<br>▪ Annual project video record for each township, and sharing between each village tract. | Photo/video production |

| | Strategic Goals | Target Audience | Key Messages | Dissemination (activities, channels and tools) | Products / budget items |
|---|---|---|---|---|---|
| 2.3 | There is improved gender equality and women are increasingly empowered within project implementation and beyond | ▪ All stakeholders | ▪ The NCDD equal give basic need, and provide equal right and opportunity for women and men.<br>▪ The NCDD give chances the women to participate in development activities without removing man from the male dominant sphere to get social welfare. | ▪ Village meeting<br>▪ Dissemination at meeting (Consultation meeting, socialization meeting) | ▪ Project Activities<br>▪ Project Information<br>▪ Photo/Video production |
| Objective 3: To enhance the coordination with external stakeholders including political parties and Civil Society to increase social and political support for CDD as a nationwide platform for people centered development | | | | | |
| 3.1 | The NCDD project has a good mass-media coverage and a positive image in the general public. The transparency of project information is in support of a critical and constructive communication with the media, academics, NGOs and other third parties | ▪ General public<br>▪ National media<br>▪ National and international NGOs, academia and other interested actors | ▪ Helping Community to help themselves.<br>▪ The NCDD is not lead by government, it's community's project.<br>▪ The NCDD both empowers communities and allows the government to deliver visible results of reform at the community level.<br>▪ (Media exposure can increase project's transparency, and promote awareness within the community.) | ▪ Media<br>▪ All community can get general project procedure and information.<br>▪ Promotional videos<br>▪ Promotional song<br>▪ Media Field Trip | ▪ Song<br>▪<br>▪ Radio program |

| | Strategic Goals | Target Audience | Key Messages | Dissemination (activities, channels and tools) | Products / budget items |
|---|---|---|---|---|---|
| 3.2 | CDD is increasingly acknowledged by Members of Parliament, politicians and other decision makers as a relevant means of implementing the President´s policy of a people centered approach | ▪ Members of Congress, Politicians and decision makers | ▪ The people centered approach is an effective way to reach poor and undeserved area.<br>▪ The NCDD is a way to engender a constructive relationship between government and communities. | ▪ Creating audiences Profiles.<br>▪ Separated meeting<br>▪ Email<br>(by phone and in person in the next step)<br>▪ Making project report and YouTube videos using the discussion of parliament members.<br>▪ distributing the project's outputs to all Members of Congress<br>▪ Meeting with members of parliament. | ▪ Project information.<br>▪<br>▪ Invite to project meeting.<br>▪<br>▪ Conversation by phone.<br>▪ Project information brief presentation and Q/A session with PMs. |
| 3.3 | Donors and other organizations recognize the NCDD project as a suitable platform for cooperation and networking, building and strengthening partnerships, while also expanding political and financial support for the project | ▪ International Organizations and Donors.<br>▪ NGOs and Civil Societies<br>▪ Media | The NCDD is open and always willing to find ways to work together more effectively. | ▪ Networking and cooperation with international organizations and donor agencies | ▪ Project information<br>▪ Invite to project meeting<br>▪ eNews Letter about project progress. |

## Annex 5: Estimate calculation for communication related materials and activities

### NCDDP Communication and Other Materials for CDD Project (2014-2015 Apr)

| | | Item | per village (New Tsp) | per village (Old Tsp) | Township Level (each tsp) | | Union Level | Additional Remarks |
|---|---|---|---|---|---|---|---|---|
| **1. our village, our project movie - (Part -1) CDD project Introduction** | | | | | | | | |
| | 1.1 | Copying OVOP Movie (MM) | 1 | 0 | 100 | 100 | 6,000 | Est. 6 Consultation meeting and 6 Socialization Meeting. (500 for each) |
| | 1.2 | Copying OVOPMovie (Ethnic) | 0 | 0 | 150 | 100 | 8 | (In year 1, panaung = 600, Shan = 400), Fro 2nd year, 250 copies of 8 language. |
| | 1.4 | Training Material Video Clips (Copy) | 1 | 1 | 100 | 100 | 0 | |
| | 1.5 | Training Material Video Clips Ethnics (Copy) | 0 | 0 | 150 | 100 | 10 | 250 copies for each language |
| | 1.6 | Township level village video (Copying) | 1 | 1 | 100 | 500 | 0 | MM/local audio, Eng/MM subtitling. |
| | | | | | | | | |
| **2. Poster** | | | | | | | | |
| | 2.1 | Poster Production - GHM | 1 | 0 | 50 | 25 | 0 | |
| | 2.2 | Poster Production - Project Cycle | 1 | 1 | 50 | 25 | 0 | |
| | 2.3 | Poster Production - Composition of Committee | 1 | 1 | 50 | 25 | 0 | |
| | 2.4 | Poster Production - ECoPs | 1 | 0 | 50 | 25 | 0 | |
| | 2.5 | Poster Production - Code Of Conducts | 1 | 1 | 50 | 25 | 0 | |
| | 2.6 | Poster Production - Procurement | 1 | 1 | 50 | 25 | 0 | |
| | 2.7 | Poster Production - Pos List & Neg List | 1 | 1 | 50 | 25 | 0 | |
| | 2.8 | Poster Production - Finance | 1 | 0 | 50 | 25 | 0 | |
| | 2.9 | Poster Production - M&E | 1 | 1 | 50 | 25 | 0 | |
| | 2.10- | Poster Production - Gender | 1 | 0 | 50 | 25 | 0 | |
| | | | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **3. Brochure & Stickers** | | | | | | | |
| | 3.1 | Brochure (Project Cycle) | 50 | 0 | 500 | 1,000 | 6,000 | |
| | 3.2 | Brochure (Ethnic) | 0 | 0 | 500 | 150 | 10 | 650 copies for each language. |
| | 3.3 | CDD Logo - Paper Sticker (documents filing) | 25 | 5 | 100 | 100 | 1,500 | For all training. |
| | | | | | | | | |
| **4.CDD Visibility materials** | | | | | | | |
| | 4.1 | Pens | 15 | 0 | 100 | 500 | 0 | |
| | 4.2 | Note Book | 15 | 0 | 100 | 500 | 0 | |
| | | | | | | | | |
| **5. Additional activities** | | | | | | | |
| | 5.1 | Training Material Video Clips Production | 0 | 0 | 0 | 0 | 10 | 10 mechanism |
| | 5.2 | Training Material Video Clips (sound recording) | 0 | 0 | 0 | 0 | 10 | 10 language |
| | 5.3 | OVOP Movie Subtitling | 0 | 0 | 0 | 0 | 11 | 11 language including English |
| | 5.4 | TA level village video (Editing Cost Only) | 0 | 0 | 3 | 5 | 0 | |
| | 5.5 | Township level village video (sub titling) | 0 | 0 | 0 | 0 | 0 | Eng, MM |
| | 5.6 | Small Speakers and Tape | 1 | 1 | 1 | 3 | 0 | |
| | 5.7 | Recorder | 0 | 0 | 1 | 3 | 0 | |
| | | | | | | | | |
| **6. Materials for Grievance Handling Mechanism** | | | | | | | (Not under Communications) |
| | 6.1 | Envelop for GHM | 20 | 20 | 100 | 500 | 0 | |
| | 6.2 | GHM (Handbook) | 30 | 30 | 100 | 500 | 0 | |
| | 6.3 | Brochure (Grievance) | 50 | 0 | 500 | 1,00 0 | 0 | (not including various ethnic languages) |
| | 6.4 | CDD Logo - Waterproof Sticker | 1 | 1 | 25 | 25 | 500 | |
| | 6.5 | Sticker (Grievance Phone number) | 5 | 5 | 50 | 100 | 0 | (not including various ethnic languages) |

**Meeting note about Production Visibility Materials :**
In implementing the first year of the CDD (people-centered) project, we included a program of providing some

useful items such as T-shirts, caps and bags to the members of the Project Support Committee in the villages. It costs around 10 USD per members.

That program was called "production of visibility project materials" and implemented under the heading of Communication, with the aim of promoting public participation in the project while acknowledging the role the committee members have taken.

It also serves as a moral support to the committee members, who are actively volunteering in the project, as a token of appreciation of their participation and contribution.

This kind of acknowledgement also aims to encourage the general public in the project areas to develop a sense of responsibility and initiation in the community affairs.

**Weakness**

However, the production of these materials involves considerable expenses and it is difficult to manage if there are changes in the number of committee members.

**Solutions**

- ▢ To discontinue the program. (Or)
- ▢ To reduce the number of materials depending on the project activities. (Or)
- ▢ To procure and distribute the materials for the committee members at the Union level either by paying for all the expenses from the 4% allocated for expenditure with the consent of the village, or partially from that 4% with the rest paid for by the Union level.

**Annex 6: Data of 9 townships (1<sup>st</sup> year and 2<sup>nd</sup> year)**

| Sr. No. | New 6 Townships | Region /State | VT | V | no of HH | no of Population |
|---|---|---|---|---|---|---|
| 1 | Tatkon | NayPyi Taw Teritory | 49 | 176 | 39875 | 178280 |
| 2 | Pinlebu | Sagaing region | 52 | 266 | 19,114 | 102,959 |
| 3 | Sidoktaya | Mague region | 46 | 117 | 8999 | 38,846 |
| 4 | Ann | Rakhine State | 29 | 242 | 23431 | 94254 |
| 5 | Laymyetnar | Ayeyarwady region | 41 | 284 | 22418 | 101,316 |
| 6 | Htantabin | Yangon region | 54 | 233 | 31794 | 114,644 |
| **Total** | | | **271** | **1318** | **145631** | **630299** |
| | | | | | | **Old 3 townships** |
| 7 | Namhsan | Shan State | 26 | 123 | 11830 | 71658 |
| 8 | Kanpelete | Chin State | 26 | 118 | 3013 | 17800 |
| 9 | Kyunsu | Taninthayi region | 20 | 149 | 26634 | 145612 |
| **Total** | | | **72** | **390** | **41477** | **235070** |

Work plan of Communication Activities in Year 2

| No. | Activities | Participation body | Timeline |
|---|---|---|---|
| | Information and Implementation Communication Plan | | |
| 1. | Developing/Revising Communication Plan | UL/Tsp | 2014 Oct-Nov |
| 2. | Implementation Communication Plan | UL/Tsp | On going |
| 3. | Monitoring Communication Plan | UL/Tsp | On going |
| 4. | Evaluation Communication Plan | UL/Tsp | 2015 April-May |
| | Internal Communication Plan/Activities | | |
| 5. | Coordination meeting with the Township Communication Specialist | Communication Specialist | 2014 Nov |
| 6. | Developing Guidelines for each stage | Communication Specialist | On going |
| 7. | Collecting information | Communication Specialist | On going |
| 8. | Exchange information | Communication Specialist | On going |
| | External Communication Plan/Activities | | |
| 9. | Developing of the website | UL | 2014 Oct |
| 10. | Developing of the interactive knowledge product targeted to the community in project area | UL/TspL | 2015 Oct-Nov |
| 11. | Design and development of communication materials | UL | 2015 Oct-Nov |
| 12. | Developing News and media network | UL/TspL | On going |
| 13. | Meeting with members of Congress | UL/TspL | 2014 Dec (Annual) |
| 14. | Press Conferences with journalism | UL | 2014 Dec (Twice a year ) |

**Annex IV**

**Report of the International Gender Consultant**

**PROGRESS REPORT**

**GENDER INTEGRATION IN COMMUNITY DRIVEN DEVELOPMENT (CDD) PROGRAM**

December 2014

**Introduction**

This progress report reviews the gender equality in the implementation of CDD in the last one and a half years in the three townships: Kampetlet, Chin state; Kyunsu, Tanintharyi region; Namhsan, Shan state. CDD project has several important gender equality requirements:

    (1)     50-50 requirement for Village Project Support Committee (VPSC)

    (2)     At least one member of each sub-committee members are women

    (3)     At least one sub-project per village tract is suggested by women's group

    (4)     Equal pay for equal work

    (5)     Integrating gender aspects in project cycle

The whole objective of the gender requirements is to ensure that women are recognized as equal actors in development and are able to voice their needs and be heard in the process. Therefore, the aim is not only to mechanically check whether these requirements are technically fulfilled, but whether the principle of gender equality and gender integration in project cycle is understood and internalized. Since it is too soon, the review does not cover the gendered impact of each sub-project itself.

**Methodology**

This progress report is based on the following information:

    (1)     Data available at the DRD township level
    (2)     Interviews with DRD township officers, TAs, CFs, and group discussions at the villages, especially with the VPSC members.

Interviews were conducted at Kampetlet from 22 to 26 October, at Kyunsu from 30 November to 5 December and at Namhsan from 14 to 20 December 2014 by the following team members: Ms. Hnyun Thwe Thwe Naing (gender officer DRD), Mr. Ko Ko (gender staff, DRD), and Kyoko Kusakabe (gender consultant).

Ms. Aye Aye Mying translated in Kampetlet and Namhsan. For detailed interview results, see mission reports of the three townships.

Below, the report covers the progress and limitations/ challenges of the project from a gender perspective so far on the five gender requirements listed above.

## 1.      50-50 requirement for VPSC

Each village has its own way of selecting VPSC, but in general, this requirement has been fulfilled. In Namhsan, we have been to a village where it seems that VPSC members were not aware of this requirement, but still they were able to have 5 women members among 13.

Some CFs in Namhsan said they have difficulty in finding women who can serve as VPSC members, and had to allow her friends to join as an extra member to VPSC so that she can have company. In Kyunsu, finding women to join VPSC was not a problem but keeping them active was difficult, since women had heavy work burden in the household. In all areas, women expressed lack of confidence and need for further capacity building for women VPSC members were requested.

In Namhsan[2], it was noted that during the first cycle, on average 22% of the villagers attended village meeting, while in the second cycle, 45% attended. During the first cycle, in 70% of the villages, less than 20% of the village participants were women. This has increased to 56% on average for the second cycle. The increase has been attributed by DRD township officers/ TAs to better understanding of gender requirements by CFs and by villagers. Other townships also observed increase in women's participation. In all these townships, before CDD, women did not attend village meetings.

However, it should also be noted that there are a number of people who are not involved in the process. For example, in Kyunsu, it was reported that women whose husbands are out at sea are not able to join meeting, since she is alone in managing the household. Also, some people who live far away from meeting place do not come to meeting either.

Not all township has such participation information ready. Namhsan had a good information management, which is useful to see the progress in women's participation.

In Kampetlet and Namhsan, it was noted that many women do not speak Burmese well. Some women did not go to school, so they have difficulty in reading and writing in Burmese. There is a need to make sure that all women get information on the project.

---

[2]Data is not available for the other two townships.

| Achievements so far: |
| --- |
| <ul><li>50-50 requirement has been achieved in terms of number</li><li>Women's participation in village meeting improved after the project (almost doubled).</li><li>Good collection of monitoring statistics in some townships.</li></ul> |
| Recommended actions |
| <ul><li>Improvement in monitoring statistics on women's participation.</li><li>Sharing of experience on how to motivate women's participation in VPSC.</li><li>Confidence building exercise for women VPSC members.</li><li>Follow up on people who are not involved in the process (not coming to meetings) by CFs.</li><li>Develop means where women who cannot speak/ read Burmese fluently can access information and express their opinions freely.</li></ul> |

## 2. At least one member of sub-committees is a woman

Again, this has been achieved in terms of numbers. In Namhsan, data shows that for the second cycle, women occupy more than 40% of positions in sub-committees on average. Some women are also head of sub-committees, although this is not often seen and there is no data collected on this issue. In Namhsan, 15% of VPSCs are headed by women for second cycle[3]. In Kyunsu, women are active in VPSC. It has been reported that even before CDD, women have been active in CBOs in the villages. Therefore, they are already used to doing community work and taking leadership roles.

However, that is not the case for all township/ villages. For example, women in Kyunsu reported women facing challenges in asserting their leadership:

> "Last year, there was much argument since some men did not accept women to be a member of village committee and be leaders. Some men thought that women should not be members or leaders. So, it was difficult to organize the villagers. But after one year, women were able to show that they have enough knowledge and experience, so these men's opinions have also changed, and they now accept women as committee members" (Women head of VPSC, Min Goke village)

Even when there is no such upright resistance, women VPSC members face various difficulties. Women in Kampetlet and Namhsan reported their difficulty in transportation. When there is a meeting outside the village, they need to ride a motorbike. However, many women do not know how to ride a motorbike, so they need to depend on other men to bring them to the meeting place. However, there is no allowance for these men who provide transportation services to women. It is not recognized that women and men have different costs to attend meetings.

---

[3] Note that at the time of field visit, only 12 villages went through the second cycle sub-project identification.

In Kampetlet, meeting times was set when it was not convenient for women, so women had to miss out many times. She informed about her problem, but the meeting time never changed. In Kyunsu, in a similar case, the CF changed the training venue to the village instead of village tract, since members complained that going to village tract office is too far. In Namhsan, CF changed the meeting time to night time, so that it is easier for women to join. In Namhsan, village tract meetings are held in different villages every time to be fair for all the villagers.

For women, juggling community work with household work is more of a challenge than men. In Kampetlet, women need to spend time to crush corn and that is time consuming. In some villages, they have corn crushers that would allow women to save time. Women also have to face husbands complaining about not being at home. In Namhsan, women also complained of the difficulty in juggling both community work and household work, but she says that she gives priority to committee work. In Kyunsu, women expressed that they are concerned that they will be left out, so that is why they give priority to community work.

> "I am busy. I am not free. But I want to have equal chance to be involved, so that is why I am here today."

In all the townships, women said that they are not confident since they do not have experience and knowledge. It is important that capacity building and confidence building is provided to women VPSC members.

| Achievements so far: |
| --- |
| <ul><li>Number-wise, gender balance in sub-committee memberships have been achieved.</li><li>There are also women sub-committee heads although not many.</li><li>Initially, some women experienced resistance, but now women leaders are accepted by the community.</li></ul> |
| Recommended actions: |
| <ul><li>Need capacity building and confidence building for women VPSC members.</li><li>Need to provide support for women member's transportation cost, noting that many women cannot ride motorbikes. We need to take into consideration the gender differences in cost related to travel.</li><li>Need to introduce time saving devices for women where necessary.</li><li>Provide timely and constant coaching support for women members so that they will be able to manage their responsibilities better, either by training CF to play a role, assign a person at DRD office, or organize women's groups for mutual support.</li><li>Need to include data on women's leadership roles in VPSC (eg. heads of sub-committees) in the monitoring report.</li></ul> |

3.      **At least one sub-project in each village tract to be suggested by women's group**

Many villages have had separate women's group and men's group meeting and came up with separate list of priority for sub-projects. Some villages did not, and some small villages find that it is not practical to go into groups. The list of their priorities did not differ much between women's and men's groups. However, there

were some villages where elders made the list and asked the villagers to agree by show of hands in the meeting. There is a need to make sure that the practice of making women's and men's lists are implemented in all villages.

In the villages where they had women and men's priority lists, they have combined the two lists. CFs tried to either come up with issues that both women and men's group identified, or asked villagers to combine the list. In Kyunsu, it was pointed out that in this process, it is normally women's groups that would change and align with men's list, saying that they "forgot" to think about it. That is, in many villages, still men are considered to be more knowledgeable, so men's list can be more influential. Therefore, there is no "sub-project suggested by women's group", since all the prioritized sub-project is a product of consensus.

What is more problematic than combining the list is that there is hardly any time spent by CF to understand the problems that women and men villagers are facing. In Namhsan, when asked of their problems, women at the meeting came up with a long list. Asked why they have not raised all these issues in the prioritization meeting, they said that no one asked about their problems. It is noted that especially in Kyunsu and Namhsan, disparity within villages is wide. In Kyunsu, more than 60% of village households are landless, and many are also boat-less. In Namhsan, 20-50% of households are landless, and around 30-50% of households go for migration work. Less than 15% can earn living only from their own tea plantation. As was mentioned in Kyunsu, marginalized people often have more difficulties in articulating their problems or coming up with solutions. Therefore, it is important to have a separate meeting with these people so that we will be able to understand their problems and needs much better. As was pointed out in Kyunsu, it will be better if the meeting is held separately for different marginalized groups rather than conducting it all together in a village meeting, so that they will not feel intimidated.

Currently, sub-project selection meetings are carried out in only two-morning sessions, which includes orientation, selection of committee members, PRA, prioritization of sub-project, selection of sub-project and discussion on the implementation. There is hardly any time to discuss with villagers on their problems let alone analyzing it with them. PRA is conducted in less than an hour. Not every group go through problem tree analysis, and the output from problem tree analysis is not well-reflected in the sub-project prioritization discussion.

Kyunsu is planning to station CF to village tracts, which will provide them with more time to interact with villagers. Namhsan is rotating the villages where CFs are in charge of, so they will face more challenges in familiarizing CFs to the new villages.

Namhsan TPIC said that they have various projects running under different agencies – Ministry of Health, Education, Border Affairs as well as Parliamentary Funds. It would be important that some of the needs that are not covered by CDD be linked to these various funding sources.

| Achievements so far: |
| --- |
| <ul><li>Many of the villages have had separate group discussion with women's group and men's group to come up with women's lists and men's priority lists.</li><li>Kyunsu is going to stationing CFs at village tract level. This will allow CFs to have more time with villagers. This experience needs to be shared with other townships.</li><li>PRA is done during the sub-project identification including problem tree analysis. If this tool is linked better with sub-project identification, it will be able to address the problems of marginalized women better.</li></ul> |

| Recommended actions: |
| --- |
| <ul><li>Practice of getting women and men's priority lists is not uniform. There is a need for more rigorous follow up to implement identification of different needs of women and men.</li><li>CFs need facilitation and community mobilization/ organizing skills training so that they will be able to identify marginalized people and would know how to conduct discussions with them to identify their needs when they are not able to articulate well.  With such training, if CFs can spend more time at the community before the sub-project identification, they will be able to come up with a better list that reflects the variety of needs of the people in the community.</li><li>Problem tree analysis needs to be better linked to the sub-project identification.</li><li>Linking women's and men's needs with other agencies. CFs needs to be trained on networking, linking and sourcing resources so that CFs can link the identified needs to relevant agencies.</li><li>Need to include list of women and men's priority in monitoring reports, and also to report to TPIC for their actions.</li></ul> |

## 4.     Equal pay for equal work

In the three townships, in general, there is gender gap in wages. Women are in general paid less than men. For example, in Kyunsu, women are normally paid 1000 kyats less than men (eg. men are paid 5000 kyats per day, while women are paid 4000 kyats). In Namhsan, it was reported that for fuel wood collection, women are paid 1000 kyats less. For weeding in tea plantation, women are paid 2500 kyats while men are paid 3000 kyats. Therefore, it is important that CDD introduces this requirement, and that almost all sub-projects, for those managed with community labor, pays equal wages for women and men. For example, in Namhsan, around 70% of the sub-project was carried out by community labor (that is, not contracted out to companies).

Initially, there were some resistances to the principle of equal pay. This stemmed from partly misunderstanding of the concept (eg. distinction between skilled and unskilled labor) and also argument based on "culture". For example, initial reaction at Namhsan TPIC was that it is difficult to implement equal pay for equal work because of Palaong "culture". In Namhsan, there were some village tract who did not agree with the principle, and questioned this requirement during the multi-stakeholder meeting. However,

after clarification of the principle, the village tract committee members agreed and implemented gender equality in pay. What was more, such move has influenced other employers, and one tea processing factory in the area followed suit and implemented equal pay for equal work.

Community paid labor is seen to be one way to benefit the community members, although the use of community paid work differs across townships – Kampetlet seems to contract work out to companies more than other townships, while Kyunsu depended more on voluntary labor contribution from the community, and Namhsan had the most use of community paid labor. Such differences might stem from the skill level of villagers, availability of funds and general availability of labor in the village. For example, the construction work of sub-project clashed with the tea harvesting period in Namhsan, when labor shortage is acute. It was difficult to get people to work on the community construction, since they will be able to get higher pay by tea harvest (7000-15000 kyats per day depending on the amount of leaf one can harvest in tea plantation, while the community work paid 4000 kyats per day). On the other hand, during the non-harvesting time, the wages drop to 1500-3000 kyats per day (weeding work done almost solely by women), and many people go outside village for labor migration. It would benefit women who cannot go for labor migration because of other household responsibility, if the community work was organized during the non-harvest season.

In Kyunsu, although gender equality in pay was implemented, there were some differentiation in category of work. Paid community work was done more by men, while unpaid volunteer work was done more by women. This is because women were not able to participate for the whole day because of other household responsibilities. If the pay was made in smaller units such as by half a day or by hour, it might expand the possibility of women working for pay.

In Kampetlet, more sub-projects were contracted out. At present, equal pay for equal work is not specified in the contract with the companies. In order to spread the equal pay principle, contracts of sub-projects can include such clauses.

| Achievements so far: |
| --- |
| <ul><li>Equal pay for equal work principle has been accepted in villages under CDD, and has been implemented accordingly.</li><li>Community paid work has benefited community people especially those who are dependent on hired labor work. Note that there is high landlessness/ boatlessness in Kyunsu and Namhsan.</li></ul> |
| Recommended actions: |
| <ul><li>If the sub-project work can be implemented during the slack season of tea harvest in Namhsan, it would benefit women who are not able to go for migrant work by providing them with better paying job opportunities.</li><li>Need to clarify concept of equal pay for equal work during the early stage of the project in the new townships in order to avoid unnecessary confusion.</li><li>Consider including equal pay for equal work requirement in contracts when contracting out to companies.</li><li>Consider paying in smaller units (hour/ half day) to accommodate women who are not able to spend the whole day on community work.</li><li>Need to include equal pay implementation in the monitoring reports.</li></ul> |

## 5. Integrating gender aspects in project cycle

In DRD township, communication officer and communication TA are looking after gender issues. They have received gender training in Nay Pyi Taw under CDD. Some TAs have received gender training before joining CDD, and already had some background in gender. This helped and together with the communication DRD officer and TAs, they provided gender training to CFs in the townships. This came a bit late, though, in the project cycle, and the project could have had better results in women's participation from the beginning, had the training was provided in the earlier stage of project implementation. As Communication TA in Namhsan mentioned, after the gender training, women's participation in the project improved.

Therefore, the basic gender awareness training is now in place. However, this is not enough to put the knowledge and awareness into practice. Some areas that needs capacity building for CF (and DRD officers, since they need to train the CFs):

(a)     Facilitation and community mobilizing/ organizing skills (note that there is a large disparity within the community, and the intersecting disadvantage by sex, age, and class needs to be understood better by CFs)
(b)     Tools and strategies to encourage women's participation and provide coaching support to women in leadership
(c)     Tools and skills in identifying disadvantaged women's needs in different contexts
(d)     Refresher training on gender integration in CDD projects and on gender issues in the township (context).
(e)     Linking and networking training, so that CFs will be able to link the identified needs of women and men in the villages to appropriate agencies.

At the moment, monitoring report that CFs provide covers numbers of women and men who came to meeting, attended training, and became VPSC members. However, it does not inform the prioritized list of women's and men's group, does not include the practice of equal pay for equal work, and does not specify the sex of the sub-committee heads. Case study collections are supposed to be done according to the gender aspects in project cycle. However, this is not yet done in any of the townships. We can consider using case collection as a monitoring tool as well as gender analysis training tools[4].

Regular CF meetings are organized at the township DRD, which provide good opportunity for capacity building for CFs. It is again, important that there is someone who is dedicated to look after the social process of the CDD, including gender equality aspects, in DRD township. For example, in Kyunsu, there is no DRD staff who is dedicated to CDD, and the staff is not able to put in enough time to follow up on CDD work. In Namhsan, they have dedicated staff for CDD.

---

[4]  Useful methods include Most Significant Change (MSC) technique, developed by Davies and Darts (2005) *The "Most Significant Change": The guide to use,* CARE international et al. Also a modified MSC to suit the gender integration needs have been experimented in IFAD projects in Cambodia. Please see Kusakabe (2012) "Case based gender process monitoring" in *Reflecting on gender and equality and human rights in evaluation,* UNWomen, Bangkok.

It has also been reported that although women and men CFs are able to work effectively in villages, there are particular difficulties that women CFs face. For example, in mountainous areas such as Kampetlet and Namhsan, it is difficult for women CF to ride motorbikes to remote villages during the rainy season. In Kampetlet, women and men CF work in pairs in order to overcome this difficulty. In Namhsan, men CFs help women CFs informally. In Kyunsu, they have decided to station CFs in village tracts so that they do not need to travel often. In either way, there is a need for coaching and mentoring for women CFs so that such difficulties would not deter her from continuing her work.

| Achievements so far: |
| --- |
| <ul><li>Gender awareness training has been provided to DRD township and CFs. They are now aware of the gender concepts and the importance of taking gender into consideration.</li><li>Basic gender awareness training module is available in township level, which can be used for new townships.</li><li>Some TAs already received gender training prior to joining CDD, and this has given them an advantage in understanding better the gender training in CDD and to play a role as gender trainers. This has contributed much to the success in township gender training for CFs. In the future, gender capacity of TAs should be taken into consideration when selecting TAs.</li><li>There is a regular CF meeting/ training in place.</li></ul> |

| Recommended actions: |
| --- |
| <ul><li>There is a need for further capacity building for CFs in the above-mentioned areas.</li><li>CFs' monitoring report format needs to be reviewed to include information on basic gender requirements.</li><li>Using case studies for monitoring and gender analysis capacity building can be explored.</li><li>Need coaching for women CFs.</li></ul> |

**Conclusion**

In general, the basic gender equality requirements set for CDD have been fulfilled in terms of numbers. However, we still need to improve implementation and monitoring in order to achieve the objective of these gender equality requirements, that is, to make women's voices heard and their needs being recognized and addressed. Analysis of each of the aspects on gender equality and women's participation has been given above. It is recommended that we start with a refresher training for CFs on how to integrate gender in CDD and strengthen monitoring scheme to follow up so that we can gradually put in place gender equality practices under CDD.

# Annex V

**DRD Staffing Organograms (Union and Township)**

# DRD Union Level Organogram (14/10/14)

As of 14 Oct 2014

**U Myint Oo**
**U Khant Zaw**

| Finance (Daw Nyo Nyo Win) | Procurement (KoKoNaing) U SoeMaung | Admin (KyawMoeHlaing) (ZarniMin) | OP-1. U KyawSwa Aung | OP-2. U HlaKhaing (Kokhy) |
|---|---|---|---|---|

### Finance
| Finance |
|---|
| Daw ThinYuHlaing |
| Daw Yuzana Khin |
| U Kyaw htoo |
| U Chan Nyein aung |
| + Daw Hayman |
| + |
| + |

### Procurement
| Procurement |
|---|
| Daw Jagu |
| U Mg Mg Soe |
| Daw Khaing wah wah htet |
| Daw ThinThinAung |
| Daw AyeThidaTun |
| Daw Thi Thi Wai Kyaw |

### Admin
| Admin |
|---|
| Daw Tin Moe Hlaing |
| Daw May Myat Thu |
| |
| +Daw Aye Aye Myint (Translator) |
| +Daw Htar Htar (Secretary) |

### OP-1
| Infrastructure (1/5Ts) | Participation (1/5Ts) Gender |
|---|---|
| Daw Mee Mee Htwe | U Ko Ko |
| U Than Naing Win | |
| U Win Zaw Tun | Daw Thet Yadanar Tun |
| U Aung khine zaw | Daw Hnyon Thwe Thwe Naig |
| Daw Nyein Su Naing | |
| U Nay Wynn | |

### OP-2
| M&E MIS | Social Accountability | Training |
|---|---|---|
| U Win MinTun | U Myo Nyein Tun | Daw Mu Mu Win |
| Daw Su Su Mon | U MinZaw | U Soe Ko |
| Daw Tin Tin khine | U Chit San Maung | Daw Nay Lwin Tun |
| | U Ye Wint Agung (GRM) | |
| | +Daw Lei Yin Win (com) | |

## ATTACH ADB

| Daw Lei lai htay | Daw Su Yi Phyu | Daw Mai Tan Ag Sein | U Sai Soe Htay | U Mai Nyi Zaw Hlaag |
|---|---|---|---|---|
| | U Saw sar douk Phourt | | | |
| | Daw San san maw | | | |

### Current status :
1) DRD has 8 Divisions, with avg. 20 staff/Division. NCDDP now has 30 dedicated staff, with more to come, thus more than a single Division.
2) Of 3000 candidates currently being examined, around 150 will be placed in DRD Union before end December.
1) 2 more staff awaited in Finance Section
2) 7 NCDDP staff currently attached to ADB on a temporary basis

## Annex V: Staffing in DRD Townships

```
                              ┌──────────────────┐
                              │ DRD Officers in  │
                              │   9 townships    │
                              └──────────────────┘
```

| | Kanpetlet | Namhsan | Kyunsu | Pinlebu | Sidoktaya | Ann | Laymyathnar | Htantapin | NPT (TS to be confirmed) |
|---|---|---|---|---|---|---|---|---|---|
| Team Leader | U Aung Shwe | U Myint Htwe Win | U Than Tun Oo | U Pyae Soe Win Kyaw | U Sae Maung | U Naing Linn Tun | U Than Zaw Moe | 31.7.2014 | 31.7.2014 |
| Infrastructure | U Bawizalian | U Shane Thu Aung | U Myat Linn | Daw Chu Thet Lae Soe | U Win Htut | U Kyaw Htay Lwin | U Ky Thiha Swe | U Ag Zaw Myint | 31.7.2014 |
| Procurement | Thet Mon Oo | U Sai Ketnet | U Ye KoKo Tun | U Myo Ko Win | U Maung Muang Chit | Daw Thu Mon Thandar | 31.7.2014 | U Than Hteik | 31.7.2014 |
| Finance | Yaminhan | U Kyaw Than | Khin Hnin Phwe | U Phyo Htet Maung | Daw Aye Nandar Linn | Daw Aye Aye San | Daw Ei Shwe Zin | Daw Chan Myae Thu | 31.7.2014 |
| M&E/MIS | U Ling Naing | U Kyaw Zin Latt | Phyu Phyu Chaw,Thet PhyoPai | U Kyaw Naing | U Nyo Win Aung | Daw Lay Lay Swe | Daw Khin Thuzar Win | U Pyae Phyo Ky | 31.7.2014 |
| Gender/communication | U Naing Maung | Dr. Thiri | U Myo Win | U Yin Aung Myint | 31.7.2014 | U Nyunt Oo | Daw Thet Thet Zaw | Daw Zarni Ag | 31.7.2014 |

Under Pinlebu:
- U Wai Lwin Oo
- Daw Ei Shwe Zin
- Daw Phue Ngon Wai
- Daw Zin Mar Linn
- Daw Wai Wai Myint

Under Sidoktaya:
- U Thein Tun

Under Ann:
- U Thaung Htut Pai
- U Zay Maung Maung