



**UNITED NATIONS DEVELOPMENT PROGRAMME
GOVERNMENT OF MYANMAR
Project Budget**

ATLAS NO. (UNDP) 00013948

Project Number: MYA/01/001
Project Title: Integrated Community Development Project

Start Year: 2003

End Year: 2010

Executing Agent: UNDP: United Nations Development Programme

Implementing Agent: UNDP: United Nations Development Programme

Revision Type: Substantive Budget Revision

Budget Financing (In US\$)			
INPUTS	Current	Previous	VARIATION
UNDP	2003-2010	2002-2007	2008-2010
01-UNDP-IPF / TRAC - (Trac 1.1.1 & 1.1.2)	32,803,520	21,803,520	11,000,000
Third Party Cost Sharing - ICDP	505,422	5,422	500,000
Third Party Cost Sharing - Nargis Early Recovery	7,177,618		7,177,618
TOTAL INPUTS	40,486,560	21,808,942	18,677,618

Brief Description:

This revision is prepared to increase the total project budget by \$18,677,618 in order to provide allocations for the project activities to be implemented during the three year (2008-2010) extension period. The project budget also reflects the cost sharing funds received in view of cyclone Nargis and these contributions have been reflected under the Nargis Early Recovery activities of this project in the ICDP delta townships. The award now totals \$40,486,560.

Approved by:	Signature:	Date:	Name/Title:
Government:		30.1.2009.	Myo Myint Director General Department of Development Affairs Director General, Department of Development Affairs
Executing Agency:		30/1/09	Bishow Parajuli UN Resident & Humanitarian Coordinator UNDP Resident Representative, UNDP Yangon, Myanmar
UNDP:		30/1/09	Bishow Parajuli UNDP Resident Representative, UNDP UN Resident & Humanitarian Coordinator UNDP Resident Representative Yangon, Myanmar

MYA/01/001: Integrated Community Development Project (ICDP)
(Addendum to the Project Document)

This addendum pertains to the extension of the ICDP project duration for three additional years (2008-10).

During the above-mentioned period, the ICDP project will continue to monitor, sustain and consolidate its activities in villages that are already being assisted by the project and also start new activities in new villages in the current project townships. The same project strategy, approach and modus operandi of the ongoing ICDP project will be applied in planning and implementing the community development activities.

In addition, ICDP will also intensify activities in the Ayeyarwaddy Delta to help communities in the project townships in the delta to recover from the effects of cyclone Nargis.

With a view to achieving tangible results, more efforts will be concentrated to the existing selected townships. Mutually agreed townships may be considered for expansion on the basis of resources available.

As in previous years since the inception of the project in 2003, ICDP will continue to be directly executed by UNDP during the period 2008-2010, in collaboration with the Ministry of National Planning and Economic Development and concerned line Ministries.

Budget and Inputs

In order to meet the anticipated costs of the above-mentioned three-year extension, the UNDP Country Office has allocated an amount of US\$ 11 million from its core (TRAC) resources. In addition, a total of US\$7,677,618 from third party cost-sharing sources has so far been mobilized and secured for 2008. The project budget also reflects the cost-sharing funds received as a result of cyclone Nargis, and these contributions have been allocated towards the Early Recovery activities of this project in the ICDP delta townships. A description of the inputs to be funded by this amount is given below.

Description of inputs for ICDP (2008-2010) US\$

BL	Description	Budget 2008	Budget 2009-2010	Budget 2008 to 2010
019	Personnel Total	1,346,977	1,583,023	2,930,000
029	Subcontract Total	250,000	400,000	650,000
039	Training Total	80,000	195,000	275,000
049	Equipment Total	535,750	194,250	730,000
059	Miscellaneous Total	143,981	614,570	758,551
079	Micro--Capital Grants Total	1,129,497	4,285,503	5,415,000
	Facilities & Administration Total	41,449	200,000	241,449
099	TRAC Total	3,527,654	7,472,346	11,000,000
	Cost-sharing (ICDP)	500,000		500,000
	Cost-sharing (Nargis Early Recovery)	7,177,618		7,177,618
	Cost-sharing Total	7,677,618		7,677,618
	GRAND TOTAL	11,205,272	7,472,346	18,677,618

HDI-IV: Integrated Community Development Project

Executive Summary

The current Five Year Plan of the Government of Myanmar places a high priority on the development of rural areas. In a context of minimal ODA and extremely limited government resources, initial development priorities have been on the provision of basic infrastructure and communications. Few resources have been available to directly assist poor communities to undertake or improve their own development and food security initiatives in parallel to the Government's efforts. Since 1994, UNDP, in directing resources to poor communities through the medium of the Human Development Initiative (HDI) programme, has played a major role in complementing the overall rural development and food security effort.

The *Integrated Community Development Project* will be implemented under the next phase of the HDI programme (HDI-IV). It will be a three-year project (2002-2004). The project represents both continuity and refinement in relation to the earlier programme.

The project area will continue to cover some 3,743 communities located in 11 townships in the Dry Zone, southern Shan State and the Ayeyarwaddy Delta. The project will focus on both consolidation of community level activities initiated in earlier phases of HDI and on an expansion of activities to new communities.

Under HDI-III, target communities in the three regions areas were served by nine separate sectorally based projects. These comprised three Sustainable Food Security projects and projects covering the thematic areas of Primary Health Care, Water Supply and Sanitation, Education, HIV-AIDS, Micro-Finance, and Community Development. Two of the projects - HIV-AIDS and Micro-Finance - will continue under HDI-IV as separate stand-alone projects. However, the thematic areas served by the remaining seven projects will converge into a single integrated project.

In addition to the two thematic projects and the *Integrated Community Development Project*, the Community Development of Remote Townships Project (CDRT) will also continue under HDI-IV. In its previous phase CDRT operated in 10 townships in Kachin, Chin and Rakhine States. The two integrated projects will provide many opportunities for exchange and learning between project staff and communities.

The new integrated project structure, as well as the project's emphasis on basic needs, will allow considerable resource efficiencies to be introduced. The integrated approach is also consistent with the lessons learned from earlier phases of HDI and with recommendations arising from the evaluation process. It will allow for a more demand driven approach and a more coordinated response in assisting communities overcome the local constraints to community development and sustainable food security. It does not seek to minimize the importance of any key development sectors; rather it will take a holistic and coordinated approach to local development priorities.

The transition from a sectoral to an integrated approach will present a significant challenge. This will demand appropriate revision of project management and organizational structures as well as understanding of the new holistic development paradigm on the part of project staff and stakeholders.

The development objective will be:

- To strengthen the capacity of poor communities to address the basic needs of the community, especially those of the poor and disadvantaged.

The project aims to contribute towards the attainment of its Development Objective through one main integrated Immediate Objective:

To cultivate and strengthen the capacity of village institutions and CBOs in project villages to plan and undertake development activities that address their basic and social and food security needs in a participatory, sustainable and transparent manner.

In pursuit of the above objective the project will pursue responsive and demand driven approaches in supporting community and group initiatives aimed at sustainably addressing the basic needs of the rural poor.

The project will have a small, highly professional management unit based in Yangon. The management unit will be assisted by a team of professional technical personnel who will provide technical advice to the Project Manager, and also to the townships as required.

Management authority will pass from the Project Manager to the township staff through the Township Coordinator and there will no longer be directive lines of authority through the technical sectors. While technical and thematic skills will be represented among township and field staff, they will function primarily as a coordinated multi-sectoral team.

A strong emphasis will be placed on appropriate staff selection and subsequent team building and process training. This will be required to ensure and reinforce the multi-sectoral approach and to maintain the project focus on community level capacity building aimed at strengthening and empowering communities to undertake appropriate measures to satisfy the basic needs of all community members.

In new townships the project will utilize simple approaches based on a comprehensive needs analysis incorporating PRA methodologies. Two complementary mechanisms will be employed through which communities and affinity groups respectively will be supported by project grants. These will be a Community Infrastructure Grant Fund and a Sustainable Livelihoods Development Fund. It is anticipated that each of these funds will operate in at least 220 new target villages during the project lifetime.

More complex will be the consolidation of activities in villages that have received particular sectoral interventions during earlier phases of HDI. Various interventions scattered over some 3,330 villages have been introduced, in many cases without adequate sectoral coordination. This has resulted in the employment of different approaches to such issues as resource delivery, group formation, savings and capital protection, and repayment expectations, often within the same community.

It is anticipated that, in addition to the new target villages, the project will be able to make small infrastructure grants to some 1,210 villages through the Community Infrastructure Development Grant Fund, and seed funding to some 880 community groups through the Sustainable Livelihood Development Fund.

Where divergent community organizational structures and funding mechanisms introduced during earlier phases of HDI are encountered, the project will avoid encouraging directive modification. The simplified model to be utilized in the new target villages could be offered as an alternative

model for convergence, but the project should support through capacity building, technical knowledge, and as far as is possible with capital grants, all operating groups which include and support the interests of poor and disadvantaged community members.

An extensive support programme of capacity building and knowledge and skills enhancement will complement the community infrastructure and income generation activities. This will include skills training, quality improvement of education and the availability of literacy training. Health issues will be approached through improvements in community infrastructure, continuation of self-care training and the provision of essential drugs.

It is anticipated that the project will be executed by a single Agency modality, and that the lead counterpart agency will be the Development Affairs Department, Ministry of Progress of Border Areas and National Races and Development Affairs.

UNDP inputs will include personnel costs for all project staff, additional funds to sub-contract service providers to undertake training and produce training materials, grant funds for community infrastructure and seed funding for income generating activities, staff training activities, and maintenance and operation costs. The total project budget will be \$10 million.

**GOVERNMENT OF THE UNION OF MYANMAR
UNITED NATIONS DEVELOPMENT PROGRAMME**

INTEGRATED COMMUNITY DEVELOPMENT PROJECT

Brief Description

The Integrated Community Development Project (ICDP) represents a convergence of seven sectoral projects which were operational in 11 Townships in the Dry Zone, Shan State, and the Ayeyarwaddy Delta under HDI-III. Operating in the same townships, the new integrated community development project will aim to consolidate gains in earlier target villages and to expand to cover a significant number of new villages. Based on the lessons drawn from earlier phases of HDI, the project will utilise an integrated, multi-sectoral and strongly demand-driven approach. The objective of the project is to strengthen the capacity of poor communities to address the basic needs of the community, especially those of the poor and disadvantaged. Benefits are expected in the areas of community governance, improved quality of health and educational services, and improved food security and income generating opportunities for the poor.

Date:

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ANNEXES

ACRONYMS

ANR	Agricultural and Natural Resources
CBO	Community-Based Organisation
CDF	Community Development Facilitators
CDRT	Community Development for Remote Townships (Project)
CDW	Community Development Worker
CHP	Community Health Promoter
CLEW	Community Level Extension Worker
CO	Country Office
DDA	Department of Developmental Affairs
DEX	Direct Execution
FAO	Food and Agriculture Organisation
GC/EB	Governing Council / Executive Board
GDP	Gross Domestic Product
HDI	Human Development Initiative
HIV / AIDS	Human Immuno-Deficiency Virus / Acquired Immune Deficiency Syndrome
ICDP	Integrated Community Development Project
IEC	Information Education and Communication
IPM	Integrated Pest Management
M&E	Monitoring and Evaluation
MOA	Memorandum of Understanding
NGO	Non-Government Organisation
O&M	Operation and Maintenance
ODA	Overseas Development Assistance
PHC	Primary Health Care
PRA	Participatory Rural Appraisal
PTA	Parents and Teachers Association
RBM	Results Based Management
SHD	Sustainable Human Development
SRG	Self Reliance Group
SRF	Strategic Result Framework
TAWP	Township Annual Work Plans
UNCHS	United Nations Centre for Human Settlements
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific & Cultural Organisation
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
VHC	Village Health Committee

HDI-IV: Integrated Community Development Project

Executive Summary

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The *Integrated Community Development Project* will be implemented under the next phase of the HDI programme (HDI-IV). It will be a three-year project (2002-2004). The project represents both continuity and refinement in relation to the earlier programme.

The project area will continue to cover some 3,743 communities located in 11 townships in the Dry Zone, southern Shan State and the Ayeyarwaddy Delta. The project will focus on both consolidation of community level activities initiated in earlier phases of HDI and on an expansion of activities to new communities.

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In addition to the two thematic projects and the *Integrated Community Development Project*, the Community Development of Remote Townships Project (CDRT) will also continue under HDI-IV. In its previous phase CDRT operated in 10 townships in Kachin, Chin and Rakhine States. The two integrated projects will provide many opportunities for exchange and learning between project staff and communities.

The new integrated project structure, as well as the project's emphasis on basic needs, will allow considerable resource efficiencies to be introduced. The integrated approach is also consistent with the lessons learned from earlier phases of HDI and with recommendations arising from the evaluation process. It will allow for a more demand driven approach and a more coordinated response in assisting communities overcome the local constraints to community development and sustainable food security. It does not seek to minimize the importance of any key development sectors; rather it will take a holistic and coordinated approach to local development priorities.

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To cultivate and strengthen the capacity of village institutions and CBOs in project villages to plan and undertake development activities that address their basic and social and food security needs in a participatory, sustainable and transparent manner.

In pursuit of the above objective the project will pursue responsive and demand driven approaches in supporting community and group initiatives aimed at sustainably addressing the basic needs of the rural poor.

From the experience of earlier HDI phases it can be anticipated that community needs, as expressed through the PRA process, will include a strong emphasis on livelihood and food security opportunities. The exact type and range of food security activities to be supported is not quantified at this stage. Activities will vary between regions and possibly between communities. However, it is expected that a combination of agriculture, livestock, horticulture, fisheries, and aquaculture activities will be prioritised by new target groups. These types of activities will also receive ongoing support in consolidation villages. This will in turn require consideration of land conservation and forestry issues as well as a strong emphasis on natural resource management. The project may not have all the required in-house technical skills available in all townships, however, funds are available to sub-contract local technical expertise as required. The local staff will be responsible more for ensuring a thorough needs analysis and presentation of viable options to the target groups.

The project will have a small, highly professional management unit based in Yangon. The management unit will be assisted by a team of professional technical personnel who will provide technical advice to the Project Manager, and also to the townships as required.

Management authority will pass from the Project Manager to the township staff through the Township Coordinator and there will no longer be directive lines of authority through the technical sectors. While technical and thematic skills will be represented among township and field staff, they will function primarily as a coordinated multi-sectoral team.

A strong emphasis will be placed on appropriate staff selection and subsequent team building and process training. This will be required to ensure and reinforce the multi-sectoral approach and to maintain the project focus on community level capacity building aimed at strengthening and empowering communities to undertake appropriate measures to satisfy the basic needs of all community members.

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An extensive support programme of capacity building and knowledge and skills enhancement will complement the community infrastructure and income generation activities. This will include skills training, quality improvement of education and the availability of literacy training. Health issues will be approached through improvements in community infrastructure, continuation of self-care training and the provision of essential drugs.

It is anticipated that the project will be executed by the UNDP Myanmar Country Office under the Direct Execution (DEX) modality, and that the lead counterpart agency will be the Department of Development Affairs, Ministry of Progress of Border Areas and National Races and Development Affairs.

UNDP inputs will include personnel costs for all project staff, additional funds to sub-contract service providers to undertake training and produce training materials, grant funds for community infrastructure and seed funding for income generating activities, staff training activities, and maintenance and operation costs. The total project budget will be \$10 million.

PART I: SITUATIONAL ANALYSIS AND PROJECT STRATEGY

PART I-A. SITUATIONAL ANALYSIS

Overview

Despite its significant human potential and natural resources, Myanmar is still classified as a Least Developed Country and in the year 2000 was ranked 125 among 174 countries in the Human Development Index. The economy remains basically agrarian, with approximately 75% of a total population of some 50 million residing in rural areas. As the following statistics indicate, Myanmar continues to face significant human development needs.

- Two out of three children do not complete primary school;
- 36% of children under 3 years of age are either moderately or severely malnourished;
- Nearly half of the rural population (46%) does not have access to safe water or proper sanitation;
- Three out of five people do not have access to the full array of primary health services
- The maternal mortality rate varies from 232 to 500 per 100,000 and about half of maternal deaths are attributable to abortion-related complications;
- Malaria is rampant and is the single leading cause of mortality (the other two killer diseases being tuberculosis and HIV/AIDS);
- HIV/AIDS is estimated to be spreading at a significant rate, placing Myanmar among the high-incidence countries in Asia and the Pacific region. At the end of 1999, the total number of infected cases was estimated by UNAIDS to be about 530,000 (or approximately 1.0% of the total adult population).
- Rural energy requirements for fuel wood are accelerating deforestation and loss of valuable topsoil, thus eroding the sources of livelihood of the rural poor.
- Public services, especially in the social sectors such as health and education, are over-stretched, particularly in the rural areas.
- Rural credit, a critical element in the efforts of communities to meet their food production and economic needs, is often in short supply. Credit from formal public and private institutions is difficult to obtain and inadequate. Farmers and other grassroots workers are forced to rely on informal sources such as private moneylenders, at an exorbitant interest rate.
- Although favourable climatic conditions have existed for the last two years, there have not been visible signs of an upturn in economic activity since the end of the last "boom" in 1998.

Prior or ongoing assistance

The status of development cooperation in Myanmar has not changed significantly since 1988 when most ODA ceased, except for limited humanitarian assistance. The flow of ODA to Myanmar between 1996 and 2000 were US\$56.2 million, 45.2 million, 48.9 million, 51.1 million and 76.3 million respectively. The ODA levels provided to Myanmar are thus much lower than those provided to other developing countries, particularly those classified as Least Developed Countries (LDCs). For example, in 1997, annual ODA per capita provided to three neighbouring countries of Myanmar ranged from US\$14 to US\$82, while for Myanmar it was only US\$1 per capita.

The UN System provides about 65% of this assistance, and UNDP has been the single largest donor in the last several years. However, more recently some international NGOs have begun to expand their activities, with a total resource flow of US\$ 7 million in the year 2000. There

has also been perceptible movement among some bilateral donors towards a more flexible stance regarding assistance to Myanmar, and tentative and modest development assistance proposals have now started moving in the "pipeline". Japan is now the largest overall donor to Myanmar.

UNDP Assistance to Myanmar

In June 1993, the UNDP's Governing Council suspended the Country Programme in Myanmar. However, it conceded that there were critical humanitarian and development needs of all the people of Myanmar at community level that required focused external assistance and continuation of UNDP assistance. UNDP was therefore authorized to proceed with the formulation of activities that would be clearly targeted towards projects having grass-roots level impact in a sustainable manner, particularly in the areas of primary health care, the environment, HIV/AIDS, training and education, and food security. This decision has been reaffirmed by subsequent decisions of the UNDP Executive Board, and remains current. The governing body decisions also included a requirement that a review of UNDP activities in Myanmar be carried out annually by an independent Assessment Mission.

In response to the Executive Board decisions, UNDP has been implementing a set of projects collectively known as the Human Development Initiative (HDI) in Myanmar since 1994. The first phase of the HDI was implemented from early 1994 to late 1996, and the second phase, known as the HDI-Extension, from late 1996 to September 1999. The current phase, or HDI-III, became operational in mid-September 1999 and is projected to end in February 2002.

In compliance with the GC and EB mandate, independent annual reviews of HDI activities have been carried out and their reports presented to the Board on an annual basis. Based on the findings and recommendations of the last such Review Mission to date (May-June 2000), the UNDP Executive Board at its January 2001 session requested UNDP to submit proposals for continued UNDP assistance in succession to the HDI-III phase. Proposals for activities, including this project, were accordingly submitted to the Board for its consideration and were approved during the Board's session in September 2001.

The HDI projects

A distinct sectoral approach characterised earlier HDI phases. HDI-III consists of separate projects in the areas of primary health care (executed by UNOPS), community water supply and sanitation (UNCHS), primary education (UNESCO), and micro-finance (UNOPS). These projects are operational in 11 townships located in three distinct regions of the country (the Dry Zone, Southern Shan State, and the Ayeyarwaddy Delta). In each of the regions there is also a sustainable food security project that is operational in the same townships. The food security projects are executed by FAO.

A national HIV/AIDS prevention and care project (UNOPS) also serves the 11 target townships.

Another project, the Community Development for Remote Townships (CDRT) project, which integrates activities in all the previously mentioned thematic areas, is operational in three border regions of the country. CDRT is executed by UNOPS.

The HDI has worked closely with NGOs in the implementation of the projects. NGOs that have participated in the HDI include Private Agencies Collaborating Together (PACT) in the area of primary health and micro-finance, Population Services International (PSI) in primary

health care and HIV/AIDS, CARE, PATH, World Vision and Medicins San Frontiers (MSF) of Holland in the area of HIV/AIDS, Save the Children (UK) in the areas of HIV/AIDS and primary education, Grameen Trust and GRET in the area of micro-finance, and MYRADA in the area of community mobilisation.

Lessons from the preceding phases of the HDI

Independent missions have consistently reported that HDI projects were meeting their project objectives very effectively and successfully, and that project inputs respond fully to the needs and priorities expressed by grass-roots communities. As examples of achievements: some 380,000 households have had at least one household member trained in health self care; some 2,657 households have benefited from HDI water and sanitation activities; direct assistance has been provided to some 2,458 village schools; and in excess of three million dollars has been supplied as small loans to poor villagers through the micro-finance project. With regard to the food security projects, the HDI Assessment Report of December 2000 stated, "(They) continue to meet, and in many cases exceed, their goals of arresting environmental degradation.... while at the same time introducing improved technologies for increasing agricultural crop and livestock production and thus increase rural incomes."

The achievements of the earlier HDI projects are impressive, but were conceived and implemented when UNDP enjoyed considerable TRAC resource allocations. Such resource levels have declined and are unlikely to be available in the future, either through UNDP cost-sharing or through the Government of the Union of Myanmar. This, therefore, raises the issue of the sustainability, both of the activities themselves, and of the sectoral approach that has been used to date.

In many cases, the sectoral demarcation of HDI project activities and beneficiaries did not lead to broad-based participation and community-wide leadership. Achieving synergistic impact through integration and coordination of activities under different projects has continued to be a challenge, with potentials for maximising efficiency of human resource utilisation in areas of common expertise between different projects often not capitalised upon. In addition, coordination issues among projects and Executing Agencies have posed challenges in achieving the maximum complementarity of activities that could result from a coordinated and cohesive programme-wide planning process at both central and field levels. Different reporting lines and a strong focus by agencies and projects on more narrow sectoral outputs rather than outcomes have also posed challenges to the establishing of an efficient, holistic monitoring and reporting system that could feed into the UNDP Country Office's Strategic Results Framework and Results Oriented Annual Reporting system.

To date, the projects have relied more upon their in-house technical capacity to implement activities with communities. They have engaged in pilot initiatives in agriculture and related thematic areas on a demonstration basis, often on a scale beyond the ability of households and community groups to sustain. While this has proved effective in demonstrating innovative technologies, the relatively resource intensive nature of some of the activities has posed questions for sustainability of post-project initiatives by the communities. In some cases, the emphasis on project-induced technologies has supplanted local and indigenous services and technologies. As noted by the independent Review Missions, more effective utilization of indigenous experience, expertise and knowledge needs to be pursued seriously. Linkages with locally available technical service providers also needs to be facilitated, in place of the direct technical support of past HDI projects.

In terms of reaching the poorest communities, more needs to be done to establish good local governance and to build capacities for such practices. HDI has been successful in providing basic physical needs through the existing technically and sectorally oriented approach, but has been less effective in promoting a fully participatory and inclusive development process. However, fostering of community-wide participatory and equitable approaches has, in fact, often been secondary to sectoral interest-group activities, with decision-making limited in many cases to small groups.

Monitoring and evaluation (M&E) systems need to be improved, particularly in capturing information on results achieved. To date in the HDI, the monitoring and reporting systems have tended to focus on technical and sectoral outputs. A more cohesive approach that captures the impact on the communities' well being and capacities and the cross-fertilization and linkages between project interventions is also needed.

This project takes into account the above lessons learned and is centred around a demand-driven approach that will focus on empowering communities to make decisions in a collective, equitable and transparent way. Community needs will be discussed in a holistic and integrated way, with an emphasis, to the extent possible, on linkages to locally available and proven technologies and services. The door will not be closed to external technical and innovative solutions to community needs, but all such considerations will be grounded in the reality of the communities and their cultural and socio-economic environment.

Problems to be addressed: the present situation

The intended project areas are characterised by a number of critical human development problems. The most important of these, in terms of their impact on the well being of the target population are as follows.

Problem solving and local governance

Despite a strong tradition of community self-help and of providing assistance to the disadvantaged, there is a strong tendency for the leadership of rural communities to be directive and exclusive. Exclusion of women, the poor and landless, and other disadvantaged groups and individuals from the decision-making process is often the norm. In cases where good local governance exists, as indicated by financial transparency and the broad active participation of community members in key decision-making, there is still a lack of capacity on the part of village institutions and community based organizations to effectively plan, implement and manage village development activities in a successful, sustainable and transparent manner.

Health

The health status of rural communities is generally poor. High infant mortality, and susceptibility to preventable disease are common. Unsafe water supplies and a lack of environmental sanitation are contributing factors. A general lack of elementary home-based health care knowledge and capacities to access basic services means that preventable diseases and illnesses evolve into more serious health problems that impact negatively upon both social and economic spheres of household well-being. Inadequate basic infrastructure, health personnel, essential drugs, and training or learning opportunities for local health workers and villagers alike compound this problem.

Education

Education is a high priority for rural villagers. However, inability to pay for educational expenses, school uniforms, and the high opportunity cost of education constitute access barriers to education for many children of poor families. There is a shortage of qualified teachers and a lack of in-service teacher training. In addition to the problems of poor educational infrastructure, appropriate educational materials are in extremely short supply or non-existent. Illiteracy is common, especially women and some elder male villagers. In addition to formal education there is a strong demand for basic literacy training as well as for occupational training opportunities.

Landlessness

Without access to extensive empirical data, landlessness is difficult to quantify precisely. However, data collected in earlier HDI target communities consistently show landlessness to be a significant and rising phenomenon. The landless rarely benefit from rural development strategies that tend to promote income-earning opportunities that are often land-based. Under earlier phases of HDI there were a number of activities aimed at reclamation of land with a view to providing land to the landless. There were also a number of income generating activities that did not assume access to land. These initiatives will continue to be supported, assuming a strong community demand.

Food security, debt, environmental fragility

The problems of food security, debt, and environmental fragility are closely linked. Very few households in HDI communities have assured year round food security. In general, land holdings are small and families are large. The cost of agricultural credit, if obtained at market rates, is extremely high. Few farming households receive the full benefit of their production, with crops being committed to debt repayment, often before the harvest. Indebtedness arising from crop failure and the resultant inability to repay loans can often lead to landlessness. Debts and landlessness in turn lead to exploitation of increasingly marginal farming lands and to the unsustainable exploitation of local resources. This process calls into question the viability of many farming and resource exploitation practices. One essential problem remains a lack of appropriate and environmentally sound technical advice that will assist poor communities and households to improve food security and pursue sustainable income generating activities. Others related problems include the policy environment which often deprives the poor of benefiting from increases in increased production, and natural and man-made disasters that frequently bring about major setbacks at both community and household levels.

*Community Infrastructure*¹

In Myanmar, rural communities are generally responsible for making the major contribution toward the provision of community infrastructure. As the only significant contributions villagers are capable of providing are materials available in the village and labour, such investments remain small and of modest quality. Consequently most facilities remain in need of constant or annual repair. This often places a large burden on the poor for whom time is their only asset. More permanent structures may result in great timesaving for the poor. Similarly, permanent, safe water supplies save much unproductive time that can be turned to

¹ *Community Infrastructure can be taken to include a range of physical structures offering a common benefit to community members. It may include schools, health facilities, water supply structures, access roads, and small bridges and pathways. A broader definition might also include community forests, and lands subject to reclamation and conservation activities.*

productive pursuits, as well as having obvious health benefits, especially in combination with improved sanitation.

Assessments and evaluations have shown that construction, in and of itself, will do little to improve educational quality or access to education for the poor, for whom direct and opportunity costs external to the infrastructure remain a barrier to better education. Nevertheless, there is evidence that they do provide a focus of common interest and impetus for community participation. In order to derive the full benefit of infrastructure improvements, judicious assessments need to be undertaken with and by communities, of when and where and what type of community infrastructure will be the most appropriate or desirable, given such factors as time, cost, alternatives available, and relative potential benefits of such alternatives.

Resource constraints

This project incorporates the geographical area and beneficiary population as well as the thematic areas covered by the seven sectoral HDI-III projects² (see following section on target areas and beneficiaries). However, the total amount of resources available to this project constitutes approximately 30% of the resources available collectively to the preceding seven projects. Consequently, there is a critical need to ensure efficiency and effectiveness of all available resources, and to avoid duplicative structures and processes. Under the special circumstances of the HDI, the UNDP Country Office has played a key role in providing substantive operational support in the implementation of the HDI projects to date. Equally important, the Country Office has played a key role in monitoring and guiding implementation in order to ensure full compliance with governing body mandates and to ensure UNDP's critical concerns in its focus areas are met to the extent possible. The experience and capacities gained by the UNDP Country Office through the substantive role it has played in the particular circumstances of the HDI during its three previous phases should be utilised fully in the implementation of this new project.

Target beneficiaries and coverage

Target areas

The project area will cover some 3,743 communities located in 11 townships³ in the Dry Zone, southern Shan State and the Ayeyarwaddy Delta. The project will focus on both consolidation of community level activities initiated in villages by earlier phases of HDI and on an expansion of activities to new communities.

Of the 3,743 villages that make up the 11 townships mentioned above, some 1,210 villages have been covered to various extents by the three previous phases of the HDI. Gains made by those phases need to be consolidated, and this project will continue to undertake activities in support of those villages. HDI villages that have already received some form of assistance, and the nature and level of assistance already received may be described in summary as follows.

- Villages that have received the full range of assistance in social infrastructure (health, education, water and sanitation) and sustainable livelihoods/ food security

² *Primary health care, water supply and sanitation, primary education, HDI support project, and three food security projects.*

³ *Kalaw, Nyaungshwe, Pindaya, Pinlaung and Ywangan in Shan State; Chaung U, Kyaukpadaung and Magway in the Dry Zone; Bogalay, Laputta and Mawlamyinegyun in the Ayeyarwaddy Delta.*

(agriculture, livestock, fisheries, natural resources based income generation, micro-finance).

- Villages that have received mostly social infrastructure assistance but little or no sustainable livelihoods/ food security assistance.
- Villages that have received mostly sustainable livelihoods/ food security assistance but little or no social infrastructure assistance

It is estimated that the project will be able to provide training and make small Community Infrastructure Development grants to some 1,210 villages that have already received substantial assistance for sustainable livelihoods/ food security purposes, to enable them to undertake community social infrastructure development activities.

Similarly, it is estimated that the project will be able to provide training and seed funding for sustainable livelihoods/ food security activities to some 880 HDI villages that have already received substantial community social infrastructure development assistance.

Villages in the 11 project townships that have already received significant assistance in terms of both community social infrastructure development as well as sustainable livelihoods will continue to receive backstopping assistance for monitoring ongoing activities initiated by previous phases, and in training for community mobilisation processes. They will also be included in project activities that are carried out on a township-wide basis, such as basic health care training. Where such training has already been received initially, refresher courses may also be undertaken for such villages.

In addition to villages that have received some form of assistance under preceding phases of the HDI, an average of 20 new villages per township, or a total of 220 villages, will be selected for inclusion in the project in the HDI-IV phase. Subject to the outcome of the needs analysis process, these villages will be eligible to receive assistance in grant and seed-funding form through both the Community Infrastructure Development Grant Fund and the Sustainable Livelihood Development Fund.

The total number of villages to which the project will be providing either community social infrastructure development assistance, or sustainable livelihoods/ food security assistance, or both, is therefore estimated to be approximately 2,310.

Apart from training and grants in support of community infrastructure and income generating activities, additional training activities, which would be more beneficially carried out across all or most villages in the township, such as family basic health care education and teacher training, would further cover most, if not all, of the remaining villages. This would extend the benefits of those activities to the whole of the townships.

Target beneficiaries

Consistent with earlier phases of HDI, the project will explicitly target the poorest communities, and within those, the poorest members of the community as the primary beneficiaries. Among the poor will be included landless and marginal farmers. Ethnic groups in remote villages with higher levels of social and economic deprivation will be particularly targeted, with emphasis on providing them with access to social infrastructure and productive assets that will help them to 'catch up' with more developed villages in the townships, as a first step.

Improvements to community infrastructure will benefit all members of the target communities, although improved water supply will especially benefit women and children through decreasing unproductive time spent collecting water from distant sources.

The improved quality of social facilities and services will generally provide benefits to all community members. In addition, improved health services and health prevention and care training, and non-formal education aimed at reducing illiteracy, will particularly benefit women.

Improved governance, while bringing benefits to all the community through transparency and participation in decision-making, will particularly benefit women and the poor through the provision of avenues of expression and participation in community affairs and decision-making, as well as ensuring access to supportive community organizations and interest groups.

Income generating activities will be group-based, and the groups, wherever possible, will be representative of all poor households. Experience during earlier phases of the project indicates that in most cases it is the women who represent the households in such affinity or economic groups.

Given that resources will be allocated on the basis of need and will not be provided evenly across the zones, the indicative number of beneficiaries is therefore estimated on the basis of the overall average village populations. In calculating beneficiaries of livelihood and productive activities, figures are based on a target group of 60% of the village population. The 60% estimate is based on earlier project experience and represents the anticipated poor and very poor target group.

Governance, community infrastructure, and social service activities are assumed to benefit the whole community. While not the main focus of the project, certain anticipated activities such as refresher training in health self-care will provide benefits to all communities in the target townships.

PART I-B. STRATEGY

Introduction

The project's strategy and implementation processes are based upon the experiences and lessons learned from previous phases of the HDI, the findings and recommendations of independent assessment missions, existing Executive Board mandates, and consultations with stakeholders including technical agencies and government line departments, NGOs and civil society representatives, donor representatives and, most importantly, target beneficiary groups. In addition, the host country's national strategy has also been a consideration in the formulation of the project – particularly in respect to those aspects that impact the well being, food security and poverty situations of grassroots.

Host country strategy

Of Myanmar's population of some 50 million, approximately 70% live in the rural areas. The majority of the rural population depend upon the agricultural sector (including forestry, livestock, fisheries and other natural resource related sub-sectors) for their livelihoods. GDP growth trends and agriculture sector performance are inextricably interlinked. With the population growing annually at an estimated rate of 1.8 percent, and the farming sector made up of small holdings for the most part, the per capita agriculture growth for 1997-98 was estimated at 1.9 percent.

Over the last decade, the Government has continued its policy of trying to boost the agricultural sector through large infrastructure projects, such as irrigation and hydropower dams, roads and bridges. In order to increase agricultural outputs and exports the government has also been making efforts to attract national private investors to undertake large-scale ventures in the agriculture, livestock, and fisheries sectors. The results in terms of increased agricultural productivity are not yet known.

On a broader front, the Government has initiated a new Five Year Plan (2001-2006), with the following aims:

- Extend the setting up of agro-based industries and other required industries as a stage towards building an industrial nation;
- Develop the power and energy sectors to be in conformity with the developing trend of the industrial sector;
- Expand the agriculture, livestock and fisheries sectors in order not only to meet domestic demand but also to create a surplus for export;
- Establish forest areas and to rehabilitate the natural environment of the arid areas;
- Strengthen health and education sectors and promote human resources development;
- Develop rural areas;
- Ensure a balanced all-round development in other sectors.

While the current Five Year Plan emphasises industrial and large-scale agricultural development as in previous Plans, it also indicates a strong priority on rural development, in particular the development of remote border areas. More recently, rural development in the rest of the country has also been given recognition in national plans, but resources to meet the many priorities in this direction are still inadequate.

Project strategy

In addition to the results of the stakeholder consultation process mentioned earlier, the project strategy draws upon the experiences of past HDI projects, and in particular the experiences of the Community Development in Remote Townships (CDRT) project.

At the same time, the project strategy takes into account key differences between projects under the previous phases including the CDRT project and this project. The strategy also takes into consideration the lessons learned from previous phases as reported by the independent Review Mission and confirmed by the UNDP Country Office's own experience.

Key differences from the approach of previous HDI phases are the holistic and integrated approach of this project in response to the communities' needs (as opposed to sectoral entries with particular interest groups); the demand-driven nature of the interventions (as opposed to project-driven menus); and most significantly, the emphasis on establishing transparent and accountable practices of community participation as a means for building good community governance practices.

The project will take a multi-sectoral and integrated approach to problem analysis, activity formulation, and problem solving. The integrated strategy does not mean the abandonment of key development themes addressed by the HDI-III projects. The areas of primary health care, education, water and sanitation, food security and sustainable income generation activities, and the environment will all be addressed. However, under HDI-IV the focus will be less on technical innovation and experimentation and more on satisfying basic needs through transparent, equitable and accountable community-driven processes.

While many of these features are common to the Community Development in Remote Townships project, there are also some important differences between the CDRT and this project. These include the fact that considerable technical work has been done by the seven technically oriented and sectoral projects that this project takes over from. In these villages, there is a diverse range of community organisations with different sectoral interests that continue to need assistance, monitoring and backstopping support to consolidate the gains they have made. Through the on-the-ground project monitoring by Country Office staff as well as holistic monitoring of the townships where the various projects have been operating, and through its common operational support service provision to projects, UNDP has been the unifying link between the various projects, geographical areas and beneficiary groups. Unlike the ethnic states areas covered by CDRT, with their relatively homogenous ethnic populations, the regions covered by this project are made up of a multitude of diverse ethnic, social, cultural and economically different groups. The size of households and overall population are much larger. The presence of national agencies responsible for various aspects of official administration and lines of authority are also much more significant in the areas covered by this project, including what might be considered the heartland of the country in geographical and administrative terms. Accountability for decision-making at various levels is distributed in a complex administrative network of sectoral departments and agencies. Ensuring that community activities and processes are carried out in an enabling and facilitative environment is a complex task in which the UNDP Country Office plays a direct role through coordination and advocacy at the national as well as field level.

Based on the above considerations, the main elements of the project's approach and strategy in pursuit of its objectives and anticipated outcomes are as follows.

- Proposed activities will continue to be carried out within the **framework of GC and EB decisions 93/21, 96/1 and 98/14**. The main focus will be direct grass-roots level interventions in the critical basic-needs areas of food security, primary health care, the environment, HIV/AIDS, and training and education.
- HDI projects have successfully laid the groundwork to enable communities to undertake activities to **meet their basic human needs**. To date, the projects have operated along sectoral lines with each project responsible for interventions in a specific sector thus enabling the projects to focus mainly on their areas of specialisation. At the same time, the intertwined nature of the multiple causes and effects of poverty at the village and household levels has challenged the coordination of different projects attempting to address root causes of poverty from their respective sectoral vantage points. These concerns are addressed by re-designing the sectoral interventions into coordinated and integrated community-based schemes. The new design also takes into account the resources available to this project, in contrast to that allocated to the sectoral projects of previous HDI phases.
- **Demand-driven strategy**: The project will be demand driven; its dominating strategy will be to respond to the needs of the target communities as expressed, prioritised and justified by them. This will entail sensitising and encouraging the target population to evaluate their resources, strengths, weaknesses, opportunities, and threats, develop alternatives, make considered choices, and take informed decisions to improve their well being on a sustainable basis. Building the capacity of the poor, women, and the disadvantaged rural population to achieve the above goals through an equitable process will be the chief objective of the project.
- **Participatory community decision-making processes** will guide the implementation of the next HDI Phase. As observed by the assessment mission, HDI beneficiary communities that had benefited from a combination of long-term project

assistance with good leadership and community support had made the most progress towards self-reliance and sustainability in implementing their own humanitarian and development initiatives. This finding had been supported by an informal comparative experiment conducted by one of the food security projects. Thus, the promotion of participatory community decision-making and transparency will continue to be a central feature of HDI activities.

- **Analysis of community needs and potential** will be undertaken in all project villages. The project field staff will be trained to lead this analysis. Key strategic considerations will be utilized in the needs analysis process, and in the resulting activity formulation. Strategic considerations will include:
 - Have all members of the community had the opportunity to contribute to the decision-making in regard to the intended activity?
 - Is the intended activity aimed at benefiting the poor?
 - Does it imply an unreasonable risk for the poor?
 - Does it benefit or disadvantage women?
 - Is the activity directed towards satisfying basic community or household needs, as the community defines them?
 - Will the activity lead to increased capacity on the part of the community, the community group, and the poor?

- **Participatory Learning and Action** methodologies will be used in support of the demand driven approach. Care will be taken to ensure that PRA tools are used in a meaningful way, and that such exercises result in accurate and reliable appraisals of community needs, by project staff and by communities themselves.

- **Local governance** will be promoted through Village Development Forums (VDF), which will be the vehicle through which potential community initiatives are developed by the community as a whole, and the community's collective 'voice and choice' are heard. Through the VDF, project staff will promote community understanding, involvement and collaboration in a participatory way.

- **Gender:** Gender awareness, sensitivity, equity, and equality will be consciously stressed in all project interventions. Many of the anticipated project activities, including water and sanitation, primary health care, primary and adult education, and community forestry are self-targeted towards women and will directly benefit them. The PRA / PLA process will consider the women's perspectives separately before the VDF considers and decides on the CAP. Gender disaggregated information and data will be collected and updated at all stages. The project will also continue to take into account the particular problems faced by rural women and the significant roles which rural women play in the economic survival of their families, including uncompensated work and so-called "unproductive work." The project will include interventions aimed at creating more equitable gender relations.

- **Natural resources and environmental conservation and development:** All proposed project activities will be evaluated and cleared by the project technical specialists for positive environmental impact. No activity of negative environmental impact will be supported under the project. Even after commencing any activity, environmental impact will be closely monitored to assess the realisation of positive impacts. Activities aimed at prevention of land degradation and discouragement of unsustainable agricultural practices, such as slash and burn, will be supported. Maintenance and augmentation of soil fertility and productive capacity will be given

due weight before embarking on new crops, species, varieties and technologies. Integrated pest management will be promoted, as will community forestry activities and fuel-efficient stove promotion aimed at preventing unsustainable exploitation of trees for firewood needs. Waste disposal, hygiene, and environmental sanitation will be emphasized through IEC and self-care education.

- **Holistic technical assistance and hands-on training:** Capacity building through technical assistance and hands-on training is a corner stone of the project interventions. This will cover all aspects of social mobilisation, participatory approaches, community development, affinity group operations, sustainable livelihood issues and opportunities, income generation, public goods provision, job creation, and gender issues. A prioritised needs assessment and the resulting master plan for capacity building, incorporated in a Community Action Plan, will form the basis of interventions.
- In regard to **livelihoods and income generation**, capacity building will focus on a few locally relevant and proven activities, perceived as 'do-able,' in order to ensure resource optimisation and impact. All interventions will follow a holistic approach. For example, capacity building in agriculture will encourage business plans, crop and input selection and access, farming practices at various stages and aspects of production, extension services, credit, storage, agro-processing, market information, etc. The risk-aversion of poor people will be given utmost consideration. Trials and demonstrations for all new varieties, crops, and technologies will be conducted in selected farmers' fields under the normal occurring local conditions. The efficiency of all capacity-building efforts will be judged against the actual practice of the acquired knowledge and skills, and the successful adoption rate of similar knowledge and skills in the village.
- **Linkage with technical services:** Sustainability relies heavily on the creation of local capacities. The project has to consider the need to create capacities in the established institutions and in the CBOs. The emphasis will be on locally available technical resources, in keeping with the relatively basic level of tried and tested technology that has proved to be appropriate as well as appreciated by communities. In some cases where technical assistance may be needed that is not available locally, or which exists locally but is inadequate in terms of quality or quantity, the project will facilitate linkages with appropriate external providers, from the private sector and UN agencies as well as from technical departments, for the provision of such expertise. For these reasons, and following the recommendations of the evaluation missions, the technical capacities available at the village and township levels will be included in the relevant training programmes, both as trainees and trainers, as appropriate.
- **Village level strategies** will differ slightly in terms of whether the project's interventions take place in new villages or in villages already covered by the HDI's previous phases. In the former case, the project will concentrate on the full package of assistance possible under the project (although the specific level and nature of the activities will depend on the individual village situation. In the latter, the project's assistance will vary depending upon the level and nature of assistance already received under previous phases of HDI. This is described in more detail in the sections on transition below.

Transition from HDI-III to HDI-IV

The seven predecessor projects were characterised by seven different management and operational structures and reporting modalities. A heavy technical structure also characterised the projects, together with targeting of different sectoral/ thematic groups within the same villages. While there was often geographic convergence of project activities in the same areas and villages, integration and complementary use of human and technical resources was less than optimal.

The new integrated project structure will allow considerable resource efficiencies to be introduced. The integrated approach is also consistent with the lessons learned from earlier phases of HDI and with recommendations arising from the evaluation process. It will allow for a more demand driven approach and a more coordinated response in assisting communities overcome the local constraints to community development and sustainable food security. It does not seek to minimize the importance of any key development sectors; rather it will take a holistic and coordinated approach to local development priorities.

Transition strategy

Project level

A transition period providing a clear break prior to the commencement of activities under HDI-V is vital for regrouping of project resources, particularly human resources, and reorienting staff to the paradigm shift from a narrow sectoral outlook to a more holistic approach. At the same time, the care will be taken to ensure that monitoring of ongoing activities is not suspended in current partner communities. This could be done through a field transition monitoring team supported by current HDI-III projects that will continue under HDI-IV. Project resources acquired under earlier phases of the project can be relocated to Yangon or kept in the custody of an ongoing project such as the Micro-Finance Project. The Micro-Finance Project, together with the transition team could also temporarily represent both UNDP and the project at the township level prior to project commencement.

UNDP will take measures to avoid initial start-up delays by taking steps to identify and short-list potential candidates for the management positions prior to the approval of the project document. Having done so, availability of the candidates, as well as their acceptance to the Government of Myanmar should be established. HDI-III staff details and assessments should also be prepared for the incoming Project Manager to assist in the staff recruitment process. NGOs or other groups deemed to be appropriate agencies to be subcontracted as service providers will be alerted to the possibility of future tendering opportunities.

A strong emphasis will be placed on appropriate staff selection and subsequent team building and process training. This will be required to ensure and reinforce the multi-sectoral approach and to maintain the project focus on community level capacity building.

It is important that the project under HDI-IV does not lose opportunities to benefit from any useful strategies carried out during the final stages of HDI-III. In some cases such strategies involve assisting CBOs to form networks in order to encourage ongoing mutual support and possible future expansion of activities to new communities. Details of such networks, including their potential to contribute to HDI-IV objectives, will be prepared, along with other inventories, with a view to informing the new project management team. It will also indicate how and in what particular areas the project might best provide ongoing capacity building support to the organizations or networks.

The transition from a series of sectoral projects with sectoral lines of command to an integrated project with a single management structure represents a major adjustment on the part of project staff. Skills training and team building exercises will be undertaken aimed at internalising the new development paradigm and project strategies. This will be reinforced over the life of the project through hands on training, exposure visits, and progress reviews.

The integrated community needs analysis process will then occur in intended project villages, together with the collection of base-line data. From this, Township Activity Plans will emerge for the first project year. Final technical staff allocations can then be made and the sub-contracting facility utilized to acquire additional technical services.

Strategy for new villages

As of mid 2001, of the total 3,743 villages in all 11 target townships, 3,330 had been subject to some significant project intervention. However, of the total number of villages, some 11% had had no intervention. This rises to 14% of micro-credit (which is not an input under the integrated project), is not considered.

Some 30% of the total villages could be considered to have had a relatively full package of sectoral interventions during HDI-III and earlier phases of the project (again not considering micro-credit), while 45% of total villages have not had income generating or food security interventions. If micro-credit interventions are not considered, this rises to some 63%. It is clear, therefore, that under HDI-IV there remain a large number of potential target villages.

In defining a new target village there must be a degree of flexibility. However, it is assumed that the village will meet the project poverty criteria established in previous phases of the HDI, which take into account critical dimensions such as nature and level of access (or lack of them) to basic health and education services, safe water, credit and food security and dependence on natural/environmental resources for primary needs. In addition, the priority villages targeted by the project will be characterised by greater remoteness of location and more difficult access to institutional credit sources, including the services provided by the Micro-finance institutions of the HDI, which will operate in more accessible areas and focus more on building capacities of the institutions.

The project will also utilize simple approaches based on a comprehensive needs analysis incorporating PRA methodologies in new villages. Two complementary mechanisms will be employed through which communities and affinity groups will be supported by project grants and seed funding. These will be a Community Infrastructure Grant Fund and a Sustainable Livelihoods Development Fund. It is anticipated that each of these funds will operate in approximately 220 new target villages during the project lifetime.

The **Community Infrastructure Grant Fund** will assist communities to address community level social and productive infrastructure (village infrastructure development package) and technical and managerial capacity building activities (capacity building package). All income generation opportunities and priorities of households of the communities including on farm and off-farm, activities (income generation package) will be covered through the **Sustainable Livelihoods Development Fund**. The share of Community Infrastructure Grant Funds and Sustainable Livelihoods Development Funds for each community will depend on the outcome of a comprehensive planning and investment exercise whereby opportunities and potential for development at each household, group and community level are identified.

While the Sustainable Livelihoods Development Funds will be utilised for income generation, it should be noted that the first objective of the activities supported by this fund is to promote

community empowerment, and to encourage practices of inclusive, equitable and transparent decision-making processes. Thus, the process by which activities are decided upon, agreed upon and acted upon are of paramount importance, and the most important function of the project staff will be to first support and promote this process, above and beyond the providing of technical inputs. Technical considerations will not be disregarded, but the successful establishment of appropriate community mechanisms for discussion of these issues, and of the solutions arrived at, will be the true test of the project's achievement of its objectives.

The community organisation phase, i.e., initial dialogues on development issues and preparation of community profiles, including poverty profiles/identification of the poor (done by the community with assistance of the project social mobilization teams), will be followed by community investment planning processes where detailed discussions are held with each household to identify their potential, opportunities, capabilities, resources and constraints. The potential of the communities and their priorities will be generally grouped into a range of income generation and supported services, skill development, community level productive and social infrastructure and basic social sector services activities. Based on the project's and local resources availability, potential activities and opportunities will be identified and prioritised on the basis of the poverty profile. Identified activities will be organised into group-scale micro projects (income generation, productive infrastructure, skill development and support services) and community-scale projects (social infrastructures and support services capacity building). Once the activities/investment plans are identified for each of the households, technical, economic and social feasibility and sustainability of activities at the group and community levels will be analysed with the participation of prospective group members. At the feasibility stage, dialogues will be held on the availability and identification of local and external/project resources and worked out. A tentative schedule (planning/preparation of micro projects and implementation) will be agreed upon, keeping in view such factors as seasonal constraints, availability of local resources etc. for each of the activities.

The Village Development Forum will provide project staff with a means to inform and sensitise community members about the objectives, criteria, conditionalities, and process for obtaining project assistance. They will also deal with important elements such as targeting the poor; gender awareness; formation and activities of affinity groups such as the Self-Reliance Groups (SRGs) and their dynamics; savings and credit; sustainable livelihoods; productive opportunities; income generation; job opportunities; quality of social services vis-à-vis expensive infrastructure; technical and social capacity building; possibilities of the Community Infrastructure Development Grants to meet the essential low cost infrastructure activities as entry points; possibilities and criteria for the SLDF to assist performing SRGs to enhance their sustainable livelihood opportunities; transparency; accountability; and participatory monitoring and evaluation. If the community is interested in collaborative development in line with the above-enunciated principles, a baseline information document will be compiled jointly with the community.

The identified activities will be segmented into what the community can do by itself, and what it can do with partial external assistance. In the latter case, the respective cash and in-kind contribution of the community and the external source shall be clearly mentioned. All the activities will be ranked in the order of community priority, taking all relevant factors into consideration. After technical, financial, and social validation of each activity, and subject to per-capita equity among the entire project beneficiaries, the project will convey the activities that it is able and willing to assist, and under what conditions.

The final outcome will be the Community Action Plan (CAP), which will detail the activities in the order of priority. They will be presented in three categories: those that the community can do by itself; those that will require assistance from ICDP; and those which might be done

jointly with support from other sources, should it become available. The CAP can be a useful instrument for the local administration in township level planning and implementation of development activities. The CAP will contain all the specifics such as activity, costs and cost sharing, expected quantified benefits, beneficiaries disaggregated for poor, gender, landless, and other disadvantaged, the time schedule, and arrangements for implementation, monitoring and evaluation, operation and maintenance, and impact assessment. It will be also a mechanism by which the communities can schedule each activity at the optimal time for the villagers to deliver the committed community contribution with least disruption to their other personal or income generation commitments.

The baseline data should be reviewed and revised every year. The CAP will be a living document continuously updated to serve as a rolling master plan for village development. This will enable the villagers to focus on their overall development needs, facilitate the villagers in the mobilisation of other external resources, and to help such other external sources including government technical agencies to initiate activities without preparatory delays. The different sections of each activity in the CAP will be helpful to community and donors during implementation, M&E, and impact assessment.

The CAP, and additional information on inputs, progress, outputs, and impact shall be prominently displayed in a common place accessible to all villagers and form the basis for discussions in the Village Development Forum, thus helping to promote transparency, equity, and accountability.

The project will organise a launching workshop in each village when the final CAP has been completed. This will be the stage to reinforce and expand on all the elements covered during the initial village level sensitisation. A clearly laid out project launch handbook, and careful staff training will serve to bring about a clear and uniform understanding of the project principles and practices.

Funds will be provided in the form of a subcontract made between the project and the community (in the case of community infrastructure), or directly with the common interest or affinity groups (in the case of income generating and livelihood activities). In the latter case community endorsement will be a prerequisite. Grants and seed funding will be provided on the basis of proposals that are based on the outcome of the needs analysis process or review. In the case of community infrastructure the grant will represent a once-up project contribution or subsidy. In the case of seed funding for income generation activities, funds will be provided to the group. The group will then on-loan portions of the funds as individual loans to members. The recipients will be expected to repay the loans, together with a premium to cover the cost of administration and losses due to inflation. The individual group should determine the conditions of the loan. Repayments to the group will constitute an on-going local source of community capital. Activities supported by the funds will also be entry points for a range of technical skills transfer and capacity building. Appropriate Memoranda of Agreement will attest to agreements between the project and the community that are subsidised by either of the two types of funds.

The project will facilitate linkages between the communities and a range of service providers that will provide technical support in addition to the project staff for implementation of community initiatives. These include UN specialised agencies, NGOs and private sector organisations. In previous phases, the HDI has initiated partnerships with NGOs having expertise in particular areas of relevance to community needs, including social marketing, primary health care knowledge, early childhood care and development. Such linkages will continue to provide this project and communities with community-focused expertise. Past HDI phases have not only worked to assist communities, they have also built capacities of a large cadre of technical project staff with experience of grassroots community initiatives.

Many of these are now independently active in NGOs as well as in private sector organisations. This project will tap into this experienced technical reservoir as well, in support of grassroots community initiatives.

A project database and monitoring and evaluation system will be established to track and record all proposals, project inputs - such as grants, seed funding, and training - and the status of all past and current activities. The project tracking system will feed into the Results-Based Management (RBM) framework of the UNDP Country Office.

In regard to decision-making, the guiding principle should be to devolve, wherever reasonable, decision-making powers and financial responsibility to the communities and to the income generating groups. This should include decision-making on what are appropriate activities, and what are the best ways to carry them out. Similarly, enhancing community financial responsibility based on actual practice should be one of the aims of the grant facilities. Depending on the individual community situation, complete devolution may be possible only after a period of capacity building in both governance and operational areas, and would also be conditional on the free availability of any information that may influence the outcome of decision-making processes. The field reality, therefore, will demand the utilization of a range of different approaches in different communities. None will be the "right" approach, but all should aim to advance towards the goal of devolved decision-making and financial responsibility.

Strategy in consolidation villages

More complex will be the consolidation of activities in villages that have received particular sectoral interventions during earlier phases of HDI. Various interventions scattered over some 3,330 villages have been introduced, in many cases without adequate sectoral coordination. Due to the sectoral emphasis of the earlier projects this has resulted in a number of different approaches, structures, organizations, activities, and funding mechanisms being established. Not only are these different approaches found in different villages; sometimes this is a problem in the same villages. Sometimes there are different approaches to resource delivery, group formation, savings and capital protection, and repayment expectations, within the same community.

The project will avoid the imposition of any single approach or model through directive means in an attempt to bring consistency of approach to these villages at the cost of disrupting activities that may be progressing well. Any convergence of approach should come about, over time, through a process of informed community decision-making. The project will encourage informed debate at the community level through information-sharing opportunities as well as exposure and exchange to alternative approaches and models. Such debate should focus on the appropriateness of alternative models in terms of their potential for organizational sustainability, economic viability, optimising participation, and including and addressing the needs of the poor and disadvantaged. The simplified model to be utilized in the new target villages could be offered as an alternative model for convergence, but the project should support through capacity building, technical knowledge, and to a limited extent with capital grants, all operating groups which include and support the interests of poor and disadvantaged community members.

An extensive support programme of capacity building and knowledge and skills enhancement will complement the community infrastructure and income generation activities. This will include skills training, quality improvement of education and the availability of literacy training. Health issues will be approached through community infrastructure, continuation of self-care training and the provision of essential drugs.

PART II. RESULTS FRAMEWORK

Objectives of the project

The Development Objective of the project is to strengthen the capacity of poor communities to address the basic needs of the community, especially those of the poor and disadvantaged.

The project has one main integrated Immediate Objective, which is to cultivate and strengthen the capacity of village institutions and Community Based Organisations and households in project villages to plan and undertake development activities that address their basic and social and food security needs in a participatory, sustainable and transparent manner.

These objectives, as well as the expected outcomes and outputs envisaged, also reflect the project's contributions to UNDP's global Strategic Results Framework, as is indicated in the results framework in this Section.

Expected end of project situation – expected outcomes

Three outcomes are expected to result from this project, which will contribute to the immediate objective, as follows.

Outcome 1: Village community institutions able to prepare and implement more effective village development activities in a participatory, transparent and equitable manner.

Outcome 2: Village communities able to take care of their and their families' basic social needs (health and education) as a result of increased skills and knowledge and access to social infrastructure and services.

Outcome 3: Village communities with improved incomes and food security as a result of increased skills, knowledge and access to sustainable livelihood services and assets.

The demand-driven project strategy inhibits the presentation of detailed quantitative targets for specific cumulative outcomes. Activity selection and thematic emphasis will be a community prerogative. However, indicative and thematic outcomes are presented on the assumption that actual community demand in new villagers will approximate that expressed during earlier HDI needs analysis and during the formulation process.

The project will be pursuing an integrated approach; outcomes resulting from this approach will be most evident in the 220 new target villages.

Consolidation of activities in earlier sectorally targeted villages will be required and will be undertaken in at least a further 2,090 villages. However, establishing clear outcomes based on the benefits of an integrated approach will be more problematic due to pre-existing sectoral interventions and subsequent expectations in those communities.

Some activities, external to the village, such as teacher or health worker training could be more logically and efficiently carried out on a township-wide basis. This would spread a particular sectoral benefit over an even wider area.

The following are the indicative and thematic outcomes that can be expected at the end of the project.

Community Governance

There will be an improved enabling environment for participatory development initiatives at the community level, as evidenced by:

- General acceptance and understanding on the part of communities and community leaders of the benefits of inclusive decision making and transparent procedures as necessary and desirable aspects of local governance.
- Increased acceptance of previously marginal groups (women, landless, disadvantaged) in the community decision-making process.
- Increased capacity and confidence on the part of previously marginal groups to express their own interests and to participate in community development activities aimed at satisfying their own basic needs.
- Improved procedural, management, accounting capacity at the community and CBO level.
- Stakeholders sensitised to the relationship between improved community governance and the capacity of the community to effectively plan, implement and manage village development activities.
- A range of stakeholders, including the communities, technical service providers, and project staff, will have been exposed to, and recognise the benefits of an efficient and effective integrated, participatory development model.

Community Social Infrastructure

Basic community infrastructure will be significantly improved in at least 220 new target villages and further support for small projects together with appropriate capacity building measures will be provided in at least an additional 1,210 villages over the life of the project.

Health status

- Villagers will be better able to take care of their families' basic health care needs as a result of health care training and education, and through access to better quality services.
- Reduced incidence of water-borne diseases and other illnesses as a result of increased access to safe drinking water supplies and improved sanitation facilities.
- Improved health status of villagers through access to essential drugs and a sustainable, community-based health programme.

Educational quality

- The quality of education will be improved as a result of teacher training.
- Access by children of poorer families will be improved through the provision of textbooks and other materials.
- Literacy rates, especially among women, will be improved through the provision of non-formal educational services.

Sustainable livelihoods/ food security and income generating activities

There will be an improved and more sustainable basis for food security and income generating activities.

- The Sustainable Livelihoods Development Fund will have provided significant seed-funding to at least 220 new villages, as well as supporting micro-activities in a further 880

consolidation villages. This, together with appropriate technical advice, will result in improved livelihood activities being implemented in at least 1,100 villages over the life of the project. It is expected that women, who are likely to form the majority of group members, will have increased opportunity to directly decide upon household income generating activities, and they will be the major beneficiaries of activities through improved capacity for ensuring household food security and income.

- Sustainability of activities will be improved through:
 - Demand driven technical skills transfer
 - Increase in the amount of funds held by community managed credit mechanisms
 - The transfer of environmental awareness and knowledge, together with conservation techniques
 - The improved capacity of organizational support groups
- Permanent structures such as schools and health clinics will represent timesaving for the poor who regularly contribute to annual maintenance of community infrastructure facilities.
- Increase in teachers and health personnel attracted by improved school and health facilities
- Decline in water-borne disease;
- Decline in unproductive labour; increase in time available for productive work and/or leisure.
- Acreage of community forests.
- Increase in the emergence of natural community leadership in villages, as a result of project activities supporting community infrastructure/ public goods of communities.
- Number of villagers with technical, procedural, management, operations and maintenance skills.

Outcomes, Outputs and Activities

The three expected outcomes represent the three major elements of the project's strategy for attaining its immediate objective, and thus determine the outputs and activities envisaged. The outputs contributing to Outcome (1) relate to governance and operational capacity aspects of the community and its sub-groups. These outputs focus on the enabling environment at the community level. The outputs contributing to Outcome (2) relate to the software and hardware for communities to plan, implement and maintain basic social services and assets at the community level. Outputs contributing to the achievements of Outcome (3) relate to capacity building for enhancing productive opportunities.

Outcomes 1 and 2 relate to achievements concerning the community as a whole, and the ownership of those benefits by the entire community, whether they be community water supply schemes or village access roads, or community learning centres. Outcomes 1 and 2 will therefore be facilitated through community-wide fora such as the Village Development Forum.

Outcome 3, on the other hand, pertains first to building of operational and management capacities of affinity groups or SRGs as mutual assistance groups, including their degree of inclusion of women and the poor, and secondly, to strengthening the technical capacity of the members through food and income generation activities. While capacities of these community sub-groups to improve livelihoods and undertake food security initiatives are the concrete results of activities related to Outcome 3, the overriding objective of this component is empowerment with equity (as it is for the activities supporting the first two outcomes).

Given the rural and natural resource base of many of the livelihoods on which target communities depend, environmental conservation and protection will be an important consideration in community activities. Similarly, gender equity will also be an important concern and a priority, as mentioned in the section on target beneficiaries. Thus, the three overarching outcomes expected of the project are also envisaged to encompass these dimensions. They are also reflected in the outcomes identified in the UNDP Country Office's Strategic Results Framework (SRF) as noted in the Results and Resources Framework in Part II of this project document.

The type and extent of particular activities to be carried out in any target community will be drawn from a process of community consultation. More fundamentally important to the community than the physical output of an activity will be the process that led to the achievement of that output and its relation to the larger outcome. The consultation process itself will comprise a series of activities that are aimed at contributing to capacity building within the community.

At the level of the broader community, the key issue is not that the community elects to construct a school rather than a foot-bridge, or what the quantitative total community infrastructure activities are, but rather the quality of the process by which the decisions were made. Important indicators are thus the degree to which: (a) all community interest groups, including women and the poor, were represented in the discussion and the decision-making; (b) all relevant information was equally available to all interested parties; and (c) all decision-making regarding budgets and resource allocation was completely transparent.

At the level of the income generating groups, it is not so much whether the groups or their members elect to pursue horticulture or fisheries, or how many trees or fish are involved, but rather that the poor and marginalized are included in the groups, and that they are empowered through project activities to take steps to satisfy their basic needs in successful and sustainable ways.

From the experience of earlier HDI phases it can be anticipated that community needs, as expressed through the PRA process, will include a strong emphasis on livelihood and food security opportunities. The exact type and range of activities to be supported is not quantified at this stage. Activities will vary between regions and possibly between communities. However, it is expected that new target groups will prioritise a combination of agriculture, livestock, horticulture, fisheries, and aquaculture activities. These types of activities will also receive ongoing support in consolidation villages. This will, in turn, require considerations of land conservation and forestry issues as well as a strong emphasis on natural resource management. The project will not have all the required in-house technical skills available in all townships for these activities. However, the project budget accommodates sub-contracts for local technical expertise as required. The local staff will be responsible for ensuring a thorough needs analysis and presentation of viable options to the target groups.

At both the community and group levels, the activities, while contributing to community development or household income generation in measurable ways, are also a vehicle for the capacity building process.

Details of the inputs required for the outputs and activities envisaged above are given in the "Results and Resources Framework for the project." (Page 23)

RISK FACTORS

The subject of conditions of success and risk factors as applied to the individual project objectives and outputs are presented in the Logical Framework (Annex IV). The following risks are more general, but could arise in the course of implementation of the project and may cause serious delay or prevent achievement of the outputs and objectives set forth in the project document.

Risk 1. Arising from the disbursement priorities of some projects under HDI-III, target communities may have unrealistically high expectations of project grants and other resources. Failure to meet these expectations may give rise to disappointment or lack of cooperation.

Risk avoidance measures: As part of the transition strategy, re-orientation sessions must be carried out by field-staff in target communities in the early phase of the project (and prior to it if possible).

Risk 2. High staff turnover, often related to higher remuneration packages associated with alternative employment opportunities could disrupt project activities and waste staff training resources.

Risk avoidance measures: Staff salaries have already been adjusted as a risk avoidance measure. However, ongoing reviews of salary levels should be carried out to ensure project remuneration does not fall significantly behind that of NGOs or private sector alternatives.

PROJECT RESULTS AND RESOURCES FRAMEWORK*

Intended Outcome as stated in the Country Results Framework

- 1 Increased capacity of poor communities to self-organise, plan, implement, and manage their development activities, with special emphasis on the participation of women in the decision-making process.
- 2 Increased access to quality basic social services by the poor with special emphasis on women.
- 3 Increased access to productive resources and assets by the poor with a focus on women.
- 4 Improved local capacity for sustainable environmental management with special emphasis on women's participation.
- 5 Capacity of communities to monitor, advocate and form partnerships to address gender issues.
- 6 Increased participation of women in advocating, networking and decision-making as a result of increased community awareness of gender equity issues.

Outcome indicator as stated in the Country Programme Results and Resources Framework, including baseline and target.

- 1.1 The estimated number of community-based organisations of the poor established through the project
- 1.2 Increased equity and empowerment of estimated number of communities and community-based organisations in addressing their productive and basic social needs
- 2.1 Proportion of poor households in HDI villages acquiring new technologies and know-how for productive work (e.g. agriculture, livestock etc.)
- 3.1 No. of communities with access to improved and self-managed facilities, services and schemes for formal and non-formal education
- 3.2 No. of women with access to safe delivery services
- 3.3 No. of households with improved health due to self-care knowledge and access to safe water and adequate sanitation facilities
- 4.1 Improvement in natural environment around communities as a result of good environmental management through increased awareness and skills of communities and community groups
- 4.2 Improvement in natural resource base of communities as a result of better planning frameworks instituted by communities with capacity-building assistance of project
- 4.3 Demand reduction of fuelwood, the primary source of rural energy, through energy efficient technologies and community forestry initiatives.

Applicable Strategic Area of Support (from SRF) and TTF Service Line (if applicable):

- 1 Self-organisation and development of alliances by the poor.
- 2 Access to productive resources and assets.
- 3 Access to basic social services and systems for risk Management
- 4 Institutional framework for sustainable environment management and energy development
- 5 Advocacy, networking and partnerships for gender equality.

Partnership Strategy: The EB mandate requires UNDP to have only 'grassroot-level-impact' interventions. Thus, UNDP's main partners are communities and their local organizations. UNDP works directly with communities. Therefore UNDP's role is that of the key player and facilitator at community level.

Project title and number : MYA/00/001 : Integrated Community Development Project

PROJECT RESULTS AND RESOURCES FRAMEWORK

ANNUAL OUTPUT TARGET

Year 1 - Potential risk factors and related indicators identified

WORKPLAN FOR Year (2002 to 2005)

Project No. MYA/01//001 INTEGRATED COMMUNITY DEVELOPMENT PROJECT

Intended Outputs	Output Targets for (Years)	Indicative Activities	Inputs
	<p>Output 1.1: Established transparent decision-making processes for planning and managing of village development activities.</p>	<p>1.1.1 - Identify new target villages/consolidation villages</p> <p>1.1.2 - Community orientation to project / project development paradigm</p> <p>1.1.3 - PRA process including needs assessment and tentative prioritization in form of village development plans</p> <p>1.1.4 - Undertake training needs analysis in new villages and review needs in consolidation villages.</p> <p>1.1.5 - Develop a Training Plan for community members and community leadership.</p> <p>1.1.6 - Identify and contract service providers as required</p> <p>1.1.7 - Conduct training activities which meet the needs of the village organisations</p> <p>1.1.8 - Exposure and exchange visits to other communities.</p> <p>1.1.9 - On-going hands on encouragement and training provided by field staff</p>	<p>50,499</p> <p>64,499</p> <p>90,482</p> <p>91,379</p> <p>71,779</p> <p>157,811</p> <p>311,848</p> <p>162,430</p> <p>181,848</p>
	<p>Output 1.2: Leaders and members of CBOs in both new and consolidated villages trained and applying skills learned in regard to planning and implementation of participatory village development activities.</p>	<p>1.2.1 - Undertake training needs analysis of CBOs in new villages and review needs in consolidation villages.</p> <p>1.2.2 - Develop a Training Plan for CBO leaders / members</p> <p>1.2.3 - Identify and contract service providers as required</p> <p>1.2.4 - Conduct training activities which meet the needs of the village organisations</p> <p>1.2.5 - Exposure and exchange visits to other communities.</p> <p>1.2.6 - On-going hands on encouragement and training provided by field staff</p>	<p>81,999</p> <p>61,499</p> <p>126,913</p> <p>291,848</p> <p>93,866</p> <p>181,848</p>

Intended Outputs	Output Targets for (Years)	Indicative Activities	Inputs
	Output 1.3: Availability of competent health and education services providers	<p>1.3.1 - Needs assessment and prioritization</p> <p>1.3.2 - Determine work-plans</p> <p>1.3.3 - Sub-contract service providers as required.</p> <p>1.3.4 - Undertake training of teachers, PTAs</p> <p>1.3.5 - Undertake training of health workers, VHCs.</p> <p>1.3.6 - Provide self-care training for communities (this activity will also provide knowledge and training regarding HIV-AIDS)</p> <p>1.3.7 - Implement and consolidate Essential Drug Programme</p> <p>1.3.8 - Provision of non-formal education</p>	<p>91,379</p> <p>61,499</p> <p>100,000</p> <p>50,155</p> <p>71,907</p> <p>100,000</p> <p>75,097</p> <p>100,000</p>
	Output 1.4: Improved and utilized community infrastructure (such as school structures, health facilities, water supply and sanitation services, small bridges)	<p>1.4.1 - Review and prioritize community requirements based on village development plans.</p> <p>1.4.2 - Agreement with community on division of responsibilities</p> <p>1.4.3 - Proposal and approval process</p> <p>1.4.4 - Subcontract with community</p> <p>1.4.5 - Provision of funds</p> <p>1.4.6 - Undertake construction</p> <p>1.4.7 - Ensure O & M training</p> <p>1.4.8 - Provide inputs/technical training for groups responsible for O&M / future activities</p>	<p>85,499</p> <p>41,001</p> <p>46,214</p> <p>2,420,498</p> <p>9,379</p> <p>133,736</p> <p>100,000</p> <p>312,323</p>
	Output 1.5: Well functioning income generation / livelihood groups	<p>1.5.1 - Identification of new target villages for establishment of income generating groups.</p> <p>1.5.2 - Identification of income generating groups in consolidation villages requiring further capacity building support.</p> <p>1.5.3 - Community orientation regarding project development paradigm</p> <p>1.5.4 - Establishment of groups in new target villages</p> <p>1.5.5 - Training / capacity building needs analysis / review in both new and consolidation villages.</p>	<p>61,499</p> <p>50,000</p> <p>35,761</p> <p>50,000</p> <p>84,497</p>

Intended Outputs	Output Targets for (Years)	Indicative Activities	Inputs
		<p>1.5.6 - Prepare capacity building work plans</p> <p>1.5.7 - Sub-contract with service providers.</p> <p>1.5.8 - Provide / facilitate access to training (e.g. resource management, accounting, operational skills, principles of networking, etc)</p> <p>1.5.9 - Facilitate appropriate observation / exchange visits.</p> <p>1.5.10 - Project staff / service providers provide on-going hands-on encouragement and training.</p> <p>1.5.11 - Facilitate networking among groups in order to provide future mutual support</p>	<p>29,881</p> <p>98,754</p> <p>191,227</p> <p>93,362</p> <p>191,227</p> <p>75,366</p>
	<p>Output 1.6: Community income generation / livelihood groups better able to carry out appropriate and successful income generating activities.</p>	<p>1.6.1 - Technical training needs analysis / funding requirements determined for new villages.</p> <p>1.6.2 - Review training / resource needs in consolidation villages</p> <p>1.6.3 - Prepare work plans</p> <p>1.6.4 - Sub-contract with groups</p> <p>1.6.5 - Funds made available</p> <p>1.6.6 - Provide / facilitate access to technical training</p> <p>1.6.7 - Facilitate appropriate observation / exchange visits.</p> <p>1.6.8 - On-going hands on encouragement and training provided by field staff</p> <p>1.6.9 Facilitate networking with technical agencies, private sector, and other private sector</p>	<p>40,000</p> <p>60,758</p> <p>29,881</p> <p>2,129,881</p> <p>20,498</p> <p>560,471</p> <p>32,769</p> <p>200,000</p> <p>144,933</p> <hr/> <p>10,000,000</p>

PROJECT RESULTS AND RESOURCES FRAMEWORK

ANNUAL OUTPUT TARGET

Year 1 - Potential risk factors and related indicators identified

WORKPLAN FOR Year-1 (2002)

Project No. MYA/01//001 INTEGRATED COMMUNITY DEVELOPMENT PROJECT

Act	ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
Output 1.1: Established transparent decision-making processes for planning and managing of village development activities.				
1.1.1	Identify new target villages/consolidation villages	Cost for Township Planning Workshops / Review Workshops, Project Personnel, and Logistics	34.02 19.99 49.99 59.99	10,000 7,317 915 1,147
1.1.2	Community orientation to project / project development paradigm	Orientation & Paradigm Training /Workshops/Conferences, Project Personnel, and Logistics	33.01 34.01 19.99 49.99 59.99	10,000 5,000 7,317 915 1,147
1.1.3	PRA process including needs assessment and tentative prioritization in form of village development plans	PRA Exercises, Village Development Exercises, Project Personnel, and Logistics	19.99 49.99 59.99	36,586 4,577 4,840
1.1.4	Undertake training needs analysis in new villages and review needs in consolidation villages.	Project Personnel, and Logistics	19.99 49.99 59.99	36,586 4,577 5,737
1.1.5	Develop a Training Plan for community members and community leadership.	Project Personnel, and Logistics	19.99 49.99 59.99	29,269 3,662 5,489
1.1.6	Identify and contract service providers as required	Project Personnel, and Logistics	21.99 19.99 49.99 59.99	58,939 21,952 2,746 3,442
1.1.7	Conduct training activities which meet the needs of the village organisations as identified in 1.1.3	Service Providers, Project Personnel, and Logistics	33.99 19.99 49.99 59.99	40,000 10,000 831 1,000
1.1.8	Exposure and exchange visits to other communities.	Community study tours and Staff study tours; Project Personnel, and Logistics	32.01 32.02 19.99 49.99 59.99	9,000 13,889 4,635 1,000 1,295
1.1.9	On-going hands on encouragement and training provided by field staff	Project Personnel, and Logistics	19.99 49.99 59.99	14,635 1,831 2,295

Act	ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
Output 1.2: Leaders and members of CBOs in both new and consolidated villages trained and applying skills learned in regard to planning and implementation of management of village development activities.				
1.2.1	Undertake training needs analysis of CBOs in new villages and review needs in consolidation villages.	Project Personnel, and Logistics	19.99	29,269
			49.99	3,662
			59.99	4,589
1.2.2	Develop a Training Plan for CBO leaders / members	Project Personnel, and Logistics	19.99	21,952
			49.99	2,746
			59.99	3,442
1.2.3	Identify and contract service providers as required	Service Providers, Project Personnel, and Logistics	21.99	26,802
			19.99	7,317
			49.99	915
			59.99	1,147
1.2.4	Conduct training activities which meet the needs of the village organisations as identified in 1.2.1	Service Providers, Project Personnel, and Logistics	33.99	35,000
			19.99	4,635
			49.99	1,000
			59.99	1,295
1.2.5	Exposure and exchange visits to other communities.	Community study tours and Staff study tours; Project Personnel, and Logistics	32.01	7,000
			19.99	10,000
			49.99	831
			59.99	1,000
1.2.6	On-going hands on encouragement and training provided by field staff	Project Personnel, and Logistics	19.99	14,635
			49.99	1,831
			59.99	2,295
Output 1.3: Availability of competent health and education services provided				
1.3.1	Needs assessment and prioritization	Project Personnel, and Logistics	19.99	26,586
			49.99	2,000
			59.99	2,737
1.3.2	Determine work-plans	Project Personnel, and Logistics	19.99	20,000
			49.99	2,000
			59.99	1,942
1.3.3	Sub-contract service providers as required.	Service Providers, Project Personnel, and Logistics	21.99	40,664
			19.99	11,952
			49.99	1,831
			59.99	2,295
1.3.4	Undertake training of teachers, PTAs, consistent with 2.1.1, above	Service Providers, Project Personnel, and Logistics	19.99	746
			49.99	577
			59.99	1,000
1.3.5	Undertake training of health workers, VHCs, consistent with 2.1.1, above.	Service Providers, Project Personnel, and Logistics	33.06	5,000
			19.99	8,000
			49.99	1,000
			59.99	295
1.3.6	Provide self-care training for communities, consistent with 2.1.1, above (this activity will also provide knowledge and training regarding HIV-AIDS and sanitation.	Service Providers, Project Personnel, and Logistics	19.99	6,635
			49.99	831
			59.99	1,000

Act	ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
1.3.7	Implement and consolidate Essential Drug Programme, consistent with 2.1.1, above.	Service Providers, Project Personnel, and Logistics	19.99	8,000
			49.99	1,000
			59.99	1,500
1.3.8	Provision of non-formal education in accordance with 2.1.1 above	Project Personnel, and Logistics	19.99	6,635
			49.99	1,000
			59.99	3,000
Output 1.4: Improved and utilized community infrastructure (such as school structures, health facilities, water supply and sanitation services, small bridges)				
1.4.1	Review and prioritize community requirements based on village development plans produced under 1.1.3, above.	Project Personnel, and Logistics	34.01	5,000
			19.99	21,952
			49.99	2,746
			59.99	3,442
1.4.2	Agreement with community on division of responsibilities	Project Personnel, and Logistics	19.99	14,635
			49.99	1,831
			59.99	2,295
1.4.3	Proposal and approval process	Project Personnel, and Logistics	19.99	14,635
			49.99	1,831
			59.99	2,295
1.4.4	Subcontract with community	Project Personnel, and Logistics	72.01	300,000
			19.99	7,317
			49.99	915
			59.99	1,147
1.4.5	Provision of funds	Community, Project Personnel, Logistics, and Project Supports	19.99	6,000
			49.99	745
			59.99	800
1.4.6	Undertake construction	Community, Project Personnel, Logistics	19.99	6,000
			49.99	500
			59.99	800
1.4.7	Ensure O & M training	Community, Project Personnel, Logistics	19.99	5,000
			49.99	700
			59.99	800
1.4.8	Provide inputs/technical training for groups responsible for O&M / future activities	Community, Project Personnel, Logistics	19.99	4,951
			49.99	800
			59.99	1,041
Output 1.5: Well functioning income generation / livelihood groups				
1.5.1	Identification of new target villages for establishment of income generating groups.	Project Personnel, and Logistics	19.99	10,000
			49.99	2,746
			59.99	3,442
1.5.2	Identification of income generating groups in consolidation villages requiring further capacity building support.	Project Personnel, and Logistics	19.99	14,904
			49.99	2,746
			59.99	3,442
1.5.3	Community orientation to project development	Project Personnel, and Logistics	33.01	10,000

Act	ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
	paradigm		19.99 49.99 59.99	14,635 1,831 2,295
1.5.4	Establishment of groups in new target villages	Project Personnel, and Logistics	19.99 49.99 59.99	21,952 2,746 3,442
1.5.5	Training / capacity building needs analysis / review in both new and consolidation villages.	Project Personnel, and Logistics	19.99 49.99 59.99	21,952 1,000 2,000
1.5.6	Prepare capacity building work plans	Project Personnel, and Logistics	19.99 49.99 59.99	14,635 1,000 1,295
1.5.7	Sub-contract with service providers, if applicable.	Service Providers, Project Personnel, and Logistics	21.99 19.99 49.99 59.99	41,509 7,317 915 1,147
1.5.8	Provide / facilitate access to training as identified in 3.1.3 (e.g. resource management, accounting, operational skills, principles of networking, etc)	Service Providers, Project Personnel, and Logistics	19.99 49.99 59.99	21,952 2,746 3,442
1.5.9	Facilitate appropriate observation / exchange visits.	Project Personnel, and Logistics	32.01 19.99 49.99 59.99	7,000 10,000 746 1,442
1.5.10	Project staff / service providers provide on-going hands on encouragement and training.	Service Providers, Project Personnel, and Logistics	19.99 49.99 59.99	21,952 2,746 3,442
1.5.11	Facilitate networking among groups in order to provide future mutual support	Project Personnel, and Logistics	19.99 49.99 59.99	10,000 831 1,000
Output 1.6: Community income generation / livelihood groups better able to carry out appropriate and successful income generating activities.				
1.6.1	Technical training needs analysis / funding requirements determined for new villages.	Project Personnel, and Logistics	19.99 49.99 59.99	21,952 2,746 3,442
1.6.2	Review training / resource needs in consolidation villages	Project Personnel, and Logistics	19.99 49.99 59.99	20,000 2,000 1,442
1.6.3	Prepare work plans	Project Personnel, and Logistics	19.99 49.99 59.99	14,635 1,831 2,295

Act	ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET
1.6.4	Sub-contract with groups (if funds are to be provided)	Service Providers, Project Personnel, and Logistics	72.02	240,000
			19.99	14,635
			49.99	1,831
			59.99	2,295
1.6.5	Funds made available (if agreed)	Project Personnel, Logistics and Project Support Personnel	19.99	7,317
			49.99	915
			59.99	1,147
1.6.6	Provide / facilitate access to technical training as identified in 3.2.1 / 3.2.2	Service Providers, Project Personnel, and Logistics	21.99	42,086
			19.99	7,317
			49.99	915
			59.99	1,147
1.6.7	Facilitate appropriate observation / exchange visits.	Project Personnel, and Logistics	32.01	2,000
			19.99	1,952
			49.99	746
			59.99	2,000
1.6.8	On-going hands on encouragement and training provided by field staff	Project Personnel, and Logistics	19.99	7,317
			49.99	915
			59.99	1,147
1.6.9	Facilitate networking with technical agencies, private sector, and other service providers ensure potential support in post-project situation.	Project Personnel, and Logistics	19.99	7,313
			49.99	927
			59.99	1,147
				1,800,000

PART III. MANAGEMENT ARRANGEMENTS

Knowledge base

UNDP will ensure that during the final stages of HDI-III the sectoral projects will complete a full inventory of project resources, accomplishments and status reports. This should include a clear inventory of community resources resulting from project interventions under HDI, revolving funds and savings activities, together with Village Profiles and all other useful project-related data, including reports of independent assessments under the current phase. In addition, there is a significant amount of information within the UNDP Country Office concerning past phases of the HDI, including good practices as well as not-so-successful initiatives and practices.

Together with reporting on outcomes under the Country Office's Strategic Results Framework and the Results Oriented Annual Reports, these resources will provide a wealth of information, and a reference for the induction of project management as well as during the implementation of the project.

Care will be taken to ensure that lessons learned and best practices further identified during the project will be codified and added to the existing store of knowledge in a way that will enhance the knowledge base of the HDI beyond mere addition of discrete pieces of information. Relationships will be identified and analysed between current and new experiences, on the one hand, and the lessons of the past phases, as well as with experiences of other UNDP Country Offices and programmes, on the other hand. Implications for both grassroots activities as well as policy related issues will be assessed for relevance in project implementation. The project as well as the UNDP Country Office will draw upon the expertise of Sub-regional Resource Facilities to ensure that the project benefits from knowledge and expertise from other countries. (See Coordination Arrangements)

Implementation arrangements

Supervision

The project will be executed by the UNDP Myanmar Country Office, which will be responsible and accountable for the overall use of resources and achievement of project objectives. The UNDP Resident Representative will provide overall supervision and guidance on project policy and implementation issues. The Deputy Resident Representative (Programme) will be directly responsible for achievement of results, while the Assistant Resident Representative (Programme) will be responsible for efficient and proper use of resources and for identification of bottlenecks or abnormalities in the achievement of those results. The UNDP Programme Manager will be responsible for resources utilized according to the Results and Resources Framework in Part II of this project document. The Deputy Resident Representative (Operations) will be responsible for management of funds, financial reports, human resources and general support services. The Deputy Resident Representative (Programme) and the Deputy Resident Representative (Operations), who are both at senior international level, will coordinate and consult each other on relevant aspects of project execution, and report to the Resident Representative on all substantive matters concerning this project.

The Resident Representative will provide overall guidance on project direction and implementation to the Project Manager, who will report to the Resident Representative through the Deputy Resident Representative (Programme). The Project Manager will be responsible for the day-to-day implementation of the project, under the direct supervision of

the Deputy Resident Representative (Programme) and in close consultation with the UNDP Country Office Programme Manager responsible for the project.

The National Implementing Agency⁴ will be the Department of Development Affairs. The primary responsibility of the counterpart agency will be to liaise with technical agencies at the central and township level to ensure their understanding of the project and their cooperation at the operational level.

UNDP will assign a Project Manager to be responsible for delivering outputs set forth in this project document, and for the day-to-day management of the project. In addition, the Project Manager will be responsible for initiating and managing activities related to resource mobilization and community mobilization.

The Project Manager and his team will work in close consultation with the UNDP Programme Manager assigned to the project. The Project Manager may delegate staff technical specialists to coordinate with technical agencies at the central level. Township level coordination will be between the project Township Coordinator and the township civil administration. The Township Coordinator may delegate technical staff to coordinate with technical agencies at the township level.

Staff structure:

The project will be managed and coordinated through a unified, professional management structure. The central Management Unit will include the Project Manager and an Assistant Project Manager. The Management Unit, assisted by the central level Technical Specialists, will be responsible for overall management and policy direction, including coordination with the executing and counterpart agencies. The project central office will be located in Yangon. It will comprise management, technical advice, and support functions. Management authority will pass from the Project Manager to the township staff through the 11 Township Coordinators.

The Technical Specialists at the central office will contribute to project policy decisions through the provision of technical advice to the Project Manager; they will also provide technical advice to township personnel. The Technical Specialists will also coordinate with counterpart agencies and with the relevant Technical Specialists on other HDI projects, as required. Sectoral activities will be managed through the unified project management structure and there will no longer be directive lines of authority through the technical sector specialists.

Township and field staff will function primarily as a coordinated multi-sectoral, community development teams. However, key technical and thematic skills will be represented among the individual team members.

It is important to note that the type and number of staff positions as well as other resources allocated to each township are only indicative and average figures used to calculate the overall budget. Actual allocations of staff and budgets will be made on the basis of a range of factors including the total number of villages in each township, the number of poor communities without previous HDI interventions, and the number and type of activities to be undertaken. The first two of these factors are already known and can be used to estimate the required number of field staff per township. The latter consideration will emerge through the

⁴ The terms "National Implementing Agency" and "National Project Director" are to be used within the framework of the UNDP Governing Council and Executive Board mandate.

village needs analysis process that will determine the appropriate allocation of township level technical advisers as well as the requirements to subcontract additional technical services.

Operational support

UNDP will be responsible for arranging common premises, storage facilities and administrative, financial and logistic support at the township level in HDI townships. Standard procedures for the procurement of goods and services will apply. These will result in efficient use of human and financial resources, and uniformity of administrative, operational and logistics services.

UNDP will support the identification, selection and contracting of national project staff as well as of local persons or institutions needed by the projects.

The UNDP Country Office will also provide financial services, including the processing of transactions and payments as well as preparation of delivery reports.

The Information and Communications section of the UNDP Country Office will provide support to the project in setting up information systems hardware and software and linkage to the UNDP Yangon and project office. In addition to supporting and supervising the functioning of information systems, the Country Office will also provide training to project staff on information and communication matters.

Special considerations: Reasons for assistance from UNDP

DEX

Under HDI-IV, this project will focus on meeting basic needs, rather than on technical innovation and experimentation. The level of technical expertise needed is well within the capacity of project staff who, with the exception of the project manager, will be locally engaged Myanmar Nationals. The UNDP Yangon Country Office, with considerable experience from three phases of HDI projects, has all the necessary capacity and ability to directly execute the project under HDI-IV.

Due to the special considerations imposed by the Governing Council/Executive Board mandates, and by the specific circumstances prevailing in the country, the Country Office has been heavily involved in providing a full range of operational services to all HDI projects, on an AOS-sharing basis, including the recruitment of national staff, financial clearing and other transactions at central as well as field level. In addition, through three successive phases of the HDI, the Country Office has been closely involved in providing substantive guidance and leadership to the HDI projects. Such leadership has gone beyond the conceptual level to substantive oversight and direction setting of project activities in terms of community processes and beneficiaries.

Given the demand-driven nature of the project, a quick and focused response is needed to ensure that community initiatives do not get bogged down due to bureaucratic delays or administrative processing. Located in-country and already undertaking many support services due to the unique situation of the programme delivery, the Country Office is fully equipped to respond to such needs.

In the current and previous phases of the HDI, the Country Office has established HDI centres in each of the project townships. These have functioned not only as the administrative centre for all HDI projects in each township, but also as the focal point, under the direct guidance of

the Country Office management, for non-sectoral community-mobilisation activities in the township. They also functioned as township headquarters for Country Office Area Managers during their frequent and regular field monitoring and evaluation missions. As an indicator of Country Office leadership in this direction, Country Office programme managers, assisted by project support staff, were principally responsible for organising and implementing the extensive series of stakeholder consultations that were undertaken during first half of the year preceding the formulation of this project.

In the circumstances in which the HDI is operating, regional factors can and do have strong implications and consequences for the project and for beneficiaries. While technical interventions can often be worked out at the township level, policy related issues need to be addressed at the central level with line ministries, where UNDP is invariably called upon, even by executing agencies, to intervene. Of all the UN agencies involved in past phases of the HDI, only FAO has a presence in the country, and in matters pertaining to the HDI and other UNDP supported activities (including those executed by FAO), the Country Office represents the main interlocutor for Government.

Finally, operational efficiencies will continue, through the administrative and operational support services provided by the Country Office, and funds management and financial reporting enhanced by timely reporting locally.

Potential for cost-sharing

The activities of the project, and its role as the repository of the experiences and lessons of previous phases of the HDI, provide an alternative model of community development that is in many ways unique in the Myanmar context. This project, and its sister projects of the HDI, thus offer the potential for replication and expansion into new townships and villages, should additional resources become available from non-core sources. It is expected that the HDI projects will have a practical demonstrational effect that will facilitate the mobilisation of such resources, to the extent that this becomes possible in the country.

Coordination arrangements

Coordination will occur at the central level between the UNDP Country Office, the Project Manager and the national counterpart agency.

The UNDP Country Office will be responsible for liaising and coordinating with external partners, including the counterpart department and national agencies, other UN agencies, donors, and NGOs on matters related to the project's policy and implementation. Where appropriate or necessary, the Resident Representative may delegate such consultation and coordination to project staff as well.

Within the UNDP organisation, the Country Office will coordinate and collaborate with the Sub-regional Resource Facilities (SURF) to ensure that the project benefits from the best practices available globally and within the region.

In terms of contributing towards coordination of UN system activities under the umbrella of the Resident Coordinator System, the project is coherent with the activities of UNICEF and UNFPA in areas where there is a geographical overlap. These two agencies are undertaking activities in thematic areas that are similar to those covered by the project, i.e., primary health care, primary education, water supply and sanitation, family health, reproductive health. It is noteworthy that, unlike UNDP's HDI, their activities are geared towards building institutional capacities of government staff through training and upgrading of facilities, both at the central

and at the township level. In addition, they undertake activities directly with beneficiary groups. However, such beneficiary groups, whether communities or government department staff, do not extend beyond the environs of the township urban centres, whereas the HDI's target groups are beyond the outer limits of such urban centres, and extend to often the most remote areas.

This offers a unique opportunity for coordination of activities in a way that can bring about a seamless coverage wherein the sum of individual agencies' assistance can amount to more than the individual initiatives. UNDP's grassroots assistance in the above-mentioned thematic areas of similarity can take up the community capacity building and basic needs assistance needed by communities, where UNICEF's and UNFPA's activities end (at the outskirts of the urban areas). Conversely, UNICEF and UNFPA, through their capacity building of national health and education service departments at the township will help improve access to better quality service in those sectors for grassroots communities.

Similarly, UNICEF and UNDP have collaborated in previous phases of the HDI on a common teacher training package that has been accepted by the national authorities to train primary teachers in both UNICEF and HDI townships. Teacher training continues to be a need, and teams of trainers supported in the past by both UNICEF and the HDI will continue to be part of the local human and technical resources that will be available to the project, either directly brought in by the project or through coordinated arrangements with UNICEF.

Coordination of activities with UN agencies will be pursued by UNDP, either directly or through UN coordinating mechanisms as the Thematic Working Groups of the RC system.

Inter-project coordination

It is anticipated that there will be regular coordination between the *Integrated Community Development Project* and other HDI-IV projects. This will include coordination with the CDRT Project, the HIV-AIDS Project, and the Micro-Finance Project. In particular, this project will coordinate closely with the Micro-Finance Project in the selection of target villages that will be supported by grants for livelihoods/ income generation. The selection of target villages in this respect will be carried out in accordance with the principle whereby this project will target more remote villages while the Micro-Finance Project will focus on less remote villages.

The CDRT Project will employ similar approaches and strategies, although working with a different designated counterpart agency and in different regions. The CDRT has consistently employed an integrated development model. Regular contact and exchange between the two projects would be mutually beneficial. Contacts can occur at a number of levels: The two Project Managers should regularly coordinate with a view to identifying common problems and relevant lessons and experiences (particularly at the workplan phase). The technical specialists employed under the respective projects should similarly be aware of relevant thematic lessons and experiences. There could also be fruitful exchanges between staff and villagers from both project areas.

The HIV-AIDS Project will be the source of inputs to the *Integrated Community Development Project* in HIV-AIDS prevention and care training activities. Coordination will be the responsibility of the PHC Technical Specialist at the central level.

The Micro-finance project will be operating in the same townships of the HDI. The villages targeted by the two projects will not overlap. The Micro-finance project's current strategy focuses on building the institutional capacities of micro-finance institutions set up during the

previous HDI Phase (HDI-III). Nevertheless, there is potential for linkage between the affinity/ self-reliance groups that will be supported by this project and the micro-finance project when these groups are at a more mature level and the micro-finance institutions are ready to expand their operations to all villages in the townships.

Project reporting, review and monitoring

Monitoring and evaluation will be undertaken systematically on a monthly, quarterly and annual basis to ensure the quality of project implementation, to measure the effectiveness and efficiency of project activity, and to identify the degree to which community development processes are sustainable and replicable. Through this process, timely feedback will be provided so remedial action can be taken as necessary. There will be annual comprehensive project reviews involving key stakeholders. This will be in addition to an in-house regular review process.

In addition to the normal internal project monitoring system, the project will incorporate the new "Results-based Monitoring" system being developed by UNDP for all HDI-IV projects. This will include regular results reporting to UNDP based on previously agreed indicators and their periodicity for monitoring project progress and achievement.

Consistent with the approach currently being adopted throughout UNDP, the project will adopt the use of Results Based Management (RBM) tools. The UNDP Myanmar Country Office staff has already been trained in RBM principles, concepts and methodologies. The second stage of establishing the comprehensive results-based monitoring and reporting system for all projects under HDI-IV will be undertaken during the first month of implementation when the respective HDI-IV project managers are in place (e.g., fine-tuning of performance indicators, decisions on periodicity of reporting for different indicators, elaboration of results-based workplans).

The CO RBM system itself will computerize the HDI-IV log-frames, performance indicators, and results reporting framework for regular Results Based Management and monitoring and evaluation. Data on participants in project activities, including beneficiaries, staff, or subcontracted service providers, will be recorded and available in a gender-disaggregated format.

The project will subject to an external general evaluation, including a management and financial audit. In addition, the project will also be part of the assessment undertaken by the annual Independent Review that will be fielded by UNDP Headquarters in compliance with current Executive Board decisions.

Project Reports will be made available to all project stakeholders.

PART IV.

LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Agreement between the Government of Myanmar and the United Nations Development Programme, signed by the parties on 17 September 1987.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objections to the proposed changes:

- a) Revisions in, or in addition of, any of the annexes of the project document
- b) Revisions that do not involve significant changes in the immediate objectives, outputs and activities of the project, but are caused by rearrangements of the inputs already agreed to or by cost increases due to inflation.
- c) Mandatory annual revisions that rephrase the delivery of agreed inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

The project will be subject to audit according to UNDP rules.

PART V

INPUTS AND BUDGET

Inputs

The total UNDP budget for the three-year project will be \$10,000,000 (exclusive of AOS of \$500,000). This budget will be used to ensure the following inputs are available for the project.

Project Personnel:

The project will have a full-time Project Manager who will be assisted by an Assistant Project Manager. A team of Technical Specialists and a small professional support unit will also be located in the central office. The Technical Specialists at the central level will cover the thematic areas of Community infrastructure, Primary Health Care and Sanitation, Education, Social Mobilization and Gender, and Database Management. In each of the 11 townships there will be a Township Coordinator, through which the management line will pass, a small team of (on average) three Technical Specialists who will have expertise in the Community infrastructure, Education and Health, and Social Mobilization areas. There will also be (on average) some 20 additional field staff, and a small support unit. The total project personnel budget will be \$2,829,380

Subcontracts:

Compared to the staffing level on the seven HDI-III projects that the integrated project replaces, there is a decline of some 307 positions in the current phase. This represents a saving of almost four million dollars and is made possible, partly as a result of efficiencies directly resulting from the integrated approach, and partly through increasing the range of activities that will be outsourced through the subcontracting modality that was successfully employed, although to a lesser degree, under HDI-III. Examples of activities to be undertaken through a subcontracting arrangement will be training in areas such as self-care, sanitation, PHC and HIV-AIDS prevention and care; implementation of the Essential Drug Programme; teacher training; the production of IEC and training materials; water quality training; technical services related to income generation activities (which could include training in horticulture, fisheries, livestock, seed selection techniques, IPM, and off-farm skills training, etc.); and hazard awareness and prevention training. The service delivery component of the subcontracts budget amounts to \$1,000,000. It will be allocated to specific activities subsequent to the detailed needs analysis activities. Service providers may include government technical agencies, training institutes, NGOs, private sector consulting companies and individuals, and UN agencies. Additional inputs funded through the subcontract budget will be the

Community infrastructure Development Grant Fund and the Sustainable Livelihoods Development Fund. Through these facilities some \$4,500,000 will be provided as grants to the target communities and seed funding for CBOs.

Training:

Technical training aimed at the target communities will be largely funded through the subcontracts budget. The training budget will focus on training of project staff and on training involving communities together with project staff. The training budget is \$520,000.

Equipment and Supplies:

As vehicles and equipment from the earlier phase of the project will be used under HDI-IV, there will be relatively little new procurement of such items. Procurement of spare-parts will, however, be significant. The major item will be Operation and Maintenance which is estimated at \$310,000. The subtotal for Equipment and Supplies is \$567,620.

Other:

Within the Miscellaneous budget category there is provision for reporting costs, public information and sundries. The budget is \$83,500.

An amount of five per cent of total project cost is allocated to the executing agency to cover administration and operation services.

Budget

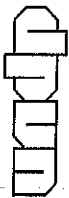
The total project budget will be \$10,000,000. A summary breakdown of the budget is presented in the following table.

Budget Line	Description	Cost in \$
11.99	International Personnel	649,500
13.99	Support Personnel	368,280
15.99	Duty Travel	190,000
16.99	Evaluation and Other Mission Costs	160,000
17.99	National Project Staff	1,461,600
19.00	Project Personnel Subtotal	2,829,380
21.99	NGO / Agency / Private Sector Subcontracts	1,000,000
29.00	Subcontracts Subtotal	1,000,000
32.99	Study Tours	140,000
33.99	In-Service & Hands on Group Training / Refreshers	300,000
34.99	Workshops	80,000
39.00	Training Subtotal	520,000
45.99	Local Procurement (including Operations & Maintenance)	467,620
47.99	International Procurement	100,000
49.00	Equipment and Supplies Subtotal	567,620
52.01	Reporting Cost	15,000
52.02	Public Information	35,000
53.01	Sundries	33,000
53.02	Administrative Support Services	500,000
59.00	Miscellaneous Subtotal	583,000

72.01	Community infrastructure Development Grant Fund	2,400,000
72.02	Sustainable Livelihoods Development Fund	2,100,000
79.00	Micro-Capital Grants	4,500,000
99.00	Grand Total	10,000,000

ANNEXES

- I. Detailed Project Budget
- II. Indicative Workplan
- III. Terms of Reference
- IV. Signature Page



United Nations Development Programme
MYA/01/001 - ICDP
Budget "A"

Annex-I

Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1)
Executing Agency: UNDP - United Nations Development Programme

SBLN	Description	Implementing	Funding	Total	2002	2003	2004	2005
010.	PERSONNEL							
011.	International Consultants							
011.01	Project Manager	UNDP	UNDP	504,000	112,000	168,000	168,000	56,000
				36	8	12	12	4
				504,000	112,000	168,000	168,000	56,000
011.02	Process Facilitation and PRA	UNDP	UNDP	20,000	20,000			
				2	2			
				20,000	20,000			
011.03	Monitoring and Evaluation	UNDP	UNDP	20,000	20,000			
				2	2			
				20,000	20,000			
011.04	Unspecified	UNDP	UNDP	105,500	56,500	49,000		
				9	5	4		
				105,500	56,500	49,000		
011.99	Line Total			649,500	208,500	217,000	168,000	56,000
				49	17	16	12	4
				649,500	208,500	217,000	168,000	56,000
013.	Administrative Support							
013.01	Project Assistant	UNDP	UNDP	28,800	6,400	9,600	9,600	3,200
				72	16	24	24	8
				28,800	6,400	9,600	9,600	3,200
013.02	Project Secretary	UNDP	UNDP	10,800	2,400	3,600	3,600	1,200
				36	8	12	12	4
				10,800	2,400	3,600	3,600	1,200
013.03	Clerk	UNDP	UNDP	15,840	3,520	5,280	5,280	1,760
				72	16	24	24	8
				15,840	3,520	5,280	5,280	1,760
013.04	Temporary Assistant (YGN)	UNDP	UNDP	7,200	1,600	2,400	2,400	800
				72	16	24	24	8
				7,200	1,600	2,400	2,400	800
013.05	Drivers	UNDP	UNDP	25,920	5,760	8,640	8,640	2,880
				144	32	48	48	16
				25,920	5,760	8,640	8,640	2,880
013.06	Township assistants (11 Townships)	UNDP	UNDP	95,040	21,120	31,680	31,680	10,560
				25,920	5,760	8,640	8,640	2,880
				95,040	21,120	31,680	31,680	10,560



United Nations Development Programme
MYA/01/001 - ICDP
 Budget "A"

Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1)
 Executing Agency: UNDP - United Nations Development Programme

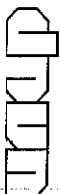
SBLN	Description	Implementing	Funding	Total	2002	2003	2004	2005
013.07	Clerk (11 Townships)	UNDP	UNDP	W/M	176	264	264	88
				Total	21,120	31,680	31,680	10,560
				Net Amount	15,840	23,760	23,760	7,920
013.08	Drivers (11 Townships)	UNDP	UNDP	W/M	176	264	264	88
				Total	15,840	23,760	23,760	7,920
				Net Amount	10,240	15,360	15,360	5,120
013.09	Boatman	UNDP	UNDP	W/M	128	192	192	64
				Total	10,240	15,360	15,360	5,120
				Net Amount	6,000	9,000	9,000	3,000
013.10	Boat Helper/Watchman	UNDP	UNDP	W/M	120	180	180	60
				Total	6,000	9,000	9,000	3,000
				Net Amount	8,960	13,440	13,440	4,480
013.99	Line Total			1,008	224	336	336	112
				40,320	8,960	13,440	13,440	4,480
				368,280	81,840	122,760	122,760	40,920
				4,104	912	1,368	1,368	456
				368,280	81,840	122,760	122,760	40,920
015.	Monitoring and Evaluation							
015.01	Duty Travels, Project Staff	UNDP	UNDP	190,000	40,000	60,000	60,000	30,000
				Total	40,000	60,000	60,000	30,000
				Net Amount	40,000	60,000	60,000	30,000
015.99	Line Total			190,000	40,000	60,000	60,000	30,000
				Total	40,000	60,000	60,000	30,000
016.	Mission Costs							
016.01	Agency Backstopping	UNDP	UNDP	40,000	10,000	20,000	10,000	-
				Total	10,000	20,000	10,000	-
016.02	Evaluation Mission	UNDP	UNDP	120,000	30,000	40,000	40,000	10,000
				Total	30,000	40,000	40,000	10,000
				Net Amount	40,000	60,000	50,000	10,000
016.99	Line Total			160,000	40,000	60,000	50,000	10,000
				Total	40,000	60,000	50,000	10,000
017.	National Consultants							
017.01	Assistant Project Manager (YGN)	UNDP	UNDP	32,400	7,200	10,800	10,800	3,600
				W/M	36	12	12	4
				Total	7,200	10,800	10,800	3,600
017.02	Tech. Specialist (YGN) ANR	UNDP	UNDP	21,600	4,800	7,200	7,200	2,400
				W/M	36	12	12	4
				Total	4,800	7,200	7,200	2,400



United Nations Development Programme
MYA/01/001 - ICDP
 Budget "A"

Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1)
 Executing Agency: UNDP - United Nations Development Programme

SBLN	Description	Implementing	Funding	Total	2002	2003	2004	2005
017.03	TS (YGN), Social Infrastructure	UNDP	UNDP	Total	21,600	7,200	7,200	2,400
				Net Amount	21,600	7,200	7,200	2,400
				W/M	36	12	12	4
017.04	TS (YGN) PHC/Sanitation	UNDP	UNDP	Total	21,600	7,200	7,200	2,400
				Net Amount	21,600	7,200	7,200	2,400
				W/M	36	12	12	4
017.05	TS (YGN) Education	UNDP	UNDP	Total	21,600	7,200	7,200	2,400
				Net Amount	21,600	7,200	7,200	2,400
				W/M	36	12	12	4
017.06	TS (YGN) Social Mobilization/Gender	UNDP	UNDP	Total	21,600	7,200	7,200	2,400
				Net Amount	21,600	7,200	7,200	2,400
				W/M	36	12	12	4
017.07	TS (YGN) Training	UNDP	UNDP	Total	21,600	7,200	7,200	2,400
				Net Amount	21,600	7,200	7,200	2,400
				W/M	36	12	12	4
017.08	TS (YGN) Database	UNDP	UNDP	Total	21,600	7,200	7,200	2,400
				Net Amount	21,600	7,200	7,200	2,400
				W/M	36	12	12	4
017.09	TS (YGN) Unspecified	UNDP	UNDP	Total	21,600	7,200	7,200	2,400
				Net Amount	43,200	14,400	14,400	4,800
				W/M	72	24	24	8
017.10	Township Coordinators (11 Tsp)	UNDP	UNDP	Total	43,200	14,400	14,400	4,800
				Net Amount	158,400	52,800	52,800	17,600
				W/M	396	132	132	44
017.11	TS (11 Townships) ANR	UNDP	UNDP	Total	158,400	52,800	52,800	17,600
				Net Amount	99,000	33,000	33,000	11,000
				W/M	396	132	132	44
017.12	TS (11 Townships) Soc.Infrastructure	UNDP	UNDP	Total	99,000	33,000	33,000	11,000
				Net Amount	99,000	33,000	33,000	11,000
				W/M	396	132	132	44
017.13	TS (11 Townships) (Edu/PHC)	UNDP	UNDP	Total	99,000	33,000	33,000	11,000
				Net Amount	99,000	33,000	33,000	11,000
				W/M	396	132	132	44
017.14	TS (11 Townships) Soc.Mob/Gender	UNDP	UNDP	Total	99,000	33,000	33,000	11,000
				Net Amount	99,000	33,000	33,000	11,000
				W/M	396	132	132	44



United Nations Development Programme
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Budget "A"

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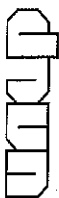
SBLN	Description	Implementing	Funding	Total	2002	2003	2004	2005
017.15	Township Specialist (Unspecified)	UNDP	UNDP	W/M	88	132	132	44
				Total	99,000	33,000	33,000	11,000
				Net Amount	318,600	106,200	106,200	35,400
017.15	Community Development Facilitators	UNDP	UNDP	W/M	264	396	396	132
				Total	318,600	106,200	106,200	35,400
				Net Amount	316,800	105,600	105,600	35,200
017.17	Unspecified Temporary Technicians	UNDP	UNDP	W/M	1,408	2,112	2,112	704
				Total	316,800	105,600	105,600	35,200
				Net Amount	45,000	26,500	8,500	
017.99	Line Total			W/M	200	530	170	
				Total	45,000	26,500	8,500	
				Net Amount	1,461,600	498,700	480,700	157,400
019.	PROJECT PERSONNEL TOTAL			Total	2,392	3,818	3,458	1,096
				Net Amount	2,829,380	958,460	881,460	294,320
				W/M	14,917	5,202	4,838	1,556
020.	CONTRACTS			Total	695,140	958,460	881,460	294,320
				Net Amount	2,829,380	958,460	881,460	294,320
				W/M	3,321	4,838	4,838	1,556
021.	Contract A			Total	695,140	958,460	881,460	294,320
				Net Amount	200,000	80,000	65,000	15,000
				Total	200,000	80,000	65,000	15,000
021.01	Self-Care/Sanitation/PHC/HIV-AIDS	UNDP	UNDP	Net Amount	40,000	80,000	65,000	15,000
				Total	40,000	80,000	65,000	15,000
				Net Amount	20,000	40,000	35,000	5,000
021.02	Essential Drug Programme	UNDP	UNDP	Total	20,000	40,000	35,000	5,000
				Net Amount	30,000	50,000	15,000	5,000
				Total	30,000	50,000	15,000	5,000
021.03	Teachers Training	UNDP	UNDP	Net Amount	10,000	50,000	15,000	5,000
				Total	100,000	50,000	15,000	5,000
				Net Amount	100,000	50,000	15,000	5,000
021.04	IEC	UNDP	UNDP	Net Amount	10,000	50,000	15,000	5,000
				Total	100,000	50,000	15,000	5,000
				Net Amount	100,000	50,000	15,000	5,000
021.05	Water Quality	UNDP	UNDP	Net Amount	10,000	20,000	18,000	2,000
				Total	50,000	20,000	18,000	2,000
				Net Amount	250,000	90,000	90,000	30,000
021.06	Livelihood/Income Generation	UNDP	UNDP	Total	40,000	90,000	90,000	30,000
				Net Amount	40,000	90,000	90,000	30,000
				Total	50,000	20,000	20,000	-
021.07	Hazard Reduction	UNDP	UNDP	Net Amount	10,000	20,000	20,000	-
				Total	50,000	20,000	20,000	-
				Net Amount	50,000	30,000	30,000	-
021.08	Case/Impact Studies	UNDP	UNDP	Net Amount	20,000	30,000	20,000	-
				Total	50,000	30,000	30,000	-
				Net Amount	20,000	30,000	30,000	-



United Nations Development Programme
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 Budget "A"

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 Executing Agency: UNDP - United Nations Development Programme

SBLN	Description	Implementing	Funding	Total	2002	2003	2004	2005
021.09	Unspecified Technical Services	UNDP	UNDP	Net Amount Total	30,000 30,000	30,000 30,000	20,000 20,000	20,000 20,000
021.99	Line Total			Net Amount Total	210,000 210,000	410,000 410,000	278,000 278,000	102,000 102,000
029.	SUBCONTRACTS TOTAL			Net Amount Total	210,000 210,000	410,000 410,000	278,000 278,000	102,000 102,000
030.	TRAINING							
032.	Other Training							
032.C1	Community Study Tours	UNDP	UNDP	Net Amount Total	25,000 25,000	30,000 30,000	30,000 30,000	5,000 5,000
032.C2	Proj Staff Study Tour (in country)	UNDP	UNDP	Net Amount Total	13,889 13,889	16,667 16,667	16,667 16,667	2,777 2,777
032.99	Line Total			Net Amount Total	38,889 38,889	46,667 46,667	46,667 46,667	7,777 7,777
033.	In-Service Training							
033.01	Orientation and paradigm	UNDP	UNDP	Net Amount Total	20,000 20,000	10,000 10,000	5,000 5,000	- -
033.02	Community Soc Mobilization	UNDP	UNDP	Net Amount Total	15,000 15,000	10,000 10,000	5,000 5,000	- -
033.03	PRA and Skills enhancement	UNDP	UNDP	Net Amount Total	10,000 10,000	15,000 15,000	15,000 15,000	- -
033.04	Group Formation, Mgmt, Sustainability	UNDP	UNDP	Net Amount Total	15,000 15,000	15,000 15,000	10,000 10,000	- -
033.05	Livelihood Opportunities	UNDP	UNDP	Net Amount Total	25,000 25,000	30,000 30,000	30,000 30,000	5,000 5,000
033.06	Social Infrastructure	UNDP	UNDP	Net Amount Total	5,000 5,000	10,000 10,000	10,000 10,000	- -
033.07	Participatory M & E	UNDP	UNDP	Net Amount Total	10,000 10,000	15,000 15,000	10,000 10,000	5,000 5,000
033.99	Line Total			Net Amount Total	100,000 100,000	105,000 105,000	85,000 85,000	10,000 10,000
034.	Conferences & Meetings							
034.01	Orientation Workshops	UNDP	UNDP	Net Amount Total	10,000 10,000	15,000 15,000	15,000 15,000	10,000 10,000
034.02	Mid-Term Review Workshop	UNDP	UNDP	Net Amount Total	10,000 10,000	10,000 10,000	10,000 10,000	10,000 10,000



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Executing Agency: UNDP - United Nations Development Programme

SBLN	Description	Implementing	Funding	Total	2002	2003	2004	2005
034.99	Line Total		Total	30,000	10,000	10,000	10,000	-
			Net Amount	80,000	20,000	25,000	25,000	10,000
			Total	80,000	20,000	25,000	25,000	10,000
039.	TRAINING TOTAL		Net Amount	520,000	158,889	176,667	156,667	27,777
			Total	520,000	158,889	176,667	156,667	27,777
040.	EQUIPMENT							
045.	Equipment							
045.01	Local Procurement	UNDF	UNDP	50,000	11,971	15,000	15,000	8,029
			Total	50,000	11,971	15,000	15,000	8,029
045.02	Office Equipment	UNDF	UNDP	57,620	20,000	10,000	3,620	24,000
			Total	57,620	20,000	10,000	3,620	24,000
045.03	Spare parts & Accessories	UNDF	UNDP	50,000	15,000	16,323	15,000	3,677
			Total	50,000	15,000	16,323	15,000	3,677
045.04	O&M	UNDF	UNDP	310,000	10,000	145,500	105,503	48,997
			Total	310,000	10,000	145,500	105,503	48,997
045.05	Int. Procurement (Spares)	UNDF	UNDP	100,000	30,000	30,000	30,000	10,000
			Total	100,000	30,000	30,000	30,000	10,000
045.99	Line Total		Net Amount	567,620	86,971	216,823	169,123	94,703
			Total	567,620	86,971	216,823	169,123	94,703
049.	EQUIPMENT TOTAL		Net Amount	567,620	86,971	216,823	169,123	94,703
			Total	567,620	86,971	216,823	169,123	94,703



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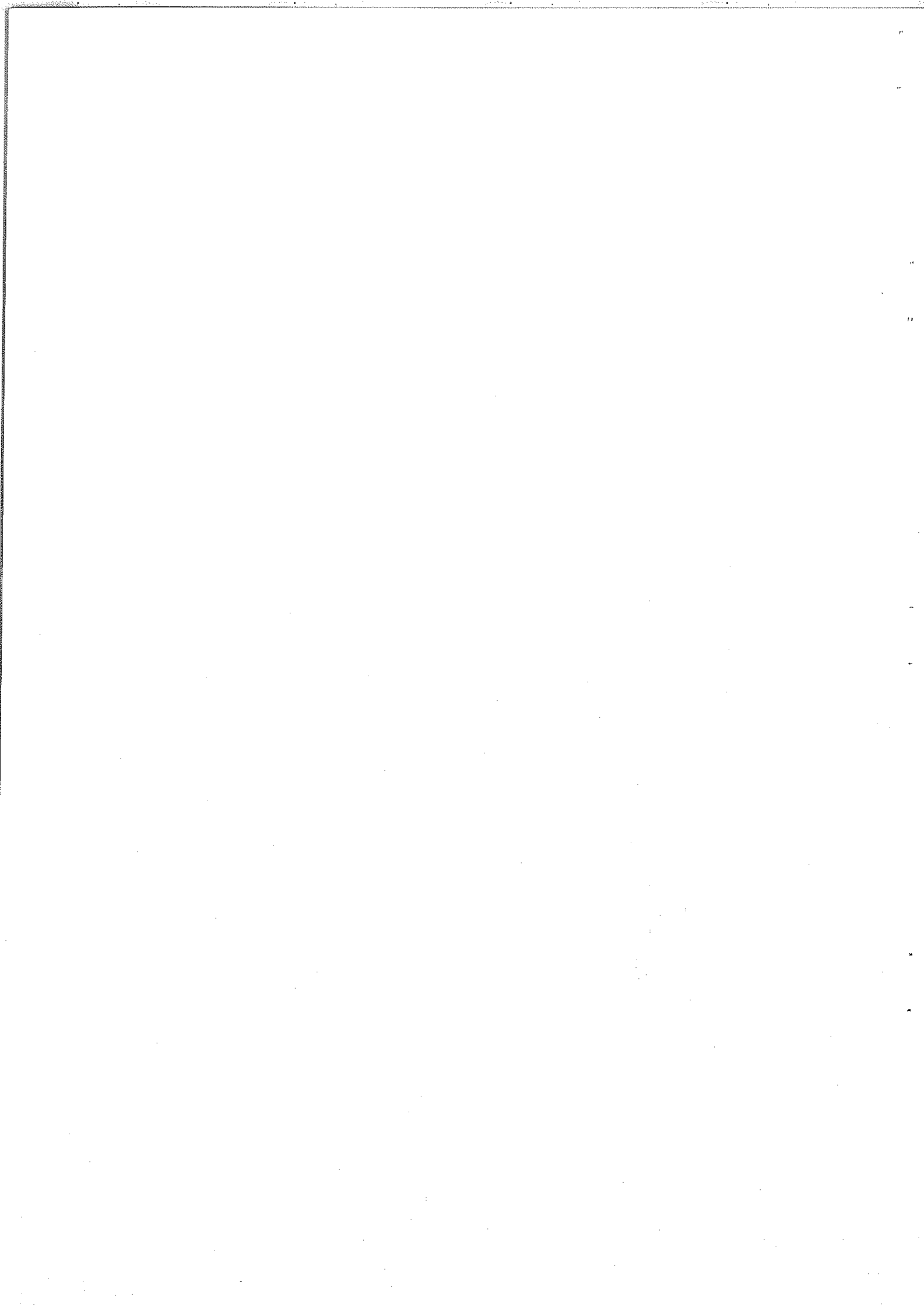
SBLN	Description	Implementing	Funding	Total	2002	2003	2004	2005
050.	MISCELLANEOUS							
052.	Reporting Costs							
052.01	Reporting Cost	UNDP	UNDP	15,000	3,000	4,000	4,000	4,000
				Total	3,000	4,000	4,000	4,000
052.02	Public Information	UNDP	UNDP	35,000	10,000	10,000	10,000	5,000
				Total	10,000	10,000	10,000	5,000
052.99	Line Total			50,000	13,000	14,000	14,000	9,000
				Total	13,000	14,000	14,000	9,000
053.	Sundries							
053.01	Sundries	UNDP	UNDP	33,000	6,000	12,000	10,000	5,000
				Total	6,000	12,000	10,000	5,000
053.02	Admin. Support Services	UNDP	UNDP	500,000	90,000	163,050	155,750	91,200
				Total	90,000	163,050	155,750	91,200
053.99	Line Total			533,000	96,000	175,050	165,750	96,200
				Total	96,000	175,050	165,750	96,200
059.	MISCELLANEOUS TOTAL			583,000	109,000	189,050	179,750	105,200
				Total	109,000	189,050	179,750	105,200
070.	MICRO-CAPITAL GRANTS							
072.	Micro-Capital Grants (other)							
072.01	Community Infra. Dev. Fund	UNDP	UNDP	2,400,000	300,000	700,000	750,000	650,000
				Total	300,000	700,000	750,000	650,000
072.02	Sustainable Livelihood Dev. Fund	UNDP	UNDP	2,100,000	240,000	610,000	700,000	550,000
				Total	240,000	610,000	700,000	550,000
072.99	Line Total			4,500,000	540,000	1,310,000	1,450,000	1,200,000
				Total	540,000	1,310,000	1,450,000	1,200,000
079.	MICRO-CAPITAL GRANTS TOTAL			4,500,000	540,000	1,310,000	1,450,000	1,200,000
				Total	540,000	1,310,000	1,450,000	1,200,000
099.	BUDGET TOTAL			10,000,000	1,800,000	3,261,000	3,115,000	1,824,000
				Net Amount	1,800,000	3,261,000	3,115,000	1,824,000
				W/M	3,321	5,202	4,838	1,556
				Total	1,800,000	3,261,000	3,115,000	1,824,000

Description of Workplan by Objectives, Outputs and Activities	2002												2003												2004												2005																			
	5 6 7 8				9 10 11 12				1 2 3 4				5 6 7 8				9 10 11 12				1 2 3 4				5 6 7 8				9 10 11 12				1 2 3 4																							
Output 1.3: Availability of competent health and education services provided																																																								
Activity 1.3.1 Needs assessment and prioritization																																																								
Activity 1.3.2 Determine work-plans																																																								
Sub-contract service providers as required.																																																								
Activity 1.3.4 Undertake training of teachers, PTAs.																																																								
Activity 1.3.5 Undertake training of health workers, VHCs.																																																								
Activity 1.3.6 Provide self-care training for communities																																																								
Activity 1.3.7 Implement and consolidate Essential Drug Programme.																																																								
Activity 1.3.8 Provision of non-formal education .																																																								
Output 1.4: Improved and utilized community infrastructure (such as school structures, health facilities, water supply and sanitation services, small bridges)																																																								
Activity 1.4.1 Review and prioritize community requirements based on village development plans.																																																								
Activity 1.4.2 Agreement with community on division of responsibilities																																																								
Activity 1.4.3 Proposal and approval process																																																								
Activity 1.4.4 Subcontract with community																																																								
Activity 1.4.5 Provision of funds																																																								
Activity 1.4.6 Undertake construction																																																								
Activity 1.4.7 Ensure O & M training																																																								
Activity 1.4.8 Provide inputs/technical training for groups responsible for O&W / future activities																																																								
Output 1.5: Well functioning income generation / livelihood groups																																																								
Activity 1.5.1 Identification of new target villages for establishment of income generating groups.																																																								
Activity 1.5.2 Identification of income generating groups in consolidation villages requiring further capacity building support.																																																								
Activity 1.5.3 Community orientation to project development paradigm																																																								
Activity 1.5.4 Establishment of groups in new target villages																																																								
Activity 1.5.5 Training / capacity building needs analysis / review in both new and consolidation villages.																																																								

WORKPLAN

Project Title : Integrated Community Development Project
 Project Number : MYA/01/001
 Date Prepared : October 2001
 Workplan Period : November 2002 to October 2005
 Workplan No. : 1

Description of Workplan by Objectives, Outputs and Activities		2003												2004												2005												Total Cost	
		1			2			3			4			5			6			7			8			9			10			11			12				
		1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3		1
Immediate Objective: 1 To cultivate and strengthen the capacity of village institutions and CBOs in project villages to plan and undertake development activities that address their basic and social and food security needs in a participatory and sustainable and transparent manner																																							
Output 1.1: Established transparent decision-making processes for planning and managing of village development activities.																																							
Activity 1.1.1	Identify new target villages/consolidation village	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	50,499
Activity 1.1.2	Community orientation to project / project development paradigm	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	64,499
Activity 1.1.3	PRA process including needs assessment and tentative prioritization in form of village development plans	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	90,482	
Activity 1.1.4	Undertake training needs analysis in new villages and review needs in consolidation villages.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	91,379	
Activity 1.1.5	Develop a Training Plan for community members and community leadership.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	71,779	
Activity 1.1.6	Identify and contract service providers as required								X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	157,811	
Activity 1.1.7	Conduct training activities which meet the needs of the village organisations	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	311,848	
Activity 1.1.8	Exposure and exchange visits to other communities.								X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	162,430	
Activity 1.1.7	On-going hands on encouragement and training provided by field staff						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	181,848	
Output 1.2: Leaders and members of CBOs in both new and consolidated villages trained and applying skills learned in regard to planning and implementation of																																							
Activity 1.2.1	Undertake training needs analysis of CBOs in new villages and review needs in consolidation villages.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	81,999	
Activity 1.2.2	Develop a Training Plan for CBO leaders / members						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	61,499	
Activity 1.2.3	Identify and contract service providers as required								X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	126,913	
Activity 1.2.4	Conduct training activities which meet the needs of the village organisations						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	291,848	
Activity 1.2.5	Exposure and exchange visits to other communities.											X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	93,866	
Activity 1.2.6	On-going hands on encouragement and training provided by field staff	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	181,848	



ANNEX III: JOB DESCRIPTIONS

Project Staff

International

Project Manager (1 International)

National

Central Level

Assistant Project Manager (1 National)

Technical Specialist – Agriculture and Natural Resources (1 National)

Technical Specialist – Social Infrastructure (1 National)

Technical Specialist – PHC / Sanitation (1 National)

Technical Specialist – Education (1 National)

Technical Specialist – Social Mobilisation / Gender (1 National)

Technical Specialist – Training (1 National)

Technical Specialist – Database Officer (1 National)

Township / Field

Township Coordinator (11 Nationals)

Technical Specialist – Agriculture and Natural Resources (11 Nationals)

Technical Specialist – Social Infrastructure (11 Nationals)

Technical Specialist – Social Sector (Education / PHC) (11 Nationals)

Technical Specialist – Social Mobilisation / Gender (11 Nationals)

Community Development Facilitators (171 Nationals)

International Consultants

**Consultants --Process Facilitation / Social Mobilisation
--Monitoring Evaluation
--Management Consultant**

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

Name of Position:	Project Manager (1 International)
Duration of Assignment:	36 months (Contracts will be initially for one year with a six month probationary period, renewable annually subject to satisfactory performance.)
Duty Station:	Based in Yangon (with approximately 50% in project areas)

Responsibilities: Under the overall guidance of the Resident Representative, UNDP and under the close supervision of the Deputy Resident Representative (Programme), the Project Manager will work in close consultation with the Programme Manager, UNDP. The Agency Project Manager will be responsible for the following :

1. Provide managerial inputs required for the implementation of project activities.
2. Be accountable for the project management and effective utilisation of project resources.
3. Ensures that all project staff internalise and work in concert with the project development paradigm.
4. Advocate, introduce and maintain a gender sensitive approaches / balance in project implementation
5. Prepare and update regularly ,a detailed work plans.
6. Prepare a planning matrix that indicates connectivity / justification between activities and project objectives (for example , inputs of consultancies towards outputs of training towards development of community based mechanisms, institutionalisation of these mechanisms, ultimately leading to the achievement of project objectives);
7. Based on the above matrix , prepare a training plan for the entire project cycle.
8. In consultation with UNDP , develop a Result Based Management monitoring and evaluation system for all activities.
9. Based on the above Result Based Management monitoring and evaluation system, supervise the work of all project staff and consultants recruited under the project.
10. Prepare the Terms of Reference of international and national consultants and local service providers, and help obtain their services.
11. Establish appropriate data collection systems at the community, township, and central level.
12. Ensure that the project's poverty alleviation focus and demand driven strategies are maintained throughout the project lifetime.
13. Build partnerships with organisations of civil society including international and national non-governmental organisations, other developmental institutions and donor agencies.
14. Assist UNDP in mobilising extra-budgetary resources
15. Participate in HDI-4 wide common programmes, monitoring and evaluation exercises..
16. Prepare reports , proposals , documents as required by UNDP

Qualifications and experience: The Project Manager must have demonstrated team building skills. He / she must have a strong commitment to the project's poverty alleviation goals and

demand driven strategy. A graduate degree in a development-related field will be an advantage. He / she will have at least 10 years experience in community development work with at least half of that time involving field experience in a developing country, preferably in South East Asia. He / she should have proven managerial skills, and the ability to lead and communicate with people of diverse culture and traditions. This is an international position.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

- Name of Position:** Assistant Project Manager (1 International)
- Duration of Assignment:** 18 months
(Contract will be initially for one year with a six month probationary period, renewable for a further six months subject to satisfactory performance.)
- Duty Station:** Based in Yangon (with approximately 50% in project areas)

Responsibilities: Within the framework of UNDP policies and procedures for the Human Development Initiative (HDI) in Myanmar, the Assistant Project Manager (International) is responsible for assisting the Project Manager in the implementation of the project. His / her specific responsibilities will include:

1. In order that the project can manage available human and financial resources in an efficient, effective, timely, sequential, and accountable manner, the Assistant Project Manager (International) will establish:
 - i. An appropriate project management and management information system.
 - ii. An appropriate project financial and internal auditing system.
 - iii. An appropriate project personnel system
2. Assist the Project Manager in the selection of administrative and support staff.
3. Assist the Project Manager to supervise the performance of staff recruited under the project, particularly the administrative and support staff.
4. Undertake a support staff training needs analysis and determine a programme of skills upgrading if and as required.
5. Ensure through frequent field visits, the capacity of township staff to manage the efficient, consistent, sequential, and accountable operation of the project in all 11 target townships.
6. Transfer all required skills to national staff such that they can assume responsibility for the operation of the management, financial and personnel systems during the second half of the project.

Qualifications and experience: The successful candidate will have appropriate tertiary qualification in a field(s) of direct relevance to personnel, financial, and project management. He / she should be able to demonstrate successful developing country management experience, particularly in a rural development context. The candidate must have good team-building skills and be committed to the project's poverty alleviation goals and demand driven approaches. This is an International position.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

- Name of Position:** Assistant Project Manager (1 National)
- Duration of Assignment:** 36 months
(Contracts will be initially for one year with a six month probationary period, renewable annually subject to satisfactory performance.)
- Duty Station:** Based in Yangon (with approximately 50% in project areas)

Responsibilities: Within the framework of UNDP policies and procedures for the Human Development Initiative (HDI) in Myanmar, the Assistant Project Manager (National) is responsible for assisting the Project Manager in the overall implementation of the project. The Assistant Project Manager (National) will take particular responsibility assisting the Project Manager to oversee the development of the project's provision of technical support. His / her specific responsibilities will include:

1. Assist the Project Manager to prepare detailed annual work plans for project implementation.
2. Assist the Project Manager to identify and develop terms of reference for consultants and technical service providers both international and national, and help obtain their services.
3. Assist the Project Manager to supervise the performance of staff recruited under the project, particularly the technical and field staff.
4. Assist the Project Manager to develop, with the guidance and support of UNDP, specific guidelines for project implementation.
5. Take lead responsibility, under the guidance of the Project Manager, for ensuring timely and appropriate provision of technical and training support to the township and community levels.
6. Assist the Project Manager to oversee in collaboration with the CDRT project the organisation of community development and technical training programmes for all levels of project staff.
7. Help to build partnerships with civil society organisations and international and national non-governmental organisations, other developmental institutions and donor agencies.
8. Assist in the preparation of reports and documents as required by UNDP.
9. Participate in HDI IV-wide common programming, monitoring and evaluation exercises.
10. Participate in UN-wide substantive exercises, including UN Thematic Working Groups.

Qualifications and experience: The successful candidate will have appropriate tertiary qualification in a development related field. He / she will have had several years experience in rural development, preferably with a strong poverty alleviation / demand driven community development background. The candidate must have good team-building skills and be committed to the project's poverty alleviation goals and demand driven approaches. He / she will be a Myanmar national.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

Name of Position:	Technical Specialist – Agriculture and Natural Resources (1 National)
Duration of Assignment:	36 months (Contracts will be initially for one year with a six month probationary period, renewable annually subject to satisfactory performance.)
Duty Station:	Based in Yangon (with approximately 50% in project areas)

Responsibilities: Within the framework of UNDP policies and procedures for the Human Development Initiative (HDI) in Myanmar, the Agriculture and Natural Resources Technical Specialist is responsible for assisting the Project Manager in policy and technical areas relating to agriculture and natural resources. The Agriculture and Natural Resources Technical Specialist will take particular responsibility for the following tasks:

1. Provide technical advice to the project manager in relation to project agricultural and natural resource policies and activities with a view to ensuring their appropriateness and viability.
2. Liase and coordinate with relevant technical agencies as directed by the Project Manager.
3. Review the availability and potential of national technical service providers that might be subcontracted to provide technical / training inputs.
4. Assist the Project Manager to develop terms of reference for national consultants / service providers in the field of agriculture or natural resources
5. Coordinate with township staff to determine in house technical training and undertake or facilitate such training skills transfer.
6. Facilitate the timely and sequential provision of required technical inputs in support of Township Plans.
7. Ensure a high standard of quality control is applied to agricultural and natural resource activities.
8. Contribute to work plans and reports as required.

Qualifications and experience: The successful candidate will have a minimum of a tertiary degree in agriculture or a closely related field. He / she should also have appropriate technical skills and experience in the field of natural resource management in diverse contexts. He / she should also have a proven background in training and skills transfer preferably within a rural development context. He / she must be keen to work in a multi-sectoral team and be committed to the project's poverty alleviation goals and its demand driven approaches. He / she will be a Myanmar national.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

Name of Position:	Technical Specialist – Social Infrastructure (1 National)
Duration of Assignment:	36 months (Contracts will be initially for one year with a six month probationary period, renewable annually subject to satisfactory performance.)
Duty Station:	Based in Yangon (with approximately 50% in project areas)

Responsibilities: Within the framework of UNDP policies and procedures for the Human Development Initiative (HDI) in Myanmar, the Social Infrastructure Technical Specialist is responsible for assisting the Project Manager in policy and technical areas relating to social infrastructure. The Social Infrastructure Technical Specialist will take particular responsibility for the following tasks:

1. Provide technical advice to the project manager in relation to project social infrastructure policies and activities with a view to ensuring their appropriateness and viability.
2. Liase and coordinate with relevant technical agencies as directed by the Project Manager.
3. Review the availability and potential of national technical service providers that might be subcontracted to provide technical / training inputs.
4. Assist the Project Manager to develop terms of reference for national consultants / service providers in the field of social infrastructure.
5. Coordinate with township staff to determine in house technical training and undertake or facilitate such training skills transfer.
6. Facilitate the timely and sequential provision of required technical inputs in support of Township Plans.
7. Ensure a high standard of quality control is applied to social infrastructure activities.
8. Contribute to work plans and reports as required.

Qualifications and experience: The successful candidate will have a minimum of a tertiary degree in engineering, architecture, or a closely related field. Some experience of hazard / disaster mitigation and / or rural water supply will be beneficial. The successful candidate will also have a proven background in training and skills transfer, preferably within a rural development context. They will be keen to work in a multi-sectoral team and be committed to the project's poverty alleviation goals and its demand driven approaches. He / she will be a Myanmar national.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

Name of Position:	Technical Specialist – PHC / Sanitation (1 National)
Duration of Assignment:	36 months (Contracts will be initially for one year with a six month probationary period, renewable annually subject to satisfactory performance.)
Duty Station:	Based in Yangon (with approximately 50% in project areas)

Responsibilities: Within the framework of UNDP policies and procedures for the Human Development Initiative (HDI) in Myanmar, the PHC / Sanitation Technical Specialist is responsible for assisting the Project Manager in policy and technical areas relating to social infrastructure. The PHC / Sanitation Technical Specialist will take particular responsibility for the following tasks:

1. Provide technical advice to the project manager in relation to project PHC and sanitation policies and activities with a view to ensuring their appropriateness and viability.
2. Liaise and coordinate with relevant technical agencies as directed by the Project Manager.
3. Review the availability and potential of national technical service providers that might be subcontracted to provide technical / training inputs.
4. Assist the Project Manager to develop terms of reference for national consultants / service providers in the field of PHC / Sanitation, including community level health education.
5. Coordinate with township staff to determine in house technical training and undertake or facilitate such training skills transfer.
6. Facilitate the timely and sequential provision of required technical inputs in support of Township Plans.
7. Ensure a high standard of quality control is applied to health related activities.
8. Contribute to work plans and reports as required.

Qualifications and experience: The successful candidate will have a minimum of a tertiary qualification in medicine, public health, or sanitation. Practical experience in the implementation of PHC programmes is a requirement. They should also have a proven background in training and skills transfer preferably within a rural development context. They will be keen to work as a member of a multi-sectoral team and will be committed to the project's poverty alleviation goals and its demand driven approaches. He / she will be a Myanmar national.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

Name of Position:	Technical Specialist – Education (1 National)
Duration of Assignment:	36 months (Contracts will be initially for one year with a six month probationary period, renewable annually subject to satisfactory performance.)
Duty Station:	Based in Yangon (with approximately 50% in project areas)

Responsibilities: Within the framework of UNDP policies and procedures for the Human Development Initiative (HDI) in Myanmar, the Education Technical Specialist is responsible for assisting the Project Manager in policy and technical areas relating to education. The Education Technical Specialist will take particular responsibility for the following tasks:

1. Provide technical advice to the project manager in relation to education policies and activities with a view to ensuring their appropriateness and viability.
2. Liaise and coordinate with relevant technical agencies as directed by the Project Manager.
3. Review the availability and potential of national technical service providers that might be subcontracted to provide technical / training inputs.
4. Assist the Project Manager to develop terms of reference for national consultants / service providers in the field of education.
5. Coordinate with township staff to determine in house technical training and undertake or facilitate such training / skills transfer.
6. Facilitate the timely and sequential provision of required technical inputs in support of Township Plans.
7. Ensure a high standard of quality control is applied to education activities.
8. Contribute to work plans and reports as required.

Qualifications and experience: The successful candidate will have a minimum of a tertiary qualification in education or a closely related discipline. Practical experience in the implementation programmes aimed at improving the quality of primary education and non-formal educational programmes is a requirement. The successful candidate should also have a proven background in training and skills transfer, preferably within a rural development context. They will be keen to work as a member of a multi-sectoral team, and will be committed to the project's poverty alleviation goals and its demand driven approaches. He / she will be a Myanmar national.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

Name of Position:	Technical Specialist – Social Mobilisation / Gender (1 National)
Duration of Assignment:	36 months (Contracts will be initially for one year with a six month probationary period, renewable annually subject to satisfactory performance.)
Duty Station:	Based in Yangon (with approximately 50% in project areas)

Responsibilities: Within the framework of UNDP policies and procedures for the Human Development Initiative (HDI) in Myanmar, the Social Mobilisation / Gender Technical Specialist is responsible for assisting the Project Manager in policy and technical areas relating to social mobilisation / gender. The Social Mobilisation / Gender Technical Specialist will take particular responsibility for the following tasks:

1. Provide technical advice to the project manager in relation to social mobilisation and gender policies and activities with a view to ensuring their appropriateness and viability.
2. Liaise and coordinate with relevant technical agencies as directed by the Project Manager.
3. Review the availability and potential of national technical service providers that might be subcontracted to provide technical / training inputs.
4. Assist the Project Manager to develop terms of reference for national consultants / service providers in areas related to social mobilisation or gender related issues / activities.
5. Coordinate with township staff to determine in house technical training and undertake or facilitate such training.
6. Facilitate the timely and sequential provision of required technical inputs in support of Township Plans.
7. Ensure a high standard of quality control is applied to social mobilisation and gender activities.
8. Contribute to work plans and reports as required.

Qualifications and experience: The successful candidate will have a minimum of a tertiary qualification in a development related field. Successful experience in implementing demand driven and gender sensitive initiatives at the community level is considered essential. The successful candidate should also have a proven background in training and skills transfer preferably within a rural development context. They will be keen to work in a multi-sectoral team and be committed to the project's poverty alleviation goals and its demand driven approaches. He / she will be a Myanmar national.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

Name of Position:	Technical Specialist – Training (1 National)
Duration of Assignment:	36 months (Contracts will be initially for one year with a six month probationary period, renewable annually subject to satisfactory performance.)
Duty Station:	Based in Yangon (with approximately 50% in project areas)

Responsibilities: Within the framework of UNDP policies and procedures for the Human Development Initiative (HDI) in Myanmar, the Training Technical Specialist is responsible for assisting the Project Manager in policy and technical areas relating to training. The Training Technical Specialist will take particular responsibility for the following tasks:

1. Provide technical advice to the project manager in relation to training policies and activities with a view to ensuring their appropriateness and viability.
2. Liase and coordinate with relevant technical agencies as directed by the Project Manager.
3. Review the availability and potential of national technical service providers that might be subcontracted to provide technical / training inputs.
4. Assist the Project Manager to develop terms of reference for national consultants / service providers in the field of training and capacity building.
5. Coordinate with township staff to determine in house technical training and undertake or facilitate such training / skills transfer.
6. Facilitate the timely and sequential provision of required technical inputs in support of Township Plans.
7. Ensure a high standard of quality control is applied to all training activities.
8. Contribute to work plans and reports as required.

Qualifications and experience: The successful candidate will have a minimum of a tertiary qualification in a training related field. Successful experience in implementing training and skills transfer activities at the community level is considered essential. Ability to prepare appropriate IEC materials is important. Familiarity with participatory training methodologies and analytic tools will be an advantage. The successful candidate will be keen to work as a member of a multi-sectoral team, and will be committed to the project's poverty alleviation goals and its demand driven approaches. He / she will be a Myanmar national.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

Name of Position:	Technical Specialist – Monitoring and Evaluation (1 National)
Duration of Assignment:	36 months (Contracts will be initially for one year with a six month probationary period, renewable annually subject to satisfactory performance.)
Duty Station:	Based in Yangon (with approximately 50% in project areas)

Responsibilities: Within the framework of UNDP policies and procedures for the Human Development Initiative (HDI) in Myanmar, the Monitoring and Evaluation Technical Specialist is responsible for assisting the Project Manager in policy and technical areas relating to monitoring and evaluation. The Monitoring and Evaluation Technical Specialist will take particular responsibility for the following tasks:

1. Provide technical advice to the project manager in relation to establishing and operating an appropriate and viable monitoring and evaluation system. Such a system must be capable of measuring progress in relation to work plans for management purposes as well as being capable of measuring outputs and impacts in relation to the project RBM indicators.
2. In collaboration with the Data-base Technical Specialist and in coordination with the Township Coordinators, establish the monitoring and evaluation system.
3. Advise the Project Manager on the overall requirements and the allocation of staff resources required for the timely and relevant operationalisation of the monitoring and evaluation system.
4. Review the availability and potential of national technical service providers that might be subcontracted to provide technical / training inputs for staff training, case studies, etc.
5. Coordinate with township staff to determine in-house technical training requirements and undertake or facilitate such training.
6. Through regular visits to the townships ensure the efficient and timely operation of the M&E system.
7. Contribute to work plans and reports as required.
8. Facilitate the timely and sequential provision of required technical inputs in support of Township Plans as required..

Qualifications and experience: The successful candidate will have a minimum of a tertiary qualification in a development related field. Experience in establishing and operationalising successful M& E systems in a rural development context is essential. Experience in training and skills transfer activities at an organisational or community level is also desirable. Familiarity with participatory monitoring and evaluation methodologies and analytic tools will be an advantage. The successful candidate will be keen to work as a member of a multi-sectoral team, and will be committed to the project's poverty alleviation goals and its demand driven approaches. He / she will be a Myanmar national.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

Name of Position: Technical Specialist – Database Officer (1 National)

Duration of Assignment: 36 months

(Contracts will be initially for one year with a six month probationary period, renewable annually subject to satisfactory performance.)

Duty Station: Based in Yangon (with significant travel to the project target townships)

Responsibilities: Within the framework of UNDP policies and procedures for the Human Development Initiative (HDI) in Myanmar, the Database Technical Specialist is responsible for assisting the Project Manager in policy and technical areas relating to the establishment and operation of the project database. The Database Technical Specialist will take particular responsibility for the following tasks:

1. Upgrade, maintain and manage the following computerized databases:
 - a) Database on socio-economic indicators and other related information
 - b) Database on all project activities
 - c) Database on fund disbursements.
 - d) Database on Community Based Organizations.
 - e) Database on demography and socio-economic profiles of the project areas.
 - f) Database on methodologies and technologies of different sectoral interventions.
2. Collate, analyse and compile monthly and quarterly project status reports and work plans as required by the Project Manager.
3. Prepare statistical tables regarding the project activities for monthly and quarterly progress reports.
4. Assist in the development of standardized formats and procedures for project operations.
5. Upgrade, maintain and manage a tracking system of different stages of project implementation such as, village development plans, community and income generating group proposals, MOAs, flow of materials, and completion status of the activities.
6. Liase with relevant project staff and other HDI -IV projects to facilitate sharing of data and other information.
7. Identify further database training needs and organize in-service database computing training for staff members as required.
8. Perform other duties as assigned by the Project Manager.

Qualifications and experience: The Data-base Technical Specialist should have a tertiary degree relevant to computer science / data management. He / she will be able to demonstrate successful experience in the field of computer system analysis. He / she should have a proven record in the design and development of computerised systems for significantly large operations. Familiarity with up-to-date programming languages and software used for writing database programmes and desk-top publishing is essential. Ability to work as a member of a highly motivated and dynamic team is crucial. Previous experience related to community development work would be considered an asset. He / she will be a Myanmar national.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

Name of Position:	Township Coordinator (11 Nationals)
Duration of Assignment:	36 months (Contracts will be initially for one year with a six month probationary period, renewable annually subject to satisfactory performance.)
Duty Station:	One of the 11 project Townships

Responsibilities: The overall responsibility of the Township Coordinators is, under the direction of the Project Manager, to lead and manage project personnel and operations in their assigned project target township. In discharging this overall responsibility they will be expected to perform the following tasks, under the supervision of the Project Manager, and with support from the Assistant Project Managers and central level Technical Specialists, as required:

1. Ensure that township project personnel, selected beneficiary representatives and members of other organisations associated with the project are familiar with the objectives, strategies and procedures of the project.
2. Co-ordinate and liaise with the central project office, and Township, State and District level officials:
3. Prepare Township Annual Work Plans and Budgets (TAWP/Bs) and their revisions as and when required.
4. Supervise the project township staff in carrying out their activities in ways consistent with the project objectives and strategies.
5. Identify local implementing partners in the area.
6. Co-ordinate with the central office regarding logistics and procurement arrangements for approved community / group activities such as to ensure effective and timely delivery of project inputs.
7. Oversee the proper maintenance of project accounts in the project area.
8. Oversee training in the project area in conformity with the project's training strategy and programme.
9. Assist the Project Manager and relevant central staff to refine and implement the project's participatory monitoring and evaluation system within the guiding framework of UNDP/RBM.
10. Oversee the collection of village, village-tract and township level data for planning and monitoring.
11. Prepare and submit reports as required by UNDP and the central project office.

Qualifications and experience: Applicants should have a tertiary degree relevant to the management of rural development projects. They should be able to demonstrate successful experience working in a rural development context. He / she should have considerable experience in the area of training or skills transfer. The candidate must have good team-building and communication skills and be committed to the project's poverty alleviation goals and demand driven approaches. He / she will be a Myanmar national.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

- Name of Position:** Technical Specialist – Agriculture and Natural Resources
(11 Nationals)
- Duration of Assignment:** 36 months
(Six month probationary period, 12 month renewable))
- Duty Station:** One of the 11 project Townships. (There will be considerable and extended periods of work at the community level).

Responsibilities: The Agriculture and Natural Resources Technical Specialist will be responsible to the Township Coordinator. He / she will be a member of the township level team with particular responsibilities in the thematic area of agriculture and natural resources. Specific responsibilities will include:

1. Advising the Township Coordinator, the township specialists, and field staff in regard to the appropriateness of agriculture and natural resource options.
2. Provide information to communities on technical options, relative costs, and if relevant, appropriate hazard mitigation considerations, in order to inform the community level decision-making processes and the drawing up of village development plans.
3. Assist the communities in determining specifications and drawing up plans for agriculture and natural resource activities.
4. Provide and facilitate in-house and community level training as required.
5. Determine the availability of local technical service providers for agriculture and natural resource activities and, through the Township Coordinator, inform the Project Manager of appropriate options.
6. Ensure that agriculture and natural resource activities remain linked and relevant to the satisfaction of minimum needs and is accessible to the poorer members of the community.
7. Ensure adequate quality control over activities.
8. Assist the Township Coordinator in the drawing up of township plans.
9. Provide any required information to the Township Coordinator in order to ensure timely provision of funds or technical training in support of agriculture and natural resource activities.
10. Assist the Township Coordinator in the production of plans and reports as required.

Qualifications and experience: Applicants should have a tertiary qualification in an agricultural discipline, additional qualifications and experience related to natural resource management will be an advantage. Proven successful experience in participatory rural poverty alleviation activities is essential. All applicants must be respectful of the communities and their traditions. They must be committed to the poverty alleviation objectives and demand driven strategies of the project and they must be committed to working as part of a multi sectoral team. Strong interpersonal and advocacy skills are mandatory for facilitating participation of communities in project activities. Applicants from the target townships and from rural backgrounds, especially women, are encouraged to apply. He / she will be a Myanmar national.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

Name of Position:	Technical Specialist – Social Infrastructure (11 Nationals)
Duration of Assignment:	36 months (Six month probationary period, 12 month renewable))
Duty Station:	One of the 11 project Townships. (There will be considerable and extended periods of work at the community level).

Responsibilities: The Social Infrastructure Technical Specialist will be responsible to the Township Coordinator. He / she will be a member of the township level team with particular responsibilities in the thematic area of social infrastructure. Specific responsibilities will include:

11. Advising the Township Coordinator, the township specialists, and field staff in regard to the appropriateness of social infrastructure options.
12. Provide information to communities on technical options, relative costs, and if relevant, appropriate hazard mitigation considerations, in order to inform the community level decision-making processes and the drawing up of village development plans.
13. Assist the communities in determining specifications and drawing up plans for social infrastructure activities.
14. Provide and facilitate in-house and community level training as required.
15. Determine the availability of local technical service providers for social infrastructure / water supply activities and, through the Township Coordinator, inform the Project Manager of appropriate options.
16. Ensure that social infrastructure remains linked and relevant to the satisfaction of minimum needs and is accessible to the poorer members of the community.
17. Ensure adequate quality control over construction of facilities.
18. Assist the Township Coordinator in the drawing up of township plans.
19. Provide any required information to the Township Coordinator in order to ensure timely provision of funds or technical training in support of social infrastructure activities.
20. Assist the Township Coordinator in the production of plans and reports as required.

Qualifications and experience: Applicants should have a tertiary qualification in an engineering or related discipline. Proven successful experience in participatory rural poverty alleviation activities would be a considerable advantage. All applicants must be respectful of the communities and their traditions. They must be committed to the poverty alleviation objectives and demand driven strategies of the project and they must be committed to working as part of a multi sectoral team. Strong interpersonal and advocacy skills are mandatory for facilitating participation of communities in project activities. Applicants from the target townships and from rural backgrounds, especially women, are encouraged to apply. He / she will be a Myanmar national.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

Name of Position:	Technical Specialist – Social Sector (Education / PHC) (11 Nationals)
Duration of Assignment:	36 months (Six month probationary period, 12 month renewable)
Duty Station:	One of the 11 project Townships. (There will be considerable and extended periods of work at the community level).

Responsibilities: The Social Sector Technical Specialist will be responsible to the Township Coordinator. He / she will be a member of the township level team with particular responsibilities in the thematic area of quality improvement of social services. Specific responsibilities will include:

1. Advising the Township Coordinator, the township specialists, and field staff in regard to the appropriateness of social sector options.
2. Provide information to communities on options relating to health care, education (formal and non-formal), and capacity building for CBOs with responsibilities in the social sector, in order to inform the community level decision-making processes and the drawing up of village development plans.
3. Responsibility for day to day planning, management, implementation and monitoring of all PHC / Education activities at the township and village levels;
4. To work in close collaboration with the CDFs (Community Development Facilitators) in the formulation and monitoring of PHC / Education activities in the villages;
5. Provide and facilitate in-house and community level training as required.
6. Determine the availability of local technical service providers for social sector activities and, through the Township Coordinator, and inform the Project Manager of appropriate options.
7. Formulation of community-based social sector activities that are in conformity with the overall township development plan.
8. In collaboration with field staff, ongoing monitoring of social sector interventions with a view to ensuring that activities remain linked and relevant to the satisfaction of minimum needs and are accessible to the poorer members of the community.
9. Ensure adequate quality control over project social sector activities.
10. Assist the Township Coordinator in the drawing up of annual or other township plans.
11. Provide any required information to the Township Coordinator in order to ensure timely provision of funds or technical training in support of social sector activities.
12. Assist the Township Coordinator in the production of reports or other activities as required.

Qualifications and experience: Applicants should have a tertiary qualification in a relevant social discipline, such as public health, education, or rural development. Proven successful experience in participatory rural poverty alleviation activities would be a considerable advantage. Professional experience which included responsibility for training and skills transfer would also be an advantage. All applicants must be respectful of the communities and

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their traditions. They must be committed to the poverty alleviation objectives and demand driven strategies of the project, and they must be committed to working as part of a multi sectoral team. Strong interpersonal and advocacy skills are mandatory for facilitating participation of communities in project activities. Applicants from the target townships and from rural backgrounds, especially women, are encouraged to apply. He / she will be a Myanmar national.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

- Name of Position:** Technical Specialist – Social Mobilisation / Gender
(11 Nationals)
- Duration of Assignment:** 36 months
(Six month probationary period, 12 month renewable)
- Duty Station:** One of the 11 project Townships. (There will be considerable and extended periods of work at the community level).

Responsibilities: The Social Mobilisation Technical Specialist will be responsible to the Township Coordinator. He / she will be a member of the township level team with particular responsibilities in the thematic area of social mobilisation. Specific responsibilities will include:

1. Advising the Township Coordinator, the township specialists, and field staff in regard to the appropriateness of social mobilisation options.
2. Assist the CDFs in the process aspects of carrying out community level activities.
3. Provide on the job training for CDFs and village and group representatives nominated by the community / group in community mobilization and organization.
4. Facilitate contact between projects, CBOs, CDFs and community members in planning, programming and monitoring activities.
5. Assist the community to monitor their community / group activities
6. Provide necessary information to Sectoral Specialists / Training Specialist regarding community / group training / capacity building requirements.
7. Facilitate linkages between communities and technical service providers, either within, or external to, the project.
8. Ensure that project activities and processes are at all times gender sensitive and consistent with project poverty alleviation objectives and demand driven strategies.
9. Assist the Township Coordinator in the preparation of Township Plans and Reports
10. Assist in any needed data collection to meet the projects monitoring and evaluation requirements

Qualifications and experience: Applicants should have a tertiary qualification in a discipline relevant to social or rural development. Proven experience in participatory rural poverty alleviation activities would be a considerable advantage. All applicants must be respectful of the communities and their traditions. They must be committed to the poverty alleviation objectives and demand driven strategies of the project and they must be keen to work as member of a multi sectoral team. Strong interpersonal and advocacy skills are mandatory for facilitating participation of communities in project activities. Applicants from the target townships and from rural backgrounds, especially women, are encouraged to apply. He / she will be a Myanmar national.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

Name of Position:	Community Development Facilitators (171 Nationals)
Duration of Assignment:	36 months (12 month renewable contract with a six month probationary period)
Duty Station:	Target communities

Responsibilities: Under the direct supervision of the Township Coordinator, the Community Development Facilitators (CDFs) will:

1. Represent the project at the community level: as such, they will serve as an important conduit for communication between the project and the communities, and will provide ongoing feedback from the communities to the project in order to assist planning and problem solving.
2. Coordinate with the communities and CBOs in determining mutually convenient times and venues, as well as suitable participants, for project related meetings and activities.
3. Assist the communities to undertake the community needs analysis and to prepare village development plans.
4. Assist villagers in organising or strengthening of Community-based Organisations (CBOs)
5. Will assist in mobilizing communities and CBOs to participate in project activities by motivating, educating and consulting with community members
6. Work closely with CBOs / village volunteers nominated by the community / livelihood groups to facilitate the smooth transfer of knowledge, skills and responsibilities to beneficiaries
7. Facilitate project activities as required at the village level in accordance with township work plans and in ways consistent with the project strategies.
8. Assist with formal data gathering for planning purposes and for monitoring and evaluation.

Qualifications and experience: Community Development Facilitators will be from the project target township; a rural background would be an advantage. Formal technical qualifications are not essential but training or experience in one of the thematic areas dealt with under the project would be an advantage. Essential attributes will be: respect for the local communities; willingness and ability to work as part of a dynamic multi-sectoral team, and a strong commitment to the poverty alleviation objectives of the project and its demand driven and multi-sectoral approach. Field level staff of earlier HDI projects (such as CLEWs, CDWs, CHPs, etc.) are encouraged to apply. It is anticipated that at least half of the positions will be occupied by women. He / she will be a Myanmar national.

HDI-IV - INTEGRATED RURAL DEVELOPMENT PROJECT

TERMS OF REFERENCE

Name of Position: Consultant – Process Facilitation(PRA) / Social Mobilisation
(1 International)

Duration of Assignment: 2 months

Duty Station: Yangon and Townships

Responsibilities:

Under the direction of the Project Manager the consultant will:

1. Early in the project cycle undertake a situational / training needs analysis and subsequently develop a program of internal capacity building aimed at:
 - a) Assisting all project staff to understand and internalise the project paradigm and demand driven approaches.
 - b) Transferring and reinforcing the required attitudes, techniques, and process facilitation skills required for the successful implementation of poverty focused, demand driven and participatory activities at the community level.
2. Identify local service providers / consultants who could assist in implementing the programme.
3. Together with service providers / consultants, draw up a work plan for training activities.
4. Participate in carrying out and overseeing initial phases of the program.
5. In the second project year the consultant will review progress and any requirements for further training or reinforcement.

Qualifications and experience:

The consultant will have appropriate professional qualifications relevant to training / social mobilization/ change management. He / She will have considerable developing country experience, preferably in South East Asia, in the field of rural / community development. A proven record of successfully transferring appropriate process facilitation skills to development practitioners will be an essential requirement.

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Project Work Plan

In order to facilitate smooth and effective implementation of HDI-IV projects of which this project is one, the Foreign Economic Relations Department (FERD) and UNDP agreed (on 20 September 2002) on the need to define detailed working relationships and arrangements to be followed or observed by relevant parties in the implementation of the project Work Plan.

At the operational level, on day-to-day matters, the *Agency Project Manager (APM)* from the UN executing agency will work in close consultation with the *Programme Manager (PM)* concerned from the UNDP Country Office as well as the *National Project Director (NPD)* from the national counterpart agency. In this context, the *NPD* is responsible for keeping the Director General of the national counterpart department fully apprised on project related matters. The draft Terms of Reference (TOR) for the *NPD* are attached to this document as annex (A).

Within the framework of the signed project document and in the context of the above:

- ◆ The *APM*, *NPD* and the *PM* will collaborate in the preparation and revision of work plans and project budgets as and when required, and will be responsible for obtaining timely clearance of these documents by their agencies concerned;
- ◆ The *APM*, *NPD* and the *PM* will agree upon and undertake joint field monitoring visits as appropriate and necessary, and will review and comment upon project progress reports and technical reports promptly;
- ◆ The *NPD* will be the focal point and the primary communication channel for liaising/coordinating with other national agencies (e.g., Immigration, Customs, etc.) as well as with regional and local administrative bodies for obtaining necessary visa, clearances and permits, and including the preparation and dissemination of project status reports as required by national authorities, in order to ensure timely and effective implementation of planned project activities;
- ◆ The *NPD* will participate in project evaluation exercises which may be organized from time to time;
- ◆ The *NPD* will participate in the review of candidatures for project staff positions, as well as on the appraisal of sub-contract proposals submitted by local and international NGOs to undertake project activities;

The above working relationships and arrangements will be reviewed and revised, through discussion and mutual agreement between the concerned parties, as necessary or during the preparation of the next annual project Work Plan.

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ADDENDUM TO THE PROJECT DOCUMENT

Upon final review of the HDI-IV project documents, of which this document is one, the Foreign Economic Relations Department and UNDP agreed on the need to update the situational analysis in the project document to be consonant with the current development context, given the time elapsed since the project documents were formulated in late 2001. It was also agreed that the updating would be effected by means of an addendum to be attached to the documents.

Accordingly, this addendum provides the following update to the project document.

1. Previous sentence: (page 1, I.A Situation Analysis, Overview, Bullet One)
Two out of three children do not complete primary school.

Updated sentence:

Two out of five children do not complete primary school.

2. Previous sentence: (page 1, I.A Situation Analysis, Overview, Bullet Five)
"The maternal mortality rate varies from 232 to 500 per 100,000 and about half of maternal deaths are attributable to abortion-related complications."

Revised sentence:

"The maternal mortality rate is 255 per 100,000 and about half of maternal deaths are attributable to abortion-related complications."

3. Previous sentence: (page 1, I.A Situation Analysis, Overview, Bullet Seven)
"At the end of 1999, the total number of infected cases was estimated by UNAIDS to be about 530,000 (or approximately 1.0% of the total adult population)"

Revised sentence

"At the end of 1999, the total number of infected cases was estimated by UNAIDS to be 177,279 (or approximately 0.6% of the total adult population)"

4. UNDP agrees to assign the Deputy National Project Directors from concerned line departments.

All other elements and provisions of the project document remain unchanged.

Date: