

National Community Driven Development Project
TERMS OF REFERENCE FOR TOWNSHIP LEVEL TECHNICAL ASSISTANCE

C4.18 KACHIN

I. INTRODUCTION

The Republic of the Union of Myanmar has received a grant in the amount of US\$ 80 million and additional financing of US\$ 400 million from the World Bank toward the cost of its National Community Driven Development Project which is being implemented by the Department of Rural Development (DRD). The objective of the project is to enable poor rural communities to benefit from improved access to and use of basic infrastructure and services through a people-centered approach and to enhance the government's capacity to respond promptly and effectively to an eligible crisis or emergency. This approach will empower villagers to manage and participate in their own development. The objective will be achieved through: (i) financing community-identified rural infrastructure investments; (ii) strengthening the capacity of communities in partnership with local authorities to effectively identify, plan and implement their development priorities; and (iii) facilitating the participation of the poor and vulnerable, both women and men, throughout the project cycle at the community level.

The project is comprised of five components, implemented over a period of approximately nine years, drawing on both the original World Bank grant and additional financing resources from both development partners and the Government's own resources. Each component includes specific activities that seek a gender balance as well as to empower women.

Component 1: Community Block Grants to finance four annual cycles of on average US\$33,000 to about 2,600 village tracts in approximately 63 townships for priority community level infrastructure. Block grants will be allocated through a participatory planning process covering all villages within a village tract. All village tracts in selected townships will be covered for equity purposes. Planning and prioritization of sub-projects will be undertaken by villagers and representative village tract forums.

Component 2: Facilitation and Capacity Development to finance technical assistance and institutional support at the union and township levels, including the hiring of community and technical facilitators. In this context, it will support capacity development in areas such as participatory processes, project management, gender equality and inclusion, environmental management and social accountability for local committee members as well as government staff at the township, region/state and union levels.

Component 3: Knowledge and Learning to support community representatives and government staff through learning from community based approaches implemented within and outside of Myanmar. There will also be annual multi-stakeholder reviews to share experiences from the previous cycle and discuss ways to improve the project's design and implementation for the next cycle. This component will also finance formal Project monitoring and evaluation studies.

Component 4: Implementation Support to support project management at the union and township levels, including administration and logistical support for project implementation.

Component 5: Emergency Contingency Response to allow for the rapid reallocation of grant proceeds from other components in order to provide preparedness and rapid response support to disaster, emergency and/or catastrophic events, as needed.

As the project scales up, it is anticipated that it will operate in about 63 townships, with at least one in each of the country's 14 regions and states as well as the union territory. Criteria for the selection of townships are: primarily poverty, with additional criteria being absence of external funding and commitment by regional government to the objectives of the project.

The project outcomes include improved access to community-prioritized services and infrastructure, and enhanced participation of rural populations, including the poor and vulnerable, in the development process. Outputs are along the four main components of the project: (i) community block grants; (ii) capacity development and facilitation; (iii) knowledge and learning; and (iv) implementation support. Some of the main outputs include:

- Number and type of community infrastructure built (for instance, kilometers of road rehabilitated, number of schools, clean water provision);
- Government officials and community members trained and using their new skills in planning, implementation, project management, and monitoring
- Cross-learning and knowledge exchanges facilitated between townships
- Grievance redress mechanism established and percent of grievances resolved.

There are three main indicators at the project development objective level, one to measure improved services and the other two indicators focusing on the people-centered approach. Indicators will be disaggregated by gender, ethnicity, and poverty where feasible.

- Number of persons having access to and use project-built infrastructure and services
- Percent of households in project villages participating in planning, decision-making, and implementation of sub-projects
- Percent of community members satisfied with the project.

II. OBJECTIVE OF THE ASSIGNMENT

The objective of the assignment is to provide institutional support and technical assistance to the township offices of the Department of Rural Development in initially one township of Kachin State. The townships to be covered by the NCDDP are in the process of being confirmed, and will be available by the time shortlisted consultants are invited to submit their proposals. Technical assistance will be provided at the village and village tract level in these townships for the implementation of the National Community Driven Development (NCDD) Project.

An expansion of the assignment to additional townships in subsequent years is possible, depending on Project needs, available funding and the consultant's performance.

III. SCOPE OF WORK

To achieve this objective, the scope of work of the selected Consultant will focus on providing broad-based capacity -building to DRD Township officials and communities; and on increasing awareness, self-initiative and ownership of the communities. Specific tasks will include:

1. Assisting township DRD offices in planning, implementing and monitoring project activities in the townships in line with the implementation guidelines in the project Operations Manual and directions received from the union office.
2. Providing institutional support, capacity development and technical assistance to the township DRD offices in the implementation of the project, including providing data for the project's Management Information System (MIS) and tracking and reporting on performance indicators and project progress.
3. Recruiting and training community facilitators to assist villages and village tracts in the preparation and annual revision of development plans, the approval and implementation of sub-projects, and the organization of annual social audits;
4. Recruiting and training technical facilitators to assist village level committees in sub-project technical design, cost estimation, environmental and social safeguards implementation, and construction management/supervision;

5. Supporting the empowerment and leadership of village communities in social assessment participatory planning, implementation and supervision of their village plan;
6. Assisting village tract project support committees to manage project funds in a transparent and accountable manner;
7. Supporting DRD engineers and village level committees for the preparation and technical design of sub-projects, including procurement and the identification and adequate mitigation of potential negative environmental and social impacts;
8. Supporting the township DRD office in adapting project information materials to local context and ensuring wide outreach to and communication and consultation with local stakeholders;
9. Supporting the grievance handling system in line with the provisions of the operations manual.
10. Undertaking other activities related to the project as assigned by DRD.

In undertaking these activities, the Consultant will collaborate closely with the consultant providing technical assistance and institutional support at the union level.

Details about the project's operations can be found in the NCDDP Operations Manual (available at cdd.drdmyanmar.org).

IV. TECHNICAL TEAM STRUCTURE

The Consultant Team will be comprised of the following professional staff (see Annex 2 for the personnel qualifications and tasks). Consultants are highly encouraged to use national staff for all positions except for International CDD Specialist. The following staff inputs are anticipated over the four year contract period.

Positions	Year 1	Year 2	Year 3	Year 4	Total Staff Months
TTA team leader (Lead CDD and Training Specialist) (1 per township)	12	12	12	Two full time positions per township, with function	48
Finance Officer* (1 per township)	12	12	12		48
Procurement Officer*	12	12			24

(1 per township)				depending on township need	
Monitoring and Evaluation and MIS Officer (1 per township)	12	12	12		36
Communication, Social Accountability and Gender Specialist (1 per township)	12	12	12		36
Community Facilitators (see below)	tbc	Tbc (1)	tbc		tbc
Technical Facilitators (see below)	tbc (1)	Tbc (2)	tbc		tbc
International CDD Specialist (1 per cluster)	2	2	1	1	6
National Program Adviser (1 per cluster)	12	8	4		24
Total	734	730	53	25	1542

*Note: In year 3, functions of FM and procurement specialist to be merged.

(1) The number of community facilitators will depend on the selected township, and will be calculated at 1 CF per 2 village tracts or 8 villages.

(2) The number of technical facilitators will depend on the selected township, and will be calculated at 1 TF per 3 village tracts or 15 villages.

The services under this contract are focused on building the capacity of township DRD offices to assume core functions over time. As such, the following staffing plan is envisioned:

- Year 1 and 2: A township technical assistance team comprising five key experts, in addition to CFs and TFs and a support team as outlined below.
- CFs and TFs will be employed under DRD contracts beginning in year 3.
- The township technical assistance team will be reduced over time as follows: from 5 to 4 positions in year 3 (merging the finance and procurement functions), and from 4 to 2 positions in year 4 (with specific functions depending upon project needs).

Township Technical Assistance (TTA) team (full time, one in each township)

1. TTA team leader (Lead CDD and Training Specialist)
2. Finance Officer
3. Procurement Officer
4. Monitoring and Evaluation and MIS Officer
5. Communication, Social Accountability and Gender Specialist

The key experts would be full time for the first 2 years of the contract. In year 3, the procurement and finance functions would be merged, reducing the team to 4. In year 4, the key experts will be reduced to two positions, to be defined based on the needs at the township level.

Facilitators (full time)

1. Community Facilitators (balanced by gender) (1 CF per 2 village tracts or 8 villages):
2. Technical Facilitators (balanced by gender) (1 TF per 3 village tracts or 15 villages):

CFs and TFs will be full time for the first two years of activities. In year 3 onwards, they will be employed by DRD.

One support team for all townships of this assignment

1. National Program Advisor (24 months over the first three years)
2. International CDD Specialist (short-term, 6 months per township over life of contract)

Specifications for hiring CF and TF

- **Hiring CFs and TFs:** The CFs and TFs will be recruited/hired by the consultant. The client encourages the consultant to hire the CFs and TFs from villages, village tracts or the township close to the sub-project sites. This not only saves their travel time and reduces their living expenses away from home, but also increases community employment opportunities and on-job-training to the community by the consultant. **However, the consultant is free to bring in qualified CFs and TFs from anywhere outside the project township on the condition that these qualified CFs and TFs master the local language(s) in use in the villages, village tracts and townships concerned.**
- Recruitment of CFs and TFs is the responsibility of the consultant. Recruitment shall be completed within one month of contract signing. If the consultant cannot provide qualified CFs and TFs for the tasks, the client has the right to terminate the contract.
- **Working place and time for CFs and TFs.** CFs and TFs will spend most of their time working with communities and committees established by

communities to support identification, implementation and maintenance of sub-projects. Work planning, reporting, meetings and training for CFs and TFs will be carried out in the project's township office. Based on experience to date, it is expected that CFs and TFs will spend at least 50 percent of their time in project villages.

- **Remuneration fees for CFs and TFs:** The consultant shall indicate the remuneration fees and the salaries to be received by each CF and TF in the financial proposal. The consultant is free to add their overhead fees on the top of salaries to be paid to CFs and TFs. The consultant shall pay the amount of salaries of CFs and TFs based on the salary rates indicated in the financial proposal and the signed contract on time.. It is recommended that the salaries rate for CFs and TFs be not less than 330,000MMK and 450,000 MMK respectively per month.
- **Operational cost for CFs and TFs:** DRD will provide motorcycles, fuel, tablet computers and other equipment for CFs and TFs as needed. DRD will also provide funding for training activities for CFs, TFs and community members at the township and community levels.

V. PERSONNEL QUALIFICATIONS AND TASKS

Detailed personnel qualifications and tasks are provided in Annex 2. Technical personnel will be supported by adequate accounting and administrative staff at the township level.

VI. SCHEDULE

The Consultant will be assigned for a period of 48 months with an estimated start date of 1 November 2016.

DRD may also consider an extension of the current assignment with additional townships under this contract subject to performance and availability of financing. In the event of a geographic expansion, the duration of the current assignment would be adapted accordingly.

VII. PERFORMANCE EVALUATION

The Consultant's performance will be evaluated on the basis of the outputs and outcomes stipulated in Annex 4 and in the draft contract included in this Request for Proposal (RFP). Particular emphasis will be placed on the Consultant's ability and efforts to build the capacity of DRD staff to manage the project independently by the time the contract ends and to build the capacity of village and village tract

committees. The Consultant will be responsible for evaluating the performance of its staff, including the CFs and TFs it contracts.

VIII. REPORTING

The Consultant will report to the DRD Project Director at the union level through the DRD head of township. All written reports by the Consultant will be in English. A list of required reports for the first year of the contract is provided in Annex 3.

IX. LOCATION and administrative support from DRD

The contract will be implemented in one township in **Kachin State**. The township to be used for the purposes of planning **remains to be identified**. Townships will be confirmed prior to the request for proposals in accordance with the procedures outlined in the NCDDP Operations Manual.

State/Region	Kachin (Shan)
Township	(1)
Population	(1)
VT	-(1)
Villages	(1)
CF	(1)
TF	(1)
Block Grants in 2015/16 (MMK)	none

The Consultant Teams will be located in the township DRD offices. CFs & TFs will be based at relevant nearby village tracts and villages or the township. The international CDD specialist is expected to work closely with Union DRD and Union TA.

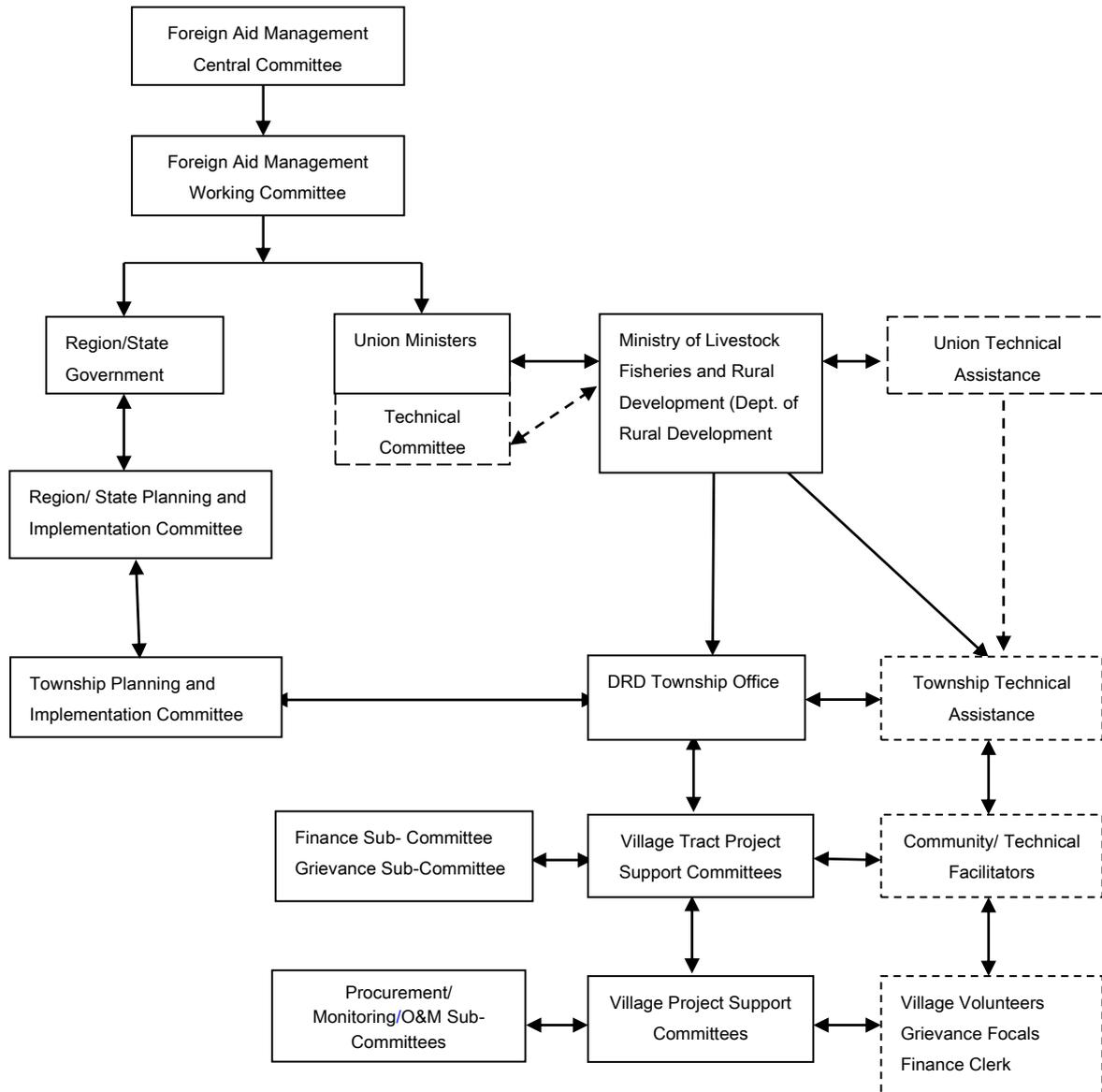
Office premises, furniture, equipment, computers, tablets, cell phones (for working in remote villages only), internet connection, telephone, MIS system, vehicles, and motorbikes for consultant experts, community facilitators and technical facilitators will be provided by the Department of Rural Development, Ministry of Livestock, Fisheries and Rural Development. If needed, staff housing for CFs/TFs and/or key experts not resident in the township may be included in the financial proposal.

X. CONTRACT ADMINISTRATOR and counterpart staff provided by DRD

The DRD counterpart for this contract will be the NCDDP Project Director at the union level. At the township level, DRD will have counterpart staff in place to work with the Consultant's township team.

ANNEX 1

NCDD INSTITUTIONAL STRUCTURE



ANNEX 2
PERSONNEL QUALIFICATIONS AND TASKS

GENERAL QUALIFICATIONS

The following qualifications are required for all Consultant staff. Priority will be given to specialists with experience in community driven development in Myanmar. For the township level staff, the ability to communicate effectively in Myanmar language is required given the importance of working closely with union and local authorities. Knowledge of prevailing ethnic/local language/s is desirable for township level personnel and technical facilitators, and is essential for community facilitators.

- Ability to work effectively and sensitively in teams and with government counterparts
- Strong inter-personal skills and ability to resolve conflict;
- Prior experience of working in rural Myanmar
- Experience working on community-driven development models;
- Proven track record in capacity building;
- Ability to communicate effectively with project stakeholders;
- Proven planning and organizational skills;
- Functional ability to speak English;
- Willingness and ability to travel frequently to project villages; and
- Proven ability to work under pressure and deliver in a timely manner.

No.	PERSONNEL	SPECIFIC QUALIFICATIONS	MAIN TASKS
1	TTA team leader (Lead CDD and Training Specialist)	<ul style="list-style-type: none"> • Academic degree in social sciences and at least five years of project management experience, with a particular focus on community participation and community-based infrastructure, <u>or</u> at least seven years of relevant experience in project management 	<ul style="list-style-type: none"> • Support township DRD office in all aspects of project implementation according to the project operations manual • Manage a team of Consultant staff and community and technical facilitators, monitor their performance and ensure timely delivery of quality outputs • Monitor implementation of the grievance handling system at the township level • Provide on-the-job training and capacity building to DRD staff on all aspects of project management

			<p>at the township level</p> <ul style="list-style-type: none"> • Provide training to village tract project support committees, village committees, community and technical facilitators, and village volunteers on project operations and the community project cycle • Prepare a training plan for village tract project support committees and village committees based on the project operations manual • Monitor and measure training results • Ensure that the data in the MIS and all required reports to DRD are submitted on time and are complete and accurate. • Ensure strong cooperation with DRD • Ensure linkages with other line departments at the township level
2	Finance Officer	<ul style="list-style-type: none"> • Academic degree in accounting, business administration or related field and at least three years of accounting and financial management experience using computerized accounting systems <u>or</u> at least five years of relevant accounting and financial management experience 	<ul style="list-style-type: none"> • Support township DRD staff in project accounting, day-to-day financial management,, maintenance of financial records, budget category assignment, and preparation of project financial statements • Support township DRD staff in the review of monthly financial reports submitted by village tract project support committees • Support township DRD staff in the preparation of monthly financial reports for submission to the Union project secretariat • Provide on-the-job financial management training to DRD staff;

			<ul style="list-style-type: none"> • Together with DRD finance officers, provide training in accounting for community facilitators, village tract project support committees village committees and village volunteers • Support the finance sub-committees of the village tract project support committees in undertaking their duties • Support township DRD staff in reviewing annual submissions of supporting documentation from village tract project support committees and filing in accordance with project guidelines
3	Procurement Officer	<ul style="list-style-type: none"> • Academic degree in engineering, management, business administration or related field and at least three years of working experience in procurement, preferably under development projects, <u>or</u> at least five years of relevant experience in procurement 	<ul style="list-style-type: none"> • Assist DRD in carrying out day-to-day procurement activities at the township level according to the project's procurement procedures • Provide on-the-job procurement training to DRD staff and community facilitators • Together with DRD procurement officers, provide procurement training for community facilitators, village tract project support committees, village committees and village volunteers • Support the procurement sub-committees of the village development support committees in undertaking their duties • Prepare relevant inputs into the quarterly township progress reports • Conduct procurement post

			reviews and prepare the findings and recommendations for the quarterly progress report
4	M&E and MIS Officer	<ul style="list-style-type: none"> Academic degree in economics, public policy, political science, information technology or a related field; at least three years of experience in monitoring and evaluation and MIS, preferably under development projects, <u>or</u> five years of relevant M&E and MIS experience 	<ul style="list-style-type: none"> Support DRD in reviewing monthly sub-project monitoring reports. Assist and supervise data entry into the project Management Information System (MIS), including checking the accuracy, completeness and timeliness of data and report submissions Provide on-the-job monitoring training to DRD staff and community facilitators Carry out frequent monitoring visits to sub-projects under implementation Identify and alert DRD to any emerging project implementation issues Together with DRD M&E officers, provide M&E training for community facilitators, village tract project support committees, village committees and village volunteers Support the monitoring sub-committees of the village development support committees in undertaking their duties Support DRD in preparing the quarterly township progress reports and presentations that are accurate, analytical, reliable and timely Monitor and report upon handling of grievances.
5	Communication, Social Accountability	<ul style="list-style-type: none"> Academic degree in communications, journalism, or 	<ul style="list-style-type: none"> Assist DRD in adapting project training materials to local context Develop a township-specific info

	and Gender Specialist	<p>related areas with at least three years of community development and/or gender work experience, preferably under rural development projects, <u>or</u> at least five years of relevant community development work experience</p> <ul style="list-style-type: none"> • Demonstrated knowledge of and practical experience in the full range of community development methods as well as communications and awareness raising activities and tools that can be adapted to local context 	<p>dissemination and outreach strategy to raise awareness about the Project</p> <ul style="list-style-type: none"> • Support DRD in executing the outreach strategy, including production of locally-adapted IEC materials • Assist with translation of English documents into Myanmar language and vice versa, as required • Ensure mainstreaming of gender, social inclusion and social accountability concerns in all project activities • Support the VT grievance feedback committee • Arrange for information board/ point in each village and for dissemination of information including grievance handling materials • Monitor effectiveness of information dissemination to community • Provide progress information to Union level as input for grievance handling quarterly reports
6	Community Facilitators ¹	<ul style="list-style-type: none"> • Previous experience as facilitators or in conducting similar engagement under community development projects is desirable. • University Degree 	<ul style="list-style-type: none"> • Help build up community capacities, self-initiative, and ownership • Assist the village tract project support committees and village committees in all aspects of the community project cycle • Ensure adherence of village tract project support committees and village committees to the

		<p>will be an advantage.</p> <ul style="list-style-type: none"> • Detailed familiarity with the township is desirable. Fluency in the local language(s) in the assigned project area is required. 	<p>provisions of the project operations manual</p> <ul style="list-style-type: none"> • Ensure timely financial and progress reporting by village tract project support committees and village committees • Provide continuous on-the-job training to village volunteers and oversee their work • Identify and report to DRD any issues related to village tract development plans and village sub-projects • Monitor the activities to increase gender balance and empower women • Organize village tract level grievance handling meetings • Train community grievance handling focal
7	Technical Facilitators	<ul style="list-style-type: none"> • At least AGTI (civil engineering) or equivalent t. • At least two years of experience working as engineers • Fluency in the local language(s) in the assigned project area is desirable. • Detailed familiarity with the township is desirable 	<ul style="list-style-type: none"> • Assist the village tract project support committees and village committees in all technical aspects of the community project cycle, in particular regarding the preparation and implementation of sub-projects • Ensure adherence of village tract project support committees and village committees to the technical provisions of the project operations manual
8	National Program Advisor	<ul style="list-style-type: none"> • Academic degree in social sciences, development studies or related with at least five years of project management, 	<ul style="list-style-type: none"> • Backstopping for township TA teams with focus on administration, HR and quality management • Advise for township DRD on local governance and participatory processes

		<p>capacity building and coaching experience, with particular focus on local governance, participatory processes, rural development or other relevant experience.</p>	<ul style="list-style-type: none"> • Quality control throughout the community project cycle from orientation meeting to planning, implementation and, particularly, monitoring and reporting • Supporting training preparation, delivery and reporting • Ensuring the achievement of the relevant time lines, particularly the timely submission of block grant requests
9	<p>International CDD Specialist (short-term position, 6 months per township)</p>	<ul style="list-style-type: none"> • An advanced university degree; and a minimum 10 years international experience in CDD project implementation • Experience working with government counterparts 	<ul style="list-style-type: none"> • Apply state-of-the-art best practices and international standards in project implementation • Guide township TA on providing broad-based capacity-building to DRD Township and communities • Advise township TA to anticipate management problems and recommend solutions • Facilitate preparation of township TA implementation plan • Prepare reports as needed

ANNEX 3

INDICATIVE PROPOSED WORK PLAN

DELIVERABLES	DUE DATE
Updated work plan ²	Within two weeks after mobilization
Training plan	Within three weeks of mobilization
Township-specific information dissemination and outreach strategy	Within three weeks of mobilization
Training of community and technical facilitators on the community project cycle, gender, social accountability and grievance handling, financial management, procurement, and M&E (in cycle 1, a Training of Facilitators program will be provided by the Union Secretariat in cooperation with the township NCDD team)	Throughout the contract duration
Training of technical facilitators on sub-project technical design, cost estimation, social safeguards implementation, and construction supervision and management	Within four weeks of mobilization
Training of village tract , village committees and village volunteers on the community project cycle, gender, social accountability and grievance handling, financial management, procurement, M&E, sub-project technical design, cost estimation, social safeguards implementation, and construction management and supervision	Within 8 weeks of mobilization, and refresher training every 6 months
Village Tract Development Plans (VTDPs) as stipulated in the Operations Manual ³ of satisfactory quality completed in all townships covered by the contract in accordance with the provisions of the Operations Manual and submitted to DRD township	Within 16 weeks of mobilization
Training of village tract sub-committee on finance	Within 8 weeks of mobilization, refresher training every 6 months
Social audits of satisfactory quality completed in all village tracts in all townships covered by contract in accordance with the provisions of the Operations Manual and submitted to DRD township	Within 30 weeks of mobilization

Monthly financial reports	Within 10 days after the end of each month
Quarterly township implementation progress reports	Within 15 days after the end of each quarter
One-page progress report on community cycle implementation in the township	Monthly as soon as community cycle starts (i.e., orientation meetings)
Regular self-assessment reports on performance of individual consultants and facilitators	Every 6 months

ANNEX 4- DELIVERABLES AND PERFORMANCE INDICATORS

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

	<ul style="list-style-type: none"> • Verification: letter from DRD township to DRD union • All forms and reporting completed for the cycle in accordance with the provisions of the Operations Manual <p>Verification: DRD Union M&E team report</p>
YEAR 3 - 15%	
7.5%	<ul style="list-style-type: none"> • Village Tract Development Plans (VTDPs) as stipulated in the Operations Manual of satisfactory quality updated and completed in all townships covered by contract in accordance with the provisions of the Operations Manual and submitted to DRD township <p>Verification: letter from DRD township to DRD union</p> <ul style="list-style-type: none"> • All forms up to VTDP completed and entered into MIS in accordance with the provisions of the Operations Manual <p>Verification: DRD Union M&E team report</p>
7.5%	<ul style="list-style-type: none"> • Social audits of satisfactory quality completed in all village tracts in all townships covered by contract in accordance with the provisions of the Operations Manual and submitted to DRD township <p>Verification: letter from DRD township to DRD union</p> <ul style="list-style-type: none"> • All forms and reporting completed for cycle in accordance with the provisions of the Operations Manual <p>Verification: DRD Union M&E team report</p>
YEAR 4 - 5%	
2%	<ul style="list-style-type: none"> • Village Tract Development Plans (VTDPs) as stipulated in the Operations Manual of satisfactory quality updated and completed in all townships covered by contract in accordance with the provisions of the Operations Manual and submitted to DRD township • All forms up to VTDP completed and entered into MIS <p>Verification: DRD Union M&E team report</p>
2%	<ul style="list-style-type: none"> • Social audits of satisfactory quality completed in all village tracts in all townships covered by contract in accordance with provisions of the Operations Manual and submitted to DRD township <p>Verification: letter from DRD township to DRD union</p> <ul style="list-style-type: none"> • All forms and reporting completed for Cycle in accordance with the provisions of the Operations Manual

	Verification: DRD Union M&E team report
1%	<ul style="list-style-type: none"> Final Project Completion report of satisfactory quality submitted to DRD Union in accordance with provisions of Operational Manual Verification: DRD Union M&E team report
100%	TOTAL