



# Annual Progress Report January - December 2018



## TENDER OPENING

Tender opening meeting conducted by TPIC/TRAC members to contract future companies to perform construction work as per development plans.  
Kawa, Bago Region, November, 2018.

## FEMALE W/VTAs WORKSHOP

109 female Wards and Village Tract Administrators invited to attend annual workshop with high-level female government officials, UN experts and other UNDP partners.  
Nyaypidaw, December 2018.

## CSPM TRAINING

Field-based UNDP and Oxfam staff attending Conflict-sensitive programme management training with conflict advisor.  
Mawlamyine, December 2018.

Prepared by  
Township Democratic Local Governance Project (TDLG)  
31st December 2018



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Agency for Development  
and Cooperation SDC



**Captions of photo on Cover Page:** Picture (1) of tender opening meeting in Kawa township, 13.11.18, picture (2) of female W/MTA workshop in Hluttaw Nyaypidaw, 07.12.18, picture (3) of CSPM training in Mawlamyine, 14.12.18

## PROJECT PROFILE

Project Identifications		
<b>Project Title:</b>	Township Democratic Local Governance Project	
<b>Project ID:</b>	00095521	
<b>Output IDs:</b>	<b><i>Output Name in ATLAS</i></b>	<b><i>Output ID Number</i></b>
	Strengthened Local governance TSP	00095521
Linkages to Myanmar Sustainable Development Plan (MSDP), UNDP Country Programme Document (CPD) and Strategic Plan (SP)		
<b>MSDP Goal and Strategy:</b>	<p>MSDP Goal 1: Peace, National Reconciliation, Security and Good Governance</p> <p><u>MSDP Strategy 1.4:</u> Enhance good governance, institutional performance and improve the efficiency of administrative decision-making at all levels.</p> <p><u>MSDP Strategy 1.5:</u> Increase the ability of all people to engage with government</p> <p>MSDP GOAL 2: Economic stability and strengthened macroeconomic management</p> <p><u>MSDP Strategy 2.4:</u> Strengthen public financial management to support stability and the efficient allocation of public resources</p>	
<b>UNDAF/CPD Outcome/ Output Statement:</b>	<p>Effective public institutions enabled to develop and implement evidence-based policies and systems that respond to the needs of the people</p> <p>CPD Output 1.1: Effective public institutions enabled to develop and implement evidence-based policies and systems that respond to the needs of the people</p> <p>CPD Output 1.2: Institutions at union and subnational levels enabled to develop effective systems and procedures for performing their representative and oversight functions</p>	
<b>Project Output Statements:</b>	<p><b>Output 1:</b> Township administrations have improved capacity to respond to people's needs</p> <p><b>Output 2:</b> Improved engagement between people and township administrations on public service delivery</p> <p><b>Output 3:</b> Improved engagement of EAOs in annual township planning and public service delivery</p> <p><b>Output 4:</b> Dialogue on policy and institutional local governance reforms is informed by technical support and research</p>	
<b>UNDP SP Outcome:</b>	SP Outcome 1: Advance Poverty Eradication in all its forms and dimensions	
<b>UNDP SP Output Statement:</b>	SP Output 1.1.1: Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement and other international agreements in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions	

Project Information		
<b>Project Duration:</b>	<b>Start Date:</b> 1 November 2017	<b>End Date:</b> 31 December 2020
<b>Implementing Partner(s):</b>	United Nations Development Programme	
<b>Responsible Party(s):</b>	Bago Region Government; Mon State Government; Oxfam GB	
<b>Key Stakeholders:</b>	Bago Region Government, Mon State Government, General Administration Department, Ministry of Planning and Finance, Oxfam,	
<b>National Coverage:</b>	No	
<b>Name of Regions/States covered:</b>	Bago Region, Mon State	
Project Budget		
<b>Budget for Project Cycle:</b>	US\$ 19,130,951	
<b>UNDP Contribution:</b>	N/A	
<b>Unfunded:</b>	US\$ 3,926,861	
<b>Other Contributions:</b>	N/A	
Donor Contribution		
<b>Switzerland</b>	US\$ 10,028,106	
<b>United Kingdom</b>	US\$ 5,173,656	
Focal Point of the Project		
<b>Project Manager:</b>	Vacant	
<b>Chief Technical Advisor:</b>	Anki Dellnas	

Signature:



Name: Anki Dellnas  
Chief Technical Advisor, Local Governance

Date: 19 March 2019

Signature:



Name: Joerg Stahlhut  
Chief of Unit, Governance and Sustainable Peace

Date: 19 March 2019

## TABLE OF CONTENT

CONTENT	PAGE NO
<b>Acronyms</b>	<b>6</b>
<b>List of Tables</b>	<b>7</b>
<b>List of Figures</b>	<b>7</b>
<b>1. EXECUTIVE SUMMARY</b>	<b>8-10</b>
<b>2. BACKGROUND AND RATIONALE</b>	<b>11</b>
<b>3. UNDP APPROACH AND PROJECT SUMMARY</b>	<b>12-14</b>
<b>4. NARRATIVES ON PROGRESS ACHIEVED</b>	<b>15-39</b>
4.1 Progress towards Outcome	15
4.2 Progress on Project Output and Activity Results (As per AWP)	16-39
<b>5. PROJECT MANAGEMENT</b>	<b>40</b>
<b>6. BUDGET AND EXPENDITURES</b>	<b>41-44</b>
<b>7. CROSS CUTTING ISSUES</b>	<b>45-49</b>
7.1 Gender equality and Women's empowerment	45
7.2 National Ownership and Institutional Strengthening	46
7.3 Integrated Programs and Other Partnerships	47
7.4 Conflict Sensitivity and Social Cohesion	48
7.5 Knowledge Management and Communication Products	49
<b>8. LESSONS LEARNED</b>	<b>50</b>
<b>9. IMPLEMENTATION CHALLENGES</b>	<b>51</b>
<b>10. PRIORITIES FOR NEXT SIX MONTHS</b>	<b>53</b>
<b>11. ANNEXES</b>	<b>54-70</b>
Risk Log	54
Issue Log	59
Success story	61
List of revised ME framework	66
Overview of projects, budget and contractors	69

## ACRONYMS

<b>CPD</b>	Country Programme Documents
<b>CSO</b>	Civil Society Organization
<b>EAO</b>	Ethnic Armed Organization
<b>FACE</b>	Funding Authorization and Certificate of Expenditure
<b>FY</b>	Fiscal Year
<b>GAD</b>	General Administration Department
<b>GEPA</b>	Gender Equality in Public Administration
<b>GoM</b>	Government of Myanmar
<b>HACT</b>	Harmonized Approach to Cash Transfers
<b>KNU</b>	Karen National Union
<b>LEAP</b>	Leadership Effectiveness Adaptability and Professionalism
<b>MoPF</b>	Ministry of Planning and Finances
<b>MSDP</b>	Myanmar Sustainable Development Plan
<b>MTEF</b>	Medium-Term Expenditure Framework
<b>NCA</b>	Nationwide Ceasefire Agreement
<b>NMSP</b>	New Mon State Party
<b>NRCP</b>	National Reconciliation and Peace Center
<b>OSS</b>	One Stop Shop
<b>PFM</b>	Public Financial Management
<b>QAVC</b>	Quality Assurance and Verification Committee
<b>SERIP</b>	Support to Effective and Responsive Institutions Project
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>TDLG</b>	Township Democratic Local Governance
<b>TGO</b>	Township Governance Officer
<b>TPIC</b>	Township Planning and Implementation Committee
<b>TRAC</b>	Tender Receiving and Assessing Committee
<b>UNFPA</b>	United Nations Population Fund
<b>UNDP CO</b>	United Nations Development Programme Country Office
<b>W/VT A</b>	Ward / Village Tract Administrator

## LIST OF TABLES

Table No.	Title	Page No
Table 1:	List of participants from Social Cohesion Training, Bago Region	21
Table 2:	Participants in Mon Township Planning Workshops	23
Table 3:	Participant in Bago Township Planning Workshops	24
Table 4:	Progress on Output Indicators as of Reporting Period – Output 1	28
Table 5:	Women Leadership Training, Mon State	30
Table 6:	Organizational Development Training, Mon State	32
Table 7:	Progress on Output Indicators as of Reporting Period – Output 2	33
Table 8:	Progress on Output Indicators as of Reporting Period – Output 3	36
Table 9:	Progress on Output Indicators as of Reporting Period – Output 4	39
Table 10:	Provisional Annual Financial Report for the period: 1st January 2018 to 31st December 2018	41
Table 11:	Provisional Cumulative Financial Report for the period: 1st October 2017 to 31st December 2018	44
Table 11:	Risk Log Matrix	54
Table 12:	Issue Log Matrix	59
Table 13:	List of revised ME framework	66
Table 14:	Mon State, overview of projects, budgets and contractor, FY 2017/2018	69
Table 15:	Bago Region, overview of projects, budgets and contractor, FY 2017/2018	70

## LIST OF FIGURES

Figure No.	Title	Page No
Figure 1:	Theory of Change Diagram	14
Figure 2a-b:	Bago Region Procure Capacity	17
Figure 3a-b:	Mon State Region Procure Capacity	18
Figure 4:	Procurement functionality summary of responses	19

## 1. Executive Summary

The Township Democratic Local Governance Project is actively supporting democratic local governance by giving local people a space to participate in and influence the annual township planning and budgeting process. The project contributes to the development of a democratic local governance policy framework for the Government of Myanmar and advance its decentralization agenda. The overall objective of providing discretionary grants to townships is to assist putting in place a responsive township administration that effectively and efficiently provides basic services to its people in an inclusive, accountable and transparent manner. The cross sectoral, discretionary grant serves as an incentive to test fiscal decentralization at the township level, to strengthen accountable and transparent public financial management systems and to promote participatory and responsive annual development planning. The key focus areas of this project are Local governance, institutional development, fiscal decentralization, public financial management systems, and participatory and responsive development planning.

The expected results of the project are (1) Township administrations have improved capacity to respond to people's needs; (2) Improved engagement between people and township administrations on public service delivery (3) Improved ethnic armed organization engagement in annual township planning and public service delivery (4) Dialogue on policy and institutional local governance reforms informed by technical support and research.

Overall 2018 was marked by several meaningful advancements in the core components of TDLG's work. The pilot townships of Kawa (Bago Region) and Bilin (Mon State) commenced implementation of the infrastructure projects identified during the 2016/2017 annual planning cycle and all nine townships have developed annual township plans for FY 2019/20, identified firms through tender processes and signed contract with local contractors. These experiences provide a rich platform for learning as the TDLG project moves forward with extended support to the remaining six townships in Mon state starting in 2018.

With support from the Government of Japan, and in partnership with the Rakhine State Government, TDLG expanded its support to township planning to an additional five townships in Rakhine State, launching and completing the participatory planning process in time for the upcoming 2018/2019 fiscal year. Also, in Rakhine successful tender processes were held at township level, contractors identified, and contract signed. In the end of the year approximately 25% of the infrastructure works were completed in Rakhine. The support to Rakhine establishes an important "milestone" illustrating the projects ability of replication of the township grant modality and the wider local governance work supported by UNDP.

Letters of Agreement were signed with Mon State government, Bago Region government and Rakhine State Government for the fiscal year of 2018/2019. Rakhine state government has also committed to internalize this modality of participatory planning in its own budget process to better respond to people's needs.

Oxfam refined its strategy in light of their contribution to increased civic engagement, social accountability and women's participation. Oxfam is focusing on activities that contribute to female 10HH leaders' empowerment and organizational development, enhanced skills and knowledge of selected CSOs.



A progressive engagement with the Karen National Union (KNU) has also yielded new and increasing demands for direct dialogue with local township and district administrations, enabling opportunities for improving cooperation over local service delivery. Similar efforts were also made with the New Mon State Party (NMSP), who showed positive interest to participate in the upcoming planning processes and various capacity development activities related to decentralization and good governance offered by UNDP.

Operationally, the TDLG project also finalized recruitment of its Senior technical specialists, all 20 Township Governance Officers as well as a Program analyst. The project also finalized efforts to revamp its focus on results management through revising its M&E framework, data collection tools and reporting systems. By the end of the reporting period, the project's annual delivery rate stands at 69%<sup>1</sup>.

### **Key Results achieved in Reporting Period (Jan- Dec 2018)**

1. The ***project planning model and formula-based Township development grant*** (outlined in the Grant manual) is used in nine townships by two State/Region governments (Bago and Mon State) and the Township development grant is reflected in the State/Region governments budgets. With support of UNDP ***nine annual township plans to be implemented FY 18/19 have been developed*** in a participatory and inclusive manner, submitted and presented for Bago Region and Mon State government.
2. ***Tender processes were successfully held in all nine townships, procurement plans were prepared, contractors identified, and contracts signed with the identified contractors.*** Implementation of the selected projects was 25 % completed in Bago by the end of the year and scheduled to start first quarter of 2019 in Mon.
3. ***A roundtable discussion on OSS institutionalization*** was organized on the 13th of December in Naypyidaw provided a great opportunity to hold inter-ministerial dialogues on how to strengthen implementation of OSS and related policies. 50 senior government officials from the line departments as well as relevant stakeholders from the pilot sites in Mandalay, Kachin. Bago and Mon attended the event where the recommendations from a number of subnational workshops and the citizen scorecard survey were presented. The workshop was facilitated by the Secretary of the OSS working committee, Permanent Secretary U Tin Myint (now Deputy Minister of the Ministry of Government offices).
4. Building on the CSO mapping in Mon state, Oxfam provided ***governance and social accountability*** training as well as ***organizational development training*** to the CSOs identified in the mapping conducted in the beginning of the year. The selected CSOs will be invited to the annual planning process starting, in January 2019 and for further systematic engagement in the project's efforts to promote greater civic engagement and social accountability.
5. In collaboration with Ministry of Planning and Finance, UNDP's HQ, the Regional Office in Bangkok and UNDP's LEAP project, ***the Gender Equality in Public Administration (GEPA) study*** completed its first in-country field mission and finalization of an inception report, which included an in-depth analysis of data provided by Ministry of Planning and Finance, interviews and focus group discussions with over 500 civil servants from union and subnational level. The study reflects extensive analysis based on the collected data and provides a wealth of information and

---

<sup>1</sup> More information on budget and expenditures can be found in separate Excel spreadsheet.

insights on the obstacle women face in terms of equal participation and decision-making in public administration.

6. The annual ***Female Ward and Village Tract Administrators workshop*** was conducted in Naypyidaw in December. All 109 female W/VTAs had the opportunity to network and attend training sessions led by high level female government officials, UN experts and other partners to UNDP. The main purpose of the workshop is to support and empower female W/VTAs and to provide them with networking opportunities so that they can inspire other local women to become W/VTAs, to more effectively perform their tasks including their crucial role as the link between the township administration and the communities.
7. ***SDG Localization:*** In collaboration with UNDPs SERIP project a substantive methodology using both quantitative and qualitative methods how to localize the SDGs was developed and presented for the four pilot townships. As part of the quantitative survey, that heavily builds on the Myanmar Living Condition survey, a private research company (Myanmar Survey Research) was hired to conduct the survey under the leadership of UNDPs survey expert. In a total 2400 households - 600 each in Kawa, Yedashe, Bilin and Thaton respectively. The survey was finalized in December and drafting of the report initialized. The qualitative work will be conducted later in 2019.

## 2. Background and Rationale

Since the adoption of the new constitution in 2008, Myanmar is on a path towards greater political, administrative and fiscal decentralization. Central to this process is the shift of decision-making power and budgets from the union level to the subnational level. State/Region governments and State/Region parliaments have been established, with their own budgets, their own decision-making power and their own accountability mechanisms, including checks and balances. An important decision that might have implications for further decentralization reforms was the move of the General Administrations Department (GAD) from Ministry of Home Affairs to the newly established Ministry of Government Office. It is foreseen that the GAD will play a greater role in drafting new policies affecting union and sub national administrative reform in future. Currently there are no known changes in GADs mandate.

However, the township level has so far been largely left out of this decentralization process. Initiatives that have been taken to increase public participation at township level includes the formation of the Township Planning and Implementation Committees (TPIC) in 2012 (and revised in 2016). Other initiatives taken by the government to increase information to citizens about public affairs is the publication of the Citizen Budget that explains the governments planning and budget cycle at both Union and State/Region level and is used by Government to enhance transparency and accountability. Citizens budgets are now developed in almost all states and regions and the TDLG is supporting governments in its dissemination of those to the public. Important to the project is also the ongoing drafting of a national procurement law. At present government procurement is implemented in accordance with President's Office Directive 1/2017, which gives greater autonomy to state and regions than earlier regulations.

Another significant improvement of decentralized decision-making and democratic practices is the recent decision by Bago Region government to allocate starting FY 2018/2019 57% of its regional budget to townships and the remaining 43% will be allocated by the Region directly to the different sectors. The funds are allocated through a need-based formula inspired by TDLG allocation formula. This decision implies a higher degree of discretion to local-level decision-making where people needs can then be better taken into account. The decision was taken on December 28, 2018 and shared with townships prior to the start of the 2018/2019 planning cycle. Providing townships with a known amount of discretionary funding gives them a realistic chance to develop their annual plans in a true democratic manner.

Despite these steps towards decentralization, township departments still have little influence over budget decisions and mainly act as implementers of higher-level decisions. This situation hampers township officials from effectively addressing local needs, discourages public participation in planning and decision-making processes, and sustains a local governance structure with weak accountability and transparency.

### 3. UNDP Approach and Project Summary

At the heart of a democratic relationship between citizens and the state lies an accountable system of public spending. The overall objective of providing discretionary grants to townships is to assist putting in place a responsive township administration that effectively and efficiently provides basic services to its people in an inclusive, accountable and transparent manner. The cross sectoral, discretionary grant serves as an incentive to test fiscal decentralization at the township level, to strengthen accountable and transparent public financial management systems and to promote participatory and responsive annual development planning. The project is actively supporting democratic local governance by giving people space to influence annual township planning and budgeting for public service delivery through elected representatives being, ward/village tract administrators, Hluttaw members, female 10 household leaders and civil society representatives. The project contributes to the development of a democratic local governance policy framework for the Government of Myanmar by advancing its decentralization agenda.

UNDP's strategy for supporting decentralization and strengthened democratic local governance focuses on the following outputs of the Township Democratic Local Governance (TDLG) project:

***Output 1: Strengthening township administrations' capacities for development planning, public financial management and service delivery***

Townships in Myanmar are relatively large with an average population of 150,000 people.<sup>2</sup> Therefore, to ensure scalability of the inclusive and participatory principles of good local governance, UNDP supports townships to adopt a 'participation through representation model'. Participants in the annual planning workshops supported by UNDP consists of the following representatives: elected W/VTAs, civil society organizations representatives, female 10 household leaders and Hluttaw members and in townships with EAOs, also EAO representatives nominated by their liaison offices. UNDP provides discretionary funding to township administrations as an incentive to leverage greater engagement and public participation in the annual planning and budget execution cycle. Township administrations are provided capacity development and on the job support to enhance their capacity to facilitate an evidence-based and participatory annual planning process, manage public financial management systems, tender and procurement procedures, involving citizens in establishing social accountability mechanisms and promote customer-oriented public service delivery through the One Stop Shops (OSS).

***Output 2: Increased civic engagement and women's participation***

UNDP promotes opportunities to strengthen democratic and social accountability by supporting ward/village tract administrators (W/VTA) to enhance their capacity to act as elected representatives providing upward and downward information between communities and township administrations. Women are empowered to actively engage in township planning processes and measures tested to mainstream gender considerations into planning and public service delivery. Civil society is supported to engage with township administrations in developing social accountability mechanisms and promoting greater civic engagement. Mechanisms for involve public representatives in monitoring of implementation of infrastructure and observing procurement processes are also part of the project.

---

<sup>2</sup> See 2014 Census reports

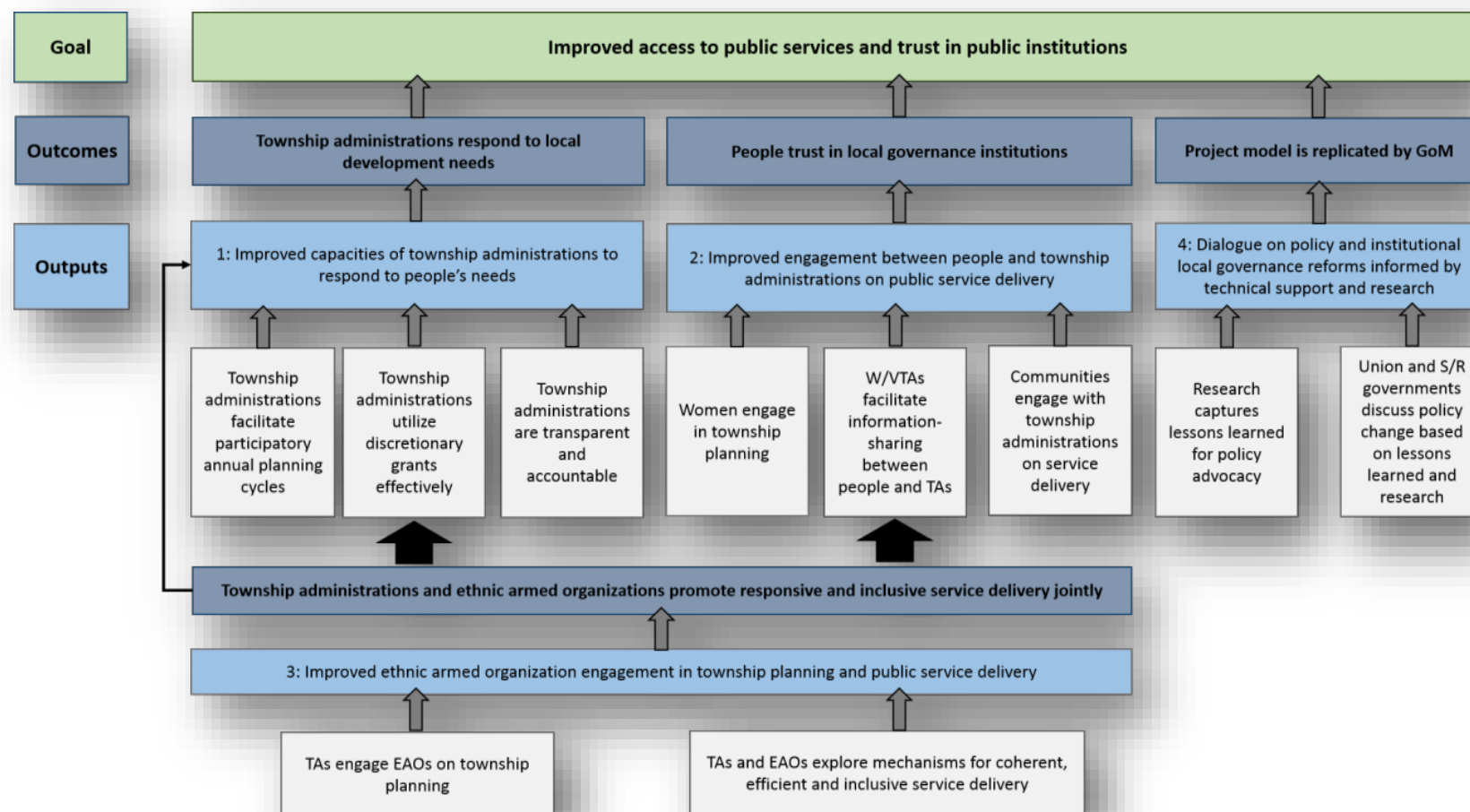
***Output 3: Engaging Ethnic Armed Organizations (EAO)***

UNDP supports township administrations to engage with and involve EAO representatives in mixed controlled areas in the township planning processes, and coordinating issues related to public service delivery in alignment with the interim arrangements under the National Ceasefire Agreement. EAOs are also supported to develop capacities on democratic local governance and to engage in these processes effectively.

***Output 4: Facilitating dialogue for policy change***

UNDP contributes to policy development, using lessons learned from the project and targeted research for sub-national governance, effective public-sector management and civic engagement. The projects emphasis a more inclusive and participatory planning process using data and statistics and better respond to people's needs contributes to the CPD outcome "Effective public institutions enabled to develop and implement evidence-based policies and systems that respond to the needs of the people".

*Figure 1: Theory of Change diagram for the TDLG project*



## 4. Narrative on Progress Achieved

### 4.1 Progress towards Outcome

#### *Expected Outcome*

The key outcome-level results specific to TDLG are:

1. Township administrator respond to local development need
2. People trust in local government institutions
3. Project model is replicated by government

Myanmar is a lower middle-income least developed country which continues to navigate multiple transitions: from conflict to peace, from military/autocratic rule to a democratic civilian Government and from a largely closed economy to an open market economy. These transitions are occurring in a complex development context where: high concentrations of poverty in rural areas contrast with accelerated development in urban centers; armed conflict is still occurring in some parts of the country; and frequent natural disasters pose an increasing risk. The UNDP country programme is to support the implementation of the 2030 Agenda and SDGs within this framework of addressing the challenges of multiple transitions.

The new Government is committed to strengthening the country's democratic institutions by promoting accountability and transparency, and improving capacities for service delivery, integrated policy planning, coordination and analysis. In 2018 UNDP supported key elements of Myanmar's triple transition.

UNDP provided support in implementation of the National Strategy for the Development of Statistics for improved evidence-based policy development. At the sub-national level, a participatory, and inclusive planning model together with a formula-based Township Development Grant was applied in 14 townships across 3 states/regions, thereby enhancing the quality of service delivery to local communities. The views of women have been systemically included during these planning processes.

## 4.2 Progress on Output

### Narrative and Indicator Progress on Output 1

#### **Township administrations have improved capacity to respond to people's needs**

##### **Activity Result 1.1: State/Regional and township administration staff have increased capacity in good local governance and public-sector management**

###### ***Brief description of Activity Result***

The project will support the township annual planning process by conducting a series of workshops that bring together the key stakeholders to discuss the townships annual development plan in general and the priorities selected to be funded by the township development grant specifically. Township administrations will be supported in improving their financial, procurement, technical and monitoring systems and practices through an established training program and on-the-job support.

UNDP intends to strengthen the capacities of government institutions to manage aspects of local governance and seek to support the township administrations in annual planning and budget execution cycle for efficient and effective delivery of the services and projects based on the principles of good local governance (inclusivity, participation, cross-sectoral analysis, evidence-based planning and gender).

***Nine annual Township Development plans with an overview of sectoral capital investments and budgets were finalized*** in a participatory manner in Quarter 1 (5 in Bago and 4 in Mon)<sup>3</sup>. Each of these plans were prepared in line with the principles of good local governance (inclusivity, participation, cross-sectoral analysis, usage of data and statistics and gender inclusivity) as stipulated in the Grant Manual – the agreed methodology and established provisions between UNDP and government for the annual township planning.

After finalization of the township annual plans ***public presentations*** were organized in all townships by the Township Planning and Implementation Committee (TPIC). Holding public presentations is an important part of the project's promotion of accountability and transparency. It is also part of the Minimum conditions outlined in the Grant manual and stipulated conditions for access to the township grants. Public presentations were held in June and July in the Township halls of all nine townships. In total (Bago and Mon) approx. 1000 people came to those presentations.

***Township level tender processes*** were held in all nine townships following the Procurement guidelines that the government and UNDP have agreed to use in the project. Procurement plans were developed and contractors for all infrastructure projects were identified and contract signed with local contractors in the fourth quarter. Implementation of the projects in Bago region started in the last quarter of 2018 (with 25% finalization) and in Mon state, implementation will start the first quarter of 2019.

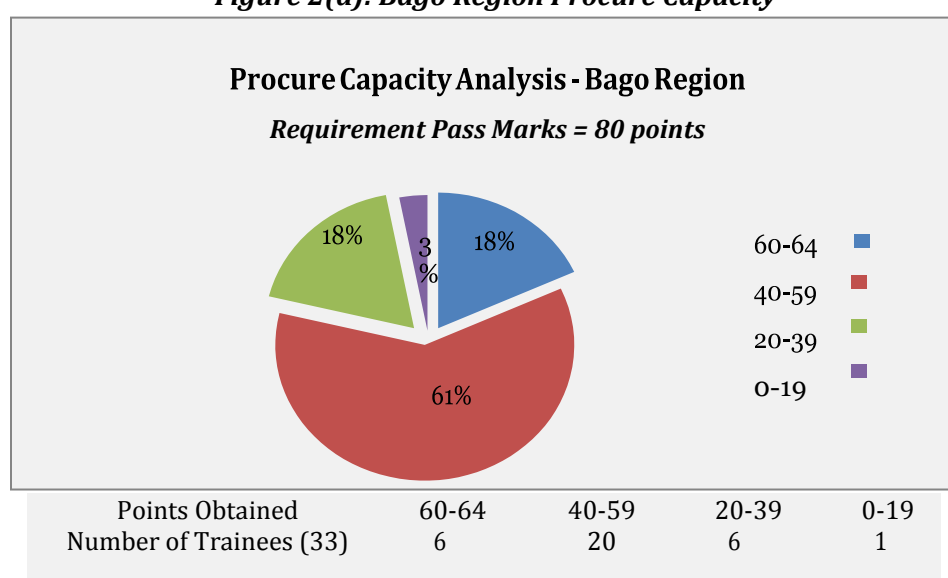
***Procurement training:*** A three-day procurement refresher training was conducted for TPIC members prior to starting the tender preparation for the upcoming fiscal year. They have been in that way prepared to run the tender process according to procurement guidelines and rule and

<sup>3</sup> Cf annex overview of participants involved in the planning workshops, selected project, contractors and budget

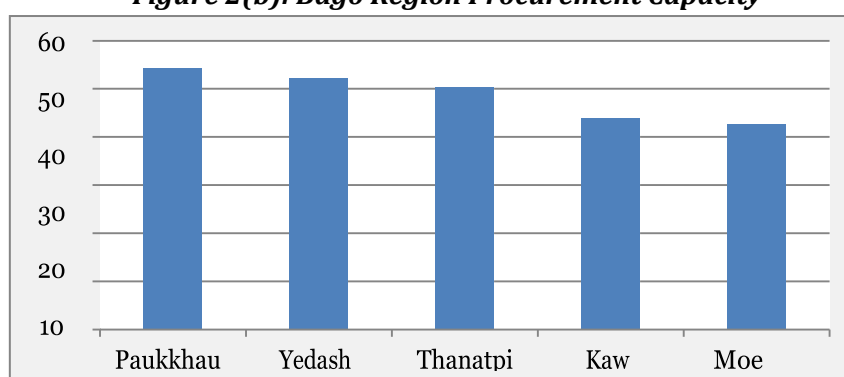


regulations of the government. Training was conducted in Thaton for 4 project townships as well as in Bago for the 5 project townships during the month of July. KNU representatives were also invited to join in the Thaton procurement training 5-7 September. Strong interest and active participation from both sides was noticed during that training. As part of the refresher procurement training for township level officials in the five townships in Bago Region and four townships in Mon Sate, an analysis was conducted on procurement capacity and procurement functionality of the trainees. The figure and table below demonstrate the test results of the trainees by groupings of range of points obtained and by townships. There were thirty-three respondents to the questionnaire in total. Only six trainees obtained marks above 60 points and the maximum obtained was 64 points. Twenty trainees received between 40 and 59, and the remaining six less than 40 points. Pass marks for such a test is 80 points to obtain certification but for trainees with little or no knowledge of procurement and having been trained on the subject for the first time, the results are expected and understandable.

**Figure 2(a): Bago Region Procure Capacity**



**Figure 2(b): Bago Region Procurement Capacity**

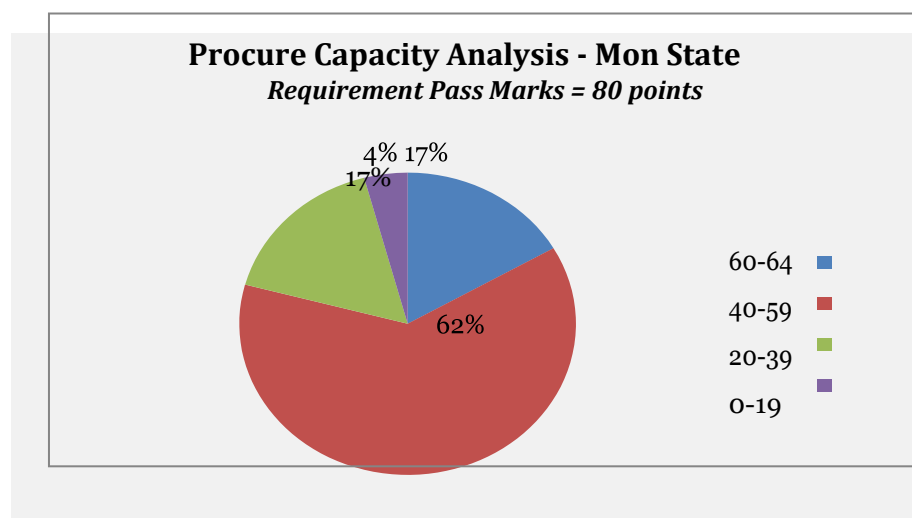


Township	Paukkhaung	Yedashe	Thanatpin	Kawa	Moe Nyo
Average Points Obtained	54.29	52.33	50.29	44.00	42.57

There were forty-eight respondents to the questionnaire excluding the three UNDP staff and one

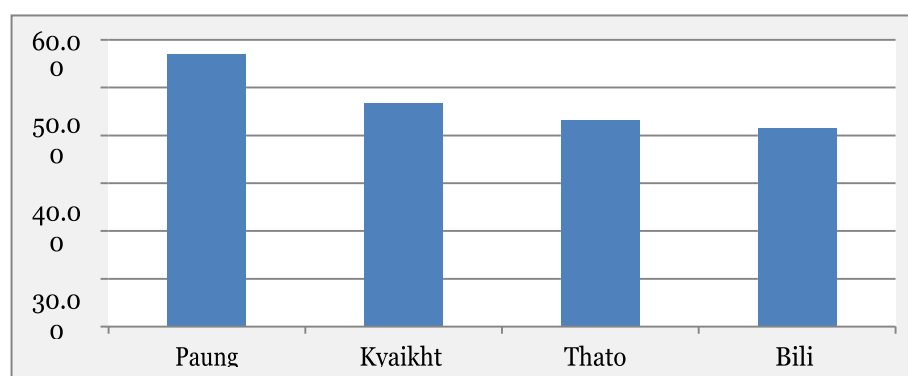
Oxfam staff who also did the test. Only eight trainees obtained marks above 60 points with a maximum of 66 points. Thirty trainees received between 40 and 59, and the remaining ten less than 40 points. Here again 79% of the respondents achieved more than 40 points.

**Figure 3(a): Mon State Procure Capacity**



Points Obtained	60-66	40-59	20-39	0-19
Number of Trainees	8	30	8	2

**Figure 3(b): Mon State Procure Capacity**



Township	Paung	Kyaikhto	Thaton	Bilin
Average Points Obtained	57.00	46.83	43.20	41.50

Additionally, a procurement functionality questionnaire was distributed to the trainees which consisted of 50 “Yes” and “No” questions on procurement procedures, from the planning stage to the contract management stage, to be followed by the township staff in implementing procurement under TDGs. The following table summarizes the responses where Bago and Mon combined, 136

(18%) responses out of total 745 responses did not conform to the guideline.

**Figure 4: Procurement functionality summary of responses**

S/N	Particulars	Bago		Mon		Total	
1	Total no. of responses	298	100%	447	100%	745	100%
2	Responses not conforming to Guideline	48	16%	88	20%	136	18%
3	Responses conforming to guideline	250	84%	359	80%	609	82%

The tests confirm that the trainees (except for the few numbers of trainees who were in last year's training) who participated in the trainings this time also have little pre-existing knowledge of procurement principles or procedures, have not previously received procurement training and have little or no practical experience of procurement as was with the trainees of last year (2017). Procurement at township level has not been part of the decentralization reforms yet but a national procurement law is currently being drafted that assign greater responsibilities to state/region level. The current practice is that contractors are selected by the Region/State and sent to the townships to implement the works.

**Activity Result 1.2: Township administration staff have increased capacity to understand and analyze the socio-economic context, including conflict (economic, social, environmental) and gender issues**

***Brief description of Activity Result***

To ensure evidence-based planning, the project will assist sector departments in collecting and analyzing relevant data as input for the plans. Improved data utilization will also contribute to promoting issues such as inclusion, gender and environmental risk assessments, which the project will gradually strive to integrate as standards for the township plans. Measures will be undertaken to test approaches for collecting and analyzing data locally aligned with the SDGs and the GoM's national SDG mainstreaming efforts.

**SDG localization:** "Localization" is about strengthening the roles of subnational institutions in achieving the SDGs and contribute to the goals of the Myanmar Sustainable Development Plan (MSDP) through a participatory and inclusive planning and budgeting, usage of data and statistics, horizontal and vertical coordination, gender equality and an explicit 'leave no one behind approach'.. The TDLG project therefore addresses some of the institutional challenges that constrain the "localization" of the SDGs by strengthening the capacities of the Township Planning and Implementation Committees as well as the main service delivery departments at the township level. To further support the achievement of the SDGs and therefore better support local administration in responding to people's needs, UNDP is piloting an initiative in four townships Kawa and Yedashe in Bago Region and Thaton and Bilin (including KNU areas) in Mon state. Part of the objectives is to provide the townships, particularly the TPIC with up-to-date and accurate socioeconomic and governance data that can be used in the analysis of needs, and as a roadmap for strengthening the

localization of SDGs and MSDP into township planning, budgeting, implementing and monitoring processes. Two introductory workshops were held early October to present (and get input) to the survey methodology.<sup>4</sup> Participants were government officials, primarily TPIC members from Bago Region Government and from Mon State. The quantitative survey, conducted by Myanmar Survey Research (MSR), covers 2400 household in total (600 per township) and was finalized in December. The report is currently being drafted. The SDG Localization work is a joint initiative between TDLG and the SERIP project, primarily funded by SERIP and the work makes explicit use of the expertise anchored in SERIPs output 1.

The Township Planning and Implementation Committees (TPICs), played a crucial role in facilitating the planning process and providing space for people's representatives to raise concerns and ask questions about what the different departments at township level is responsible for, their priorities and their budgets. Most ordinary people have little if any information about the mandates of service delivery departments and sometimes the departments are also unaware about other departments priorities and budgets. The TPICs, therefore, provide the 'anchoring point' for anchoring the participatory planning model but they also play an important role in analysis of township level data and keep the official Township profiles updated. In this regard, the following activities were completed in strengthening TPIC capacities:

***Statistics, data and evidence-based planning training (Bago Region and Mon State):*** To enhance township administrations capacity to understand and analyze the township context trainings in usage of data and statistics have been conducted in all participating townships. The training covered topics included: key statistical concepts; use of graphic representation; writing statistical analysis; situational analysis and statistics for planning. Awareness raising, basic understanding of the UN Sustainable Development Goals (SDGs) and gender are also topics included in the planning sessions when developing the townships plans to assist townships to draw connection between local development planning process and higher-order strategic priorities and agendas. These trainings were also replicated and provided to State/Region Planning officials.

Training on basics in statistics and using statistics for evidence-based planning was a 2 days training conducted in Mawlamyine first week of November. TPIC members from the 6 townships in Mawlamyine District were introduced to basic concepts and encouraged to put in practice evidence-based planning to ensure that each Township plan addresses the specific situation and needs of the people in the township.

***On the job mentoring and advisory services (Bago Region & Mon State):*** To facilitate the uptake and use of statistics/data, the project's Township Governance officers and Senior Technical specialists conducted working sessions to further improve the situational analysis in the 2018/19 annual draft plans has been held with the five Township in Bago and the four in Mon State. These sessions consisted in reviewing the annual draft plan for 2018/19 with the Planning Officer, CSO staff and relevant sectoral departments and proposing improvements, by using graphs and diagrams to illustrate certain data and statistics in the chapter describing the Township profile. Regular technical advice is also provided to Mon state and Bago region government and its technical departments on issues related to strategic project implementation and policy development.

***Social Cohesion Training (Bago Region):*** Search for Common Ground (SFCG) completed a training programme on social cohesion for key stakeholders involved in the township planning process in Bago Region. Over 500 stakeholders across all five target townships including female 10 HH leaders,

---

<sup>4</sup> 33 participants from Bago attended the introductory workshop in Bago Region (19 men/14 women), 18 participants from Mon attended the introductory workshop in Mon State (13 men/5 women).

government officials, W/VTAs and CSO members (see table below) participated in the trainings. The objective of the training was to underline the role of participation and inclusion as a driver of social cohesion through planning and decision-making processes and to provide concrete skills on how to facilitate better inclusion.

**Table 1: List of participants from the Social Cohesion Training in Bago Region**

Township	Total # of participants			Female 10 HH leader	Government officials	W/VTAs	CSOs
	Male	Female	Total				
Kawa	103	32	135	15	25	90	5
Thanatpin	66	33	99	23	20	54	2
Yedashe	73	22	95	13	24	46	12
Paukkhaung	74	30	104	21	23	58	2
Monyo	57	32	89	20	20	42	7
<b>Total</b>	<b>373</b>	<b>149</b>	<b>522</b>	<b>92</b>	<b>112</b>	<b>290</b>	<b>28</b>

### Activity Result 1.3: Strengthened service delivery through OSS<sup>5</sup>

#### *Brief description of Activity Result*

The project will continue UNDP's technical support to OSSs to enhance their capacities to provide public services in a transparent, accountable, efficient and service-minded manner that contributes to the overall objective of the project: improved township governance processes. The OSSs provide many opportunities for the GoM to improve its engagement with citizens.

One Stop Shops (OSS) are administrative structures to improve delivery of administrative services in a transparent, efficient and accessible way through a single office. OSS contribute directly to the broader outcome related to the responsiveness of public institutions towards citizen's needs. The Government of Myanmar started its implementation of OSS in 2015.

In this regard, the Union OSS Working Committee met on 29 May 2018 after a hiatus of almost a year and discussed the recommendations from the 2017 UNDP-supported OSS work (including a study tour in Cambodia where its OSS model showcased as a reference for Myanmar's own OSS development). During the Working Committee's meeting, the Department of Road Transport, Ministry of Transport signaled that they have proposed to their Permanent Secretary that certain services (primarily related to motorcycle registration) be provided through the OSS. This is directly

<sup>5</sup> Starting in 2017, UNDP provides technical assistance to six townships selected by government to pilot new innovative ways to improve the OSS in Mandalay Region, Bago Region, Mon State and Kachin State. The support culminated in an agreement of Mandalay Region, Bago Region and Mon State to provide a dedicated operating budget to the OSS in FY18/19 (with a dedicated line item in the budget rather than merely taking funds out of the operational budget), and a series of recommendations submitted to the Union OSS Working Committee after a UNDP-supported study tour to Cambodia in December 2017.

attributed to learning during the Cambodia study tour where motorcycle registration was identified as a high priority/demand service.

**OSS Public Awareness:** UNDP sponsored a contest to design a new unified brand identity for the OSS. The Union OSS Working Committee selected a winning logo which was endorsed by the Vice President. The logo was subsequently rolled out in October with all OSS now using the new branding. UNDP supported the production of posters and brochures using the new branding identity which were published in Myanmar and local language in the six pilot sites.

**Regulatory Streamlining Workshops:** UNDP supported four workshops in Mon and Kachin States to review small business licenses and entertainment permits and recommend ways to begin issuing them through the OSS with streamlined procedures to make them more effective. Small business licenses are a major source of own-source revenue for municipalities in Myanmar and are currently issued door-to-door, giving rise to a high risk of informal payments. Recommendations from the workshops will be submitted to Department of Development Affairs in both States (for small business licenses) and Union GAD (for entertainment permits) at the end of the year.

**OSS Scorecard survey:** UNDP supported the design and implementation of a social accountability scorecard to measure OSS customers satisfaction with service delivery in the OSS and identify areas to improve the quality of the delivery of those services as well as areas of transparency and accountability. The survey ("OSS Scorecard") was piloted in Kyaukse Township, Mandalay Region in November 2017 and replicated in the other 5 OSS pilot sites including Bago, Mawlamyine and Thaton during the two first quarters of the year. The survey was conducted by local University professors and students and supported by township and district officials. Data collection commenced in the week of 18 June and was completed in end of August.

The results of the Scorecard survey were presented in each of the six sites in September-October to state/region government, district and township representatives, W/VTAs and CSOs. The survey finds that customers express high levels of satisfaction with the physical premises/location of the OSS (average 85%) and availability of information (average 62%). A singular achievement for the OSS is that 92% of respondents across all sites were satisfied or very satisfied with the courtesy and hospitality of the staff. Additionally, regarding transparency, questions about corruption are quite sensitive and figures may not be completely accurate. However, when asked to compare the level of transparency between the OSS and line departments, 82% of respondents (average across 6 sites) state that transparency in the OSS is better. Overall, results indicate that the OSS are generally resulting in faster, friendlier and corruption-free services as hoped.

The findings were disseminated to members of the Union OSS Working Committee and other high-level government officials in a Roundtable discussion led by Permanent Secretary U Tin Myint in Nay Pyi Taw in December 2018. The Government of Myanmar, at the request of MPs, is currently considering an OSS law and the Roundtable discussed various recommendations coming out of the UNDP technical assistance that may usefully inform the law.

**OSS Operations Manual:** Chapters on complaint/feedback mechanisms and M&E have been drafted based on current good practice and discussions with OSS implementers with support from UNDP. The comments/feedback will be presented to the Union working group together with the recommendations from the ongoing technical assistance provided by UNDP. The Union Working Committee, District and Township Administrators have requested the Operations Manual to support eventual training of OSS staff.

### Activity Result 1.4: Township annual plans developed in an inclusive manner and approved by a meeting of citizen representatives

#### *Brief description of Activity Result*

UNDP supports townships to adopt a 'participation through representation model'. Participants in the annual planning workshops supported by UNDP consists of the following representatives: elected W/VTAs, civil society organizations representatives, female 10 household leaders and Hluttaw members and in townships with EAOs, also EAO representatives nominated by their liaison offices. The project will utilize existing government structures for annual planning—e.g. the biweekly coordination meetings between heads of departments (HoD) and W/VTAs, the township management meetings and TPIC meetings—as the entry point for initiating a more participatory and democratic planning process.

As reported under Activity Result 1.1, nine annual Township Development plans with an overview of sectoral capital investments and budgets were developed in a participatory manner and finalized in Quarter 1 (5 in Bago and 4 in Mon). UNDP supported Townships to convene representatives, drawing upon key stakeholders including township authorities, Hluttaw representatives, W/VTAs, Female 10 Household Heads and CSO representatives (see table below). UNDP, in support of each of the nine townships, provided facilitation support to ensure participatory, inclusive and evidence-based planning methods (as stipulated in the Grant Manual) were actively applied.

**Table 2: Participants in Mon Township Planning Workshops, 2017 – Sex disaggregation (FY 2017-2018)**

Stakeholder categories/ Townships	Township department officials		Ward and Village Tract Administrators		CSOs		MPs		EAOs representatives		Female 10 HH leader
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Female
Thaton	12	12	60	5	5	0	1	2	5	0	28
Bilin	34	23	53	1	21	7	8	1	13	1	25
Kyaiktho	15	10	44	0	7	3	0	0	5	1	20
Paung	17	12	57	0	11	2	3	1	0	0	25
Sub total	78	57	214	6	44	12	12	4	23	2	98
<b>Total</b>	<b>135</b>		<b>220</b>		<b>56</b>		<b>16</b>		<b>25</b>		<b>98</b>



**Table 3: Participants in Bago Township Planning Workshops, 2017– Sex disaggregation  
(FY 2017-2018)**

Stakeholder categories/ Townships	Township department officials		Region government officials		Ward and Village Tract Administrators		CSOs		MPs		Female 10 HH leader
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Female
Kawa	21	6	1	0	98	0	4	0	2	0	23
Thanatpin	16	9	1	0	66	0	3	3	2	0	27
Yedashe	19	7	1	0	59	0	9	0	1	1	25
Paukkhaung	15	10	1	0	58	0	5	2	3	1	29
Monyo	14	11	1	0	42	0	3	1	1	0	20
Subtotal Total	85	43	5	0	323	0	24	6	9	2	124
<b>Total</b>	<b>128</b>		<b>5</b>		<b>323</b>		<b>30</b>		<b>11</b>		<b>124</b>

The project supports the township annual planning process by **conducting a series of workshops that bring together the key stakeholders** to discuss the townships annual development plan in general and the priorities selected to be funded by the township development grant specifically. The process is co-facilitated by TPIC and UNDP and the outcome of this participatory and inclusive process is not only greater knowledge about governments procedures and policies but also a concrete selection of projects to be funded by the township development grant prioritized by people's representatives. The project brings a **systematic participatory planning methodology** which includes specific steps described in the Grant Manual<sup>6</sup>. The projects are selected through a process starting with a visioning exercise where participants are asked how they would like their township to look like and what the development potentials and challenges for the specific township are. The objective of this exercise is to get a shared vision amongst the participants and a shared understanding what the steps are to get (closer) to that situation.

**Explicit linkages** are made to the priorities of the state/regional governments (Bago and Mon) by state/region representatives and the Myanmar Sustainable Development Plan (MSDP). Following the guidance in the Grant manual participants are step by step taken through a **situational analysis** on how to systematically use data and statistics to make the analysis of the township and make the argumentation for certain development needs over others, stronger. During the **planning sessions** it is the role of the facilitators to ensure that certain Minimum conditions are met, e.g. that consultations are held by people's representatives (W/VTAs, CSOs, EAOs, and MPs) and that the result of those are brought back and discussed with the larger group in the next planning session. The purpose of consultations is not only to bring up development needs but also to explain the constraints in terms of available budgets and priorities already set by government policies to 'ordinary' people. During the **second planning workshop prioritized sectors** are agreed followed by prioritized projects in those sectors. This prioritization takes place in both group discussions and in

<sup>6</sup> Cf Grant Manual p.25



plenum and in the end, all participants must come to a shared agreement on how to use the township development grant. When that is done, rough calculations of the costs are conducted, and the **proposals are screened** against government standards and quality regulations again to ensure that the projects follow the same standard as other projects. The technical department where the projects belong becomes the responsible implementation and maintenance department. The selection of projects is not much different from projects in township where TDLG is not active but the difference lays in the approach bringing together the same representatives in a series of dedicated planning workshops to discuss the development needs of the township together and to practice democratic decision making.

As a result of the planning process in Bago and Mon townships in 2017 the **projects selected** were mainly roads, but also bridges, health centres, schools, electrification and a water dwell. The projects are implemented fiscal year 2018/19<sup>7</sup>.

### Activity Result 1.5: Transparency and social accountability measures launched

#### ***Brief description of Activity Result***

Township administrations will be supported to launch new mechanisms and systems for transparency and social accountability as measures to improve public understanding. This will include communication on planning and budget cycles, for example through social media, public notices and simplified communication materials to assist township administrations and W/VTAs to inform and consult communities. Open budget meetings during the planning process and public procurement announcements will allow the public and civil society opportunities to monitor the planning process, as well as the budget execution phase. The project will, in agreement with S/R governments, develop complaints mechanisms to promote accountability of the township administrations.

When the planning process is finalized, and the plans submitted a **public presentation of the plans** are held in each township. The objective with the presentations is to enhance transparency and accountability and to engage as many as possible in township development. This is mandatory and part of the Minimum conditions. As many as possible are invited through announcement of the TPICs and the W/VTAs in their respective areas and through the CSOs. Public presentations were held in all townships during June and July with over 1000 participants in total.

During the procurement process, several transparency measures are taken such as the **publication of tender documents on notice boards and in newspapers** if the amounts is above 10 million Kyat (cf Procurement Guidelines p.14) An open advertising on GAD noticeboard is therefore mandatory for medium works and should also be published in national newspaper for large works whose overall cost goes beyond 100 million Kyat. The TDLG projects followed this practice and several projects were advertised in the newspapers (particularly in Rakhine where also the grants are higher hence the projects slightly larger).

W/VTAs and 10HH leaders also play an important role in social accountability as they are part of the committees monitoring implementation of projects in their areas. Indeed, both committees, the **Tender Receiving and Assessing committee (TRAC)** as well as the **Quality Assurance and**

<sup>7</sup> Full list of the projects, location and budgets developed for implementation in 2018/19 are provided in the annex

**Verification Committee (QVAC)** includes W/VTAs. Additionally, each **public tender opening session** that is conducted takes place after the deadline for submission of bids and specific criteria guides the process of how tenders are opened. For the contract signing ceremony and public announcement, a public notice is posted on GAD noticeboard and including the following elements: short description of the contract, source of funds, name of implementing Department, name of contractor and amount of contract awarded.

### **Activity Result 1.6: Township administrations effectively manage the full cycle of service delivery through the township development grants**

#### ***Brief description of Activity Result***

During the planning and budget execution cycle of the infrastructure projects funded by a township development grant, the TPIC, additional sector departmental staff and W/VTAs will be given the opportunity to put new knowledge and skills into practice with extensive on-the-job support and mentoring by the project's township governance officers. The specific UNDP interventions related township development grant are (1) Establishing LOAs between State/Region governments and UNDP outlining activities agreed on in the approved township plan (2) Providing discretionary funding to townships via S/R following the projects needs based allocation formula (3) On-the-job support and training to township administrations on planning, procurement, financial management and project oversight (4) Spot checks and audits to manage fiduciary risks

The capacity of the TPICs varies significantly between different townships from mainly consolidating input from the technical departments to actively engage and take responsibility in the townships where the project provides the grant and targeted capacity development on participatory planning techniques and core PFM areas.

The introduction of township led procurement processes is an attempt to make the implementation process more transparent and make the township administrations accountable vis-a-vis its citizens. The **development of a specific township level Procurement guideline and targeted trainings** for the technical departments have contributed to a more effective and accountable management of project implementation and monitoring. The general arrangements, with most procurement responsibilities devolved to township level subject to oversight from State/Region level, was accepted as appropriate and consistent with Regulation 01/2017. Subsequently, township Tender Receiving and Assessing Committee (TRAC) and Quality Assurance and Verification Committee (QVAC) were formed, procurement plans developed, tender processes conducted, contractors identified, and contract awarded for all infrastructure projects to be implemented FY 2018/19) supported and supervised by the state/region level.

Implementation of the projects planned in 2016/17 started in November 2017 and were in Mon Bilin township completed by the end of May 2018. **75% of the total grant amount went to projects in KNU areas** in collaboration and agreement with them as a result of the very first round of the participatory planning workshops held in 2016.

In Kawa, 8 rural health centres and 10 school buildings were selected during the 2016/17 planning process. Out of those, only **3 projects were completed** (1 rural health center and two primary school buildings) within 2018 primarily due to huge difficulties in identifying local contractors and severe

weather conditions that hampered transportation of construction material to the sites. Hence, implementation of the projects could only start in February 2018 after tenders were re-advertised not less than five times. The remaining projects are under monthly monitoring and is expected to be finalized end of January (3 schools) end of February (3 schools and 2 rural health centers) and end of March, (7 rural health centers.)

The ***challenges of finding suitable contractors*** that are willing to implement small scale projects in remote areas demonstrate a number of issues related to current implementation practice and the time it takes to change existing policies. The fact that government uses 'fixed' prices makes it difficult for any contractor to make profit, or the same profit, by building the very same school or rural health center in remote areas to which transportation costs and labor costs are higher. One consequence of this is that the number projects in later planning processes are fewer, instead of many small projects (more suitable for community implementation) the selected projects are around three in each township and more in line with the descriptions in the grant manual of 'projects within the capacity of a township' which is a notion the project tries to contribute to further clarify and get a mutual understanding on.

After the development of the 2018/19 annual township plans all townships have been able to identify contractors through the tender process in the two last quarters and signed contracts with local companies. The implementation in Bago started in November 2018 and was at the time of this report completed to a degree of 25%.

**Table 4: Progress on Output Indicators as of Reporting Period<sup>8</sup>**

Output	Indicator	Baseline 2017	Target 2020	2019 Target	Actual Progress in 2018	Comments/ Remarks
<b>Output 1: Township administrations have improved capacity to respond to people's needs</b>	1.1 TPIC Functionality index of UNDP supported townships	No systematic popular participation and citizen consultation during township annual planning process	100% of supported townships	90% of supported townships	9 annual township plans developed in compliance with the Grant manual meeting minimum conditions (MCs).	<i>On track</i> Note: TPICs took a leading role in township planning processes, demonstrating progress against criteria established in the "Functionality Index".
	1.2 Percentage of grant executed within fiscal year	No grants executed in 2017  Note: 2 grants executed in 2018, Bilin and Kawa townships	95% in all supported townships	80% in 15 townships	Townships have executed budgets in line with agreed work plans and approved budgets.	<i>Partially on track</i> Note: Fiscal Year 2017/2018, 25% of township grants allocated to the 5 townships in Bago Region have been executed as of 31 <sup>st</sup> of December. 4 townships in Mon State will execute 25% of the township development grant in the first quarter of 2019.
	1.3 Number of clients receiving local services from the 316 One Stop Shop nationwide (disaggregated by services)	TBD	TBD	TBD	Please see remark column for the narrative progress	<i>On track</i> Note: From January to December 2018: <ul style="list-style-type: none"> <li>8343 services were provided by Bago OSS</li> <li>32967 services were provided by Mawlamyine OSS</li> <li>8819 services were provided by Thaton OSS</li> </ul>

<sup>8</sup> Based on consent and feedback from donor partners, TDLG initiated efforts to revise the project's results indicators in order to improve the results-orientation of the project. Whereas the project has proposed a new set of indicators, these indicators have yet to be formally endorsed by the Project Board. Therefore, for the purposes of the Annual report, the project has reported against the new proposed indicators as it better communicates the anticipated results of the project's outputs. In some instances, new indicators do require additional data collection, which will commence once the Project Board formally endorses the new indicators.

## **Narrative and Indicator Progress on Output 2**

### **Improved engagement between people and Township Administrations on public service delivery**

#### **Activity Result 2.1: Women have improved leadership skills and participate in planning processes**

##### ***Brief description of Activity Result***

UNDP promotes opportunities to strengthen democratic and social accountability by supporting ward/village tract administrators (W/VTA) to enhance their capacity to act as elected representatives providing upward and downward information between communities and township administrations. Women are empowered to actively engage in township planning processes and measures tested to mainstream gender considerations into planning and public service delivery.

Women's participation in the planning process is an essential area of work where the project intends to apply two-pronged approach to integrate gender equality into planning processes and to support women to utilize the enabling environment to advocate women's concern.

Due to the low numbers of female W/VTAs in Myanmar (109 out of 17,000), invitations to participate in the planning process has been extended to the next layer of elected representatives, 10 household (HH) leaders of which a significant number are women. The women were selected on criteria such as an interest of becoming a W/VTA, interest in development work and interest in participating. This has notably improved the gender balance amongst people's representatives and in total there is now around 30% women participating ensuring that women's voices are heard in selection of projects.

To further enhance women's participation in township planning several empowerment measures like Female 10 HH Leadership trainings; Female W/VTA workshop; Informal women forums and network meetings were organized in 2018. Female 10 HH heads with improved capacities and understanding will be better prepared and have higher chances to be elected as W/VTA in the next election 2020.

**10HH female leaders training:** A training for female 10 Household leaders has been conducted in the last quarter of the year in all ten townships of Mon State. The main purpose of this two-day training is to equip female 10 HH heads with leadership skills and to empower them in their role at the local level. An average of 40 female 10 HH Heads have been trained per township in collaboration with the township administrator. Total of 402 female 10 household leaders benefitted for the women leadership training. The trainings were rolled out during third and fourth quarter of 2018 by UNDPs partner Oxfam.

**Table 5: Women Leadership Training, Mon State**

No	Township	Date	Total (10HH female leaders)
1	Thaton	20-21 September 2018	42
2	Paung	25-26 September 2018	44
3	Mawlamyine	27-28 September 2018	41
4	Mudon	4 – 5 October 2018	43
5	Bilin	8 – 9 October 2018	40
6	Kyaikhto	11 – 12 October 2018	36
7	Chaung Zone	15 – 16 October 2018	39
8	Kyaikmaraw	18 – 19 October 2018	38
9	Ye	26 – 27 November 2018	42
10	Thanphyuzayet	28 – 29 November 2018	37
<b>Total</b>			<b>402</b>

**Female W/VTAs workshop:** All 109 female Ward and Village Tract Administrators were invited to participate in the annual workshop in Nay Pyi Taw 5-9 December and 107 were able to join. In addition, the first ever female Township Administrator from Cocokyun township, Yangon Region joined the workshop together with Deputy Director General and three female Directors from GAD. The objective of the workshop was to continue supporting and empowering female W/VTAs and to provide them with networking opportunities so that they can better perform their tasks at the local level and effectively play their role as the link between communities and township administrations. The workshop consisted of training sessions with invited highlevel female government officials, UN experts and other partners to UNDP. The W/VTAs also visited the Parliament and met with female MPs where they were given an opportunity to learn from their experiences and ask questions and raise concerns emerging from their constituencies.

**Study on “Gender Equality in Public Administration” (GEPA):** Despite the fact that 62.7% of the civil servants in Myanmar are women they remain under-represented in higher level and decision-making positions. In collaboration with MoPF UNDP initiated a research and policy development initiative; “Gender Equality in Public Administration” (GEPA) to analyse the situation of women in decision-making in public administration, to identify challenges that contribute to ongoing gaps in gender parity, even when laws and policies have already been developed and to propose recommendations to address these gaps.<sup>9</sup>

A joint UNDP-OECD methodology has been developed for GEPA studies collecting data related to mechanisms for gender mainstreaming and machinery for advancement of women in public administration and the methodology was also used in the Myanmar study. In addition to the quantitative data provided by MoPF, interviews and focus group discussions has been conducted with ten ministries (male and female dominated at union level) and within six different department in Bago region, and Mon and Rakhine states respectively. In total over 500 civil servants, men and women, have contributed to the study. A draft report currently under review was finalized in

<sup>9</sup>General information about the GEPA initiative, together with 13 published country case studies and one global study, is found on: <http://www.undp.org/content/undp/en/home/ourwork/democratic-governance-and-peacebuilding/responsive-and-accountable-institutions/GEPA/>

November 2018. The final report will be released the first quarter 2019 and presented for the Government of Myanmar. The report will support addressing issues and highlight opportunities for women's role in the civil service and public administration<sup>10</sup>.

### **Activity Result 2.2: W/VTAs and women's representatives facilitate community consultations**

#### ***Brief description of Activity Result***

W/VTAs and the women's representative will be lead facilitators in identifying community priorities, undertaking discussions and consolidating community feedback to township administrations in an inclusive and participatory manner. W/VTAs played a key role as intermediaries of information sharing between township administrations and communities. The project will therefore provide them with skills and mentorship support in participatory planning process, provide them basic facilitation skills and on-the-job support during these community meetings public service management and inclusivity.

Due to change of Fiscal Year, no township planning happened in Mon State and Bago Region in 2018. However, several skills and mentorship support were provided through various training/workshops. These forums provided necessary facilitation skills required for next township planning process.

### **Activity Result 2.3: Civil society facilitates public engagement in township planning**

#### ***Brief description of Activity Result***

Civil society is supported to engage with township administrations in developing social accountability mechanisms and promoting greater civic engagement. Mechanisms for involve public representatives in monitoring of implementation of infrastructure and observing procurement processes are also part of the project. This area of work emphasizes the promotion of opportunities to strengthen democratic and social accountability of the S/R governments and township administrations towards the public, which is expected to improve people's trust through CSO public engagement.

***CSO participation in the TDLG Start-up Workshop:*** Seven CSOs from Mawlamyine township participated in the township planning Start Up Workshop for the township administrations of Mawlamyine District in April 2018. The workshop was organized by UNDP to introduce township and CSO partners to the TDLG project as it prepares to expand to the remaining six townships in Mon state in 2018. The start-up workshop also provided an opportunity to allow CSOs to better understand opportunities for engagement in planning process.

***CSO Mapping in Mon State:*** During the first two quarters of 2018, Oxfam finalized a CSO mapping in Mon State. The mapping established an understanding of the numbers, coverage and thematic focus of CSOs in Mon State and helped to identify CSOs that can participate in the planning processes and

<sup>10</sup> More information on GEPA study in Myanmar <http://www.undp.org/content/undp/en/home/ourwork/democratic-governance-and-peacebuilding/responsive-and-accountable-institutions/GEPA/>



contribute to strengthening of social accountability. Following the mapping, UNDP and Oxfam organized a general awareness raising session for Mon State CSOs in all 10 townships on the TDLG project and CSO's role in social accountability and planning processes.

**Good governance and social accountability training:** 23 CSOs were selected to participate in the first round of “Good Governance & Social Accountability” trainings held in June 2018.<sup>11</sup> A second session of social accountability training was organized for Thaton and Paung Townships where 30 CSOs were represented.<sup>12</sup> CSOs identified a series of entry points – community consultations, township planning process, budget execution, monitoring of service delivery – that they could engage in to rollout social accountability approaches and tools covered during the training. These were aggregated into social accountability action plans; which Oxfam will continue to refine in partnership with UNDP. Upon finalization, selected social accountability tools/methods will be used for “piloting” in the upcoming fiscal year. CSO from Ye and Thanbyuzayat also attended social accountability training in Mawlamyine in the third quarter of the year.

**Organizational Development Workshop for CSOs:** To support CSO to facilitate greater civic engagement and social accountability mechanisms at the township level, CSO need to enhance their organizational capacity and get a better understanding of transparency, accountability and financial management. Therefore, Oxfam developed training material to support the CSOs organizational development and soft skills in their interactions with government and their organizations. The same 15 CSO per township that have attended social accountability trainings have also been invited to the organizational development trainings conducted by Oxfam in the last quarter. Two representatives from the 15 CSOs per township were trained and it was an opportunity for these selected CSO to both strengthen their capacity being coached by Oxfam. Equipped with enhanced capacities, CSO are then in a better position to effectively engage in township planning and promote their organizations objectives in a transparent and accountable manner.

**Table 6: Organizational Development Training, Mon State**

S.N	Township	Date	Male	Female	Total
1	Ye	7-Dec-18	15	9	24
2	Thanphyuzayet	10-Dec-18	8	9	17
3	Mudon	12-Dec-18	15	12	27
4	ChaungSone	20-Dec-18	6	16	22
5	Paung	21-Dec-18	12	8	20
6	Kyaikmayaw	21-Dec-18	11	15	26
7	Thahton	24-Dec-18	17	14	31
8	Mawlamyaing	24-Dec-18	24	17	41
9	Kyaikhto	26-Dec-18	20	11	31
10	Bilin	27-Dec-18	14	13	27
<b>Total</b>			<b>142</b>	<b>124</b>	<b>266</b>

**Complementary to Oxfam's activities on the 'demand side', field research and specific activities** have been initiated by UNDP on 'supply side' social accountability with the aim to encourage awareness, and initiation of social accountability mechanisms amongst government officials. As a result, they will be equipped with enhanced understanding and skills that can be applied in the townships and pave the way for enhanced social accountability. An inception report was finalized in November followed by training for state/region/township level to increase the understanding of how social accountability can be improved in the townships and at state/region level.

<sup>11</sup> A total 46 participants (29M/17F) were in attendance.

<sup>12</sup> A total 58 participants (40M/18F) were in attendance.



**Table 7: Progress on Output Indicators as of Reporting Period- Output 2<sup>13</sup>**

Output	Indicator	Baseline 2016	Target 2020	2019 Target	Actual Progress in 2018	Comments/ Remarks
<b>Output 2: Improved engagement between people and township administrations on public service delivery</b>	2.1 % of supported townships where women participate effectively in township planning processes	No data on the number of women that participate in the planning workshops	TBD	Out of 15 townships, at least 80% of townships have satisfactory rating	Please see remark column for the narrative progress	<i>On track</i> Note: Due to change of Fiscal Year, no township planning processes was conducted in Mon State and Bago Region in 2018. However, participants of planning workshops in 2017 in Bago Region and Mon State disaggregated by sex and categories of stakeholders can be found above under narrative section Activity result 1.4.
	2.2 % of VTAs who carry out at least three community consultations during the process of preparing township plans	No systematic Participatory planning process in place	90% of VTAs carry out at least three community consultations, as stipulated in the Grant Manual	60% of VTAs carry out at least three community consultations stipulated in the Grant Manual	Please see remark column for the narrative progress	<i>On track</i> Note: Due to change of Fiscal Year, no township planning processes was conducted in Mon State and Bago Region in 2018. In 2017, documented consultations by W/VTAs have been collected and three consultations were conducted by each W/VTAs with their communities.
	2.3 % of supported townships where CSOs participate effectively in township planning processes	No systematic engagement of CSO in planning process	80% of supported CSO reach level 3	80% of supported CSO reach level 2	Please see remark column for the narrative progress	<i>On track</i> Note: Due to change of Fiscal Year, no township planning processes was conducted in Mon State and Bago Region in 2018. Region Participants of planning workshops in 2017 in both State and Region disaggregated by sex and categories of stakeholders can be found above under narrative section Activity result 1.4.

<sup>13</sup> Ibid, see footnote 3

## Narrative and Indicator Progress on Output 3

### Improved EAO engagement in Township planning and public service delivery

#### Activity Result 3.1: EAOs have capacity to participate in township planning process

##### ***Brief description of Activity Result***

By engaging EAOs in government-led planning processes in conflict areas, the project seeks to contribute to an enabling environment for dialogue, collaboration and to establish mutual trust at the local level. Institutionalizing participation also means that township and district administrations will engage with and formally involve EAO administrations in mixed control areas in annual planning processes, prioritizing development projects and coordinating issues related to inclusiveness and service delivery in line with the interim arrangements. EAOs will be capacitated and provided mentoring support to participate in activities and platforms related to the planning and execution of development grant.

***Engaging with the New Mon State Party as a new stakeholder:*** As the project expands to the six townships in Mawlamyine District, the New Mon State Party (NMSP) becomes one of the stakeholders in the project. Several meetings between NMSP and UNDP have been held since February 2018 to orient them about local development planning and the opportunities of participation in the 2018/19 township planning process. UNDP and NMSP are also discussing targeted capacity development activities to enable them to more constructively engage in the township annual development planning.

***Engagement with the Karen National Union (KNU):*** To further strengthen the engagement and involvement of EAO representatives a two-day workshop for KNU representatives on concepts of decentralization and good governance was held to in June<sup>14</sup>. The workshop established a baseline understanding of key concepts around decentralization, service delivery and local governance within the context of the National Ceasefire Agreement and related provisions under the interim arrangements. These engagements are part of TDLG's support to improve local knowledge and awareness on key provisions of service delivery, which can enable EAOs and Townships to have meaningful engagement during the township planning process and beyond.

***Conflict-sensitivity project management training:*** A conflict-sensitive project management training was conducted 13-14 of December in Mawlamyine with all Mon Township Governance Officers, the Mon Senior Technical Specialist as well as five Oxfam staff to introduce this method and to raise awareness on conflicts that may impact the project and on conflicts that may be created by the project. The training was conducted in accordance with the three implementation steps: analysis of the conflict context, understanding the interaction between the project and the context and ways to act upon the understanding to avoid doing harm and to maximize positive impacts. Participants actively contributing to the training through several group exercises on for example actors mapping and on dividers and connectors.

---

<sup>14</sup> A total of 36 KNU participants from Thaton District townships, (Thaton, Kyaik Hto, Bilin and Hpa-An Township) participated, 25 from the technical line departments (education, fishery, health, land, agriculture, and the Liaison Office) and 11 from the military, (or rather uphold dual responsibilities). Out of the 36 participants, only 3 were women.

**EAO Engagement strategy:** An EAO engagement strategy has been drafted by the projects conflict advisor. The TDLG project operates in all townships in Mon State of which some are conflict-affected and home to KNU and NMSP. The strategy outlines the role of NCA signatories and how to ensure that engagement with EAOs under the interim arrangement is in accordance with existing regulations and provides opportunities for EAOs to be part of township development in accordance with the NCA. of the township. The strategy also outlines capacity development activities provided by the project, both tailormade for the EAOs and jointly with government officials.

### **Activity Result 3.2: Township Administrations and EAOs explore mechanisms for coherent, efficient and inclusive service delivery**

#### ***Brief description of Activity Result***

UNDP supports township administrations to engage with and involve EAO representatives in mixed controlled areas in the township planning processes, and coordinating issues related to public service delivery in alignment with the interim arrangements under the NCA. The project intends to facilitate supported township with EAOs to explore options for regular (informal) dialogues between government institutions and EAOs on budget priorities and other local governance issues.

***Establishing coordination structures with the KNU and local townships:*** UNDP supported coordination meeting between representatives from KNU service delivery departments and representatives from Thaton district to review project implementation in Bilin Township and discuss further engagement for better coordination in January 2018. This first meeting led to an agreement between the two parties to continue to explore mechanisms for better coordination between KNU local officials and Thaton District officials and preparations for such meetings are ongoing awaiting the approval of NRPC.

***Conflict advisor's research report 1:*** An analysis of the governance structures of KNU was finalized in February 2018. The report serves as a baseline and a 'living document' to inform the strategic approach of the project vis-à-vis the KNU and local townships towards improving engagement and cooperation on local service delivery. Similarly, a mapping/research paper of NMSP's governance structure commenced in May to better inform the projects further engagement with NMSP.

***In-depth study of KNU service delivery provision in Thaton District:*** An in-depth study analyzing KNU basic service delivery provision was initiated in the third quarter of 2018. The study describes and analyzes the range of basic services delivered from KNU departments to the population in their areas. The study also focused on topics such as public financial management arrangements, budget coordination with government, and number of people affected by these arrangements. A first draft of the research will be finalized early 2019.

***Procurement training:*** A three-day procurement refresher training was conducted for TPIC members as well as KNU representatives prior to starting the tender preparation for the upcoming fiscal year. TPIC members have been in that way prepared to run the tender process according to procurement guidelines and rule and regulations of the government. KNU representatives were invited to join in the Thaton procurement training that was held from the 5th until the 7th of September. Strong interest and active participation from both sides was noticed during that training.

**Table 8: Progress on Output Indicators as of Reporting Period- Output 3**

Output	Indicator	Baseline	Target 2020	2018 Target	Actual Progress in 2018	Comments/ Remarks
<b>Output 3: Improved engagement of EAOs in annual township planning and public service delivery</b>	3.1. % of supported townships where EAOs participate effectively in township planning processes	No EAOs involvement in township annual planning process	TBD	TBD	Please see remark column for the narrative progress	<i>On track</i> Note: EAOs have effectively participated in 2017 planning process. 3 TAs (Bilin, Kyaikhto and Thaton) have engaged KNU representatives in township planning (Bilin FY 16/17 and 17/18; Bilin, Thaton and Kyaikhto, 17/18) . Projects were also implemented in EAO administered areas, demonstrating good cooperation between EAOs and TAs. 75% of Township Development Grant 16/17 funded projects in KNU area in Bilin township. Engagement was initiated with additional EAO group (NMSP) for the upcoming planning cycle and led to 7 formal meetings with NMSP over the year 2018.
	3.2. % of supported Townships with EAOs areas where engagement between EAOs and TA on service delivery progress along an engagement spectrum	No engagement between EAOs and Township Administrations	75% of supported townships with EAO areas reach Level 4	75% of supported townships with EAO areas reach Level 2	Please see remark column for the narrative progress	<i>On track</i> Note: Further to EAO's engagement in the planning process, evidence of cooperation and demand for increased engagement on public service delivery have been demonstrated. KNU representatives of relevant departments of Thaton District have had a first coordination meeting to discuss service delivery with Government counterparts in Bilin township (Jan 2018).

## Narrative and Indicator Progress on Output 4

### Dialogue on policy and institutional local governance reforms informed

#### Activity Result 4.1: Lessons learned captured through participatory action research

##### *Brief description of Activity Result*

UNDP contributes to policy development, using lessons learned from the project and targeted research for sub-national governance, effective public-sector management and civic engagement. This activity result includes eliciting, documenting and utilizing experiences from the field and lessons learnt from the township planning processes, procurement of services and monitoring of implementation, testing of social accountability and gender actions, as well as engaging community-based organizations in documenting changes at the community level. Research will be undertaken to further explore people's expectations of local governance and social accountability, including taking the issue of contested areas in account. This work will support the project to develop knowledge products to strengthen implementation, as well as to advocate the approach externally.

In 2018, UNDP supported 5 pilot sites in Bago, Mawlamyine and Thaton to conduct a **customer satisfaction survey “the OSS scorecard”<sup>15</sup>** to identify areas of improvements in the quality, transparency and accountability of service delivery. This survey on OSS was conducted by faculty members from Myanmar Universities and supported by the District and township administrators. Data collection commenced in the week of 18 June and was completed end of August.

The main results from the survey reveals that customers are satisfied or very satisfied with the physical location of the OSS (average 85%) and availability of information (average 62%). A singular achievement for the OSS is that 92% of respondents across all sites were satisfied or very satisfied with the courtesy and hospitality of the staff. Additionally, regarding transparency, questions about corruption are quite sensitive and figures may not be completely accurate. However, when asked to compare the level of transparency between the OSS and line departments, 82% of respondents (average across 6 sites) state that transparency in the OSS is better. Overall, results indicate that the OSS are generally resulting in faster, friendlier and corruption-free services as hoped. The results of the Scorecard survey have been presented for state/region government, district and township representatives, W/VTAs and CSOs in each of the sites prior to a presentation for members of the OSS working committee and other high-level government officials in a Round table discussion held in Nay Pyi Taw in December 2018.

List of knowledge products are presented in section 7- Knowledge products. Key knowledge products are One stop shop progress report; Social accountability report; Draft GEPA study; CSO mapping; OSS consolidated citizen scorecard survey report; Procurement training assessment; Process review, Bago Region; Conflict Analysis Mon state; Draft EAO Engagement strategy etc. Subsequently guiding documents such as the Grant manual and the Procurement guidelines are regularly reviewed and

<sup>15</sup> In November 2017, UNDP supported Kyaukse Township to conduct the first OSS scorecard.

updated incorporating lessons learned as well as expanding its application for Rakhine State.

#### **Activity Result 4.2: Policy dialogues supported with evidence-based facts**

##### ***Brief description of Activity Result***

The project will document experiences, lessons learned, and evidence collected from the participating townships, state and regions that will regularly feed into policy dialogues through UNDPs systematic policy consultations with its counterparts, but also through larger events such as the Good Governance Forums.

As part of UNDP's support to Bago Region government to strengthen its capacity for strategic and annual planning, an **assessment** of current practices was completed in the end of 2017. As a result of the assessment, a three-part series of **policy-oriented seminars** presenting different options on how strategic planning can be improved for senior government officials and Hluttaw members in Bago was held between February through June. Core to this discussion was the introduction of a Medium-Term Expenditure Framework, its key features/benefits in strategic planning and a set of options for moving towards an MTEF approach.

The Grant manual, Procurement guideline and Assessment report of the current strategic planning practices, developed through UNDP's technical support, have been used in government's **policy discussions** at Region and State level. In particular, the needs-based allocation criteria applied in the Grant manual have raised interest amongst government officials and has been discussed in Cabinet meetings. The Grant manual is TDLG Project's main policy document and it is, together with the Procurement guideline, accepted by all TDLG Project's target States/Regions as well as the relevant ministries at Union level (Ministry of Planning and Finance and Ministry of Home Affairs/ General Administration Department) to be used in the TDLG project.

#### **Activity Result 4.3: Policies for subnational public participation and PFM developed and introduced**

##### ***Brief description of Activity Result***

This will include enhancing the capacity of government institutions that play key roles in promoting participatory and people-centered local development, championing leaders to pursue policies that support local development processes and moving the Union Government towards wider fiscal and democratic decentralization.

The Grant Manual and Procurement Manual – the key guidance documents that outlines the TDLG grant- making process and use of funds in an accountable manner – were updated to reflect the replication of the model in Rakhine State. This updated guidance was greatly informed by the lessons learned and practices from the core TDLG work in Bago Region and Mon State.

**Table 9: Progress on Output Indicators as of Reporting Period\_ Output 4**

Output	Indicator	Baseline	Target for end of first phase 2020	2019 Target	Actual Progress in reporting period	Comments/Remarks
<b>Output 4: Dialogue on policy and institutional local governance reforms informed by technical support and research</b>	4. Number of policy documents and knowledge products produced	0	10 products until 2020	6 products per year	<p>Key knowledge products produced during reporting period area- One stop shop progress report; Social accountability report; Draft GEPA study; CSO mapping; One stop shop – consolidated citizen scorecard survey report; Procurement training assessment; Process review, Bago Region; Conflict Analysis Mon state; Draft EAO Engagement strategy</p> <p>One product finalized during the reporting period (Review of Annual Planning Practices in Bago) Furthermore, this report led to three seminars where the results were presented and discussed for high level government officials and MPs.</p>	<i>On track</i>



## 5. Project Management

**Recruitment and Deployment of new TDLG Project Staff:** Significant progress has been made in finalizing recruitment of the project's key staff. During the reporting period, the following staff positions have been recruited:

1. Senior Technical Specialists for Bago and Mon (started 10 January)
2. Analyst, Monitoring and Evaluation Officer (Yangon)
3. (11) Township Governance Officers - TGOs (1 in Bago; 10 in Mon State)
4. Project Management Analyst (Yangon)
5. Project Associate (Yangon)
6. (2) Drivers (Bago and Mawlamyine)
7. Project Support Officer whose main task will be to support project activities related to engaging with EAOs and to some extent CSOs (under recruitment)
8. Project manager (under recruitment)

An all staff Orientation Week was held in May 2018 to familiarize all new TGOs on the Grant manual, township planning process, lessons learned to date, engagement with EAOs, among other related topics. A refresher training for all TGOs was conducted end of October/early November in Thandwe Town Hall to prepare for the upcoming planning process, updates on administrative matter and on the ME framework, and to refresh on key aspects of the Grant Manual. A meeting with Thandwe TPIC members as well as a visit to the female VTA in the Kaman Kyaung Tike Village Tract were organized. Bringing together the township governance officers and senior technical specialists on a regular basis is an important part of the projects learning strategy which provides the staff to share experiences and discuss ways of overcoming challenges they have in their respective township or state/region. It is an absolute necessity for the success of the project as the best way to advocate change of processes is to be able to provide information on practices in other state/region and townships. It is also an opportunity for the staff to meet and discuss with government officials, TPICs, W/VTAs and/or other representatives involved in the project together which is an important part to get a shared understanding of different aspects of implementation of the project. The project will continue having at least 3 such sessions per year rotating between Mon, Bago and Rakhine.

**Developing a new M&E Framework for TDLG<sup>16</sup>:** To improve learning, results-orientation of the project design and reporting quality, the TDLG, in consultation with SDC and DfID, initiated a revision of the results framework. The table in the annex outlines the proposed new indicators per Output of the project. In short, it seeks to refocus indicators on the key concepts undermining the theory of change of each output and seeks to balance this with the feasibility of tracking and measuring indicators in a timely and cost-effective manner. The project also participated in working sessions with DFID's SPACE programme to outline potential outcome indicators that could be mutually tracked by local governance projects in Myanmar. The final draft of the M&E Framework was presented at the project board and shared with project board members in the beginning of December.

---

<sup>16</sup> Indicators can be found in the table in the annex and have been submitted to the board members with methodological notes and final ME framework



## 6. Budget and Expenditures

**Table 10. Provisional Annual Financial Report for the period: 1st January 2018 to 31st December 2018**

Output Description	Approved Budget 2018	Approved Budget for SDC 2018	Approved Budget for DFID 2018	Commitments & Expenses/Source of Funds						Total Expenses & Commitments	Outstanding NEX advance			Budget Balance	Annual Delivery Rate	SDC Delivery Rate	DFID Delivery Rate
				SDC			DFID				SDC	DFID	Total				
				Commitments	Expenses	Total	Commitments	Expenses	Total								
	a	b	c	d	e	f=(d+e)	g	h	i=(g+h)	j= (f+i)	k	l	m=(k+l)	n = {a-j}	o= (k/a)	p=(g/b)	q=(j/c)
Output 1																	
Activity Result 1.1: State/regional and township administration staff have increased capacity in good local governance and public sector management	87,845	58,845	29,000	49,610	8,392	58,002	-	48,454	48,454	106,456	-	-	-	(18,611)			
Activity Result 1.2: Township administration staff have increased capacity to understand and analyse the socio-economic context including conflict (economic, social and environmental) and gender issues.	167,956	65,880	102,076	23,306	60,101	83,407	87,438	1,844	89,282	172,689			-	(4,733)			
Activity Result 1.3: Strengthened service delivery through OSSs.	145,000	80,000	65,000	-	25,093	25,093	-	61,826	61,826	86,919			-	58,081			
Activity Result 1.4: Township Annual Plans developed in an inclusive manner and approved by a meeting of citizen representatives	235,710	96,120	139,590	-	7,654	7,654	-	64,037	64,037	71,691			-	164,019			
Activity Result 1.5: Transparency and social accountability measures launched	204,000	50,500	153,500	-	22,486	22,486	-	93,257	93,257	115,743			-	88,257			
Activity Result 1.6: Township administrations effectively manage the full cycle of service delivery through the township development grants	1,389,594	929,105	460,489	-	593,830	593,830	-	470,400	470,400	1,064,230	198,148	7,597	205,745	325,364			

Output Description	Approved Budget 2018	Approved Budget for SDC 2018	Approved Budget for DFID 2018	Commitments & Expenses/Source of Funds						Total Expenses & Commitments	Outstanding NEX advance			Budget Balance	Annual Delivery Rate	SDC Delivery Rate	DFID Delivery Rate
				SDC			DFID										
				Commitments	Expenses	Total	Commitments	Expenses	Total		SDC	DFID	Total				
	a	b	c	d	e	f=(d+e)	g	h	i=(g+h)	j= (f+i)	k	l	m=(k+l)	n = (a-j)	o= (k/a)	p=(g/b)	q=(j/c)
Subtotal: Output 1	2,230,105	1,280,450	949,655	72,916	717,557	790,473	87,438	739,818	827,256	1,617,728	198,148	7,597	205,745	612,377	73%	62%	87%
Output 2																	
Activity Result 2.1: Women have improved leadership skills and participate in planning process	116,298	80,908	35,390	-	73,391	73,391	-	9,815	9,815	83,206				33,092			
Activity Result 2.2: W/VTAs and women's representatives facilitate community consultations	105,933	40,933	65,000	-	7,092	7,092	-		-	7,092				98,841			
Activity Result 2.3: Civil society facilitate public engagement in township planning	141,433	141,433	-	-	163,322	163,322	-		-	163,322				(21,889)			
Subtotal: Output 2	363,664	263,274	100,390	-	243,805	243,805	-	9,815	9,815	253,620	-	-	-	110,044	70%	93%	10%
Output 3																	
Activity Result 3.1: EAOs have capacity to participate in township planning process	236,256	236,256	-	-	113,044	113,044	-	159	159	113,203				123,053			
Activity Result 3.2: Township administrations and EAOs explore mechanisms for coherent, efficient and inclusive service delivery	10,000	10,000	-	-	280	280	-		-	280				9,720			
Subtotal: Output 3	246,256	246,256	-	-	113,324	113,324	-	159	159	113,483	-	-	-	132,773			
Output 4																	
Activity Result 4.1: Lessons learned captured through participatory action research	26,087	10,000	16,087	27,524	(406)	27,118	11,200	(1,037)	10,163	37,281				(11,194)			
Activity Result 4.2:Policy dialogues supported with evidence-based facts	30,800	30,800	-	10,776	21,527	32,303	400	173	573	32,876				(2,076)			

Output Description	Approved Budget 2018	Approved Budget for SDC 2018	Approved Budget for DFID 2018	Commitments & Expenses/Source of Funds						Total Expenses & Commitments	Outstanding NEX advance			Budget Balance	Annual Delivery Rate	SDC Delivery Rate	DFID Delivery Rate
				SDC			DFID				SDC	DFID	Total				
				Commitments	Expenses	Total	Commitments	Expenses	Total								
	a	b	c	d	e	f=(d+e)	g	h	i=(g+h)	j= (f+i)	k	l	m=(k+l)	n = (a-j)	o= (k/a)	p=(g/b)	q=(j/c)
Activity Result 4.3: Policies for subnational public participation and PFM developed and introduced	5,799	5,799		-	5,266	5,266	1,837	(97)	1,740	7,005				(1,206)			
Subtotal: Output 4	62,686	46,599	16,087	38,300	26,387	64,687	13,437	(961)	12,476	77,162	-	-	-	(14,476)	123%	139%	78%
Project Management Cost	1,094,848	712,517	382,331	32,279	468,436	500,716	2,866	195,129	197,995	698,711				396,137			
Contingency	49	49		-	49	49		-	-	49				-			
Subtotal: Project Management cost & Contingency	1,094,897	712,566	382,331	32,279	468,485	500,765	2,866	195,129	197,995	698,760	-	-	-	396,137	64%	70%	52%
Grand Total	3,997,608	2,549,145	1,448,463	143,495	1,569,557	1,713,052	103,741	943,960	1,047,701	2,760,753	198,148	7,597	205,745	1,236,855	69%	67%	72%

Table 11 Provisional Cumulative Financial Report for the period: 1st October 2017 to 31st December 2018

Expected Outputs	MTYP Budget 2017 - 2020	SDC Budget	DFID Budget	Others Budget	Cumulative Commitments & Expenses			Total Expenditures	Budget Balance			Total Budget Balance	Delivery Rate			
					SDC	DFID	Others		SDC	DFID	Others		Overall	SDC	DFID	Others
	a	b	c	d	e	f	g	h	i	j	j	l	m	n	o	p
Result 1: Township administrations have improved capacity to respond to people's needs	9,884,571	6,028,946	3,052,052	803,570	790,473	846,707	-	1,637,179	5,238,473	2,205,345	803,570	8,247,392	17%	13%	28%	
Result 2: Improved engagement between people and township administrations on public services delivery	1,599,925	809,517	176,218	614,190	405,042	160,882		565,924	404,475	15,336	614,190	1,034,001	35%	50%	91%	
Results 3: Improved engagement of EAOs in annual township planning and public service delivery	1,260,355	744,218	-	516,136	132,624	159		132,783	611,594	(159)	516,136	1,127,572	11%	18%	0%	
Result 4: Dialogue on policy and Institutional local governance reforms informed by technical support and research	1,521,315	594,219	431,516	495,580	64,687	12,476		77,162	529,532	419,040	495,580	1,444,153	5%	11%	3%	
<b>Total Programme</b>	<b>14,266,166</b>	<b>8,176,900</b>	<b>3,659,786</b>	<b>2,429,476</b>	<b>1,392,825</b>	<b>1,020,223</b>	<b>-</b>	<b>2,413,048</b>	<b>6,784,075</b>	<b>2,639,563</b>	<b>2,429,476</b>	<b>11,853,118</b>	<b>17%</b>		<b>28%</b>	<b>0%</b>
Management, Monitoring, Evaluation and Communication cost	3,115,549	552,542	650,909	1,912,098	381,504	122,347		503,851	171,038	528,562	1,912,098	2,611,698				
Contingency	334,323	176,465	87,109	70,749	49			49	176,416	87,109	70,749	334,274				
General management support (GMS)	1,414,713	742,823	383,234	288,658	119,212	75,648		194,860	623,611	307,586	288,658	1,219,853				
<b>Grand Total</b>	<b>19,130,751</b>	<b>9,648,730</b>	<b>4,781,038</b>	<b>4,700,981</b>	<b>1,893,589</b>	<b>1,218,219</b>	<b>-</b>	<b>3,111,808</b>	<b>7,755,141</b>	<b>3,562,819</b>	<b>4,700,981</b>	<b>16,018,943</b>	<b>16%</b>	<b>20%</b>	<b>25%</b>	<b>0%</b>

## 7. Cross Cutting Issues

### 7.1 Gender Equality, Women's Empowerment, and Social Inclusion

Women's participation in the township planning process is an essential area of work where the project intends to apply two-pronged approach to integrate gender equality into planning processes and to support women to utilize the enabling environment to advocate women's concern. Project uses a systematic participatory planning methodology and all township plans were prepared in line with the principles of good local governance (inclusivity, participation, cross-sectoral analysis, usage of data and statistics and gender inclusivity). In addition, the decision, that invitations to participate in the planning process were extended to the next layer of elected representatives, (10 household leaders), has notably improved the gender balance amongst people's representatives and in total, there is now around 30% women participating ensuring that women's voices are heard in selection of projects.

To further enhance women's participation in township planning, capacity development activities, such as empowerment and leadership trainings for female 10 household leaders, were conducted by UNDP's partner Oxfam. In addition, 107 female Ward and Village Tract Administrators participated in the annual workshop organized in Nay Pyi Taw in December. The objective of the workshop was to continue supporting and empowering female W/VTAs and to provide them with networking opportunities so that they can better perform their tasks at the local level and effectively play their role as the link between communities and township administrations. The workshop consisted of different training sessions with invited high-level female government officials, UN experts and other partners to UNDP. The W/VTAs also visited the Parliament and met with female MPs where they were given an opportunity to learn from their experiences as well as ask questions and raise concerns emerging from their constituencies.

In addition, as reported under Output 2, UNDP's partnership with Oxfam on social accountability is specifically designed to create constructive spaces for township administrations and civil society, providing entry points for local interest-based groups, including women's groups, to amplify local issues in the planning process and testing social accountability tools to strengthen the social contract between government and citizens.

Final example of strengthening gender equality and women's empowerment in TDLG project is the Gender Equality in Public Administration (GEPA) study. The study initiated as an integrated activity between UNDP's Local Governance and Public Administration programs in late 2017 and continued in 2018 as a collaboration between the Ministry of Planning and Finance, Governments of Bago, Mon and Rakhine, UNDP HQ, the Regional Hub in Bangkok and UNDP's LEAP project utilizing the specific competence, methodology and access to data each partner provides to the study. The study is part of a global UNDP initiative reflecting extensive research based on available national data and provides analysis of the obstacles in the way of women's equal participation and decision-making in public administration at all levels.

The Gender Equality in Public Administration (GEPA) study was initiated as an integrated activity between UNDP's Local Governance and Public Administration programs in late 2017 and continued in 2018 as a collaboration between the Ministry of Planning and Finance, Governments of Bago, Mon and Rakhine, UNDP HQ, the Regional Hub in Bangkok and UNDP's LEAP project utilizing the specific competence, methodology and access to data each partner provides to the study. The study is part of a global UNDP initiative reflecting extensive research based on available national data and provides

analysis of the obstacles in the way of women's equal participation and decision-making in public administration at all levels<sup>17</sup>.

Secondly, and as reported under Output 2, UNDP's partnership with Oxfam on social accountability is specifically designed to create constructive spaces for township administrations and civil society, providing entry points for local interest-based groups to amplify local issues in the planning process and testing social accountability tools to strengthen the social contract between government and citizens.

## 7.2 National Ownership and Institutional Strengthening

With support of UNDP, the township administrations capacity to facilitate a more inclusive and participatory annual township planning process has significantly improved through systematic participation from involving a wider range of stakeholders i.e. peoples' and civil society representatives and representatives from the EAOs in mixed controlled townships. Moreover, the process is conducted in a transparent and accountable manner where people, through their representatives, have a say in their township development.

Women's participation has increased (by bringing in female 10 household leaders in the annual planning processes) and government officials have become more aware about what decentralized management of the public sector means and that participation leads to a more inclusive agenda and enhanced trust in government. During the planning process the TPIC have taken the lead in providing information and explanations about the township previous years budgets, government processes and regulations and encourage the participants to further raise questions and to bring the information back to their constituencies. This is a unique township planning process which is neither systematized nor institutionalized in any other township than the ones participating in the TDLG project. The process is embedded in governments own procedures following the planning calendar and the Township Development grant is reflected in the state/region total budget. Moreover, since the township development grants are executed through sub-national institutions and governments mechanisms, this model enables the townships to take direct ownership of the process while UNDP provides advisory support to improve the local governance structure including administrative and management capacities. Through these efforts, townships, for the first time, have been able to manage public procurement processes, oversee the implementation of public works and have accounted for expenditure.<sup>18</sup>

UNDP's support to the OSS have resulted in additional services being recommended to be provided through the OSS primarily related to motorcycle registration, a service which is on high demand by the people. To further improve the operations of the OSS, the District administrations and Universities, in six selected locations, are conducting customer satisfaction surveys using scorecards to improve delivery of the provided services and effectiveness of the OSS. In sum, the "institutionalization" and uptake of an OSS performance indicator methodology directly promotes the Working Committees institutional strengthening agenda for OSS services.

---

<sup>17</sup> SDG 5: Achieve gender equality and empower all women and girls.

SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

<sup>18</sup> Going forward, the TDLG project's new results framework purposes to support TPICs in their effort to institutionalize the participatory and inclusiveness of township planning processes as well as their ability to coordinate across sectors and support monitoring/oversight of project implementation. This will be measured through a functionality index.

### 7.3 Integrated Programs and Other Partnerships

**Collaboration with UNFPA:** UNDP has collaborated with UNFPA in customizing the Township level census report to become more useful and relevant for township level planning by providing input on what type of data and from what level. UNDP has supported dissemination and is using the report in the annual township planning processes and training material in the trainings on usage of data and statistics in development planning.

**Engaging Oxfam GB as a Responsible Party:** Embedded in the project is the collaboration with Oxfam, a leading organization on supporting innovative ways of engaging civil society in public service delivery. Through the collaboration with Oxfam, the project has gained access to a wider group of partners and expertise to be utilized in the projects' activities related to constructive engagement and capacity development of civil society organizations necessary for achieving the objective of a more inclusive and responsive township environment. Oxfam has also provided expertise in the engagement with the EAOs and participated in meetings with KNU and NMSP and provided input in the workshops organized for KNU officials in Thaton.

**Integrated Programming within UNDP's Governance Portfolio:** In collaboration with UNDP's SERIP project and the Bangkok Regional Hub, a pilot on Localization of the SDGs started in 2017 and as a result of this work subnational government officials have become aware of the SDGs core principles. Among those, Mon State Government and Bago Region Government have been making a steady progress in integrating the SDGs as part of their planning processes. For example, the participating townships have been adopting key enablers of the SDGs such as evidence-based planning, inclusive and participatory planning, coordination, leave no one behind and policy coherence, among others. In particular, the 4 pilot townships in Mon State and Bago Region have conducted household surveys in 600 households in each of the four townships in order to diagnose the status of local development, local governance and how investments in different sectors promote inclusive and sustainable development. This initiative is supported by UNDP's SERIP project and Bangkok Regional Hub and will inform further township planning processes of the target townships and the State and Region Governments. A sampling strategy in collaboration with the Department of Population, Ministry of Immigration, Population and Labor have outlined the number of households necessary for a statistically sound survey in the pilot townships, Kawa and Yedashe in Bago region and Bilin and Thaton in Mon state. In September a survey expert and an SDG Localization expert was recruited, a methodology developed as well as a framework for the overall work. In the fourth quarter the methodology was presented in a two-day workshop for township officials in Yedashe and Kawa and in Bilin and Thaton. In the end of December over 2400 households have been surveyed by Myanmar Survey Research (MSR) and a draft report is currently being developed.

**Partnership with local Universities in Myanmar for OSS Scorecard surveys:** The TDLG project has partnered with Kyaukse Technological University, Meikhtila Technological University, Bago University, Mawlamyine University and Myitkyina University to rollout the OSS scorecard survey data collection and analysis phases. Through this effort, support to the OSS' performance management system can be sustained beyond the lifespan of UNDP's support. The result of the scorecard survey was initially presented for state/region government representatives, members of parliament, township administrations, W/VTAs and civil society representatives in each of the six locations and later in December a high-level roundtable, led by the OSS Working committee secretary was conducted. Approximately 50 representatives from the Hluttaw, different ministries at union and state/region level participated in the one-day event.



## 7.4 Conflict Sensitivity and Social Cohesion

TDLG has had dedicated conflict advisor since the project appraisal. The context/conflict analysis serves as a baseline of the conflict context in Thaton District, providing the key reference point for the situation prior to the intervention and should inform the intervention design & re-design, as well as monitoring and evaluation. The analysis reveals the profile, causes, actors and dynamics of the conflict and should help the partner organizations towards a better understanding of the context they will operate in, ensuring a conflict-sensitive approach. The document is envisioned to be a 'living document', which should be updated during the project period. The analysis was initiated Q4 2017 and finalized Q1 2018 and serves as a baseline for the project. The analysis will be updated on a regular basis alongside with project implementation, ensuring that the project applies coherence and a conflict sensitive approach in its interventions. An in-depth study was initiated third quarter of 2018 analyzing the service delivery and PFM arrangement in KNU controlled areas. The analysis is expected to be finalized first quarter of 2019. The study will further contribute to a better understanding how public services are delivered in KNU areas and inform the future programming.

Of certain interest is the inclusion of KNU representatives in discussions on improved public service delivery and constructive ways of coordinating between KNU and the township administrations to ensure that all people have access to public services. TDLG has established strong working relations with KNU representatives who have become increasingly engaged and active in the project since it started. Representatives have been assigned by the KNU leadership to participate in the township planning processes and related capacity development activities and representatives from KNU have expressed demand for UNDP to facilitate regular engagement with government township officials and with officials from Mon state government. The engagement with KNU has also led to tailor made trainings on governance, decentralization and public service delivery under the interim arrangement of the NCA. A series of meetings between district and township officials from government and KNU is under preparation pending the permission from NRPC. KNUs decision on withdrawal from participation in the formal peace discussions with government have temporarily slowed down the project's engagement with KNU. The withdrawal from the peace also affected the implementation of an earlier agreed project in KNU area, which also affects the projects ability to deliver in time. After further discussions with KNU a new project (in their area) is agreed by all parties to be implemented in their area.

A conflict-sensitive project management training was conducted 13-14 of December in Mawlamyine with all Mon Township Governance Officers, the Mon Senior Technical Specialist as well as five Oxfam staff to introduce this method and to raise awareness on conflicts that may impact the project and on conflicts that may be created by the project. The training was conducted in accordance with the three implementation steps: analysis of the conflict context, understanding the interaction between the project and the context and ways to act upon the understanding in order to avoid doing harm and to maximize positive impacts. Participants actively contributing to the training through several group exercises on for example actors mapping and on dividers and connectors.

An EAO engagement strategy has been drafted by the project's conflict advisor. The TDLG project operates in all townships in Mon State of which some are conflict-affected and home to KNU and NMSP. The strategy outlines the role of NCA signatories and how to ensure that engagement with EAOs under the interim arrangement is in accordance with existing rules and regulations and provides opportunities for EAOs to be part of township development in accordance with the NCA. of the township. The strategy also outlines capacity development activities provided by the project, both tailor-made for the EAOs and jointly with government officials.

In Bago Region a series of social cohesion trainings tailor made to the participants in the township development planning started in Q4 2017 and finalized in Q1 2018. The main objective with the trainings was to enhance the understanding of what inclusiveness and 'leaving no one behind' means practice and how the usage of certain methods and tools could facilitate improved inclusivity and social cohesion. As the project is built on representation, outreach techniques and knowledge on how to systematically include marginalized groups is an important aspect of becoming a responsive township administration.

## 7.5 Knowledge Management and Products

TDLG has embraced a learning by doing approach as a way of ensuring that the project is in line with government policies and regulations, testing innovative ways of improving efficiency and effectiveness in service delivery and, equally important, to learn and adjust from mistakes. Concretely it means that several senior experts are engaged for continuous activities within the project and to guide and design new activities, guidelines and manuals. Subsequently guiding documents such as the Grant manual and the Procurement guidelines are regularly reviewed and updated incorporating lessons learned as well as expanding its application for Rakhine State.

1. Grant manual (revised in January 2018)
2. Procurement guideline (revised Jan 2018)
3. Support to Regional Planning in Bago: an assessment of current strategic planning practice (final report, June 2018)
4. Conflict Analysis Mon state for the Township Democratic Local Governance project (February 2018)
5. Process review, Bago Region (April 2018)
6. One stop shop progress report (June 2018)
7. Training report KNU Workshop on Good Governance and Decentralization (June 2018)
8. CSO mapping (Oxfam) March 2018)
9. Draft revised training material township planning (June 2018)
10. Social accountability report (November 2018)
11. Draft GEPA study (November 2018)
12. Procurement training assessment (December 2018)
13. One stop shop – consolidated citizen scorecard survey report (December 2018)
14. Draft EAO Engagement strategy (December 2018)

## 8. Lessons Learned

***Building and cultivating relationships:*** TDLG has demonstrated that it is possible to improve local democratic processes with relatively little input, by bringing key stakeholders together in a systematic manner, building on solid analysis of the space provided by the ongoing reforms, using development grants as the ignition. Moreover, UNDP was able to introduce this model because it had been building relations with government through its previous local governance program with government since 2013.

A change in deeply rooted procedures requires strong buy-in and support from both, region and union level government, which in turn requires opportunities to regularly interact with the key stakeholders at various levels (from union to state/region to townships). This probably has been one of UNDP's comparative advantages. UNDP built the TDLG project gradually using its experiences in the local governance mapping exercise as well as the national local governance forum to build solid and trusted relations, both at the organizational as well as at personal levels, not only with the GAD but also with MoPF and the respectively Chief Ministers and their cabinets. This has provided UNDP with access to all key officials and levels of government which is a necessary condition for successful implementation of a project.

***Retaining conceptual focus and clarity:*** The design of the project emphasizes the transformation of township administrations to become more responsive to people's needs. By working with the government democratic reform agenda, using existing administrative structures provides opportunities for further improvements of the governance system. The project now needs to concentrate fully on carefully nurturing and cultivating what it has started. The project needs to continue focusing its capacity development activities on the basic core areas outlined in the project document rather than falling to the temptation of expanding into too many directions with too many different technical topics. Equally, the technical teams should continue to concentrate on providing technical support to the state/region governments and township administrations on topics directly related to the participatory planning, budgeting and budget- execution model put in place. UNDP is currently transforming the existing training material, used in the initial planning workshops, into a facilitators' guideline and a planning handbook, outlining and explaining the steps in the planning process. It will explain the necessary concepts to the W/VTAs in some more detail. The W/VTAs have repeatedly requested for more printed materials such as the grant manual, procurement manual and the Local governance reports used in the project.

***Diversifying delivery streams and partnerships:*** The ability of the project to regularly interact and provide capacity development activities to GoM staff on the concepts stems from another key success factor of the project: its ability to engage senior and technically experienced people in designing of activities and in interactions/assessments/presentations for government officials. The consultants are used on a retainer basis which means that they can follow up and continuously provide targeted, time-sensitive and specialized advisory support. Similarly, TDLG's collaboration and partnerships with Search for Common Ground and Oxfam leverage expertise and relationships to support higher order objectives but under a common programmatic logic. Going forward, the project seeks to extend these networks and partnerships, particularly with local organizations who have strong social capital and credibility amongst stakeholders.

***Investing in learning, knowledge and influencing policy:*** Meanwhile, continued attention will be given to capturing the wealth of knowledge and information the project is generating on the basis of its operations on the ground in three different locations. It provides a unique opportunity to contribute to a better understanding of the local governance landscape in Myanmar and the way it

evolves over time with regards to core areas of local governance and decentralized management of public service delivery. The project also offers opportunity for learning across states and regions and townships and the project should strategically use those opportunities to validate its relevance and functionality in different settings and adapt design when deemed necessary. The project has invested in a learning approach using the opportunities the project offers to regularly bring staff together in different locations to exchange experiences and engage with counterparts together to actively learn more about practices in other state/regions. Similarly, the project regularly brings key counterparts such as the TPICs or state/region high level officials together to exchange experiences and discuss policy implications e.g. the importance of discretionary funding for townships if an overall improvement of participation in local decision making will occur. The fact that the project is active in a total of 20 townships and three states and regions gives it a unique opportunity to streamline and improve practices over time and from its strong buy in from state/region governments also have an impact on union level policies.

It is possible to provide space and include the EAOs in the formal township annual planning processes and to improve the local level engagement between EAO representatives and township officials. The project has already proved that it is possible to get EAO proposals accepted by 'majority' communities and township officials in the planning processes and that there is demand for more interactions between EAO representatives and township/state level officials to share information and e.g. constructively agree on provision of services. UNDP were able to contribute to such progress already during the first round of planning UNDP supported and the experience so far is that it gets better and better every year. Important is to convey the same information to all involved parties and to pay ample attention on communication and updating of each part. [NB the planning for 2017/18 implementation was done 2016/17 so at a very early stage of the project]

The project has also shown its capacity to adopt and learn in how a greater gender balance in the planning workshops can be achieved. As a result of the first pilot in Kawa 2016 where the number of women was very low, a decision was taken and endorsed by Bago Chief Minister, to include the next layer of elected representatives, 10 HH leaders, in the planning sessions. A majority of those are women which has resulted in a significantly improved gender balance, approximately 30% of the participants are now women.

Ultimately, the TDLG approach has great potential to engage government in a discussion on fiscal decentralization and the role of townships in a democratic (local) governance system based on the actual experiences from the ground. However, being a process-oriented project, it is important that TDLG continues making one step at a time and ensure to stay focused on its core objectives.

## 9. Implementation Challenges

The planning process in the four townships in Thaton District 2017 faced challenges with regards to a shared understanding of the planning approach and selection of eligible projects. To ensure compliance with the Grant manual several review meetings with government was initiated by UNDP as it otherwise would have been impossible to approve the proposed projects. A meeting with the Chief Minister and Mon state cabinet was held February 21 to revisit the project objectives and to inform the cabinet that some of the suggested projects evolving from the planning process was not in compliance with the Grant manual and could not be approved. Following the meeting with the cabinet all Thaton District TPIC members were called for a joint review meeting in Thaton township to ensure that all projects follow the criteria in the Grant manual. A final State level review meeting with the revised plans and projects was organized in March under the leadership of the Mon state Planning Minister with participation of the State Secretary, Vice Speaker, State and district

government officials, representatives from Civil Society Organizations and TPIC members from Thaton District townships. The suggested revisions were discussed and agreed with all W/VTAs in the township prior to the meeting. In total 75 participants (42M/33F) attended the review meeting.

The severe delays of the construction work in Kawa township due to a number of issues such as i) difficulties in finding contractors, ii) transport challenges since roads cannot be used when it is raining, and it then needs some time to dry in order to be used by the trucks for the transport construction materials to the villages. However, a good monitoring setup was put in place where W/VTAs kept in touch with the construction company and the TPIC to regularly inform them about the road conditions. There is also a monitoring system in place allowing close communication between the Township governance officer, Senior Technical Specialist and the responsible persons on the ground from the township department and construction company to ensure quality and efficiency of the construction work. Out of the 18 planned projects during planning process in 2017, 6 projects have been fully completed (1 rural health center and 5 school buildings). 5 remaining projects (3 schools and 2 rural health centers) are expected to be completed end of February and 7 other projects will be completed by end of March 2019 (7 rural health centers).

In Bilin township the projects selected in the 2017 planning process included one road connection in a KNU area. The project was fully agreed by the KNU but in November coinciding with KNU's temporary withdrawal from the peace process dialogue a Letter of Objection was sent to UNDP and to the township administrator saying that KNU did not agree to implement the road. The case was submitted to the JMC by Mon state government and consultations were initiated with KNU by the township administrator to select another project instead. After some rounds of consultations and validations by the W/VTAs the KNU proposed a bridge (also in their area) instead. This has now been approved and is part of the projects to be implemented in Mon state in 2018. The incident illustrates that the project is sensitive to circumstances that are not directly controlled by the project but still can have serious implications on e.g. timely delivery.

A challenge the project seeks to address is the lack of systematic and institutionalized opportunities for the township officials, the W/VTAs, CSOs (and EAOs) to come together, listening to the same information, discuss with each other and agree on the most urgent priorities for their township in the current annual planning practice. There are some existing but not systematic consultations held by W/VTAs and reported back to different township departments with the aim to get input from the ground but there is no systematically organized process involving strategic representatives from key stakeholders that should be involved in an inclusive and participatory planning process. There are many initiatives supporting only one of the actors, e.g. CSOs, EAOs or randomly selected villages or sectors that do not contribute to an overall improvement of local governance structures neither contributes to sustainability and institutional development. This situation stresses the importance of using institutions, the formal structures, e.g. for planning purposes, the TPICs and systematically involving key local governance stakeholders.

A challenge for TDLG is that staff rotate which means that almost all trainings need to be conducted every year whilst at the same time the project needs to introduce new steps to continue the learning.

## 10. Priorities for Next Six Months

- Township annual planning workshops and development of Township annual plans in Bago (5) and Mon (10).
- Trainings for planning officials on linkages to MSDP
- Finalization of the SDG localization survey initiated in December in Kawa, Yedashe, Bilin and Thaton townships covering a total of 2400 households (600 in each township)
- 2<sup>nd</sup> module of Social Accountability trainings for CSOs and organizational development trainings for CSOs in Mon state.
- Introduction of Social accountability tools for Mon state government and Bago region government
- Initiation of women's caucuses groups in Mon State
- Finalization of the EAO engagement strategy and the study on KNU service delivery provision.
- Refresher trainings on usage of data and statistics and procurement processes
- Finalization of all infrastructure projects
- Technical working group meeting and joint field visit
- Decentralization seminar for NMSP

## ANNEXES

Annex 1- Table 12: Risk Log Matrix

S.N.	Description	Category	Likelihood of risk (scale of 1 to 5 with 5 being the most likely) <b>A</b>	Impact (scale of 1 to 5 with 5 being the highest impact) <b>B</b>	Risk factor (A x B)	Mitigation measures if risk occurs	Date risk is Identified	Last Update	Status
1	Little or no progress/interest by Government in developing the local governance agenda	Political	P= 2	National policy dialogue will receive less interest from government counterparts and willingness to adopt tested model for national replication will be low I= 5	10	1. Regular meetings and project updates with senior government officials 2. Board meetings to discuss/confirm support for local governance agenda 2. Midterm review (2019) to assess general situation	01.11.17	31st December 2018	Risk status is unchanged. The project continues to engage with at all levels of government to monitoring the risk. Rakhine State Government has committed to internalize the modality of participatory planning in its own budget process to better respond to people's needs.
2	Continued future minimal government funds/revenue for discretionary fund investment limits project model relevance	Political	P=2	National policy dialogue will receive less interest from government counterparts and willingness to adopt tested model for national replication will be low I=4	8	1. Regular meetings and project updates with senior government officials 2. Board meetings to discuss/confirm support for local governance agenda 3. UNDP CO to advocate for policy change on budget allocation and revenue collection 4. Midterm review (2019) to assess	01.11.17	31st December 2018	Risk status is unchanged. The project continues to engage with at all levels of government to monitoring the risk.



						general situation			
3	EAOs, in contested township territories, are not willing to actively participate in the project.	Political	P = 2	EAOs deny access to controlled areas and potentially raise criticism of project as partisan I = 4	8	4. Utilize staged approach to promote project to EAO leadership	01.11.17	31st December 2018	Despite the fact that KNU was in favor of and in agreement of a continued investment in a road construction in Bilin, they send a Letter of objection to UNDP and MSG in November 2018. MSG referred the case to JMC and negotiations started on possible other projects KNU could agree on. A proposal from KNU is now agreed with TPICs and the W/VTAs and other parties involved.
4	Stalled or interrupted peace process	Political	P = 3	Implementation in contested areas is stalled Potential EAO withdrawal from collaboration I = 4	12	1. Board meetings to review peace process project implications 2. Midterm review (2019) to assess general situation	01.11.17	31st December 2018	Progress in some of EAO areas progressed at slower pace due to the developments and pace in the broader peace process. The project continues to engage with EAO stakeholders but cannot influence the broader peace process.
5	Governance structures are reformed and township level governance and service delivery becomes less	Regulatory	P = 1	Model becomes obsolete and irrelevant to national policy agenda I = 5	5	1. Board meetings to discuss/confirm support for project model 3. Midterm review (2019) to assess general situation	01.11.17	31st December 2018	Risk status is unchanged. The project continues to engage with at all levels of government to monitoring the risk. .
6	State/regional governments fail to promote project model to Union Government	Political	P= 3	Policy advocacy at union level may be less effective I= 3	9	1. Facilitate peer exchange nationally/internationally on policy advocacy approaches 2. Continuous	01.11.17	31st December 2018	Bago Planning Minister is strongly advocating for project model replication to Union government. Mon state governments Planning minister has

						interactions with all levels of government			increased the engagement and is advocating stronger for the model
7	Misuse of funds	Operational	P= 3	Reduced quality of grant investments and loss of public trust and government interest I= 4	12	1. Use of HACT assessments and external audit as guidance for financial management capacity development Support to and close monitoring of procurement processes and implementation of infrastructure project by field staff	01.11.17	31st December 2018	Risk status is unchanged. The project continues to engage with at all levels of government to monitoring the risk. External audits planned for 2019.
8	Low grant utilization by township	Operational	P= 4	Reduced project impact Potential project extension	16	1. Field staff to monitor fund utilization and report monthly	01.11.17	31st December 2018	FY 2016/2017, grant has been fully executed in Bilin township. Grant has been executed 85% in Kawa township and remaining work constructions will be completed end of March. Lessons learned from these two pilot townships benefitted grant execution FY 2018/2019 5 townships in Bago are well on track and already executed 25% of the grant as of 31st of December 2018 and 4 townships in Mon will proceed to first execution first quarter 2019.
9	Grant investments delivered at substandard quality	Operational	P= 4	Reduced project impact and loss of public trust I= 3	12	1. Advocate for vendor payment against quantitative and qualitative deliverables Progress monitoring as per Grant manual	01.11.17	31st December 2018	Quality control mechanism well- established and based on rules and regulation of government. Monitoring missions were conducted to assess grant investments quality.

						and procurement guideline joint with township concerned departments, S/R representatives, MPs and W/VTAs 3. Raise awareness of complaint mechanism as per the Procurement guideline.			
10	Township administration failing to prioritize actual needs	Operational	P= 4	Reduced project impact and loss of public trust I= 3	12	1. Engagement of external expertise on data collection and analysis 2 Annual update of grant manual 3. Raise awareness of complaint mechanism as per the Procurement guideline.	01.11.17	31st December 2018	Risk status is unchanged. The project continues to engage with at all levels of government to monitoring the risk. Township plans fulfilled Grant Manual criteria and consultative and participative annual planning process was conducted.
11	EAOs unwilling to participate in planning sessions and joint capacity development	Operational	P= 3	Conflict between township administration and EAOs I = 4	12	1. EAO consultations to address participation 2. Provide regular update to EAO leadership on project progress	01.11.17	31st December 2018	KNU representatives of relevant departments actively participated in the planning workshops as well as in other trainings and tailor-made interventions such as the training on good local governance and decentralization training. NMSP responded positively to meetings with UNDP local governance project and to engage in the project. Representatives to participate in the planning workshops has been assigned by the NMSP liaison office for the three townships with NMSP presence.

12	EAO township officers not empowered to make decision on township plans	Political	P= 4	Delayed implementation of	8	1. EAO consultation to officers 2. Facilitate updates on planning process to EAO leadership for buy-in	01.11. 17	31st December 2018	Procurement training conducted for KNU and township officials jointly. EAO representatives are assigned to participate in the upcoming planning process.
13	Timing of Research publication not responding to national local governance agenda	Operation	P=2	Reduced state/region level ownership of project and effectiveness of policy advocacy I= 4	8	Maintain regular consultation with State/Region Government on relevant research	01.11.17	31st December 2018	Risk status is unchanged. The project continues to engage with at all levels of government to monitoring the risk.
14	Project fails to maintain equal standards and approaches for implementation between UNDP and Oxfam	Operational	P=2	Reduced effectiveness and efficiency Stakeholder confusion on model concept Reduced ability to document learnings I=3	6	1. Joint coordination, learning sharing and work planning meetings 2. Peer exchange on implementation standards	01.11. 17	31st December 2018	Risk status is unchanged. The project continues to engage with at all levels of government to monitoring the risk. Revised proposal submitted by Oxfam to UNDP to plan next implementation and workstreams and regular exchange meetings have been held.
15	Power dynamics between planning process participants negatively influence planning sessions and investment decisions	Political	P=3	Reduced trust of participants in planning process and investment decisions I=2	6	1. Monitor stakeholder dynamics during planning sessions Promote evidence-based decision making and build capacities	01.11. 17	31st December 2018	Risk status is unchanged. The project continues to engage with at all levels of government to monitoring the risk. Positive feedback from participant of planning sessions in Mon State and Bago Region based on evaluation sheet.

**Annex 2: Table 13: Issue Log Matrix**

S.N.	Type	Date Identified	Description and Comments	Resolution measures recommended	Status of the issue	Status Change Date
1	Operational	September/ October 2017	Delays in project implementation due to issues with the recruited Oxfam staff	Discussions with Oxfam led to a revised proposal where UNDP took over the responsibility and management of Township governance officers	10 TGOs for Mon State have been recruited and all already started their assignment in their respective townships	April 2018
2	Operational	Beginning of the election	W/VTA election that interrupted planned trainings for female HH leaders for a couple of months	Trainings could only start after W/VTA election	Drafting of training material and concept notes for women's leadership trainings initiated in Quarter 1. Trainings held in quarter 3 and 4.	April 2018 (end of W/VTA election)
3	Operational	January 2018	Quarterly disbursement of grants creates high transaction costs given the number of days required for grants to be sent from UNDP and received by townships. This creates large delays in project implementation for townships since a regular stream of funding of not always available during peak implementation periods.	UNDP is seeking support from its HQs to disburse funds on a bi-annual basis. However, accounting and liquidation of funds will still take place on a quarterly basis to minimize fiduciary risk.	HQ refused to proceed with disbursement on a bi-annual basis to minimize fiduciary risk.	October 2018

4	Political	June 2018	Engagement with NMSP continues to progress. However, engagement with the TDLG project has been slowed given the broader position of the NMSP vis-à-vis the peace process.	TDLG continues to have open dialogue with NMSP and pathways remain open for subsequent engagement. Awaiting response from NMSP officials on how best UNDP can support their engagement in the upcoming planning process. UNDP has offered a number of various efforts in this regard.	NMSP has assigned representatives to participate in the township planning FY 2018/19.	December, 2018
5	Operational	April 2018	Grant in Kawa township was underutilized over the course of the fiscal year. This was largely due to the new year. This was largely due to the new procedures instituted by UNDP on fiscal transfers, but also implementation challenges faced by the township. Some of the grant utilization was underspent due to currency gains (MMK- USD), leaving a surplus of funds.	A comprehensive “Process Review” was recently put together to examine issues in the Kawa pilot. Joint monitoring missions was also conducted with the township to understand the challenges and inform the upcoming fiscal year.	Monitoring mission conducted in September 2018 in Kawa and Bilin, missing documents were identified, explanations of the procedure was given to the TPIC members	June 2018
6	Programmatic	May 2018	Social accountability trainings need to be highly contextualized within the implementation strategy outlined through the TDLG Grant Manual and Procurement Guidelines. Otherwise, they risk being stand-alone activities that do not leverage opening provided through the grant processes.	UNDP and Oxfam worked together to review the conceptual focus of social accountability trainings and to identify entry points to test social accountability tools/approaches that can then be replicated/scaled in subsequent years. UNDP engaged a consultant during the fourth quarter to work on supply side social accountability mechanisms to complement Oxfam’s work.	Oxfam revised proposal Accepted and reflected in AWP	Ongoing

## *Annex 3 – Success stories*

### **First participatory township planning year cycle concludes in Mon with a takeaway: it works.**

*For the last year, by systematically involving and giving voice to people and elected representatives, access to water, sanitation, education and roads have improved in Bilin, bringing new prospects for sustainable development, peace and democracy.*

*Bilin, Mon State, October 2018.*



*Village Tract Administrator Daw Cho Cho Myint from Thae Phyu Chaung in Bilin, one of the very few female Village Tract Administrators in Myanmar. In Mon state there are a total of nine. Photo: UNDP*

One year back she couldn't have imagined where she stands today. One of the very few female village tract administrators in the country, merely one hundred out of 16,789 across Myanmar, Daw Cho Cho Myint the results and lessons learned in her community of applying the approach used in the Township Democratic Local Governance project in Bilin. With pride she went to describe what this has meant to her township and to herself: a new high school and a health center, for which she is very "grateful". Most importantly for her was that the "needs of the people in her village have been transmitted to the township planning and implementation committee and agreed by all stakeholders as projects to be implemented and funded by a township development grant".

With other community representatives, together with civil society, township officials, donors and UNDP technical team, she had gathered in Bilin to celebrate achievements and lessons learned of the first township participatory planning process in all Myanmar. In spite of all their differences, there is something they all agreed on: the renovated schools, the improved access to sanitation, the water supplies in schools and new health and transportation infrastructures demonstrate that, even if in a small scale, when communities are given a voice the quality of the delivery of public services by the government improves. Equally important, when people understand how decisions at different levels of government are made, trust between the government and the people increases.



## More than grants: learning by doing what democracy means in practice

U Kyaw Swar Ye, township administrator of Bilin, is unhesitant to describe the process. It is not just about the grant, but also about understanding how government and communities can work together at the local level and develop the skills and capacities that are needed to do so. “The people and officials from different departments in the township have gained a lot of experience from this project” he explains, adding that “we can fulfill the needs of the people, by overcoming together the many challenges we face in Bilin”.

Of challenges, there are many in Bilin. A township at the heart of Mon State, Bilin has two different regions, the hills and the plains, with very different development needs. A large proportion of the population lives in remote areas and during rainy season access to basic services is a feat of courage and community collaboration. Moreover, Karen is widely spoken in the area while public services are mostly delivered in Myanmar language.

To make public service delivery even more challenging, while a significant part is administered by the government, some parts of the territory, mostly in the hills, are partly administered by the Karen National Union (KNU), one of the ethnic armed organizations that signed the Nationwide Ceasefire Agreement. As part of the interim arrangement under the NCA agreement, Government of Myanmar and the EAOs have committed to coordinate delivery of public services but very few concrete examples of collaboration had happened to date.



*Kyar Kwin village tract administrator, U Soe Thein explains that even if his village tract wasn't chose for funding, the participatory planning was a learning exercise that allow to better understand planning processes and SDGs. Photo: UNDP*

## Multisectoral grants, multidimensional results

Based on the understanding that needs differ from township to township, the grants are multisectoral, meaning that can be used by any department, from health, education, rural development to road construction. What it is important is that the grants are designed to respond to local development priorities identified through a participatory township planning process and are utilized through using the institutions functioning in the township.

The key of the success of this approach lays on the concept of public participation and government engagement. To that end the project has convened township sectoral departments, community representatives, Hluttaw members, Mon state government officials, and representatives from Civil Society organizations in an inclusive township planning process; developed project specifications and managed public procurement processes; monitored and oversaw the implementation of the work works.



*The community of Awun Gyi village decided that for improving the learning conditions in Awun Gyi Middle school, a small grant should support improving its roofing and safety infrastructures. Photo: UNDP*

After consultation processes, led by the ward and village tract administrators and with input from civil society organizations and Hluttaw members, communities agreed in investing the 207,000 USD grant, which equals to an allocation of approximately one dollar per person living in Bilin township, in several construction works: new toilets for local public schools in 26 villages, bringing access to sanitation for 3,876 students; twelve primary schools have been renovated, improving the conditions in which 1,600 children learn; clean water supplies for thirteen schools; a road connecting several villages and one rural health center that now allows access to primary health care of remote communities. Two of the largest projects were selected in mixed controlled areas.

## Looking forward: scaling up and consolidating peace



*U Thar Thar, KNU Secretary for six village tracts in Billin, during the pening of a new health center in Kyauk Lone Gyi. Photo: UNDP*

The township administrator, U Kyaw Swar Ye explains how the different departments that constitute the Township Planning and Implementation Committee (TPIC), after the priorities were made in the participatory planning process, engaged in many conversations with the KNU and jointly agreed how the project should be implemented and what could benefit their communities the most. “Through cooperation and good relationships, we have successfully finished the projects and overcome all obstacles along the process”.

For example, as a result of the participatory planning process a new road connecting A Sue Chaung with Paw Khee has been built with TDLG funds. In-depth communication between the township responsible sectoral department and the KNU administration, for the mutual benefit of both communities, have led to the successful culmination of this infrastructure work. This has reduced transportation times by half and has also improved trade in the township. What it is even more meaningful, describes Daw Mon Mon Then, UNDP Senior technical specialist in the area, “is that the village tract administrators of other parts of Bilin fully agreed during the planning process to allocate the resources to villages controlled by the KNU”. U Thar Thar, KNU secretary in the North of Mon state confirms that indeed the Karen community was listened to and participated in the process.



Peter Bachelor, UNDP Country Director, Anki Dellnas, UNDP Local Governance Chief Technical Advisor, Daw Cho Cho Myint village tract administrator in Thae Phyu Chaung tract and U Kyaw Swar Ye, township administrator Bilin. Photo: UNDP

The unprecedented experience of Bilin, together with a similar pilot in Kawa, Bago, marks the first-ever pilot to test out a model for participatory township planning, fiscal decentralization and usage of a needs-based formula allocation for local service delivery in Myanmar. The approach is now reaching a total of 20 townships in Bago, Mon and Rakhine and have been incorporated into governments annual township planning processes. While UNDP together with development partners and government are looking how to scale and expand the approach across Myanmar, Daw Cho Cho Myin and other village tract administrators have already started to consult their communities and discuss what priorities should be put forward for the next planning cycle. “The needs are many and even though we have increased our skills in using statistics and data it is still not easy to prioritize”, describes U Myint Oo, Assistant Director from the planning department and secretary of the TPIC, “but a participatory planning process help us to select what to fund and support the transition into democracy of our country by listening to the people of Bilin”.

**Annex 4 – Table 14: List of revised M&E Indicators that incorporate donors’ feedback**

Old Indicators	New Indicators	Remarks
<b>OUTPUT 1: Township administrations have improved capacity to respond to people’s needs</b>		
1.1. % of trained township administration staff reporting having been able to apply public sector management skills for successful implementation of township development grants (disaggregated by sex).	1.1 Number of supported townships which meet set criteria to perform participatory planning effectively (functionality index)	1.1 This indicator intends to measure how Township administrations and particularly the Township planning bodies, improve their capacity to reach out to and respond to people’s needs through a more inclusive annual planning process.
1.2 % Township Development Grant planning cycles completed in compliance with Grant Manual	1.2 Percentage of grant executed within fiscal year	1.2 This indicator describes to which extend the township development grant has been executed within fiscal year. It intends to measure townships’ capacity to execute the grant after receiving fund transfer from Region or State Government to Township account
1.3 % of Township Development Grant capital investments completed as per work plan	1.3 Percentage of projects (a) starting implementation and (b) completed physical and financial progress in line with guidance and quality standards in line with grant manual	1.3 This indicator intends to reflect on the implementation stage of selected projects funded by the Township Development Grant
1.4 % of township administrations that managed resources in accordance with national public procurement standards and regular external audits	1.4. Percentage of projects which meet minimum benchmarks as per Procurement Guidelines	1.4 The indicator assesses how the project has supported the introduction of effective, transparent and accountable procurement practices, based on the Procurement Guidelines.
1.5 % of township development grant capital investment portfolios with accumulated “satisfactory” rating received by people’s representatives	1.5. Number of supported townships in which at least five social accountability mechanisms are used	1.5 This indicator measures the extent to which supported township administrations put in place social accountability
1.6 % of complaints and issues received via complaints mechanism addressed by township administrations		



1.7 % of public financial management procedures, guidelines, policies put in place by state/region government		
OUTPUT 2: Improved engagement between people and township administrations on public service delivery		
2.1 % of participating women reported having satisfactory access to planning process	2.1. Number of women benefitted (trained) from women empowerment measures enable to advocate for women concerns	2.1 This indicator gives information on the number of women that benefit from different empowerment measures through UNDP interventions.
2.2 % of people reporting being satisfactorily informed on township planning process by their ward/village tract administrator (disaggregated sex)		
2.3 % of people reporting improved public service delivery (disaggregated by sex)	2.2 Percentage of W/VTAs that hold and document at least three community consultations on community priorities involving both men and women during the planning process  2.3 Percentage of CSO engaged in supported Townships reporting having improved engagement with Township Administrations	2.2 This indicator measures the extent to which W/VTA share information and hold community consultations
2.4 % of civil society members reported satisfactory engagement with township administrations		2.3 This indicator measures the extent and quality of the engagement between Township Administrations and Civil Society Organizations that moves progressively from participation in the township planning process to regular engagement on service delivery.
OUTPUT 3: Improved engagement of EAOs in annual township planning and public service delivery		
3.1 % of townships with Ethnic Armed Organizations engaged in township planning processes	3.1. Percentage of grant that funds projects located in EAO areas	3.1 This indicator measures the extent the percentage of grant that funded projects located in EAO areas.
	3.2. Number of supported Townships with EAO areas showing	3.2 This indicator measures the extent and quality of the engagement between Township Administrations and

3.2 % of mixed-administered townships with improved participation, alignment and convergence organizations	improved engagement between EAOs and TA on service delivery	Ethnic Armed Organizations (EAOs) in TDLG-supported Townships with EAOs that moves progressively from participation in the township planning process to regular engagement on service delivery
<b>OUTPUT 4: Policy and institutional decentralization reforms informed by technical support and research</b>		
4.1 % policies for public participation developed and used	4.1 Number of case studies, policy documents and knowledge products produced based on lesson learned from township planning process, PFM, testing of social accountability, gender actions and engaging CSO in documenting changes at community.	4. This indicator measures the number of case studies, policy documents or workshop held to support replication of model and learning.
4.2 Formula based allocation for participatory local development planning taken up by government		
4.3 % of Innovative local administration and service delivery practices tested		



## Annex 5 – Mon State and Bago Region, overview of projects, budget and contractors

**Table 15: Mon State, overview of projects and budgets, FY 2017/2018**

Township	Ward/Village Tract	Selected projects	Budget amount
Kyaikhto	ZePhyang, Suppanu	(3) Schools, (7) Toilets & (94) Sets of School Furniture Construction,	96,324,002
	MaLotChaung, Kyaik KaThar, Khalon Village Tracts and MaYanChaung, PyinKaToeKone Villages Tracts	(2) Rural Roads Construction	144,649,390
Thaton	In Sein Ywar Lae Vil	Bridge	108,410,489
	Danu Vil	Electric	63,166,356
	Saw Ah Phoe Vil	Road	66,725,920
	Thone Eain Su and Shwe Baw Kone Vil	2 Schools	67,730,267
Bilin	Shwe Hlay VT	Construction of New School (100' x 30') (RC) (2 story)	144,000,000
Paung	Nyaung Kone Gyi	SRHC construction	63,000,000
	Kyar Bo	SRHC construction	63,000,000
	Paung Ward, Htar Wae Su	3KG school's construction	88,800,000
	Ah Hlat - Khin Tan		
	Ta Kun Taing		
	Ei Pyit - Kyone Wa	Rural Road connection	61,200,000

**Table 16: Bago Region, overview of projects and budgets FY 2017/2018**

Township	Village	Project description	Contract amount
Kawa	Khamagyi, Thapyaykan, Makyatkyi	Kawa-Khamagyi-Thapyaykan-Makyatkyi concrete road	172.88
		MoeKanane-MoeMyanmar Kanker road	51.88
		<b>Kawa total</b>	<b>224.76</b>
Thanatpin	Min Ywar, Kyi Pin Su	Minn Ywar, Kyee Pin Su village 2-mile-long, 12 feet width earthen road construction	193
		<b>Thanatpin total</b>	<b>193</b>
Yedashe	Min Kyaung	Construction of Branch Middle School, Min Kyaung (90'x30' steel structure)	40.5
	Aung Chan Thar	Construction of Standard Sub Rural Health Centre (Aung Chan Thar) construction	62.686
	Hle Pwe Kyi	Construction of deep tube well in Hle Pwe Kyi village (4 inch, 400 feet)	15
	Myint Sate, Ngapyaw Taw, Saung Eai	Rural Road construction, Gway thae- Thargara (Myint Sate-Ngapyaw Taw-Saung Eai) 1.5-mile Kanker road	114.173
	Mae Waw	Mae Waw bridge construction (RC Concrete bridge, 40 feet long, 14 feet width)	66
		<b>Yedashe total</b>	<b>298.359</b>
Paukkhaung	Kha Yan Sat Kone, Kan Kyin	Construction of rural road in remote area (Kha Yan Sat Kone - Kan Kyin) 4.5-mile Kanker road	186.8727
		<b>Paukkhaung total</b>	<b>186.8727</b>
Monyo	Hin Thar Chaung	Construction of Hin Thar Chaung Bridge on Monyo-Nattalin road (50 feet long, 14 feet width and 16 feet high. RC concrete)	80
	Ye Kin, Kyun Nyo, Thet Kal Tan	Construction of rural Kanker road (Ye Kin-Kyun Nyo-Thet Kal Tan road) 4000 feet	39.94
	Pa Htaw, Myit Thar, Kyauk Wa	Construction of rural concrete road 2200 feet (Pa Htaw-Myit Thar-Kyauk Wa village tract connection road)	50.79
		<b>Monyo total</b>	<b>170.73</b>
	<b>Grant Total</b>		<b>1073.7217</b>



*Empowered lives.  
Resilient nations.*

## **United Nations Development Programme**

No.6, Natmauk Road, Tamwe Township, Yangon 11211.

Republic of the Union of Myanmar.

Phone : +95(1) 542910 to 19

Fax : 95(1) 544 531

Email : [registry.mm@undp.org](mailto:registry.mm@undp.org)

[www.mm.undp.org](http://www.mm.undp.org)