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**NATIONAL COMMUNITYDRIVEN DEVELOPMENT PROJECT**

**IDA Grant No: H814-MM**



**PROJECT REPORT  
FOURTH QUARTER (OCT- DEC) 2014**

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

Presented by:

Community Driven Development Secretariat  
Department of Rural Development

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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

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## 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 October to December 2014 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 quarter (Jan – Mar 2015).
- Main activities occurring during this period were:
  - 1) Implementation and Management
    - a. Preparation of second cycle in Kyunsu, Kanpetlet and Nahmsan (Orientation meetings/VDP, VTDP/FSC training, BG transfer, sub-project planning)
    - b. Upgrading of 23 Cycle 1 projects : Namshan 5, Kanpetlet 10, Kyunsu 8 (Table 1)
    - c. Completion of Social Audit in one VT (5 villages) in Kanpetlet
    - d. Distribution of Operations Manual (December)
    - e. 2 x Quarterly Meeting: 09/10/14 and 15/12/14
    - f. ISM : 27 – 29/10/14.
  - 2) Procurement
    - a. Goods : all office equipment except for vehicles (already in port), cameras and internet in Pinlebu in place. Tablets (300) and mini-server expected early March.
    - b. Consulting : a) 6 new townships TA contracts: 4 signed Jan/Feb, only IRC (Tatkon) and RI (Ann, Htantanbin) still pending. b) extension of 3 old : MC still pending
    - c. Individual consultants : 2 x finance, 2 x procurement, 1 x gender still pending
    - d. Technical Audit : Eol
  - 3) Financial Management
    - a. Accounting transactions are updated in the accounting system
    - b. Withdrawal Applications prepared and submitted to the WB
    - c. Refresher training conducted to the TSP staff on the updated Community Finance Guidelines
    - d. Audit follow-up report circulated
    - e. Though the Block Grants were projected to be disbursed before 15 December for the existing 3 TSPs, due to change of members in the Community Committees this is delayed
  - 4) M & E / MIS
    - a. Continued development of front (MS Access desktop and Android tablet interface) and back end (MySQL) for the Project Database, based on the revised MIS forms in Part III.
    - b. Field testing and training of Android tablets in Kyunsu (26-27/11), Kanpetlet (4-5/12) and Namhsan (18-20/12).
  - 5) Training: during this period included :
    - a. Training of DRD
      1. 60 DRD staff from 9 TS, 20-29 Oct
      2. 17 DRD staff, 9 TS & union, 18-22 Dec, TOT
      3. Finance, 2 days in Nov and Dec (12-13), mainly DRD officers
      4. ToT Workshop : 8 – 12 Dec.
      5. Staffing : Training consultant hired (Tin Mar Lwin)
    - b. TTA :
      1. Retraining of facilitators in Y1 TS
      2. M & E / MIS training for use of tablets in Y1 TS

- 6) Grievance management :
    - a. visit by UTA Grievance Handling Expert to all three townships;
    - b. completion of quarterly report.
  - 7) Communication:
    - a. Update of Communication Plan
    - b. updating of website
    - c. continued translation into ethnic languages.
  - 8) Staffing
    - a. Mobilisation of short and long term consultants both under Union level T.A contract and direct hire by DRD included:ii) Team Leader/Training Expert (Mr Klaus Kirchmann) ii)Finance Expert (Mr Srie Balasingam) iii) M & E Expert (Mr Luqman Leckie). Inputs from direct hire consultants (not under UTA) included Mrs Oi Thip for procurement; Mrs Tin Ma Lwin as started a 4 months contract on 8<sup>th</sup> December as a Training Expert.
    - b. DRD staff: appointment /recruitment of additional staff at Union and township level (6 staff per new township office). A major large recruitment drive of 3000 staff was initiated by DRD during this period, and these are expected to be in place at Union and township level before end December. The target for staffing in each Class C township is 27, with around 6 – 8 dedicated to CDD.
  - g) Procurement of services (TTA for six new townships) and goods (vehicles, motorbikes, tablets for 6 new townships, office furniture and computers). Still ongoing.
- Main challenges and risks:
    - Finalisation of contracts for TTA in six new townships was still pending by the end of this period, and by mid February contracts for IRC and RI remained unsigned.The source of delays has been various, including slow approval process from international NGOs such as MercyCorps, who required head office (USA based) authorization for any major changes during negotiation, inexperience of DRD in evaluation and negotiation for international T.A contracts, change in CF/TF numbers, time taken for WB NoL processes etc. All of this underlines the need to launch the whole procurement process for the last 6 townships as early as possible.
    - Despite a two tier package system based on negotiation progress It is hoped that start-up training can be organised for all six townships at the same time.As the township consultants will require one month for mobilization, training can only start in December. This will affect the field implementation of the community project cycle in the six new townships leading to time pressure similar to the situation in year one. A collaborative effort will be needed for the field implementation to compensate for the late start-up in the six new townships. The three year-one townships are not affected by this constraint.
    - M&E/MIS: lack of experience of CFs in using tablets. a major constraint in the first cycle, is currently being resolved, and the basic package with updated M&E forms and MS Access data base will be up and running for cycle two. By the time of the field trials of tablets in three old townships in November/December, most townships had already completed orientation meetings, therefore a significant amount of data was already available on the paper forms, while parts of the Android interface was still being finalised, such as a) permissions / user profiles and b) tablet to PC synchronisation (off-line process) c) inclusion of all new forms in the MIS.
    - There is a shortage of qualified trainers for year two. With the current resources it will not be possible to organize the required training, especially training of facilitators packages (TOF). A pool of trainers needs to be built up. This might include DRD officers from union, regional or township level as well as hired trainer consultants

- Dedicated staff required for key positions in DRD at township and Unionlevels is still an issue. In particular, Union NCDD Secretariat still requires finance and training staff officers, IT staff for the MIS, a translator and secretary.
- Gender: results in year one are generally satisfying. Yet, it will remain challenging to really get it mainstreamed in general or to build up respective capacities with more coherent gender training material. Mobilisation of a national gender expert is long overdue.
- Next quarter's work plan will focus on:
  - Signing pending TTA contracts and mobilisation of TTA for the six new townships
  - Institutional capacity building: Increasing staff at union and township level; office equipment, computers, tablet computers and vehicles
  - Training for year two project cycle implementation: start-up training, training of facilitators, technical training on quality management, safeguards and other topics
  - Technical assistance focus: MIS application with tablets as data entry devices, monitoring and reporting, quality management/safeguards, gender, communication.
  - Most importantly: technical assistance to get requests for block grant transfers on time. This requires: completion of orientation meetings and election of finance sub-committees, FM training for finance sub-committees, opening of bank accounts.
  - Preparation of the WB mid term review and input for the design of scale-up and TA model.



## 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.

This quarterly report describes implementation progress and highlights main 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

The first community project cycle (Oct. 2013 to June 2014) was implemented in the three townships of Kanpetlet, Namhsan and Kyunsu, selected from the Chin and Shan States, and Tanintharyi Region, respectively. With few exceptions, construction finished in June, therefore this quarter did not see any new construction activities, which only started for Cycle 2 in February 2015. The main field activities were therefore: 1) quality upgrading work on Cycle 1 sub-projects 2) preparation and planning of Cycle 2 activities for old townships and 3) preparation activities for six new townships. Key activities during the period are summarised as follows:

- Management/supervision: ISM visit 23/10 – 04/11/14; 2 x Quarterly Meetings 09/10 and 15/12/14.
- Upgrading of Cycle 1 sub-projects
- Preparation of Cycle 2 activities to sub-project proposal stage
- Printing and distribution of the Operations Manual, including FMM
- Continued development and Pilot testing of the MIS
- Procurement of goods and services including:
  - Services: T.A in 6 new townships. First contracts were signed in January 2015 for Pinlebu (NAG), Sidoktaya (Cardno), and Laymyetnar (MercyCorps); by mid-February contracts for Tatkon (IRC) and Ann (RI) and Htantabin (RI), signature (Tatkon, Pinlebu, Sidoktaya, Ann, Laymyetnar, Htantabin) were still unsigned.
  - Individual consultants: procurement completed for ????
  - Goods: procurement and delivery of vehicles, motorbikes, office furniture and computers for new township offices was completed by December.
- Financial Management : revision of FMM, updating expenditure, updating of training plan.
- Grievance handling mechanism : quarterly report, refresher training visits to old townships, participation ToT at Union level.
- Communications : new website updated, Communications Strategy completed, materials translated.
- Gender: visit by international gender consultant to Kyunsu
- 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
  - Chief Training Consultant Tin Ma Hlwin mobilised December.
  - Master trainers ToT training

- Infrastructure, design and safeguards for township and Union level engineers training by Garvin O’Keefe
- Refresher training for DRD and TA township staff
- Village Tract (FSC) and Village Committees refresher
- MIS / M & E training (township visits from Win Min, Luq, George& Aung Moe Soe)
- Grievance Management (visit by Banyar Tun)

### 3 Sub-Project Implementation

#### 3.1 Cycle 1

##### 3.1.1 Completion Cycle 1 sub-projects

###### AM Next Steps

- Sub-projects to be formally closed, following provisions outlined in the Operations Manual to ensure technical and financial closure. By 31 December
- All projects were fully closed by 31 December

##### 3.1.2 Upgrading quality of Cycle 1 sub-projects

###### AM Next Steps

- DRD to provide management response to OAG by November 30 (regarding legitimacy of using DRD operational to supplement NCDDP block grant).
  - DRD to work with village tracts and communities to ensure that sub-projects requiring additional work are completed by January 31, 2015.
- Response provided in November. Management response provided in November. Audit findings, actions taken and WB comments. (See below Section 5.4) 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.

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. See Table 1 below :

**Table 1: Cycle 1 sub-projects identified for upgrading**

	Village	Sub-project type	Cost (MMK 000)
<b>KANPETLET</b>			
1	Ma Kyaut Ahr	Pipe Culverts for road	6,000
2	Kant Thar Yone	Pipe Culverts for road	3.000
3	Ma Kyar	Pipe Culverts for road	6.000
4	Kyawt Daw	Pipe Culverts for road	4.000
5	Ngun Zaing	Pipe Culverts for road	1.800

	Village	Sub-project type	Cost (MMK 000)
6	Maw Chaung	Water Pipe and Waer Tap stand	2.600
7	Lwei/Mar Lee	Solar (15) Set	3.000
8	Ma Shwi	Drain for Mini Hydro	1.500
9	Ma Kyaut Ahr	Solar (50) Set	8.000
10	Hpone Twi Kyin	Small Irrigation	500
<b>KYUNSU</b>			
1	Yin Kan Aw	Jetty Renovation	8.500
2	Maw Khaung Tone	Jetty Renovation	18.300
3	Pan Taung	Water Tank and Filter	4.800
4	Zay Ka Mi	School Renovation	3.950
5	Shwe Du	Retaining Wall for School	3.600
6	Kan Gyi	School Renovation	12.300
7	Ka Tan	School Renovation	4.200
8	Ma Yang Chaung	Electricity for School	1.800
<b>NAMSHAN</b>			
1	Hpa Yar Gyi	Concrete Road	3.925
2	Zei Tone Huong	Road Side Drain	3.493
3	Ho Chit	Road Side Drain	13.200
4	Ho Nam	Water Tank for Mini Hydro	6.510
5	Hpa Yar Gyi	Retaining Wall	11.080
<b>TOTAL</b>			132,058

It had been discussed at the quarterly meeting in October that sub-projects that do not meet minimum standards would be corrected, with financing to be taken from the village tract's year 2 block grant allocation. However, DRD had already allocated MMK 80 million from its operations budget earlier in the year, and obtained approval from OAG to regard it as a contribution towards Block Grant infrastructure, opening a separate account. The remaining MMK 52,000,000(40%) will come out of this year's Block Grant allocation. DRD has informed townships that such additional financing will not be given in the future, and that the additional work will follow CDD procedures and criteria, regardless of the funding source. Therefore all sub-projects from Yr 2 onwards should aim to be completed to the full technical and ECoPS standards within the given budget, and cost of additional work will be taken from the following year's BG allocation.

The work started in early November and is expected to be completed by mid March. In the villages concerned, therefore, this work will be synchronous with construction of Cycle 2 sub-projects, but should not disturb or detract from Cycle 2 work.

### 3.2 Implementation of Cycle 2

- **Activities during last quarter and to date**
- Preparation: TTA initiated preparation activities in September, well before distribution of the revised OM. Activities included staff refresher training (TTA, CF's/TFs), followed by village

orientation meetings, update of village profile, election of committees, financial training of VT FSC and full training of village committees.

- TOTs were conducted for DRD township staff, with the aim of enabling staff to continue training independently in the future. Grievance, M & E, and MIS UTA experts visited the townships for training. ISM, Technical Review expert and international Gender consultant visited Kyunsu end October and early December respectively.
- Using Cycle 2's negative list approach, there is more flexibility in Cycle 2; 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 89 villages 2) Namhsan : 115 in 121 villages and 3) Kyunsu : 150 (estimate) in 158. By mid February, construction of sub-projects has already commenced in all 3 townships. A summary of Cycle 2 progress is given in the following Table.

**Table 2: Cycle 2 Progress Status as at 15.02.15**

Key Performance Indicator	Status Update of Cycle 2 as at 15/02/2015						
	Unit	Kyunsu		Kanpetlet		Namhsan	
		No.	%	No.	%	No.	%
Village Orientation & VPSC formation	village	158	100%	122	100%	121	100%
Social Assessment & Planning	village	158	100%	122	100%	121	100%
Village tract meeting :(VTDP, VT proposal, budgeting)	VT	20	100%	26	100%	26	100%
M&E training (session 1)	M&E sub committee	158	100%	122	100%	121	100%
O&M training (session 1)	M&E sub committee	158	100%	85	100%	121	100%
Financial training refresher (sess. 1)	FSC (+ village clerk)	20 (+ 158)	100%	26 (+122)	100%	26 (+ 121)	100%
Grievance Redress Training (sess. 1)	VT	20	100%	26	100%	26	100%
Block Grant request	VT	18 (139 villages)	90%	26	100%	26	100%
Block Grant transfer	VT	9 (59 villages)	45%	26	100%	20	77%
Sub-project number Cycle 2	SP	158		85		115	
Detail estimation for sub projects	VT	11	55%	83	98%	12	46%
TPIC approval for subproject	VT	9 (59 villages)	45%	26	100%	26	100%
Feed back meeting/ technical consultation for sub project & Implementation Planning	VT	9 (59 villages)	45%	26	100%	12	46%
Procurement Training (session 1&2)	Procurement sub-committee	59	45%	122	100%	121 (session 1 & 2)	100%
Procure construction material	SUB-PROJECT	59	45%	51	60%	15	13%
Financial Training (session 2)	FSC	9 (59 villages)	45%		100%		
Sub-project construction	SP	59	45%	40	47%	15	13%

**Table 3: Breakdown of Sub-Projects by Category in Cycle 2**

	Category/Type	Kyunsu No.	Kanpetlet No.	Namhsan No.
1	Water supply (tank/dam, pipes etc)	15	10	19
2	Sanitation (latrine, sewage treatment etc)		1	
3	Road, bridge, culvert	47	24	24
4	Jetty	19	-	
5	School	37	3	23
6	Hydro power	2	4	23
7	Electricity (solar, genset etc)	7	23	
8	Community Centre	1	3	20
9	Health Centre/Clinic	1	1	3
10	Pre-school/Child Care Centre/Nursery	3	12	3
11	Other building (meeting, boarding place etc)	1	2	
12	Fencing	5	1	
13	Other (specify)	2	1	
14	Total	140 <sup>(1)</sup>	85	115

1) : No of sub-projects in 2 VTs still unknown at 15/02/15. Total expected sub-projects = 158, as shown above in Table 2.

### 3.3 Operations Manual

Translation, printing and distribution of the Operations Manual was completed by November as follows:

Printed versions	No. copies
OM full version Myanmar only (inc error correction). 15 copies/village	26,000
OM full version English-Myanmar	1500
OM short version (to Yr 1 TS 500 copies each, 500 in store)	2000

### 3.4 Safeguards

The following actions have been taken over the last 6 months with regard to compliance with safeguard actions mandated by the OM :

- ESSAF updated with ESFM, outlining the applicable safeguard policies and instruments
- Trained DRD staff, community and technical facilitators and sub-committees in technical and safeguards aspects
- Ceiling for funding sub-project established to limit potential safeguard risks
- Negative and positive lists updated based on lessons learnt from Cycle 1
- National design standards and method for preparing bills of quantities used by DRD
- Lessons learnt from Technical Audit for cycle 1 and to rectify defects in some sub-projects
- Further training to enhance technical capacity of DRD staff, community and technical facilitators and sub-committees in quality management of infrastructures and safeguards

### 3.5 Issues

- The OM was not printed and distributed until November. Fortunately, TTA had appraised themselves of the main changes, and did not wait to receive the printed OM before starting preparation activities in September. The process of distributing the new OM has to be more streamlined in future, including: a) revision /updating of content following the MSR (future revisions of the OM are likely to be lighter after the first year) b) translation c) printing and d) distributing.
- Staffing and facilities. *Namhsan*: lost 2 TF's during the period; this left only 3 engineers on TTA team, causing delay in Cycle 2 sub-project selection. Many motor cycles were not functional for periods of time, despite frequent repair. *Kyunsu* : *high turnover rate of TTA staff has affected implementation*
- Capacity building: TTA has faced challenges in all townships in mobilizing DRD counterparts towards full participation in activities. However, coordination and negotiation meetings were held with them regularly during this reporting period. During these meetings, the Union DRD agreed to instruct township DRD staff, who serve as counterparts to T-TA, to fully participate in NCDDP activities.
- 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 clerkswill be responsible for linking the finance sub committees of village tracts and village project support committees.

Due to slow progress with full functionalization of the MIS, the majority of project cycle monitoring data was stored in paper forms until the intensive data entry workshop at Union office in the last week of January 2015. Entry, validation and uploading of all data to the server up to PC 7 (VT project selection) is expected by 20<sup>th</sup> February.

### 3.6 Six New Townships Preparation for Cycle 1

Based on relative advancement in terms of 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 of TTA experts was limited at the second batch, since contracts had still not been signed for IRC and IR by that time. Availability of TTA by in the six new townships by mid February 2015 is given below (Staffing and Facilities) in Table ??.

Due to this situation there is clearly a challenge to meet the target of Block Grant transfer by 20<sup>th</sup> March. However, a schedule was agreed with all parties at the training (see Annex ??, example of Ann workplan) to optimise the parallel activity strands of: 1) election and training of village committees and VT finance sub-committees (FSC training part 1, only Module 1 -3), and opening of bank accounts to receive BGs and 2) preparation and planning stage for Cycle 1 implementation (Design, BOQ, budgeting, VT plan, TPIC approval). The bottleneck timewise is clearly the FSC election and training, Conditions for this to work include: 1) TS is fully aware of scope and prepare 2) team of FM trainers in each TS 3) support from DRD head of budget 4) simple yet effective training material. A fallback situation in worst case would be for DRD to open the VT bank accounts, make the BG requestes and have the amounts transferred as quickly as possible while FSC is being selected and trained, since the amounts are already agreed; however, use of the money would be withheld until FSC election and training is complete.

## 4 Grievance Management

- *Aide Memoire*

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
- Official letter replied to IFI and WB, process uploaded to the web site

### 4.1 Activities during last quarter and to date

- 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

### 4.2 Progress during last quarter

- Resolution % : during this quarter, 62 grievances were received in total (Table 4 below). Of those, 98% have been tackled and addressed with the complainants.
- 95% were community issues, while 27% were womens issues.
- 66% were handled in the township level and 34% handled in the Union level.

Since January 2014, the cumulative overall resolution rate is also 98% (Table 5 below).

**Table 4: Quarterly grievances received and resolved (Oct-Dec 2014)**

Township	Kanpetlet	Namhsan	Kyunsu	Union	Total
Total grievances received	28	9	4	22	<b>63</b>
Total grievances resolved	27	9	4	22	<b>62</b>
	<b>96%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>98%</b>

**Table 5: Cumulative grievance received and resolved (Jan-Dec-2014)**

Township	Kanpetlet	Namhsan	Kyunsu	Union	Total
Total grievances received	110	52	73	150	<b>385</b>
Total grievances resolved	109	52	65	150	<b>376</b>
	<b>99%</b>	<b>100%</b>	<b>89%</b>	<b>100%</b>	<b>98%</b>

**Table 6: 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
<b>Total</b>	<b>36</b>	<b>13</b>	<b>14</b>	<b>63</b>

- 1. General inquiry about Project Policies and Procedures** – Majority of grievances under this category were requests for solar electrification, particularly in Kanpetlet township. Requests for Village Tract’s financial liquidations were the second, while complaints about 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, complaints included : not getting the first priority sub-project, labor wages less than the rate in other villages, labor charges payment 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:** the 3 serious cases which arose (2 in Namhsan, 1 in Kyunsu) are described in detail in the Annex of the last Grievance Quarterly Report.

### 4.3 Issues

- Sometimes, Township level feedback committee does not report the serious grievances to Union level immediately. Instead they try to solve it by themselves without documentation. It is proposed to introduce an automatic trigger from the MIS system which sends an email to relevant actors at Union level when a serious grievance has been registered.
- Some villagers are reluctant to continue their complaint about insufficient budget for sub-project and block grant size for village tract, in particular in Kanpetlet township, as they feel that the project did not take effective actions on the issue.

### 4.4 Next Steps

- 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
- Integrate a more detailed grievance handling into management reporting and KPI's, so the latest situation can be viewed.

## 5 Financial Management

### 5.1 Aide Memoire

DRD to recruit additional finance consultants by 31 December 2014. ☐

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. ☐

DRD to conduct capacity development training for FM staff in the context of scale up ☐ by 31 January 2015. ☐

Reinstallation and customization of FM software by 31 January 2015. ☐

- NOL from the WB obtained to recruit 2 Senior Finance Assistants, REOI advertised, CVs currently being evaluated.
- DRD Finance Director has issued instructions to settle the outstanding advances. Since then, most advances have been settled.
- Due to the workloads of those receiving the advances, advances still are not settled within 10 days. Longest outstanding advance currently > 3 months, amounting to MMK 35,673,480 .
- Done twice in NPT Nov+Dec, and will be repeated in May.
- 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.
- Extra 2 computers in place. Reinstallation expected by end of February 2015.
- 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.

### 5.2 Activities during last quarter and to date

- IFR prepared: The Interim Financial Report (unaudited) for the quarter ending 30/09/2014 along with the disbursement projection for the period of October 2014 to March 2015 was prepared and submitted to the World Bank.
- FFM (township and Union) revised: Financial Management Manual for DRD Union Level and Township Level was revised to incorporate the suggestions made by the World Bank.
- Block Grant Allocations for Cycle 2 revised: Revised the Block Grant Allocations for Cycle 2 based on the updated population ranges in the townships and included in the supplementary budget. Subsequently, an application was submitted to the World Bank for an amount of MMK 10,140,000,000 and received the funds under Part A of the project.
- Total BG transfer by 31/12/14: By 31 December 2014, DRD had transferred Block Grants to the Village Tracts amounting to MMK 440,000,000 as follows:

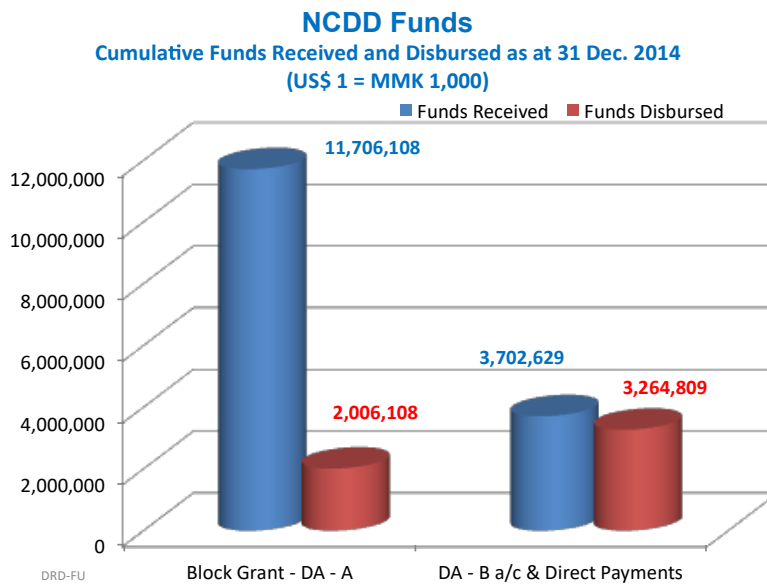
o	Kyunsu TSP	-	3 VTs	-	MMK 220,000,000
o	Kanpetlet TSP	-	6 VTs	-	MMK 120,000,000
o	Namhsan TSP	-	4 VTs	-	MMK 100,000,000

The remaining balance is expected to be transferred by late February 2015. For the new TSPs, it is expected that the BGs will be transferred by March 2015

- Direct payment applications : Submitted six Direct Payment Applications during the quarter under review for a total of US\$ 309,019 and another direct payment application for JPY 26,011,485 to the World Bank.
- Withdrawal applications : Submitted one withdrawal application to seek additional advance of MMK 355,385,116 and to document the expenses amounting to MMK 244,541,668 paid from DA – B account from July to September 2014. A Withdrawal Application for the entire amount was submitted since the end of the quarter and the funds were received in early November 2014
- Total withdrawal during the period: During the quarter under review, DRD withdrew from the grant funds an amount of MMK 584,455,980 under Part B,C & D of the project.
- Response to findings of General Auditor’s Office: responded to the findings of the Union Auditor General Office at the conclusion of the audit of the Annual Financial Statement for the period ended 31 March 2014.
- Staffing: During the quarter, DRD Management assigned two staff to work in the finance unit.
- Training : Finance Unit of NCDD conducted training on the revised Community Finance Guidelines and Financial Accounting aspects at TSP DRD Offices. Peachtree training and customization is expected to be given end February.

### 5.3 Cumulative results

Figure 1:



**Cumulative Funds Received and Disbursed as at 31/12/2014**

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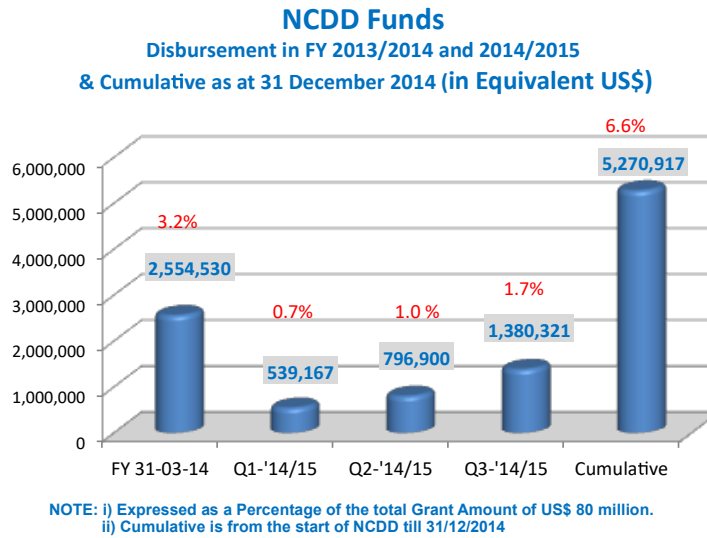
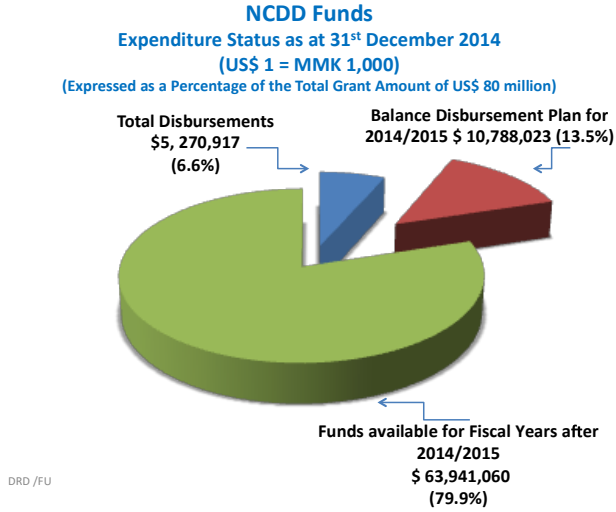


Table 7 : Block Grant Amounts by Townships in Year 2 (Cycles 1 and 2)

## Block Grants for Cycle 2 of CDD

No	Townships	No. of Village Tracts	Block Grant Allocation (MMK)	Block Grant Transferred @ 31/01/2015
1	Kanpetlet	26	520,000,000	520,000,000 (for all 26 VTs)
2	Namhsan	26	720,000,000	560,000,000 (for 20 VTs)
3	Kyunsu	20	1,320,000,000	420,000,000 (for 9 VTs)
4	Pin Lae Bu	52	1,320,000,000	-
5	Lay Myatt Nar	41	1,120,000,000	-
6	Ann	29	1,100,000,000	-
7	Saedaketayar	46	920,000,000	-
8	Htan Ta Bin	54	1,340,000,000	-
9	Tat Khone	49	1,780,000,000	-
	<b>Total</b>	<b>343</b>	<b>10,140,000,000</b>	<b>1,500,000,000</b>

### 5.4 Audit Report

#### *Aide Memoire*

DRD to provide management response to OAG.

Management response provided in November. Audit findings, actions taken and WB comments summarized below.

#### **Major Audit Findings and actions taken**

- Correct Classification of expenses: DRD ensures the expenses are appropriately classified under the respective components.
- Delay in advance: DRD management has been following-up on the advances and the duration of clearance is being reduced.
- Ineligible expenses: DRD trained the staff on what is eligible and not-eligible under NCDD.
- Missing documents: DRD followed-up and ensured all the documents are kept secured.
- Cash Balances after the completion of the sub-projects: DRD ensured that cash balances re-deposited into the Bank account of VTPSC.

#### **WB comments on the Audit Report:**

- The audit report does not clearly indicate if the financial statements have been prepared on cash basis and in all material respects, in accordance with accounting principles adopted by the project.
- The report does not also specify if the audit was carried out in accordance with International Standards on Auditing or its equivalent.
- These issues will be discussed with the OAG by the WB and seek resolution in subsequent audits. Given that this is the first audit carried out by OAG for World Bank financed project in recent times, the WB agreed to the audit report on exceptional basis pending the agreement between WB and OAG.

## 5.5 Issues / Next Steps

- Liquidity : Towards the end of the quarter and in early 2015, the Finance Unit experienced some liquidity issues in paying some of the suppliers. A review on the liquidity issues revealed that the shortage of funds were 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 above US\$ 50,000 or equivalent would be paid directly by the World Bank to the supplier.
- ii) On the other hand, the Project Management made a 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, it is recommended to:

- i) Follow the disbursement procedures stated in the Project Appraisal Document, Disbursement Letter, Disbursement Guidelines and Disbursement Hand Book of the World Bank,
- ii) Improve coordination between Finance and Procurement Units : 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. Once the contracts are signed, the procurement unit need to provide a copy of 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) During the upcoming MTR, discuss and agree with the WB to receive increased amount of funds into 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. A possible solution to the liquidity problem is a 6 Monthly Forecast of Expenditure by Component (Jan-Jun 2015) as follows:

Description	Note	Month - 1	Month - 2	Month - 3	Month - 4	Month - 5	Month - 6	Total
		Jan 15	Feb 15	Mrz 15	Apr 15	Mai 15	Jun 15	
Component 1: Community Block Grants	i	2.120.000.000	4.460.000.000	3.120.000.000	-	-	-	9.700.000.000
<b>Sub-total (a)</b>								9.700.000.000
<b>Less:</b>								
<b>Closing balance DA after adjustment (b)</b>	ii							9.700.000.000
<b>Direct payments/SC payments (c)</b>	iii							-
<b>DA-A Cash requirement from WB for the next two reporting periods [(a)-(b)-(c)]</b>		-	-	-	-	-	-	-
Component 2: Facilitation and Capacity Development	iv	196.723.288	196.723.288	393.446.575	368.228.011	368.228.011	376.634.199	1.899.983.370
Component 3: Knowledge and Learning	v	14.229.600	14.229.600	7.114.800	23.618.000	23.618.000	18.116.933	100.926.933
Component 4: Implementation Support	vi	88.518.500	88.518.500	88.518.500	175.583.333	175.583.333	146.561.722	763.283.889
<b>Sub-total (d)</b>		<b>299.471.388</b>	<b>299.471.388</b>	<b>489.079.875</b>	<b>567.429.344</b>	<b>567.429.344</b>	<b>541.312.854</b>	<b>2.764.194.192</b>
<b>Less:</b>								
<b>Closing balance DA after adjustment (e)</b>	vii							283.264.388
<b>Direct payments/SC payments (f)</b>	viii							1.650.000.000
<b>DA-B Cash requirement from WB for the next two reporting periods [(d)-(e)-(f)]</b>	ix							<b>830.929.804</b>

- iv) Due to the workloads of those receiving the advances, advances are not being settled within 10 days. The longest outstanding advance currently amounts to MMK 35,673,480 (more than three months).
- v) Input of the UTA Expert: Under the UTA contract, a Finance Expert was recruited in September 2013 to provide 14 months of inputs over the period of 46 months from September 2013 till June 2017. After the inception phase, having considered the initial grant agreement amount of US\$ 80 million for 15 townships, it was planned that the Finance Expert will provide approximately one month input for each quarter, so staggering the input for a longer period. Since 2013, more donors are coming forward to support DRD and its CDD approach and WB is in the process of providing additional US\$ 400 million credit

for NCDD. It is considered that all these developments demand full time/long term Finance Experts (one national and one international) to assist DRD in its financial operations. Therefore, UTA recommends to recruit one full time/long term Financial Expert (international) and request DRD to complete the process of recruiting the full time/long term financial consultant (national) as soon as possible.

## 6 Procurement

### 6.1 Aide Memoire

DRD to ensure contracts of township TA are negotiated and signed by 30 November. ☒

DRD to ensure township offices are fully equipped and operational by 31 December. ☒

DRD to evaluate contract of UTA and ensure timing of key expert inputs is aligned with ☒project needs by 31 December. ☒

DRD to assign a staff to track procurement progress in relation to procurement plan by 30 November 2014. ☒

Procurement for critical project equipment (motorcycles, office equipment, etc.) to be completed by 30 November 2014. ☒

Completion of procurement of TTA providers by 30 November 2014. ☒

Extend closing date of contracts of year 1 TTA providers by 30 November 2014. ☒

Terms of Reference for technical audit and development marketplace to be developed ☒and submitted to Bank for NOL by 15 December 2014.

Ongoing: PB, LMH, SDT signed 12/01/15. TKN, ANN, HTP (RI and IRC) end Feb.

On going by 15/02/15. All complete except for cameras, (suppliers reluctant to provide written quotations for WB) and installation of internet in Pinlebu.

Completed 02/01/15

- TTWK for consulting, KWWH for goods
- Two national procurement consultants: will start re-advertisement, as the first 4 applicants are not qualified or not interested

Partially Procured and delivered 14/01/15. 300 tablets and mini servers will be delivered early March. Vehicles are at port. waiting for tax approval MoF Logisitics department.

Dates of contract signing : Cardno, MercyCorps, January 2015; NRC in January 2015

IRC for NPT: to be signed in Feb. 2015

RI for Ann Township, Rakine State: to be signed Feb. 2015

RI for Yangon: to be signed in Feb. 2015

TTA informed to prepare contract amendment to end July. Extension signed for IRC in Jan. 2015 , MC in Feb. 2015.

DRD and MC will discuss the budget on 17/2/2015

- Technical Audit: eval completed, NoL by 20/02.
- Development Marketplace: ToR being formulated, EoI expected March.

### 6.2 Procurement Plan Update

Table 8 below shows the procurement position for goods and consulting services as at 31/01/15.

### 6.3 Issues

- Need a larger capacity cloud account (e.g Dropbox or Google Drive)for storage and editing/version management of all procurement documents by all members of procurement team.
- UDRD procurement team continues to be under-staffed, particularly a lack of experienced national senior working staff. Purchasing communication materials and consultants were handled by the

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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

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<b>Table 8: Procurement Plan for Goods (Update 31/01/2015)</b>							
<b>Ref, No. 2014</b>	<b>Description and Quantities</b>	<b>Cost estimate (US \$)</b>	<b>Procurement methods</b>	<b>WB review</b>	<b>Issue IFQ</b>	<b>Comments</b>	<b>Status 31/01/15</b>
G1.1b	Office Equipment: 8 Fax & Scanner, 2 water coolers, 8 photo copiers, 11 colour printers and 7 projectors with screen and accessories	29,350	Shopping	Post	Dec. 2014	1) 8 x Fax Scanners 2) 2 x Water coolers 3) 8 x Photo copiers 4) 11 x Color printers 5) 7 x Projectors incl screen &etc	Done Delivered
G1.1c	6 generators	6,000	Shopping	Post	Dec. 2014	6 x Generators	Done Delivered
G1.1d	6 satellite equipment for internet	18,000	Shopping	Post	Dec. 2014	4-6 x Satellite equipment for internet (can only be purchased from Govt. Service Provider – MPT)	Done Pending delivery
G1.2 Comp- uters	95 Laptops	95,000	Shopping	Post	Dec. 2014	95 units x \$ 1,000/unit = \$ 95,000	Evaluated. Contract signing & delivery in February
	Proxy Server for Union Level	5,000	Shopping	Post	Dec. 2014	As per MIS Expert's suggestion, the internet connection at DRD secretariat need to be upgraded	Pending
	6 mini server for 6 townships(1 each) in cycle 2	9,600	Shopping	Post	Dec. 2014	\$1500/unit x 6 units = \$ 9,600	Re-invited in February
G1.3c Tablets	300 tablets including Power Banks and carrying cases for 6 townships in cycle 2	99,000	Shopping	Post	Jan. 2015	Tablets for facilitators = 374 (242+132) Tablets for DRD Union & TSP = 26 Total tablets required = 400 (374+26) Tablets already available = 100 Balance number of tablets required = 300	Re-invited in February



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						Estimated cost = \$ 99,000 (300 tablets x \$ 330 )	
G1.4b	Cameras for 6 townships (3 each) in cycle 2: (2 still, 1 video)	8,400	Shopping	Post	Dec. 2014	\$400/unit x12 units +\$600/unit x 6 units = \$8,400	Done. Pending delivery
G3	3 Vans – 15 seater	87,000	DC with UNOPS	Prior	Feb. 2015	US\$ 29,000 each	Done. Order approved from UNOPS
G4	Motorcycles for cycle 2: 8 +2=10 for union DRD, 210 for 6 cycle-2 townships and 21+15 for 3 cycle-1 townships, altogether 246	173,360	Shopping (received exception al NOL for shopping)	Post	Nov. 2014	210 no. for 6 new TSPs are 210 sets. Additional units.for first three TSPss = Kanpetlet 9 , Namhsan 9, replacement 3 = total 21;15 for Kyunsu	Done. Delivered
G5	DRD Union Printing of Operation Manual	43,000	Shopping	Post	Dec. 2014	The operations manual are under revision/simplification.	February
G7	8 Filing Cabinets	1,600	Shopping	Post	Dec. 2014	Required for various divisions of CDD at Union level	February
G8	11 Air conditioners	6,600	Shopping	Post	Jan. 2015	9 units for TSPs and 2 units for Union at \$600 per unit including installation cost	February
G9	100 copies of MS Office 365 Premium	10,000	Shopping	Post	Jan. 2015	100 copies of MS Office 365 Premium at US\$ 100 per copy	February
	<b>Total for Goods</b>	<b>591,910</b>					

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<b>Table 9: Procurement Plan for Consulting Services (Update 31/01/2015)</b>							
<b>Ref. No 2014</b>	<b>Contract description</b>	<b>Est. cost USD</b>	<b>Proc. Method</b>	<b>Bank Review</b>	<b>proposal opening time</b>	<b>Comment</b>	<b>Status 31/01/15</b>
C4.2	TTA Pinlebu township, Sagaing Region	900,000	QBS	Prior	Opened Sept. 14	As negotiations progress , the contract amount approaches 900000\$ per township	Signed
C4.3	TTA Sidoktaya Township, Magway Region	900,000	QBS	Prior			Signed
C4.4	TTA Ann Township, Rakhine State	900,000	QBS	Prior			NOL received 2/2/15
C4.5	TTA Laymyethnor Township Ayarwaddy Region	900,000	QBS	Prior			Signed 15/01/15
C4.1	TTA Tatkon	900,000	QBS	Prior			Opened Oct. 14
C4.6	TTA Htantapin	900,000	QBS	Prior	NOL received 2/2/15		
C5.1	Mainstreaming Gender, local, 1 year full time	24,000	IC	Post	January 2014		No response to EoI
C10	Technical Auditor NGO, 2014	180,000	CQS	Prior	January 2015	For 3 years contract	EoI opening in February
C11	Union level- finance & operations consultant, Myanmar national 36 mnths	54,000	IC	Prior	January 2015	Previously NOL obtained, postponed and to be re-advertised	Evaluate in February
C22	Union level – Senior Finance Assistant, Myanmar National – 24 months	36,000	IC	Prior	January 2015	Agreed during the WB ISM	Evaluated. Request for NOL sent (30/1/15)
C23	Union Level – Two Procurement Assistants, Myanmar National – 24 months each	72,000	IC	Prior	January 2015	DRD provided explanation and justification for these positions during the WB ISM	Will re-advertise REOI, as this is subject to WB prior review. Need to send evaluation and 4 CVs to WB for NOL.
C24	3 Trainers – To train facilitators on NCDD Management in TSPs	27,000	IC	Post	December 2014	120 working days over a period 9 month months One person estimated fee would be \$ 9000 per contract (including fee, per diem, transport and accommodation)	1 selected and mobilized Other two still vacant (insufficient response)
C25	Translator / Interpreter – 36 months	48,000	IC	Post	December 2014	Willing and able to travel to TSPs and with the increasing need of the activities of NCDD	February. ToR awaited
C26	Secretary – 36 months	36,000	IC	Post	December 2014	With enhanced jobs description	February. ToR awaited.
C27	Peachtree Financial Accounting Software	6,000	SSS	Prior	January	This is to train new staff assigned to finance	February

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<b>Table 9: Procurement Plan for Consulting Services (Update 31/01/2015)</b>							
<b>Ref. No 2014</b>	<b>Contract description</b>	<b>Est. cost USD</b>	<b>Proc. Method</b>	<b>Bank Review</b>	<b>proposal opening time</b>	<b>Comment</b>	<b>Status 31/01/15</b>
	Refresher Training and additional customization from ICS Computers Pte Ltd				2015	unit and to customize Excel reports from TSPs that can be imported or uploaded into Peachtree	
C28	Firm/NGO to organize Development Market Place	60,000	CQS	Post	March 2015		March
	<b>Total for non-communication consultants</b>	<b>5,943,000</b>					

## 7 Capacity Development and Training

### 7.1 Activities during last quarter and to date

Table 10 : Summary of Main Training during reporting period

Training	Start	End	Days	Trainers	Participants	m	f	Total
Infrastrure Training	09.09.14	16.09.14	8	Union NCDD team	TF, Township DRD	17	10	27
Gender Training	23.09.14	26.09.14	4	Union DRD Ja Gu		12	16	28
NCDD Management 9 DRD	20.10.14	29.10.14	10	Kyaw Kyaw Soe	Township DRD			64
Quality Management &Safeguards	30.10.14	31.10.14	2	Mr.Garvan O'keeffe	TF, Township DRD 3	6		6
Finance	19.11.14	20.11.14	2	Mr.Sirrie	TF,Township DRD	6	10	16
Master Trainer TOT	08.12.14	12.12.14	5	Mr.Klaus	Township DRD	10	1	11
Finance Training	12.12.14	12.12.14	2	Mr.Sirrie	TF,Township DRD4	5	10	15
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	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

### 7.2 Training plan and activities during period

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 on:

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

**Table 11: NCDDP Training Plan(organized by union-level for year 2)**

Task Name	Start Date	End Date	Q2			Q3			Q4			Q1			Q2		
			Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Union NCDD	01/10/14	21/07/15															
NCDD management "9DRD"	20/10/14	28/10/14															
Hire trainers (English proficiency)	27/10/14	01/12/14															
TOT Preparation workshop for master trainers	08/12/14	12/12/14															
TOT100 part2	30/03/15	04/04/15															
Year-1 Townships (KPL, KYN, NAM)	01/10/14	16/07/15															
TOF refresher 1 facilitation	01/10/14	12/10/14															
Training for VTPSC and FSC	29/11/14	13/02/15															
Community training (sub-project preparation)	12/01/15	16/03/15															
TOF refresher training	23/03/15	27/03/15															
Community training (social audit)	23/03/15	09/04/15															
Year-2 Townships (PIN-LAY-SID-ANN-HTA-TAT)	05/01/15	31/08/15															
Start-up training I (PIN-LAY-SID)	19/01/15	23/01/15															
TOF1 Pinlebu	02/02/15	07/02/15															
TOF1 Laymyethar	02/02/15	07/02/15															
TOF1 Sidoktaya	09/02/15	14/02/15															
Start-up training II (ANN-HTA-TAT)	09/02/15	13/02/15															
TOF1 Htantabin	17/02/15	22/02/15															
TOF1 Ann	17/02/15	22/02/15															
TOF1 Tatkon	17/02/15	22/02/15															
FM training module 1-3 and BG request	15/02/15	20/03/15															
TOF2: sub-project implementation	27/04/15	16/05/15															
TOF2 Pinlebu	27/04/15	02/05/15															
TOF2 Laymyethar	27/04/15	02/05/15															
TOF2 Sidoktaya	27/04/15	02/05/15															
TOF2 Tatkon	04/05/15	09/05/15															
TOF2 Ann	04/05/15	09/05/15															
TOF2 Htantabin	11/05/15	16/05/15															
FM training II module 4-8	23/03/15	11/06/15															
Training for VTPSC	23/03/15	11/06/15															
Community action training 1	05/05/15	22/06/15															
TOF3: quality and social accountability	15/06/15	27/06/15															
TOF3 Pinlebu	15/06/15	20/06/15															
TOF3 Laymyethar	15/06/15	20/06/15															
TOF3 Sidoktaya	15/06/15	20/06/15															
TOF3 Tatkon	22/06/15	27/06/15															
TOF3 Ann	22/06/15	27/06/15															
TOF3 Htantabin	22/06/15	27/06/15															
Community action training 2	01/06/15	18/06/15															
Technical Training (in NPT)	09/09/14	26/06/15															
Infrastructure / design	09/09/14	15/09/14															
Quality management / safeguards I (Garvan)	30/10/14	31/10/14															
Quality Management / safeguards II	02/03/15	12/03/15															
Infrastructure Field Visits - Supervision etc.	30/03/15	03/04/15															
Infrastructure Field Visits - Supervision etc.	27/04/15	01/05/15															
Gender	23/09/14	26/09/14															
Gender II	n.n.	n.n.															
Finance for communities I	11/11/14	12/11/14															
Finance for communities II	12/12/14	13/12/14															
Finance Training (Field) - Laymyathar	25/02/15	26/02/15															
Finance Training (Field) - Tatkon	09/03/15	10/03/15															
Finance Training (Field) - Htantabin	11/03/15	12/03/15															
Village Tract Finance Training (Field)	02/03/15	13/03/15															
FM training for TS NCDD (field)	18/05/15	29/05/15															
Procurement	n.n.	n.n.															
M&E and MIS Workshop Year-1 Townships	26/01/15	30/01/15															
M&E Follow up visits and Tablet distribution (Field)	02/03/15	12/04/15															
MIS Training	08/06/15	26/06/15															
Grievance handling (Field) - Pinlebu	02/03/15	05/03/15															
Grievance handling (Field) - Laymyathar	09/03/15	12/03/15															
Grievance handling (Field) - Saytoketayar	16/03/15	18/03/15															
Grievance handling (Field) - Ann	23/03/15	25/03/15															

Note: township NCDD secretariates have additional training plans

### 7.3 Challenges and risks

- The main risk cited in previous reports was the shortage of qualified trainers. That risk is now reduced with the arrival of a national training expert (consultant) Ms Tin Ma Lwin, who has been an invaluable asset to the UTA Training Expert in leading the start-up training and ToF for the six new townships. In addition, the training of Master Trainers in October has significantly strengthened training resources. However, an additional local trainer required (English proficiency) 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)
- As a consequence, for instance, certification of first year's TOF is still waiting completion. This task will also determine the packaging 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.
- 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 (reasonable) tendency to cut training short under time pressure. (See above Section 3.2 New Townships Preparation for Cycle 1)
- Monitoring and reporting has not worked well in year one. Though the M&E/MIS package is being resolved now, it still remains to be seen whether data generation and reporting through the MIS will really work.

### 7.4 Next steps and priorities

- The regular update of training plans will increasingly be done through a web-based planning tools. This should improve the coordination between the growing number of involved stakeholders.
- 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.
- Update training strategy with view to large scale roll-out
- 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. With regard to the latter, consideration should be given to identifying suitable project management module for key middle and top managers at Union and township.
- Method and instrument for performance assessment of TTA has been designed in 2014 and introduced to township TA. However, the exercise has not been completed, and needs to be finalised.
- 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".
- Training is being developed into standardized packages. Example TOF:
  - 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
- Procurement of Development Marketplace needs to be started

## 8 Monitoring & Evaluation / MIS

### 8.1 Aide Memoire

DRD to complete full operationalization of MIS.

- Version 1 fully operational by 15<sup>th</sup> February, with some fine tuning continuing.
- Central data base established based on latest M&E forms: MySQL data base on a hosted server
- Data entry through PC (web-based) or tablets. Data export function to PC ("mini server") in township office, and upload to central data base when connected to internet
- Reporting functions with KPI and drill down functions (in progress).
- Will add fortnightly progress update for all townships to Smartsheet
- 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. Debugging to full operational stage took longer than expected. Therefore conducted intensive data input and training session for M & E / MIS staff + 3 CF's 25-29/01/15.

DRD to initiate tablet-based pilot in 3 townships

### 8.2 Activities during the last quarter and to date

- Development work on the MIS Version 1 continued with pilot testing, updating of functional requirements. The whole process of testing, debugging and training was slower than anticipated, but became operational by 10<sup>th</sup> February, although minor debugging activities continue.
- MIS Team (Win Min Tun, George Paw, Aung Soe Moe visited all three townships in November and December for pilot testing of tablets and training, and again to Kyunsu in early February 2015 for more CF training. In the visits to Kanpetlet and Kyunsu, the UTA M & E expert joined and gave M & E refresher training.
- M & E Officers and 3 CF's from 3 townships spent in a week in Union office 26-29 January for intensive training and data entry of the outstanding paper monitoring forms.
- The international MIS Expert (Viktor Klymonchuk) completed his short input in early December. His arrival was a too late to change the existing path of the MIS Version 1, but his work provides a good platform for scaling up the MIS in future, starting with clear functional requirements based on the M & E cycle, and a stakeholder Charter based on international standards. These represent a good basis and starting point for coding work on MIS Version 2.

### 8.3 Status by end of reporting period.

- Android 90 tablets already purchased for first 3 tns, 300 more available end February for 6 new tns. MIS will still require several weeks to be optimised and data up to date.
- As development work on the MIS continued during the last quarter, monitoring continued to rely on paper forms. However, by February 20th, data entry into the MIS is complete for all Cycle 2 data to stage of Sub-project proposal in all three townships. Year 1 data has also been uploaded. Logging on to the MIS site will ([www.ncddmis.com](http://www.ncddmis.com)) takes a visitor to the current year's data, with a link at top left for previous years' results.
- First three townships M & E officers and DRD MIS officers are fully conversant with the tablet system (exporting data from tablet to desktop "mini server" + uploading from mini-server to internet. The majority of CFs/TFs have now picked it up, and the adoption process will go faster in the new townships, who haven't known long term use of the paper system.
- The server level interface (MIS website) is now acceptable for Version 1, although continuous functional and graphical fine tuning will be done, including verification of KPI performance.
- The tablet based system works as follows:
  - 1) data is input into forms on the tablet by the relevant CF using his/her profile/password; this can be done in the field or in the office, using copies of the paper forms.
  - 2) The input data is exported (either wirelessly or by usb cable) from the tablet to software on a desktop computer, referred to as a "mini-server".
  - 3) The data on the mini-server is validated periodically (approx. once a week) and if necessary edited, by the M & E Officer. Only after validation the data is uploaded to the main server via internet. The mini-server software (html based) can be used for direct data entry and editing of forms by the M & E Officer. A copy of the cumulative township database remains on the mini-server, for later reference, exporting to excel etc.

### 8.4 Issues and next steps

- Some CF's are still reluctant or hesitant to take their tablets to the field, in case of accident, lack of familiarity, and because currently, time for data entry competes with capacity building and field implementation of project cycle. Although data can continue to be entered in the office from copies of paper forms brought back, there are other useful functions on the tablets, such as camera, data files (OM, technical guidelines etc) which give the tablets real value added in the field, and make it desirable that CFs accept and become used to the practice. However, it will not be possible for some time to have direct upload of data from tablet to cloud in the field.
- The paper forms remain the backbone of the M & E system for year 2, while the MIS becomes fully functional. Due to some delays in procurement (initial procurement was re-issued) tablets for the 6 new townships will not arrive before the end of February. Until then, the new townships who have already received basic start-up training will complete their M & E work using paper forms. To avoid a backlog of paper forms building up as happened for the first three Cycle 2 townships, the mini-server software can be installed on all any township laptop to allow the M & E officers to start entering data directly to avoid a large backlog building up as happened for the three Cycle 2 townships. Further intensive training visits will be made by the MIS team to each township when the tablets and mini-servers are available.
- Since the KPI's generated by the MIS are an aggregate of progress from every village, progress reporting from the MIS is subject to greater lag (CF's return from the field, transfer data from tablet to M & E officer, data is validated then uploaded). Whereas a fortnightly estimate from the township office of field work completion should be quicker. A summary tracksheet of progress KPI's (as per the table in Slide 20) can be updated fortnightly for all 9 townships by the M & E



officers using Smartsheet. Therefore it is proposed to include Smartsheet for joint planning and reporting as a complementary component of the overall MIS,

- DRD with UTA need to decide the path for development of MIS Version 2. Until now Novel Idea has worked without a clear ToR, contract or functional requirements. Considering that, a commendable job has been done, but a more robust way forward is desirable, given the rapid expansion that may happen already this year. A clear scoping of the approach, timeline and functional requirements for version 2 are necessary.

## 9 Communications

### 9.1 Communications activities during period and next steps

- Completed communication plan and submitted to WB end of December (Annex IV).
- Website updating process completed (end of Jan, 2015)
- OM (first year version) has been translated to Chin (Hakha and Cho) and Palaung ethnic languages. (End of December).
- 6 posters produced and delivered to 9 townships. (2014 Dec – 2015 Jan) (Project Cycle, GHM, Pos/Neg list, Procurement, Finance, ECoPs)

### 9.2 Aide Memoire

DRD to finalize the communication strategy plan and budget allocation.

DRD to update Project website.

World Bank to prepare first cut of video for review.

Communication strategy plan and budget submitted to WB 23/12. Three objectives with 2 or 3 goals each (see below)  
Done, with daily updating in Myanmar language section. Updated of content English section completed by end March.  
First cut prepared, available on Dropbox.

### 9.3 Communication Plan and Strategy

The updated Communications Plan and Strategy are given in Annex IV. The strategy was submitted to the WB in December, and has 3 main objectives:

- ▶ 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.
- ▶ 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.
- ▶ 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 countrywide platform for people centered development.

#### **9.4 Next Actions (Feb- March)**

- To prepare Communication Training Plan (including participatory film and success story writing)
- To complete web content (both Eng and MM)
- To set up internal communication system according to Communication Plan
- To set up a network with government officials according to Communication Plan
- To produce additional posters (Code of Conduct, Gender, M&E, Duty and responsibilities of Committee members)

#### **9.5 Issues**

- Current project website ([www.cdd.drdmyanmar.org](http://www.cdd.drdmyanmar.org)) replaces the former website, and is much improved.
- Decision required: the production of visibility materials to villagers (T-shirts, caps and bags) involves considerable expense, and is difficult to manage if there are changes in the number of committee members. Either i) the program should be discontinued, or ii) the number of materials should be reduced depending on the project activities iii) 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.

### **10 Gender Mainstreaming**

#### **10.1 Activities during period and next steps**

During this period, the following capacity building actions took place :

- Training : 4 day gender training was given 23 – 26 September to TTn staff and DRD in Nay Pyi Taw.
- Interviews were conducted by Ms. Kyoko Kusakabe 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: She was accompanied by 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. Detailed results are provided in separate mission reports for the three townships.

#### **10.2 Conclusions of the Gender Expert**

The international gender expert's overall conclusions and recommendations regarding gender outcomes to date under NCDDP are summarised in her "PROGRESS REPORT on GENDER INTEGRATION IN COMMUNITY DRIVEN DEVELOPMENT (CDD) PROGRAM" submitted to DRD in December (See Annex IV). Separate reports also cover her visits to each township.

The report covers the progress and limitations/ challenges of the project from a gender perspective so far on the project's five gender equality requirements of :

- (1) 50-50 requirement for Village Project Support Committee (VPSC)
- (2) At least one member of each sub-committee is a woman
- (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

Overall conclusions are as follows: 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. It is recommended that we start with a refresher training for CFs on how to integrate gender in CDD and strengthen the gender based monitoring approach, so that we can gradually put in place gender equality practices under CDD.

### **10.3 Issues and Next Steps**

- 2) Refresher training for CF's on how to integrate gender in CDD and strengthen the gender based monitoring approach. The WB gender consultant Pamornrat Tansanguanwong is proposing a workshop for this purpose in May.
- 3) 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.
- 4) The critical missing link here since the beginning is local gender consultant. Although it may be true that few qualified applicants for the position have come forward, the project must continue to efforts to fill this critical gap, with a latest target of the May workshop.

## **11 Staffing and Facilities**

### **11.1 DRD**

#### **A. Union Level**

During the last quarter, DRD continued to process the recruitment of 3000 staff for offices nationwide. This affects mainly township offices for the time being, and the staffing organogram for DRD Union has not changed significantly since the last quarterly report. (See Annex VI for Staffing Organogram). There are now a total of 6 staff in procurement, but the awaited 2 staff in finance have not been recruited yet (see Procurement above). There is still no position of Training Officer, which is a strong need for the mid-term,

## B. Township Level

DRD to ensure complete staffing of all nine NCDDP year 2 townships by December 31.

DRD to ensure township offices are fully equipped and operational.

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)  
Equipment: complete except for cameras, (suppliers reluctant to provide written quotations for WB) and installation of internet in Pinlebu. Operations: staffing position given in Table 13 below.

**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)	PyiSoe Win Kyaw (U)	Se Maung (U)	NyiNyi (U)	Soe Min Latt (U)	Thura Lin (U)
Engineer		Chu ThatleSoe (D)	AungKo Lin (U)	KyawHtayLwin (U)	MaingNyiZawHlaAung (U)	
Finance	Khin Thu Zar Win(D)	Zin Mar Lwin (D)	HninHninHtw e (D)	Moe San Wai (U)	Tin MohMohKyaw (D) HtetWaiPhyo (U)	Chan Myei Thu (D)
Procurement	KaungHtet Win(U)	WaiLwinOo (U)	Win Htut (U)	Naing Lin Tun (U)	DawPaeDarliWaiHlaingAung (D) Cherry AungSoe (Staff has been appointed already)	Than Htike (U)
Social Accountability/Gender		WaiWaiMyint (D)	KoKoAung (U)	Thu Mon Thandar(D)		ZarniAung (D)
M & E / MIS	ThetThetZaw(D)	PhyoHtatMaung (U)	ThweThweHnin (D)	Lay LaySwe (D)		PyaytPhyoKyaw (U)
Communication				ThaungHtut Pie(U)		

**Table 14: Availability of facilities in 6 new townships as at 15/02/2015**

	All 6 New Townships
Furniture	Delivered
Computers	Delivered
Motorbikes	Delivered
Cars	Already paid – will be delivered shortly
Aircon	Expected beginning of March
Tablets	Expected beginning of March
Internet	Equipment – end of March

Annex VIII shows an organogram with names of candidates in the six new township offices. DRD to ensure contracts of township TA are negotiated and signed.



Table 1: OCE Staff Allocation status for OCE country as at 30/06/2015

	<i>Leadership</i>	<i>Public</i>	<i>Private</i>	<i>Gov</i>	<i>Private</i>	<i>Government</i>
	<i>MC</i>	<i>NLG</i>	<i>PPG/Gov</i>	<i>RF</i>	<i>PPG</i>	<i>RF</i>
Team leader	HtayHtayAung	HlaHtoo	MaungZaw	Dr. Kayw Moore Aung		
Infrastructure	KyawSoe	Nay Lin	ZawZawTun	TunTunAung	Maung Po	KhinThidar Win
Finance	KyawSwar Win	Yee YeeMyint	ThandarSoe			
Procurement	WaiZanOo	KyiKhaing	Ni NiLwin			SoeLwin
Social / gender	Myo San	KaungMyatPhyo	Zaw Win Si	Zar Ni	Dr. Thant ZinAung	TheinTunAung
M&E / MIS	Aye Thet Mon	MyoZawAung	AungSoe		Myat Saw Than	
Communication						
Senior Advisor	KyawThaung			DrMyintOo	KyawKyawSoe	DrMyintOo
International TA	Nina Shatifan	Gilbert Braganza	ManojNath			

## 12 Workplan for Next Quarter (January - March 2015)

Principle activities for the coming quarter will be :

**Implementation : a)** Three old Cycle 2 townships : continuation of project cycle (see Table 2 above for assessment of progress to 15/02/2015). Since all 3 townships had started on sub-project construction by early February, it is expected that by Thingaha (12 April) construction will be on average 70% completed. B) Six new townships : start-up training, field preparation work, including training of CFs, village orientation meetings, selection of committees and volunteers, and some community training, had already commenced in Laymyetnar, Sidojktaya and Pinlebu by mid February. For the second group of Ann, Htantabin and Takon, mobilisation of TTA is behind schedule due to extended negotiations delaying contract signing in the case of RI and IRC (see Table 9 above). However, it is considered that the target of BG transfer latest by end March can be met as outlined above.

**Procurement** : finalisation of RI and IRC contracts, procurement of tablets and laptops (mini-servers), vehicles, and water testing kits should be completed. If agreement on the extension process. TA model and township selection realised in time, it may be that the EoI for new townships will be issued before the end of this period, but the second quarter (end April) is more likely.

**Training** : quality infrastructure quality management training from Garvan O'Keefe ( 1 – 15 March); preparation workshop for masters trainers ; mobilisation of UTA Training Expert (end February) to replace Mr Klaus Kirchmann. Recruitment of additional procurement and finance staff. Peachtree training and customisation (end February).

**M & E / MIS** : full activation of Version 1 MIS and fine tuning of graphic interface. Agreement regarding pathway and strategy for Version 2, including clear contract for Novel Idea and role of international MIS consultant, and extension of George Paw's contract.

**ISM Mid Term Review (20/02/2015 – 15/03/2015)** : this will be followed by negotiations and meetings extended financing of NCDDP and loan appraisal

The overall workplan is regularly being updated at:

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

**Table 18 : NCDDP Overall Workplan to 01/01 to 09/2015**

Task Name	Start Date	End Date	Q3			Q4			Q1			Q2		
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Union NCDD	01/10/14	21/07/15	Union NCDD											
Year-1 Townships (KPL, KYN, NAM)	01/10/14	16/07/15	Year-1 Townships (KPL, KYN, NAM)											
TOF refresher 1 facilitation	01/10/14	12/10/14	TOF refresher 1 facilitation											
Orientation meetings and planning	02/11/14	02/02/15	Orientation meetings and planning											
Training for VTPSC and FSC	29/11/14	13/02/15	Training for VTPSC and FSC											
Block grant transfer	15/12/14	28/02/15	Block grant transfer											
Community training (sub-project preparation)	12/01/15	16/03/15	Community training (sub-project preparation)											
Sub-project preparation + procurement plans	22/12/14	29/03/15	Sub-project preparation + procurement plans											
Implementation	12/01/15	21/06/15	Implementation											
TOF refresher training	23/03/15	27/03/15	TOF refresher training											
Community training (social audit)	23/03/15	09/04/15	Community training (social audit)											
O&M, Social audit, technical review	03/03/15	16/07/15	O&M, Social audit, technical review											
Year-2 Townships (PIN-LAY-SID-ANN-HTA-TAT)	05/01/15	31/08/15	Year-2 Townships (PIN-LAY-SID-ANN-HTA-TAT)											
TTA contract signing	05/01/15	20/02/15	TTA contract signing											
TTA contract Pinlebu	05/01/15	05/01/15	TTA contract Pinlebu											
TTA contract Laymyetnar	12/01/15	12/01/15	TTA contract Laymyetnar											
TTA contract Sidoktaya	12/01/15	12/01/15	TTA contract Sidoktaya											
TTA contract Ann	20/02/15	20/02/15	TTA contract Ann											
TTA contract Htantabin	20/02/15	20/02/15	TTA contract Htantabin											
TTA contract Talkon	20/02/15	20/02/15	TTA contract Talkon											
Mobilization of facilitators and TTA	05/01/15	18/02/15	Mobilization of facilitators and TTA											
Start-up training I (PIN-LAY-SID)	19/01/15	23/01/15	Start-up training I (PIN-LAY-SID)											
TOF1 Pinlebu	02/02/15	07/02/15	TOF1 Pinlebu											
TOF1 Laymyetnar	02/02/15	07/02/15	TOF1 Laymyetnar											
TOF1 Sidoktaya	09/02/15	14/02/15	TOF1 Sidoktaya											
Start-up training II (ANN-HTA-TAT)	09/02/15	13/02/15	Start-up training II (ANN-HTA-TAT)											
TOF1 Htantabin	17/02/15	22/02/15	TOF1 Htantabin											
TOF1 Ann	17/02/15	22/02/15	TOF1 Ann											
TOF1 Talkon	17/02/15	22/02/15	TOF1 Talkon											
Orientation meetings and planning	10/02/15	20/03/15	Orientation meetings and planning											
FM training module 1-3 and BG request	15/02/15	20/03/15	FM training module 1-3 and BG request											
Block grant transfer	02/03/15	27/03/15	Block grant transfer											
Sub-project preparation + procurement plans	23/02/15	08/05/15	Sub-project preparation + procurement plans											
TOF2: sub-project implementation	27/04/15	16/05/15	TOF2: sub-project implementation											
TOF2 Pinlebu	27/04/15	02/05/15	TOF2 Pinlebu											
TOF2 Laymyetnar	27/04/15	02/05/15	TOF2 Laymyetnar											
TOF2 Sidoktaya	27/04/15	02/05/15	TOF2 Sidoktaya											
TOF2 Talkon	04/05/15	09/05/15	TOF2 Talkon											
TOF2 Ann	04/05/15	09/05/15	TOF2 Ann											
TOF2 Htantabin	11/05/15	16/05/15	TOF2 Htantabin											
FM training II module 4-8	23/03/15	11/06/15	FM training II module 4-8											
Training for VTPSC	23/03/15	11/06/15	Training for VTPSC											
Community action training 1	05/05/15	22/06/15	Community action training 1											
Sub-project implementation	24/04/15	17/08/15	Sub-project implementation											
TOF3: quality and social accountability	15/06/15	27/06/15	TOF3: quality and social accountability											
TOF3 Pinlebu	15/06/15	20/06/15	TOF3 Pinlebu											
TOF3 Laymyetnar	15/06/15	20/06/15	TOF3 Laymyetnar											
TOF3 Sidoktaya	15/06/15	20/06/15	TOF3 Sidoktaya											
TOF3 Talkon	22/06/15	27/06/15	TOF3 Talkon											
TOF3 Ann	22/06/15	27/06/15	TOF3 Ann											
TOF3 Htantabin	22/06/15	27/06/15	TOF3 Htantabin											
Community action training 2	01/06/15	18/06/15	Community action training 2											
O&M	18/06/15	31/08/15	O&M											
Social audit, technical review	28/06/15	31/08/15	Social audit, technical review											
Technical Training (in NPT)	09/09/14	26/06/15	Technical Training (in NPT)											



## **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**

	<b>Aide Memoire Next Steps</b>	<b>Status as at 15/02/15</b>
<b>First cycle</b>		
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)
<b>Preparation for Year 2</b>		
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)  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
<b>Preparation for Additional Financing</b>		
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
<b>Procurement</b>		
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.  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.  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.	<ul style="list-style-type: none"> <li>• Technical Audit: eval completed, NoL by 20/02.</li> <li>• Development Marketplace: ToR being formulated, EoI expected March</li> </ul>
<b>Financial Management</b>		
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. ☐	<p>Done twice in NPT Nov+Dec, and will be repeated in May.</p> <p>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.</p>
21	Reinstallation and customization of FM software by 31 January 2015. ☐	<ul style="list-style-type: none"> <li>• Extra 2 computers in place. Reinstallation expected by end of February 2015.</li> <li>• 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.</li> </ul>
<b>Social Accountability</b>		
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. ☐	<ul style="list-style-type: none"> <li>• 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</li> <li>• Official letter replied to IFI and WB, process uploaded to the web site</li> </ul>
23	DRD to compile findings of the Social Audits of year 1 by 15 December 2014. ☐	Completed December
<b>Study Tour</b>		
24	Bank to support DRD in organizing study tour to Indonesia.	Completed
<b>Communication</b>		
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.
<b><i>Partnerships</i></b>		
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 handling. 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) organized 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.<sup>1</sup>

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 grievance management training session.

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

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 grievance handling mechanism in each township.

	Kanpetlet		Namhsam		Kyunsu	
	Village	% of Completed	Village	% of Completed	Village	% of Completed
# of villages with signed Code 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 training	90	74%	-	-	95	59%

<sup>1</sup> 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 provide the 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
<b>Total Participants</b>	<b>7</b>	<b>11</b>	<b>29</b>	<b>31</b>	<b>78</b>

### 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	<ul style="list-style-type: none"> <li>• To understand the concept of grievance and be able to apply it in project activities</li> <li>• To understand more about transparency and accountability</li> <li>• To be able to handle the grievances in the community</li> </ul>
Steps	<ul style="list-style-type: none"> <li>• Introduction and training objectives (10 minutes)</li> <li>• Concept of grievance (20 minutes)</li> <li>• Code of Conduct and Sanction (20 minutes)</li> <li>• Sharing of experiences during 1<sup>st</sup> year (15 minutes)</li> <li>• Transparency &amp; Accountability (15 minutes)</li> <li>• ToR of grievance focal &amp; how to cooperate (15 minutes)</li> <li>• Question &amp; Answer (15 minutes)</li> <li>• Summary of the training (10 minutes)</li> </ul>
Approach	<ul style="list-style-type: none"> <li>• Presentation</li> <li>• Role play</li> <li>• Group discussion</li> <li>• Q &amp; A</li> </ul>
Materials	<ul style="list-style-type: none"> <li>• GHM Handout</li> <li>• Code of Conduct Exercise Guideline</li> <li>• Pamphlet</li> <li>• Poster</li> <li>• Envelop</li> <li>• Colored paper card</li> <li>• Form-12</li> <li>• ToR of committee/ focal</li> <li>• A4, A0 paper and marker</li> <li>• Double sided tape</li> </ul>

### 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 were community issues while 27% were women issues. 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
<b>Total</b>	<b>36</b>	<b>13</b>	<b>14</b>	<b>63</b>

**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.

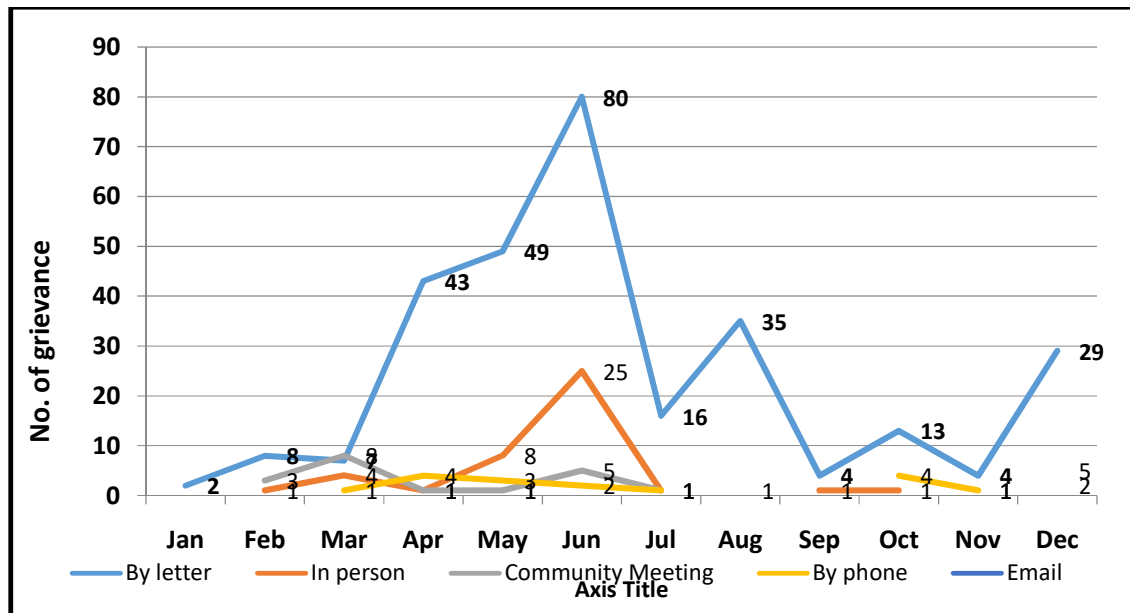
Township feedback committee responded to the solar request letters that the sub-projects were prioritized and approved through voting of the community. However, the solar electrification support could only be requested directly to the DRD's Electrification department through township DRD office.

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 Cases).

## 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.

**Zyangyi 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

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## 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 the project 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. This in turn depends to a significant degree on systematic, effective, and widespread access to and application of knowledge 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: 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.
- 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

<b>TABLE 1. THE ROLE OF STRATEGIC COMMUNICATION IN CDD OPERATIONS</b>	
<i>Operational characteristic of CDD Programs</i>	<i>Role of strategic communication</i>
<b>Institutional arrangements</b>	
<ul style="list-style-type: none"> <li>■ Partnerships between communities and local or municipal governments</li> <li>■ Partnerships between communities and private support organizations (NGOs or private firms)</li> <li>■ Direct partnership between communities and the central government or a central fund</li> </ul>	<p>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.</p>
<b>Multisectoral, cross-functional, community-driven, bottom-up information flow</b>	
<p>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.</p>	<p>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).</p>
<b>Ownership, commitment, participation, and accountability at the community level</b>	
<p>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.</p>	<p>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.</p>
<b>Mobilization and engagement through access to information and linkage to markets</b>	
<p>Reduces communities' sense of isolation, alienation, uselessness, and powerlessness with respect to political, social, and economic networks.</p>	<p>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.</p>

*(continued on next page)*

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

<i>Operational characteristic of CDD Program</i>	<i>Role of strategic communication</i>
<b>People-oriented, relationship-based development and capacity-building activities</b>	
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.
<b>Complex incentive structures and critical tensions for stakeholder collaboration and engagement</b>	
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.
<b>Evolving roles of initial beneficiaries based on need to replicate and scale-up operations</b>	
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

Kanpetlet	Hakha	Planned	Planned	Planned	No	new OM (Brief) Re-translate new OM (Brief)	, others planned GHM translated , others planned GHM translated	Planned
Kanpetlet	Choe	No	No	No	No	Re-translate new OM (Brief)	GHM translated , others planned GHM translated	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

	<b>Communities</b>	<b>Stakeholders working for the NCDD</b>	<b>Politicians and other decision makers (incl. international cooperation)</b>	<b>General public including CSO and “watch dogs”</b>
Objective 1: increase the communities’ and other stakeholders’ understanding of the project	<ul style="list-style-type: none"> <li>▪ The NCDD empowers communities to take the lead in their own development. And it provides communities with funds to build infrastructure</li> <li>▪ Villagers decide about their own priorities, implement the sub-projects and check the results</li> </ul>	<ul style="list-style-type: none"> <li>▪ The NCDD empowers communities to take the lead in their own development. And it provides communities with funds to build infrastructure</li> <li>▪ Villagers decide about their own priorities, implement the sub-projects and check the results</li> </ul>	<ul style="list-style-type: none"> <li>▪ CDD is an important way of implementing the president’s policy of a people centered approach</li> <li>▪ The NCDD project is a platform for country-wide coordination and implementation of people centered development</li> </ul>	<ul style="list-style-type: none"> <li>▪ The NCDD empowers communities and provides them with funds to build infrastructure.</li> <li>▪ Villagers decide about their own priorities</li> </ul>
Goal 1.1: Actors have full understanding of the project	<ul style="list-style-type: none"> <li>▪ Communities receive block grants for local development activities, mainly rural infrastructure</li> <li>▪ Villagers participate in all stages of the community project cycle: planning, implementation and social audit</li> <li>▪ The project operations</li> </ul>	<ul style="list-style-type: none"> <li>▪ We have a chance to work together in strong partnership to ensure implementation and it meet project’s objectives.</li> </ul>		

## 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.
- The NCDD establish the habit of sharing individual's thoughts as well as respecting and following other's opinions.
- The NCDD is implementing all activities in a transparent and disciplined manner with community participation.

Goal 2.1: actors demonstrate good behavior based on code of conduct



	<b>Communities</b>	<b>Stakeholders working for the NCDD</b>	<b>Politicians and other decision makers (incl. international cooperation)</b>	<b>General public including CSO and “watch dogs”</b>
Goal 2.2: villagers increasingly take leadership	<ul style="list-style-type: none"> <li>• Our Village, Our Project.</li> <li>• Community is in the driver’s seat.</li> </ul>			
Goal 2.3: improved gender equality and women empowerment	<ul style="list-style-type: none"> <li>• The NCDD equal give basic need, and provide equal right and opportunity for women and men.</li> <li>• The NCDD give chances the women to participate in development activities without removing man from the male dominant sphere to get social welfare.</li> </ul>			
Objective 3: enhanced multi-stakeholder coordination. Social and political support for CDD			<ul style="list-style-type: none"> <li>• The people centered approach is an effective way to reach poor and undeserved area.</li> <li>• The NCDD is a way to engender a constructive relationship between government and communities.</li> <li>• Helping Community to help themselves.</li> <li>• The NCDD is a way to engender a constructive relationship between government and</li> </ul>	<ul style="list-style-type: none"> <li>• The NCDD is open and always willing to find ways to work together more effectively.</li> </ul>
Goal 3.1: project has positive image and can respond to critics				<ul style="list-style-type: none"> <li>• Helping Community to help themselves.</li> <li>• The NCDD is not lead by government, it’s community’s</li> </ul>

## Communities

## Stakeholders working for the NCDD

## Politicians and other decision makers (incl. international cooperation)

## General public including CSO and “watch dogs”

Goal 3.2: increasing political recognition of CDD as platform for people centered development

Goal 3.3: other funding agencies recognize CDD as cooperation platform and invest funds

communities.

- The people centered approach is an effective way to reach poor and undeserved area.
- The NCDD is a way to engender a constructive relationship between government and communities.
- The NCDD both empowers communities and allows the government to deliver visible results of reform at the community level.
- The NCDD is open and always willing to find ways to work together more effectively.

project.

- The people centered approach is an effective way to reach poor and undeserved area.
- The NCDD is a way to engender a constructive relationship between government and communities.
- 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.	<ul style="list-style-type: none"> <li>▪ Communities in the project area</li> <li>▪ Ministries, Government Departments and Organizations involved in the project implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ The NCDD empowers communities to take the lead in their own development. And it provides communities with funds to build infrastructure</li> <li>▪ Villagers participate in all stages of the community project cycle. They decide about their own priorities, implement the sub-projects and check the results</li> <li>▪ CDD is an important way of implementing the president's policy of a people centered approach</li> <li>▪ The NCDD project is a platform for country-wide coordination and implementation of people centered development</li> <li>▪ The project operations manual guides and regulates all project matters. Its contents are disseminated through posters, training and other channels and means</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dissemination at meetings like consultation meetings, project socialization meeting</li> <li>▪ Facilitators communicating key messages during any field trip or any village meeting and training</li> <li>▪ Identify local media which might serve for local dissemination</li> <li>▪ Distribute the operations manual to all implementing stakeholders</li> <li>▪ Distribute a summary version of the operations manual to communities</li> <li>▪ Provide regular information for participating ministries and departments</li> <li>▪ Align communication and training materials</li> <li>▪ Multi Stakeholder Review meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Operations manual (different editions)</li> <li>▪ Project Movie</li> <li>▪ Brochures</li> <li>▪ Posters</li> <li>▪ Training materials (aligned with communication)</li> <li>▪ 5 minutes video clips.</li> <li>▪ Visibility Materials</li> <li>▪ Material for local media (if applicable)</li> </ul>

	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	<ul style="list-style-type: none"> <li>▪ NCDD secretariat including local offices</li> <li>▪ All the Ministries, Government Departments and Organizations included in the project area.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The NCDD is working to become a reference for people centered development and a platform for country-wide coordination and implementation of CDD</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly disclosure</li> <li>▪ Email, Facebook, Official website, Blog spot.</li> <li>▪ MIS</li> <li>▪ Disclosing project related documents.</li> <li>▪ Announcing project progress and activities.</li> <li>▪ Sharing information by creating project news, report, and newsletter.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Village Noticeboard.</li> <li>▪ Small speakers.</li> <li>▪ Monthly project progress report in brief.</li> <li>▪ Project activities.</li> </ul>
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	<ul style="list-style-type: none"> <li>▪ Elected community members (VPSC, VTPSC, sub-committees)</li> <li>▪ Implementing agencies</li> <li>▪ Public servants</li> </ul>	<ul style="list-style-type: none"> <li>▪ The NCDD is implementing all activities in a transparent and disciplined manner with community participation.</li> <li>▪ The NCDD is building up community development by participation of all community.</li> <li>▪ The NCDD establish the habit of sharing individual's thoughts as well as respecting and following other's opinions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public education and awareness campaign on code of conduct, grievance handling mechanism and rights and responsibilities of stakeholders</li> <li>▪ Social audit meetings and citizen report cards</li> <li>▪ Governance scorecards</li> <li>▪ Cooperation with NGOs, academia and other third parties</li> </ul>	

	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	<ul style="list-style-type: none"> <li>▪ Villagers</li> <li>▪ Elected community members and volunteers</li> <li>▪ Public servants</li> </ul>	<ul style="list-style-type: none"> <li>▪ Our Village, Our Project.</li> <li>▪ Community is in the driver's seat.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Village group discussions; separate meetings by men and women; social assessment and participatory planning</li> <li>▪ Cross learning and visits</li> <li>▪ Story telling</li> <li>▪ Training of local media</li> <li>▪ Best practice dissemination</li> <li>▪ Photo records with brief conversation.</li> <li>▪ Village project activities record (Photo, Video, Recorded note); disclosing photo records and conversation on notice board.</li> <li>▪ Annual project video record for each township, and sharing between each village tract.</li> </ul>	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	<ul style="list-style-type: none"> <li>All stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>The NCDD equal give basic need, and provide equal right and opportunity for women and men.</li> <li>The NCDD give chances the women to participate in development activities without removing man from the male dominant sphere to get social welfare.</li> </ul>	<ul style="list-style-type: none"> <li>Village meeting</li> <li>Dissemination at meeting (Consultation meeting, socialization meeting)</li> </ul>	<ul style="list-style-type: none"> <li>Project Activities</li> <li>Project Information</li> <li>Photo/Video production</li> </ul>
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	<ul style="list-style-type: none"> <li>General public</li> <li>National media</li> <li>National and international NGOs, academia and other interested actors</li> </ul>	<ul style="list-style-type: none"> <li>Helping Community to help themselves.</li> <li>The NCDD is not lead by government, it's community's project.</li> <li>The NCDD both empowers communities and allows the government to deliver visible results of reform at the community level.</li> <li>(Media exposure can increase project's transparency, and promote awareness within the community.)</li> </ul>	<ul style="list-style-type: none"> <li>Media</li> <li>All community can get general project procedure and information.</li> <li>Promotional videos</li> <li>Promotional song</li> <li>Media Field Trip</li> </ul>	<ul style="list-style-type: none"> <li>Song</li> <li>Radio program</li> </ul>

	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	<ul style="list-style-type: none"> <li>▪ Members of Congress, Politicians and decision makers</li> </ul>	<ul style="list-style-type: none"> <li>▪ The people centered approach is an effective way to reach poor and undeserved area.</li> <li>▪ The NCDD is a way to engender a constructive relationship between government and communities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Creating audiences Profiles.</li> <li>▪ Separated meeting</li> <li>▪ Email (by phone and in person in the next step)</li> <li>▪ Making project report and YouTube videos using the discussion of parliament members.</li> <li>▪ distributing the project's outputs to all Members of Congress</li> <li>▪ Meeting with members of parliament.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project information.</li> <li>▪ Invite to project meeting.</li> <li>▪ Conversation by phone.</li> <li>▪ Project information brief presentation and Q/A session with PMs.</li> </ul>
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	<ul style="list-style-type: none"> <li>▪ International Organizations and Donors.</li> <li>▪ NGOs and Civil Societies</li> <li>▪ Media</li> </ul>	The NCDD is open and always willing to find ways to work together more effectively.	<ul style="list-style-type: none"> <li>▪ Networking and cooperation with international organizations and donor agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project information</li> <li>▪ Invite to project meeting</li> <li>▪ eNews Letter about project progress.</li> </ul>

## 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
<b>1. our village, our project movie - (Part -1) CDD project Introduction</b>								
	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 Ethnic (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.
<b>2. Poster</b>								
	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	

<b>3. Brochure &amp; Stickers</b>							
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.
<b>4.CDD Visibility materials</b>							
4.1	Pens	15	0	100	500	0	
4.2	Note Book	15	0	100	500	0	
<b>5. Additional activities</b>							
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	
<b>6. Materials for Grievance Handling Mechanism</b>						<b>(Not under Communications)</b>	
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	1,000	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 Territory	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
<b>Total</b>			<b>271</b>	<b>1318</b>	<b>145631</b>	<b>630299</b>
						<b>Old 3 townships</b>
7	Namhsan	Shan State	26	123	11830	71658
8	Kanpelete	Chin State	26	118	3013	17800
9	Kyunsu	Taninthayi region	20	149	26634	145612
<b>Total</b>			<b>72</b>	<b>390</b>	<b>41477</b>	<b>235070</b>

## Work plan of Communication Activities in Year 2

No.	Activities	Participation body	Timeline
<b>Information and Implementation Communication Plan</b>			
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
<b>Internal Communication Plan/Activities</b>			
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
<b>External Communication Plan/Activities</b>			
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<sup>2</sup>, 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.

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<sup>2</sup>Data is not available for the other two townships.

Achievements so far:
<ul style="list-style-type: none"> <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 style="list-style-type: none"> <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<sup>3</sup>. 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.

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<sup>3</sup> 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 style="list-style-type: none"> <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 style="list-style-type: none"> <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:

- 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.
- 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.
- 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.

#### Recommended actions:

- 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.
- 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.
- Problem tree analysis needs to be better linked to the sub-project identification.
- 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.
- Need to include list of women and men's priority in monitoring reports, and also to report to TPIC for their actions.

#### 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 style="list-style-type: none"> <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 style="list-style-type: none"> <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<sup>4</sup>.

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.

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<sup>4</sup> 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 style="list-style-type: none"> <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 style="list-style-type: none"> <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.

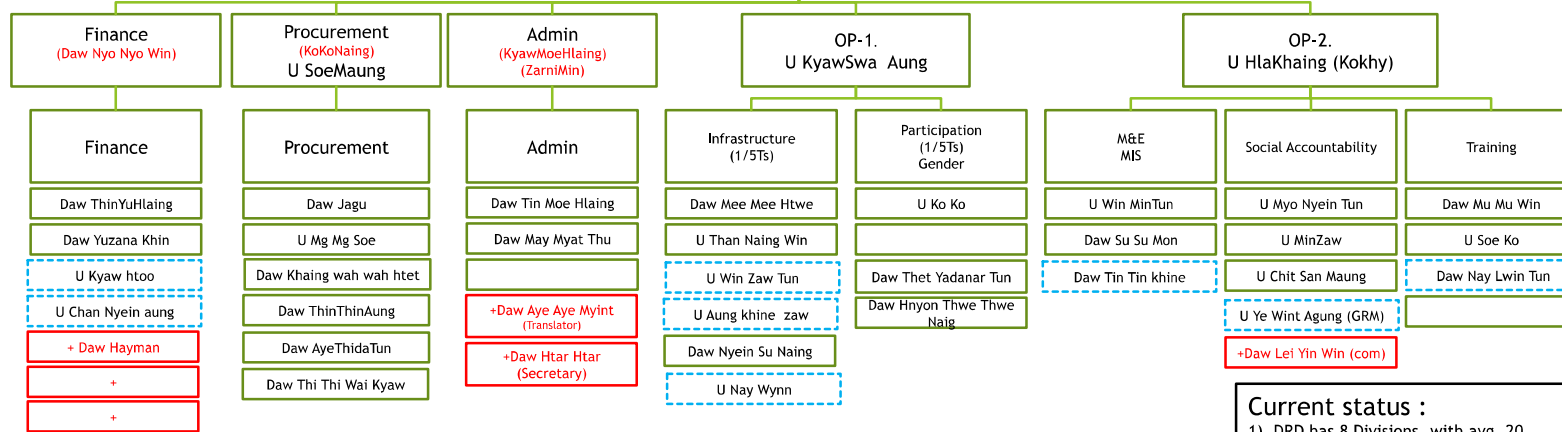
## **Annex V**

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

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

U Myint Oo  
U Khant Zaw

As of 14 Oct 2014



## ATTACH ADB



### 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

