



“We Do CDD”

Union-Level Multi-Stakeholder Review for
Myanmar National Community-Driven Development Project

18 August, 2014

MICC, Nay Pyi Taw

What is NCDDP?

Union Government of Myanmar signed a Grant Agreement with the World Bank to receive US\$ 80 million to finance the NCDD Project.

Project objective:

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.

How?

- US\$ 80 million will be spent on the following components:
 - Community Block Grants – US\$ 52.2 million
 - Facilitation and Capacity Development – US\$ 14.2 million
 - Knowledge and Learning – US\$ 3.2 million
 - Implementation Support – US\$ 11.8 million
 - Emergency Contingency Support – Providing immediate response to an eligible crisis or emergency as needed



The major component

The Community Block Grants will be used to provide Grants to Village Tracts in 15 Townships for three cycles to implement community development projects.

DRD Union Level and Township Level are responsible for financial management. They maintain books of accounts and records available for audit and/or inspection.



Block Grant Allocation for a Village Tract for a Cycle:

- < 3,000 people in a Village Tract 18,000,000 kyat (US\$ 20,000)
 - 3,000 to 5,000 in a Village Tract 24,300,000 kyat (US\$ 27,000)
 - > 5,000 people in a Village Tract 30,600,000 kyat (US\$ 34,000)
- (Ex Rate Kyat 900 = US\$ 1.00 - the average of three is US\$ 27,000)



Expected Results

- Beneficiaries having access to and use of project-built infrastructure and services (e.g., all-weather roads, water, schools, health centers)
- Households in project villages participating in planning, decision-making, and implementation of subprojects
- Community members satisfied with the project

Geographical Expansion.

This year, the NCDD Project is expanding to cover six new townships in Sagaing, Ayeyarwaddy, Magway, Rakhine, Nay Pyi Taw and Yangon. The process for procuring technical assistance for new townships is underway. International NGOs will be engaged in September/October 2014.

What is

Participation and Gender

- CDD is a way for villagers to take the lead and manage their own future in partnership with government and private organizations
- Implementation follows the “community project cycle” consisting of five major stages: community preparation; village planning; subproject preparation; subproject implementation; subproject completion and re-planning
- Community cycle implementation is governed by the principles of transparency, accountability and participation
- NCDD highlights both benefits to villagers and villagers sharing in project implementation responsibilities
- Inclusion: NCDD mobilizes and aims to mainstream women, ethnic and religious groups, and the poor as key resources for community development



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Why?

CDD builds on the community’s knowledge, resources and relations to identify and implement subprojects that effectively address local needs.

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How?

- Villagers assess local conditions (social assessment), identify possible ways to address their priority needs over a three-year period (village planning), and decide what priority actions (community subproject) to implement given limited resources
- Separate meetings for women, ethnic and religious groups and the poor during social assessment and village planning



- Equal work for equal pay for men and women
 - At least one subproject per village tract identified by women
 - Women represented in village committees and sub-committees

Results

- Over 23,000 households participated in village orientation meetings to form committees and to prioritize subprojects
- Around 450 village volunteers mobilized and trained in 390 project villages
- Total membership of over 4,700 in Village Project Support Committees organized, trained and functioning (44% women). Before NCDD, all village leaders and administration staff were men.

What is

Community Infrastructure and Safeguards

- A "positive list" identifies eligible categories of subprojects, while a "negative list" specifies subprojects not eligible for funding on the second year
- Safeguards are proactive measures to avoid negative social and environmental effects of subprojects; or to minimize such effects if they occur
- Examples of negative effects are loss of agriculture or residential land, assets or livelihood; contamination/pollution of land, water or air; soil erosion



Why?

- Project impact is greater when infrastructure subprojects are identified and prioritized by the community itself based on its own assessment of local needs.
- Initial implementation experience shows that communities decide wisely on subproject selection. They creatively mobilize local resources, adapt design to local conditions, reduce cost and enhance quality.

How?

- DRD township engineers and Project facilitators work with communities to prepare detailed design of subprojects for approval by Township Project Implementation Committee (TPIC)
 - Implementation can be done through contractor or through "Community Force Account" (defined under Procurement section below)
 - Emphasis on community-based infrastructure operation and maintenance (O&M) to keep infrastructure in good working condition—and continue to provide benefits – over the long-term





Operation and Maintenance: Key to Sustainability of Both Infrastructures and Institutions

- Work of village O&M sub-committee sustains community participation and ownership of completed subproject
- O&M helps ensure long-term benefits from completed subproject
- Cycle 1 O&M activities include: preparing 3-year O&M plan; estimating costs and identifying sources of financing; preparing schedule of O&M activities; and linking up with township departments for possible O&M support, e.g., Department of Education for maintenance of school subproject



Results

- Total number of subprojects implemented in Cycle 1 : 357
- Total number of direct beneficiaries: over 225,000 individuals
- School, road and water supply types of subprojects account for the majority of subprojects
- Of total subprojects, 75% are rehabilitation, 14% are minor extension of existing infrastructure, and 11% are new works
- Of these subprojects, 27 involved voluntary land donation
- For many villages, NCDD provided the first opportunity to receive government infrastructure assistance

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What is

Training

- **Learning-by-doing** – practical exercises in which participants work directly on their village plans, subproject design, etc.
- **Reflection** – drawing conclusions and insights from implementation experience for application in the future
- **Participation** – trainers engage trainees in active discussion

Why?

- Specific competencies are required of both project staff and communities to perform tasks under the community project cycle

How?

- All training activities governed by annual training plan and strategy focused on: individual skills, institutional capacities, and enabling environment
- Union level conducts Training of Trainers for township level, that in turn trains communities
- Training indicators measure training outcomes through end-of-course evaluation, training report, and capacity and performance assessment
 - Training closely linked with assigned tasks based on TORs



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All Village Committee members are provided training throughout the project duration to implement the project according to procedure

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Results

- Over 5,000 community members trained to perform CDD-related tasks (43% women). Training covered CDD; community cycle; safeguards; O&M; monitoring and record keeping; procurement; gender; code of conduct; grievance handling; and documentation, disclosure and social audit. Also community financial management.
- Women in most villages never attended training prior to NCDD.
 - Around 130 DRD staff from all over the country trained in July on people-centered approach
 - All project staff at union and township levels trained and subsequently provided with refresher training on various CDD skills



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Community Facilitators go to their assigned village to explain, project mechanisms, and to engage the community.

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CDD is about community participation, decision-making, and self management, rather than merely providing a block grant to the village.

What is

Finance

- Grant Agreement with World Bank, Project Appraisal Document, Operations Manual approved by World Bank, and the established procedures of the Union Government of Myanmar govern the use of the Grant

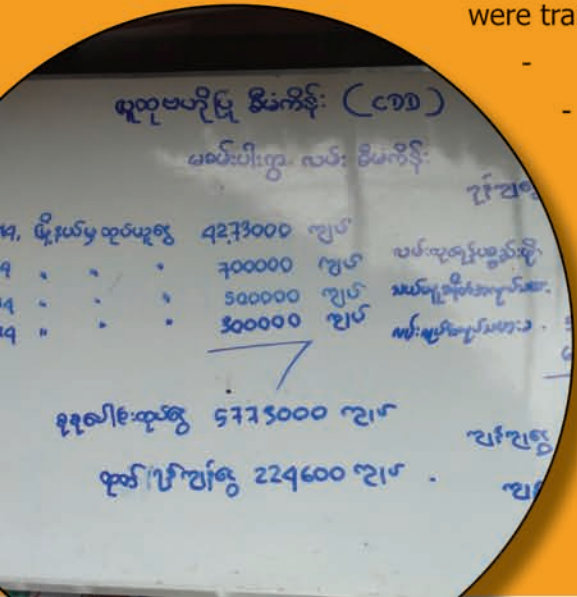
Why?

- Due to the size, volume and value of financial transactions, a sound financial management system is required to assist the Village Tract Finance Sub-Committee (FSC):
 - To ensure funds are used for subprojects stated in the Block Grant Agreement and benefit the communities.
 - To ensure funds are used effectively, efficiently and economically for subprojects.
 - To mitigate risk of funds being inappropriately used, because in many village tracts this is the first time community members are handling block grants to implement community subprojects.



Results

- At the end of Cycle 1, in total, Block Grants amounting to MMK 1,557,828,000 were transferred to implement subprojects. The breakdown is stated below:
 - Kanpetlet – 26 Village Tracts – MMK 469,080,000
 - Namhsan – 26 Village Tracts – MMK 541,620,000
 - Kyunsu – 20 Village Tracts – MMK 547,128,000
- As of 30 June 2014, an estimated amount of MMK 1,268,488,260 has been spent towards implementing subprojects. The breakdown is provided below:
 - Kanpetlet – MMK 444,813,990
 - Namhsan – MMK 490,556,270
 - Kyunsu – MMK 333,118,000





How?

- Designated Bank Accounts opened at National Bank of Myanmar to receive funds from World Bank (one for Community Block Grants and another for all other project components)
- Each Village Tract allowed to open and operate a Village Tract Bank Account in the name of the Village Tract Project Support Committee (VTPSC) at the Township Economic Bank of Myanmar
 - FSC established and trained to assist in financial functions during implementation of community subprojects
 - FSC composed of three members; i) Head of FSC, ii) Bookkeeper and iii) a member. One of them must be a woman.
 - FSC functions:
 - Maintain books of account and financial records
 - Assist VTPSC to be custodian of village tract funds and manage the Village Tract bank account
 - Prepare budget for subproject implementation
 - Make payments following proper authorization
 - Prepare periodic accounting records and reports



Produce and display all financial reports on community notice boards and submit to DRD Township Office



- An administrative budget amounting to 4% of the Block Grant is provided to meet cost of transport, stationary and village level meetings

What is

Procurement

- Procurement for project management and operations at Union and Township levels is managed by DRD Union with assistance from Union TA
- Procurement for subprojects at village and village tract levels is managed by the Village Project Support Committee and Village Procurement Sub-Committee assisted by Township TA and DRD
- **Procurement policies:** efficiency and cost-effectiveness, quality of goods and services, transparency, and competition among qualified suppliers. Detailed guidelines can be found at the World Bank web site www.worldbank.org



Procurement forms at village level:

- Form 1 Meeting Minutes for Selection of Procurement Method
- Form 2 Procurement Plan for Sub-Project
- Form 3 Form of Expenditures for Community Force Account
- Form 4 Form of Invitation for Quotation for Shopping method
- Form 5 Procurement of Goods/Works/Services under Shopping - Evaluation Form
- Form 6 Sample Form of Contract for Works
 - Form 7 Sample Form of Contract for Goods
 - Form 8 Disclosure for Procurement of Goods & Works
 - Form 9 List of Signed Contracts/Completed Sub-projects under NCDDP



Most sub-projects (83%) were constructed using the Community Force Account (CFA) in which village committees managed directly the procurement of labor and materials.



Why?

- Successful procurement is the bridge to achieve the project objective; and is prerequisite for proper disbursement

How?

- Procurement plan, large contracts and Single Source contracts at Union level are subject to World Bank prior review and No Objection. Procurement at village level is subject to WB post-review.

Methods of procurement used for community subprojects:

- **Shopping for Goods (construction materials)** – quotations solicited from at least three qualified suppliers. As a general rule, supplier who offers lowest price is awarded the contract.
- **Shopping for Works or Labor** – quotations obtained from at least three contractors. As a general rule, contractor who offers the lowest price is awarded the contract.
- **Community Force Account** – community implements the subproject using its own resources (skilled and unskilled labor, materials, equipment), and may subcontract part of the subproject. This method offers several advantages.

It is community-driven and cost-effective. Inputs can be provided by the community at below-market cost.

- Procurement process and results are posted on village notice boards and photographs taken for the official file.

Results

- Village procurement sub-committees in first three townships completed procurement for 357 subprojects

What is

M&E and MIS

- M&E is both a management and a learning tool. It is most important in a project such as NCDD where implementation is meant to be continually enhanced through the application of lessons from experience.
- MIS is composed of inter-related tools, processes and methods to collect, store, process, retrieve and report information to support decision-making, coordination, control and learning.
- MIS transforms/organizes data into useful "information".

Why?

- M&E and MIS can provide information/findings, analyses and recommendations useful during and after project implementation.



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Project database now providing partial data for quarterly project reports. Ad hoc data tables being used in the meantime that database is not yet updated.

Townships continuing to enter data into database. Kanpetlet and Namhsan able to upload initial data to cloud storage, for use in Union reports.

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How?

- Community and Technical Facilitators collect data from sources at the village and village tract levels.
- Township Technical Assistance (TTA) compiles, verifies and checks data for completeness; and then enters said data into the database using the data entry program especially written for the NCDD project.
 - TTA maintains, updates and creates regular back up files in township database
 - Timely and regular transfer of quality data to Union level is essential for reporting.
 - Union level checks, verifies and reverts to township in case of data error.
 - Union TA maintains, updates and creates regular back up files in union database.
 - Tablets will be used for data collection/entry and transfer to the cloud storage.
 - Database will have multi-user access.



Status

- Data entry on-going in three townships.
- Data entered into database being used for reporting.

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Community Facilitators to use Android tablet to enter data without having to fill out forms

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What is

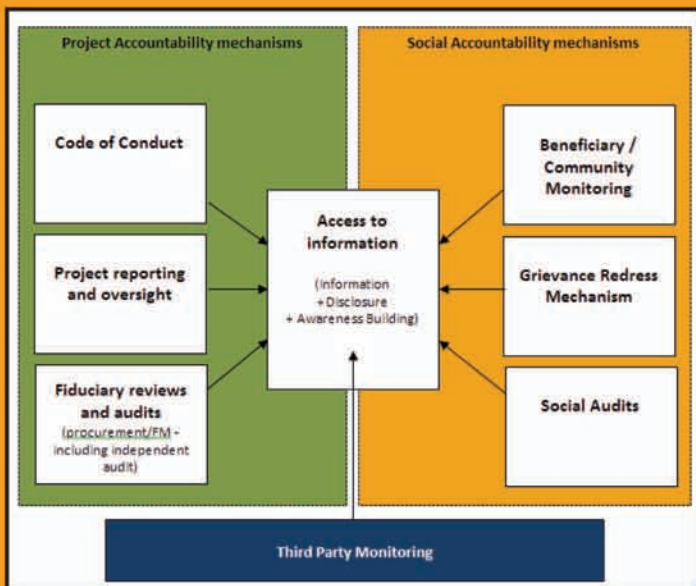
Grievance and Social Accountability

- NCDD promotes empowerment and participation of communities, along with transparency, effectiveness and impact. An "Accountability Framework" (see below) has been developed and is being used in project implementation.
- Grievance Handling Mechanism consists of simple procedures that give users access to a safe means of voicing complaints.
- Social accountability relies on civil engagement. It is demand-driven and operates "bottom-up".



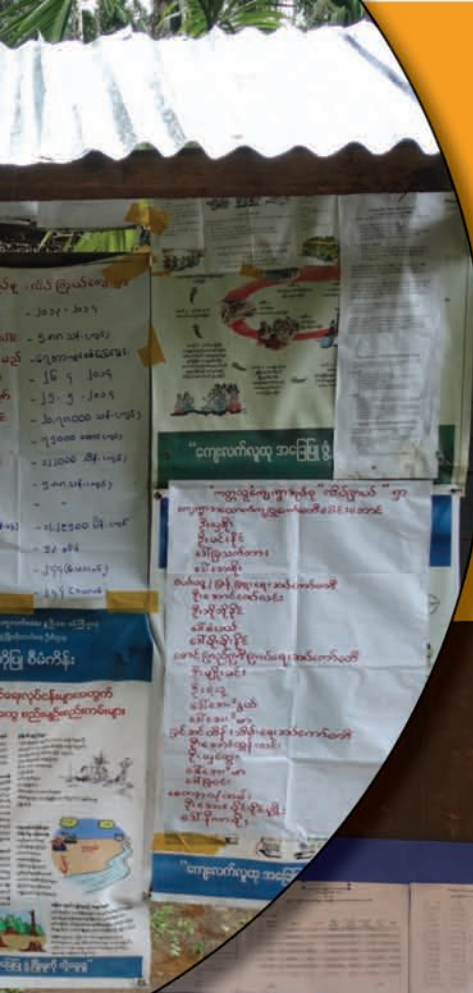
Why?

- Project accountability strengthens the ability of communities and other stakeholders to voice their opinions/concerns and demands, and to redress grievances as needed.
- Grievance Handling Mechanism increases project accountability to beneficiaries, as well as the ability of the project to hear the voice of all stakeholders.
- Social Accountability contributes to improved development effectiveness, public service delivery, and public decision-making, leading to greater empowerment, transparency and participation of target communities.



How?

- Training on grievance management including code of conduct is provided to all project staff, village committee members, volunteers, and grievance focals.
- A feedback committee was formed at the Union, Township and Village Tract levels to handle grievance.



- In order to check accountability of village committees to the larger community, social audit meetings were conducted in all village tracts.

Results

- Community members in all project villages have increased awareness about the grievance handling mechanism and code of conduct.
- Village committee members, volunteers and grievance focals trained on grievance management and code of conduct.

- A total of 371 suggestion boxes distributed to villages.
 - A total of 267 grievances received: 75% from suggestion boxes, 11% in person, 10% through meetings, and 3% by phone. Ninety-one percent of grievances had been resolved.
 - Majority of grievances relate to community demands, followed by villagers' complaint regarding their village committees.



“The feedback committee at the village tract level has not worked well as people prefer to send grievances up to the township and union levels.”



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What is

Communications

- Simply the act of transferring information from one place to another.
- Communication activities can differ depending on the project objectives.
- Basic objective is to make the public know about the project.

Why?

- To enable the community to understand project objectives,
- To clearly explain to the community the project activities,
- To enable the community to understand project policy and practices,
- To inform the community about the "do's" and "don'ts" from the beginning and up to the end of the project,
- To enable people to agree and understand the terms and conditions of the project.
- Project objectives, how the project was implemented, activities conducted, progress, difficulties, completed subprojects--must be disseminated to a larger audience.

How?

- Before starting the project and through out implementation, it is necessary to make a step-by-step communication plan for each activity.
- Communication activities inform the people in the project area about project objectives, rules and regulations, do's and don'ts -- using various methods.
- It is also to inform those who are not in the project area about what activities are being conducted under the project.





How?

- Stakeholders will be able to implement the project systematically if they are informed about what the project will implement, how it will be implemented, what needs to be followed, what are the expected benefits and what role they should play to get good results.
- The public will be able to apply practices of transparency and accountability.



- At the beginning, if there is a good communications program, implementation will be smooth and good results can be achieved.
- By informing indirect beneficiaries about project progress, support for project success will increase.

Not only making project members know the facts but also members of parliament, government departments, other organizations, politicians and news media will build interest in the project and generate support in different ways.



Highlights of Cycle 1 Implementation

Coverage of Cycle 1

The first community cycle (Oct. 2013 to June 2014) was implemented in the three townships of Kanpetlet, Namhsan and Kyunsu. Total population targeted by the project is 225,941, comprising 41,477 households (HH).

Cycle 1 Accomplishments

NCDD funded 357 subprojects identified by villagers, approved by the village tract committees, and endorsed by the Township Planning and Implementation Committees.

Community Infrastructure Subprojects (SPs)

Township	No. of Subprojects	Total Budget (MMK)	No. of Beneficiaries	
			Total	Percent Women
Kanpetlet	97	469,080,000	17,612	51
Kyunsu	143	547,128,000	134,636	49
Namhsan	117	541,620,000	73,693	52
All	357	1,557,828,000	225,941	

Township	Households Participating in Planning/Decision Making (number)		
	VPSCs	Village Volunteers	Grievance Focal
Kanpetlet	1,305	215	426
Kyunsu	1,211	46	481
Namhsan	1,073	185	232
All	3,589	446	1,139



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For many remote villages, NCDD provided the first opportunity to receive government infrastructure assistance.

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Chin State,

Kanpetlet Township

Sub Projects - 97

School - 16, Road - 53, Water Supply - 12, Solar Power - 11,

Hydro Power - 1, Small Dam - 2, Public Toilet - 2.



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Community Infrastructure Subprojects
in Kanpetlet Township.

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Thanintharyi Region,

Kyunsu Township

Sub Projects - 143

School - 68, Road - 15, Bridge - 18, Jetty - 12, Water Supply - 10,

Well - 9, Retaining Wall - 6, Street Lighting - 4,

Public Toilet - 1



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Community Infrastructure Subprojects
in Kyunsu Township.

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Shan (Northern) State,

Namhsan Township

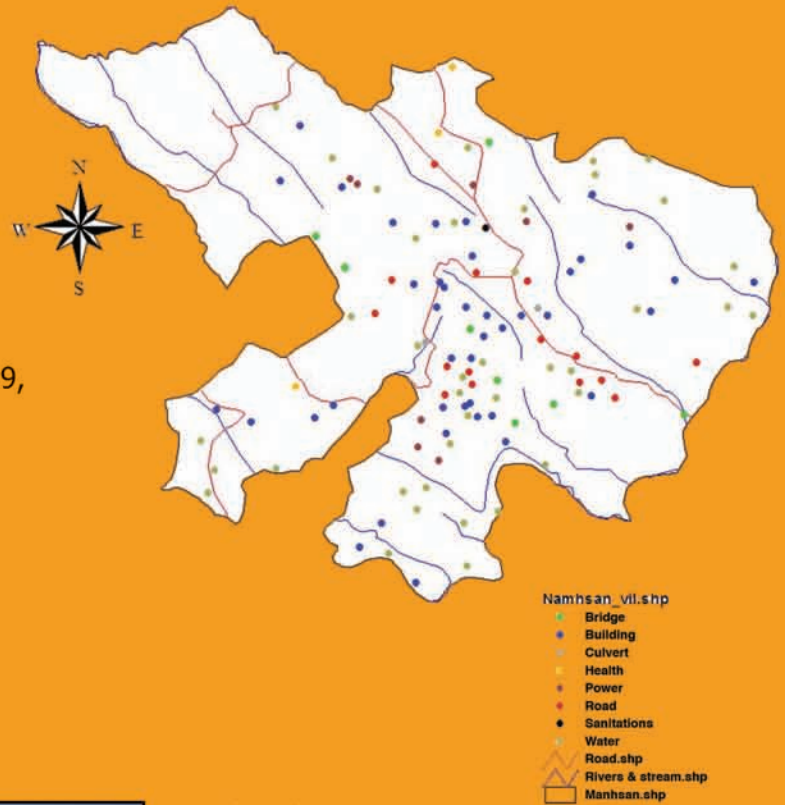
Sub Projects - 117

School - 34, Road - 16, Bridge-11, Water Supply - 39,

Hydro Power - 8, Public Hall - 3,

Public Health - 3, Public Toilet - 1,

Drain - 2



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Pang Sa Main Village,
Retaining Wall
(L - 744' x H - 5' x B- 9")
Estimated Cost - 5,240,000
MMK
Received Block Grant
Amount - 18,360,000

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CDD is a way for villagers to take the lead and manage their own future in partnership with government and private organizations.

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