



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



Introduction

The Second Annual Union-Level Multi-Stakeholder Review (Union MSR) for the National Community Driven Development Project (NCDDP) was held in Nay Pyi Taw on Thursday and Friday, 27 and 28 August 2015. The two day event, with over 470 participants, offered a broad range of project stakeholders, including community members, civil society, government and development partners, the chance to reflect on lessons learned from NCDDP implementation during the second community cycle and identify and discuss possible improvements for the third community cycle, scheduled to begin in November 2015. In the first part of the Union MSR week, the Department of Rural Development (DRD) also organized internal meetings to facilitate learning and exchanges between 530 project staff across townships.

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

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

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

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

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

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

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

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

Township Reports

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

Union Report

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

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

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

Community and Technical Facilitator Forum

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

environmental safeguards and environmental management plan (EMP); and 7) subproject design, implementation, and operations and maintenance (O&M).

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

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

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

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

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

Session 1: Working Together

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

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

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

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

Session 2: Thematic Group Discussions

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

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

Session 3: Operations Manual

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

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

- Infra/O&M: 1) clear guidelines for O&M planning and training; 2) emergency repair guidelines and budget; 3) training and communication materials on O&M; 4) TPIC approval should be within one month.
- MIS: 1) update forms and keep consistency; 2) synchronize tablet and PC; 3) enable editing already entered data.

Session 4: Training

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

Three levels of training are provided by the union level:

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

Training session plans for new townships:

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

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

The Second Annual Union Multi-Stakeholder Review (MSR) was held in Nay Pyi Taw on Thursday and Friday, 27 and 28 August 2015. 470 people attended the first day of the Union MSR, which included an opening speech by the Vice President. Participants included representatives of communities in NCDDP townships, as well as key union ministers (from the Ministry of Livestock, Fisheries and Rural Development, the Ministry of Finance, the Ministry of Planning, and the President's Office), deputy ministers, State and Regional Ministers, Members of Parliament, officials from line ministries and departments at the union, state and township level, international and local non-governmental organizations, development partners and media (see the breakdown of participants in [Annex 2: Participants at the Union-Level MSR on 27 and 28 August 2015](#)).

Opening Session and Award Ceremony

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

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

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

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

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

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

Highlights from Year 2 Project Implementation

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

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

- Importance of providing quality and timely training and capacity building to facilitators, committee members, and communities as to enhance the effectiveness of project implementation.

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

Panel Discussion

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

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

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

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

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

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

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

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

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4. Welcoming Remarks by His Excellency U Ohn Myint, Minister of Livestock, Fisheries and Rural Development
5. Welcoming Remarks by Mr. Abdoulaye Seck, Country Manager, The World Bank
6. Notes from the Community and Technical Facilitator Forum (NCDDP Internal Learning Day 1: Aug. 24)
7. Notes from Session 1: Working Together (NCDDP Internal Learning Day 2: Aug. 25)
8. Notes from Session 2: Thematic Group Session (NCDDP Internal Learning Day 2: Aug. 25)
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Annex 1: Schedule and Agenda of the Week of 24 August 2015



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

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

OVERVIEW OF THE WEEK

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

INTERNAL NCDDP MEETING | 24 AUGUST 2015

Objectives of Day 1:

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

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

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

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

Objectives of Day 2 & 3:

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

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

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

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

DAY 3: Wednesday, 26 August 2015 - Free Day

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

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

Objectives of Day 4 & 5:

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

Participants: All internal and external stakeholders who are invited.

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

DAY 5: Friday, 28 August 2015			
08:30 – 09:00	Registration		
09:00 – 09:45	Introduction of Day 5 <ul style="list-style-type: none"> • A master facilitator will provide the flow the day and the instructions for breakout sessions. • Participants will choose to attend one of four breakout sessions in the morning and afternoon based on their interests and expertise. • Each breakout session will assign a rapporteur to report back in Session 6 • In each breakout session, participants will be divided into smaller groups and discuss the following items: <ul style="list-style-type: none"> ➤ Review their experiences and identify challenges in relation to the topic; ➤ What should be improved in the next project cycle? 		
09:45 – 10:00	Coffee Break		
10:00 – 12:00	Session 4: Breakout Sessions – Part 1		
	Gender	Conflict and CDD	Infrastructure/ O&M
	Facilitators: <ul style="list-style-type: none"> • Daw Agatha Nunu, National Gender Specialist • Kyoko Kusakabe, International Gender Specialist 	Facilitators: <ul style="list-style-type: none"> • U Kyaw Swa Aung, Director, Department of Rural Development • Nikolas Myint, Senior Social Development Specialist, The World Bank 	Facilitators: <ul style="list-style-type: none"> • Daw Mee Mee Htwe, Deputy Director, Department of Rural Development • Win Zaw, Infrastructure Expert, Department of Rural Development • Oung Khy Zaw, Infrastructure Expert, Department of Rural Development
12:00 – 13:00	Lunch Break		
13:00 – 15:00	Session 5: Breakout Sessions – Part 2		
	Grievance/Social Safeguards/ Communications	Disaster Response /Emergencies and CDD	Village-level Planning
	Facilitators: <ul style="list-style-type: none"> • U Banyar Tun, Grievance Handling Specialist, Union TA • Nikolas Myint, Senior Social Development Specialist, The World Bank 	Facilitators: <ul style="list-style-type: none"> • U Hla Khaing, Director, Department of Rural Development • Susan Wong, Global Lead for CDD, The World Bank 	Facilitators: <ul style="list-style-type: none"> • U Kyaw Swa Aung, Director, Department of Rural Development • Klaus Kirchmann, Team Leader, Union TA
15:00 – 15:15	Coffee Break		
15:15 – 16:30	Session 6: Reporting Back from the Breakout Sessions		
16:30 – 17:00	Closing Remarks		

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

	Number of Participants
Vice President	1
Union Minister	4
Deputy Minister	7
Chairman of the Parliament Committees	1
Representative of Parliament	39
State & Regional Ministers	13
World Bank	11
Union Level Departmental Concerned	1
Technical Committee	15
Union DRD	86
State, Region, District & Township DRD	56
Township Administrators	14
Villagers	90
Union Technical Assistance Team	18
Township Technical Assistance Teams	24
DG, DDG from Ministry of Livestock, Fisheries and Rural Development	12
INGO, NGO	59
Media	15
Interpreters	4
Total	470

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

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

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

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

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

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

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

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

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

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

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

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

the integrated development. Hence, CDD project is scaled up across the country creating the space for stakeholders' participation.

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

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

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

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

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

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

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

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

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

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

In conclusion, I would like to encourage all stakeholders to make their ultimate efforts for the successful implementation of the project. As the community development would lead to a wider development in the township level, regional level and the nation as a whole, the Community Driven Development Project would lead to such a wider development in many areas. If the people and the

government could pursue such development process collaboratively and hand-in-hand together, I am confident that Myanmar will soon keep pace with the regional development.

Let's build better future together.

Thank you.

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

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

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

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

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

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

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

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

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

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

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

Ladies and gentlemen,

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

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

Thank You!

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

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

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

million grant, and the World Bank, which in June of this year approved an additional IDA credit of \$400 million to support the Project's expansion.

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

Thank you.

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

Group 1: Village and Village Tract Development Planning

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

Group 2: Roles of Committees and Volunteers and Committee Training

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

	<ul style="list-style-type: none"> • Committee election should be done with secret ballot. • Quotation amount shall be standardized. • CFs/TFs need training by November in order to effectively provide training to committees and volunteers so that they can start the project from December.
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Group 3: Social Safeguards, Grievance, and Gender

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

	training should be conducted in communities (should be noted in the OM).
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Group 4: Procurement and Financial Management

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

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

Achievements from Last Cycle	Suggestions for Next Cycle
<ul style="list-style-type: none"> • With the information on PC 9, people can learn the progress of the subprojects. • More accountability and transparency due to MIS system. 	<ul style="list-style-type: none"> • Household and religion/ethnic information should be added to PC 1. • PC 11 shall be removed and use PC 9. • In PC 7, endorsement signature should be

<ul style="list-style-type: none"> • MIS is allowing people to systematically collect and update the village information. • Environmental and social conservation/management was improved. • Accessibility of the village information was improved. • Reporting became easier using MIS; easy to upload the information to the server by using the tablet. 	<p>added.</p> <ul style="list-style-type: none"> • It should be noted to instruct to fill out PC 5 after putting together the implementation plan. • The current form, PC 5, has the discrepancy on who should sign the form. In the top part, it requires the signature from the township engineer; however, in the signature part at the end of the form, it requires TF's signature. Please clarify who should be the one to sign PC 5. • The educational level should be modified in HR 2 Form. • In HR 1 Form, the national registration number should be included. • Disaster Form should be newly added to the OM for the time of natural disasters. • Every form should include the guideline, like PC 1. • Need clarifications on which forms should be filled out by CFs and/or TFs. • In PC 9, the Monitoring Sub-Committee should negotiate the technical quality with TFs. • PC 10 should be modified. • PC 3 should have a better title other than the "subproject timetable." • Should provide essential products to help the MIS (e.g. anti-virus software, waterproof bag for tablets, etc). • It should enable people to change and edit the existing training report on tablet. • M&E training should be negotiated with the Infra team. M&E training should be provided to the communities. • The refresher training for MIS data entry should be provided. • Coordination meeting between township MIS team and union MIS team should be held more frequently. • Who do they need to report in case of the loss of tablets and errors made on tablets?
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Group 6: Environmental Safeguards and Environmental Management Plan (EMP)

Achievements from Last Cycle	Suggestions for Next Cycle
<ul style="list-style-type: none"> • The Donation Form, PC 14, clarifies the ownership of the land. • The First Aid medicine box and safeguards materials increased the safety in the 	<ul style="list-style-type: none"> • Make better Burmese translation of ECOP. • According to the project objectives, the project is enabling the government to respond to the emergency and/or natural

<p>community.</p> <ul style="list-style-type: none"> • Because of the project rules and regulations about tree cutting, further deforestation and environmental degradation was prevented. • Because of the safeguards screening form, PC 13, and EMP, communities were able to sustain the subprojects and help conserve the environment. • EMP helps the communities to prevent water pollution and to reduce the damage on animals and fish. • Safety was increased due to the warning signs on the dangerous sites. 	<p>disaster situations. But how much or what percentage of the project funding is going to be allocated to the affected communities?</p> <ul style="list-style-type: none"> • Create a public poster to show the advantages and disadvantages of using the safeguards. • Disseminate a video about safeguards. • Environmental conservation training should be provided separately from other training. • EMP should only consider the environmental impacts. • The OM should extend the requirement for creating EMP to other relevant subprojects in addition to bridges. • Change PC 15 to reporting and planning. • Put more information/details about EMP.
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Group 7: Subproject Design, Implementation, and Operations and Maintenance (O&M)

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

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

Group 1 (Namhsan, Tatkone, Pinlebu)

What Went Well	Expectations
<ul style="list-style-type: none"> • Training of social assessment for CFs and TFs (TTA lead, DRD support) • Village level social assessment • Planning to request and prepare for the block grant • Village Tract and Village Development Planning (TTA Lead, DRD support) • After discussion with relevant departments, subprojects are submitted to tTPIC. (DRD lead, TTA support) • Preparation of subproject implementation (design, survey, estimate, ECOPs, EMP, etc.) (DRD+TTA) • At the village tract level, feedback meeting was held. • Implementation plan, procurement plan, financial plan, O&M plan, milestone plan, project implementation and monitoring (TTA lead, DRD support) • Social audits, technical and financial audits completed and prepared for completion reports (TTA lead, DRD support) • Resolving grievance cases at the township level • Training of capacity building for staff, communities and TTA • Preparing for quarterly report • After the Township MSR, prepared a report for the Union MSR 	<p>Expectation from Township TA</p> <ul style="list-style-type: none"> • Technical advice from TA for projects • Coordination • Experiences in conducting training • Facilitation skills • International level submission methods • Cash disbursement procedure • Problem solving skills/methods for issues • Mutual respect and accountability • International level experience of engineers <p>Expectation from Township DRD</p> <ul style="list-style-type: none"> • Get support for project implementation in a timely manner (fund, materials, etc.) • Timely coordination with Union DRD and TA • Start the project cycle on time • Coordination with counterparts • Mutual support according to technical sector • Conduct high quality training for counterpart staff • Do not change TTA staff so often • Mutual respect at the team building, meetings, other activities, • For the administration of CFs and TFs, TA should coordinate with the DRD counterpart

Group 2 (Kanpetlet, Ann, Htantabin)

What Went Well	Expectations
<p>Expectation from DRD</p> <ul style="list-style-type: none"> • Assign a full time counterpart staff from the DRD in the CDD project • Carry out logistics arrangement on time • Mutual respect • Coordination and helpful minds • Test the improvement of counterpart's capacity • Carry out financial related activities on time <p>Expectation from TTA</p>	<ul style="list-style-type: none"> • Work Plan – Led by DRD • Budget Plan – Led by DRD • Reporting – Led by DRD and TTA • Procurement – Led by DRD • Logistics Arrangement – Led by DRD • Capacity Building Programs –To get trained and conduct training together - DRD+TTA • Responsibility – Specific tasks for the Team Leader • HR (Future) – To assign more staffs from Township DRD

<ul style="list-style-type: none"> • Separate DRD sector team leaders and program advisors when having a discussion with INGO • Give full authority to township TA leader • Manage CFs, TFs & TTA's field trip • Keep daily attendance Record of CFs, TFs & TTA only at the DRD office • Inform the Township DRD before buying necessary stationeries • The guidance of the Township DRD Head should be coordinated with TTA. • Carry out the project implementation with DRD Counterparts • Conduct training for TFs on estimation • Fully cooperate during the audits 	
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Group 3 (Kyunsu, Sidoktaya, Lemyethna)

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

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

Gender

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

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

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

Procurement

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

Finance

1. Block grant should be allocated to the villages instead of village tracts (VT).
2. Can the administrative cost be kept at the village level in order to avoid traveling from the village to the tract village? Township DRD should support the village tracts for the above decision- to identify which villages are justifiable.
3. Village level committee should have a custodian position of the block grant.
4. Estimation of the material should be done at the local market rate instead of township level.
5. Finance clerk should have a criterion of certain education level.
6. The accountant of the VT Finance Sub-Committee shall be selected from the financial clerks.
7. The current OM requires signatures from three people (VTPSC head, FSC head, and one of the VTPSC members) for the fund withdrawal. Obtaining a signature of FSC head cause delay in withdrawal. This shall be revised as any two people out of the three signatories.
8. It shall be mandatory for the Village Project Support Committee head to attend the financial training.
9. FM training must be conducted three times per cycle.
10. In the case of disaster, how can the custodian of the fund be responsible of managing fund?
11. Is it okay to keep the block grant for the next cycle and make a larger subproject?
12. Township DRD heads, team leaders, TAs shall all be invited to the union level financial training.
13. Cycle year should be in line with government fiscal year and shall avoid rainy season.
14. Some of the operation costs shall be authorized by the Township DRD within the approval amount. Currently all requests go to the union level so the decision gets delayed.
15. Project shall be implemented at urban areas too.
16. Shall the population data be based on GAD or immigration office data?
17. Overrun cost mentioned in the OM shall be deleted because it is not functional in any of the townships. Instead the communities provide community contribution.
18. General auditor's office shall inform at least 10 days in advance
19. Can the remaining administrative expense used toward subproject cost. Clarify in the OM.

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

Block grant

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

Training

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

Selection of Committee members

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

3. Gender

=> DRD: Booklets on gender are made in addition to the OM.

Grievance Handling Mechanism

1. Serious grievances should be communicated with the township immediately instead of waiting for three months.
=> WB: Three months upper limit to refer to the township level. Grievances are usually resolved before specific actions against fraud and corruption are taken place (clear guidelines in POM).
2. Grievances to be resolved at the VT level need more clarity.
 - There is no specific task for the VT level Grievance Sub-Committee.
 - Is the grievance system used only for the communities or can staff also use the system? Grievances among staff are also allowed and it will be recorded, but the cases will be dealt confidentially.
3. Code of conduct awareness for community members via posters.
 - The OM has a process for fraud cases; the process is working well. Actions were taken for the fraud cases.
 - Make sure this section is clear. It is normal to take grievances out of community.
 - The DRD encourages the use of grievance mechanisms. If need to refer to management, we will refer.

Community contribution

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

Gender

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

Procurement and Finance

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

Operations and Maintenance (O&M)

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

Forms and Management Information System (MIS)

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

Infrastructure

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

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

Group 1: Gender

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

Group 2: Conflict and CDD

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

implementing the project.	
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Group 3: Infrastructure/O&M

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

Group 4: Grievance/Social Accountability

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

<p>with transparency so they had less chances to misuse the funds.</p> <ul style="list-style-type: none"> • Problems can be explored (investigated). • Trust is built between the project and communities as each of the grievance cases has been responded. • Because of GHM, not only committee members but also village/tract authorities have increased cooperating with the project. • The availability and accessibility of the township/union grievance phone lines made it easy for the communities to voice their complaints and receive prompt responses. 	<p>project.</p> <ul style="list-style-type: none"> • The cases of misuse of funds should be widely announced in the communities, but it's important to assure communities that these misuse cases do not lead to the suspension of the funds. • Committee members should be aware of the consequences by breaking the project's code of conduct (e.g. replacement). • All village committee members are responsible for any misuse cases happened in the village. • Measures to protect the person who has been accused without doing any misconduct.
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Group 5: Disasters/Emergencies Response and CDD

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

Group 6: Village Development Planning

What Went Well	Suggestions for Next Cycle
<ul style="list-style-type: none"> • Members of the Village Tract Project Supporting Committee and Village Project Support Committee were chosen by election. • All of community committees have increased women's participation. • Community is taking ownership and making decisions on the implementation based on their needs owns. • The Village Development Plan is well-developed in villages; but it is only limited to infrastructure. • NCDDP has implemented the township-wide community-led project planning. 	<ul style="list-style-type: none"> • Encourage communities to develop a more comprehensive and holistic Village Development Plan (VDP) beyond priorities of community-based infrastructure. • How to monitor VDP? • Build capacity of facilitators to work with communities to build a holistic VDP. Communities also need to understand the process and outcomes of VDP so that the VDP will be sustainable and high quality. • Village Tract Project Support Committee (VTPSC) and Village Tract Development Support Committee (VTDSC) need to

	<p>coordinate better on the Village Tract Development Plan.</p> <ul style="list-style-type: none"> • Committee members shouldn't be changed all the time => affecting the sustainability and capacity of the committees. • Establish a holistic management plan. Actors should include: <ul style="list-style-type: none"> • At the Village Level- <ul style="list-style-type: none"> • - VTDCS (Government) • - Village Tract Administrators • - VTPSC (CDD Project) • At Township Level- <ul style="list-style-type: none"> • TPIC • Private sector • Line ministries (Leg, Agriculture, Education)
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Open Discussions:

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