

United Nations Development Programme

Country: Myanmar

Project Document

UNDAF Outcome(s): N/A

Expected CP Outcome(s): Increased beneficiary accountability and enhanced participation in development process

Expected Output(s): Community feedback and response mechanism established in UNDP project areas and promoted to other development actors

Executing Entity: UNDP

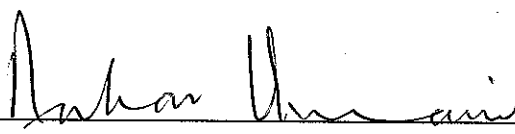
Implementing Agencies: UNDP

**Narrative**

UNDP Myanmar recognizes the right of beneficiaries and community members to give feedback and seek response from projects affecting them. The Community Feedback and Response Mechanism (CFRM) will provide a mechanism that enables the beneficiaries and community members to provide feedback and seek responses in relation to activities of UNDP and other development actors interventions in their communities, in a manner that is safe, non threatening and accessible. The project is an initiative that has never before attempted in Myanmar. Feedback/complaint mechanism is sensitive and needs to be carefully designed and properly introduced and implemented. Thus, the mechanism will need proper field testing through piloting in selected project townships with different socio-economic, cultural, religious and ethnic setting. The information and lessons will be analyzed systematically on a to gain better understanding on frequency of different types of feedback, lessons in handling feedback and implications for programme and project management. The project will also promote beneficiary accountability and feedback and response mechanism to other development actors.

Programme Period:	2 years
Country Programme Component:	
Project Title:	Community Feedback and Response Mechanism
Atlas Award ID:	00061319
Start date:	March 2011
End Date:	February 2013
PAC Meeting Date:	10 February 2011

Total resources required	<u>US\$400,000</u>
Total allocated resources:	_____
• Regular	_____
• Other:	_____
o Donor	_____
o Donor	_____
o Donor	_____
o Government	_____
Unfunded budget:	_____
In-kind Contributions	

Agreed by (UNDP): 

(Akbar Usmani, Senior Deputy Resident Representative)

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## I. SITUATION ANALYSIS

Myanmar is a country under top-down management for half a century. The national programme/plans are generally top down and stakeholders have little or no mechanism to provide their feedback. There is no culture of providing feedback. In addition, there are no vibrant civil society organizations and media to hold programmes/projects transparent and accountable. In humanitarian and development work of UNDP Myanmar, participation in planning and implementation has been promoted. However, a systematic and effective feedback mechanism is lacking or limited as noted by Independent Planning, Monitoring and Evaluation Consultant noted "The Monitoring, Evaluation and Learning Framework does not include a feedback loop to beneficiaries..."<sup>1</sup> and Independent Assessment Mission "There is presently no adequate mechanism for feedback from beneficiaries within any of the structures"<sup>2</sup>. In general, such mechanism is also not in place or limited in the work of other development organizations in Myanmar.

There is no UNDAF for UN system Myanmar or Country Programme Document (CPD) for UNDP Myanmar. The UNDP programme in Myanmar operates under by the Governing Council/Executive Board decision 93/21 of June 1993. In this decision, recognizing the critical human needs of the people of Myanmar, the GC/EB decided until such time that a new country programme could be approved, all assistance should be clearly targeted projects having grass-roots level impact in a sustainable manner. This decision has been renewed annually, following a required annual report by the administrator based on independent review assessing the extent to which UNDP activities meet the provisions of the relevant GC/EB decisions and the progress and challenges faced by the projects. UNDP through the Human Development Initiative (HDI) is involved in local level development. The UNDP HDI projects support over 3 million rural populations, covering 60 Townships from 11 different Divisions and States of Myanmar. With geographical, ethnic and cultural diversity in the project implementation areas, effective feedback and response mechanism is critical to improve the transparency and accountability in the field and enhance programme efficiency and effectiveness. It will also be demonstrative to other development actors and also serve as catalyst to promote transparency and accountability. UNDP will be able to provide technical assistance to other organizations interested in setting up CFRM from experience and knowledge from this project.

Currently UN Strategic Framework (in lieu of UNDAF) and UNDP new programme (in lieu of CPD) is being developed for 2012-2015. The DGTTF project will contribute to UN Strategic framework Strategic Priority 4 "Promote good governance, democracy and human rights"<sup>3</sup>, as well as new UNDP programme **outcome 3** "Target communities are making use of increased access to resources and services as a result of the development of inclusive, accountable and transparent local decision-making processes"<sup>4</sup>. The project will support DG cooperate outcome Key result area 2.1. Fostering inclusive participation; Outcome 1. Civic engagement, through civil society organizations, voluntary associations, trade unions, political parties and private sector organizations, enable all people to influence public policy processes and to hold government to account.

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<sup>1</sup> Review of Monitoring, Evaluation & Learning System of UNDP's Human Development Initiative in Myanmar, 2008.

<sup>2</sup> Report of the Independent Assessment Mission 2010 on the Human Development Initiative in Myanmar, 2010.

<sup>3</sup> Still draft, and may be subject to some changes.

<sup>4</sup> Still draft, and may be subject to some changes.

## **Why Community Feedback and Response mechanism should be promoted?**

CFRM is a tool which fosters transparency by establishing two way interactions between the community and the project team. It enhances the abilities of communities to spot out pros and cons of programmes / projects from their perspective. If these forwarded information / feedbacks are incorporate in the project, then it become more adaptable to the beneficiaries / communities. CFRM has very many specific benefits such as:

- Increment in dignity and empowerment of communities.
  - Issues are heard, responded and never ignored, so the trust begins.
  - Solutions for issues are either incorporated in the current programmes or implemented in the future programme design
  - Community influence in the programme improves relevancy and utility.
  - Aspects that are inadvertently reducing the dignity of beneficiaries could be identified and corrected.
- Discourages corruption, theft and abuse.
  - CFRM act as a deterrent since any harmful activities are notified.
- Improves information sharing and increase transparency.
  - CFRM improves prospects for providing right information in right time to right group of people which in fact reduces complaints in future.
  - It provides opportunities for the Managers to understand issues in the field so as to find out solutions too. When the feedbacks are responded, the transparency of the project improves. Here decision makers are conditioned to show up impartiality and to maintain neutrality.
- Improves programming.
  - Feedbacks bring-in positive change as well as learning opportunities. Thus deficiencies of projects are identified and corrected.
  - CFRM improves programme viability since there is community participation.
  - Beneficiary selection processes are transparent. Inclusion and exclusion criteria become apparent. This not only comforts the beneficiaries but also consoles the project team, donors and other partners.
- Cost effective.
  - Although CFRM is a time consuming procedure, critical issues can be addressed, responded and resolved more effective and efficiently in a cost effective manner
- Early warning.
  - CFRMs help the project team to identify issues very early before it become unmanageable.

In addition, CFRM will strengthen UNDP Myanmar application of human right based approach (HRBA) in its community development programme, through which development programmes are able to enhance accountability to and participation of communities in the development processes.

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## II. STRATEGY

UNDP Myanmar, with its community development projects extensive coverage and established partnership with community-based organizations (CBOs) in project villages, is in a good position to implement CFRM. UNDP will use its implementation capacity at field with existing staff from community development projects and its established relationship with communities in project areas. Implementation of CFRM at community development projects will have two fold objectives – (1) to improve transparency and accountability, efficiency and effectiveness, and (2) to have demonstration effect on promotion of CFRM. The experience and knowledge gained will be used for advocacy and capacity development of CFRM.

The CFRM has three system components; (a) Information to beneficiaries and communities, (b) Receiving feedbacks and documenting it systematically, and (c) Responding to feedbacks. A Community Feedback Response Committee (CFRC) will be formed at Township Offices as well as in Yangon - Country Office. The Committee will be chaired by the Township Project Manager (TPM) at Township level and the Deputy Resident Representative (DRR) in Country Office level. The information and lessons will be analyzed systematically on a six-monthly basis to gain better understanding on frequency of different types of feedback, lessons in handling feedback and implications for programme and project management.

CFRM will also be promoted to other development actors by organizing a series of knowledge sharing/advocacy workshops, facilitation and deliberation of discussion on beneficiary accountability and CFRM in Interagency and thematic working groups, and production and dissemination of IEC materials. UNDP will also provide technical support to other development organizations interested in setting up CFRM.

<p><b>Output 2</b> Beneficiary accountability and community feedback and response mechanism promoted to other Development actors-UN agencies, NGOs, CSOs and government institutions</p> <p>Baseline: 0 Indicators: No. of workshops/trainings and advocacy events, Perception Survey</p>	<p>Targets (year 1) 4 Targets (year 2) 4</p>	<p>provide appropriate responses</p> <ul style="list-style-type: none"> <li>▪ Analyze feedback and responses &amp;</li> <li>▪ Conduct mid-term review and end of project evaluation</li> </ul> <p>1 Raise awareness and develop capacity of development actors on CFRM</p> <ul style="list-style-type: none"> <li>▪ Conduct knowledge sharing / advocacy workshops, training workshops and advocacy events</li> <li>▪ Present/discuss lessons/best practices etc at Interagency and thematic working groups</li> <li>▪ Produce case study on CFRM</li> </ul> <p>2 Understand perceptions of public on development actors</p> <ul style="list-style-type: none"> <li>▪ Conduct perception survey and disseminate results</li> </ul> <p>3 Provide technical assistance to other institutions on CFRM</p> <ul style="list-style-type: none"> <li>▪ Provide technical advice on CFRM for organizations interested in setting up the system</li> <li>▪ Provide resource persons for CFRM training</li> </ul>			
		UNDP			

**III. RESULTS AND RESOURCES FRAMEWORK**

**Intended Outcome as stated in the Country Programme Results and Resource Framework:**

Target communities are making use of increased access to resources and services as a result of the development of inclusive, accountable and transparent local decision-making processes

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

Applicable MYFF Service Line:

Partnership Strategy

Project title and ID (ATLAS Award ID): Community Feedback and Response Mechanism

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1</b>                      Targeted communities/villages have systematic and effective mechanism to provide their feedback and seek responses</p> <p>Baseline: 0                      Indicators: No. of villages with feedback and response mechanism in place</p>	<p>Targets (year 1)                      250                      Targets (year 2)                      1000</p>	<p>1 Prepare and ensure readiness for community feedback and response mechanism (CFRM)</p> <ul style="list-style-type: none"> <li>▪ Develop a scalable and effective community feedback and response mechanism (CFRM)</li> <li>▪ Develop IEC and advocacy materials</li> <li>▪ Sensitize and train project staff to implement CFRM</li> <li>▪ Set up institutional arrangement for implementation</li> </ul> <p>2 Implement CFRM in UNDP project area</p> <ul style="list-style-type: none"> <li>▪ Sensitize community members and stakeholders</li> <li>▪ Provide necessary inputs</li> <li>▪ Process feedback received and</li> </ul>	<p>UNDP</p>	

**IV. WORK PLAN BUDGET SHEET**

**Year: March 2011-February 2013**

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME								RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8		Funding Source	Budget Description	Amount (US\$)	
Targeted communities/villages systematic and effective mechanism to provide their feedback and seek responses  Baseline: 0 Target: 1250  Indicators: No. of villages with feedback response mechanism in place	1. Develop a scalable and effective community feedback and response mechanism (CFRM)	X								UNDP	DGTTF	Consultants /Advisor	19500	
	2. Prepare and ensure readiness for community feedback and response mechanism (CFRM) Develop IEC and advocacy materials Sensitize and train project staff to implement CFRM Set up institutional arrangement for implementation						X	X					IEC Training	36000 14000
	3. Implement CFRM in UNDP project area	X	X	X	X	X	X	X	X	UNDP	DGTTF	Physical Inputs (suggestion boxes etc)	40000	

<p>Beneficiary accountability and community feedback response mechanism promoted to other Development actors-UN agencies, NGOs, CSOs and</p>	<p>Sensitize community members and stakeholders &amp; Provide necessary inputs Process feedback received and provide appropriate responses Analyze feedback and responses &amp; documents lessons/best practices Conduct mid-term review and end of project evaluation</p>																
<p>1 Raise awareness and capacity of development actors on CFRM Conduct knowledge sharing/advocacy workshops, training workshops and advocacy events</p>																	



government institutions Baseline: 0 Target: 8	Present/discuss lessons/best practices etc at Interagency and thematic working groups																		
Indicators: No. of workshops/trainings and advocacy events Baseline: 0 Target: 12	2 Understand of perceptions of public on development actors	X	X																
	Conduct perception survey and disseminate results																		50000
	3 Provide technical assistance to other institutions on CFRM	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
No. of discussions/sharing in working groups/meetings Perception survey report Baseline: 0 Target: 1	Provide technical advice on CFRM for organizations interested in setting up the system Provide resource person for CFRM training																		

Allocated budget per calendar year:

2011: US\$ 210,600

2012: US\$ 144,300

2013: US\$ 45,100

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## **V. MANAGEMENT ARRANGEMENTS**

Envisioned project activities will be carried out by the UNDP Myanmar office under the Direct Execution (DEX) modality. UNDP Myanmar will take full responsibility for the achievement of the results as well as for the administration of financial and human resources. The management of allocated funds will be carried out according to UNDP financial rules and regulations, based on a work plan with a detailed budget.

CFRM will be implemented by UNDP using its implementation capacity at field with existing staff from community development projects (Community Development for Remote Townships Project and Integrated Community Development Project) and its established relationship with communities in project area. Monitoring, Evaluation and Reporting Unit will coordinate with the projects and CO units as well as ensuring effective implementation of the project. Communication and Partnership Unit will play a key role in communication strategy, IEC development, case study and systematic documentation.

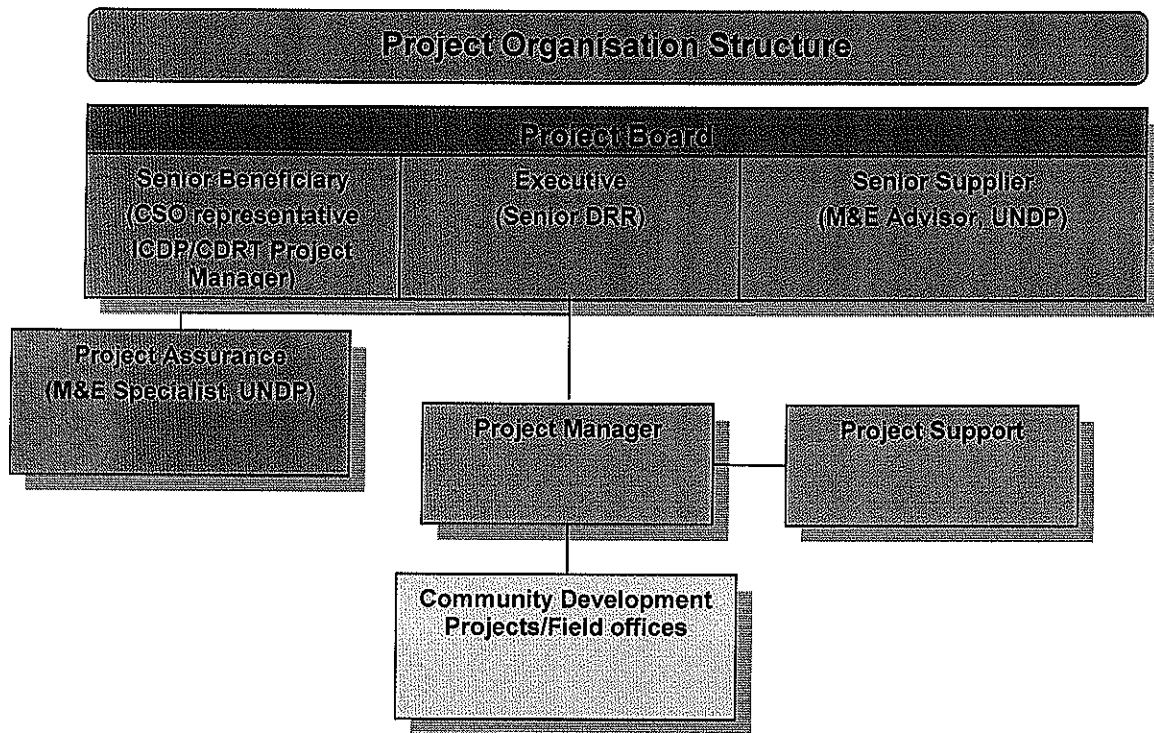
### **Project Board**

The Project Board is responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions.

The project board contains three roles:

- Executive (in this case, the UNDP Snr. DRR), representing project ownership to chair the group,
- Senior Supplier (in this case, the M&E Advisor), to provide the technical guidance to the project,
- Senior beneficiary (in this case CSO representative and ICDP/CDRT Project Manager) to ensure realization of the project benefits from the perspective of beneficiaries.

In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager.



### **Project Assurance**

The project board members will be also responsible for project assurance. In addition, UNDP Monitoring and Evaluation Specialist will supports assurance functions, ensuring that appropriate project management milestones are managed and completed.

### **Project Manager**

The project manager is responsible for day-to-day management and implementation of the project. The project manager is responsible to ensure that the project produces the results specified in the project document. Short-term local and international technical consultants/Advisors will supplement as necessary.

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## VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment will record progress towards the completion of key results
- An Issue Log will be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log will be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) will be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log will be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan will be activated in Atlas and updated to track key management actions/events

### Annually

- **Annual Review Report.** An Annual Review Report will be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report will consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review will be conducted soon after the fourth quarter of the year to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. It will focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

### Quality Management for Project Activity Results

<b>OUTPUT 1:</b> Targeted communities/villages have systematic and effective mechanism to provide their feedback and seek responses		
<b>Activity Result</b>	Effective feedback mechanism established for 1250 communities	Start Date: Mar 2011 End Date: Feb 2013
<b>Purpose</b>	<i>To enhance accountability to and participation of communities in development</i>	
<b>Description</b>	Develop a scalable and effective community feedback and response mechanism (CFRM) Develop IEC and advocacy materials Sensitize and train project staff to implement CFRM Set up institutional arrangement for implementation	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of communities with CFRM in place	Project report	Quarterly

<b>OUTPUT 2:</b> Beneficiary accountability and community feedback and response mechanism promoted to other Development actors-UN agencies, NGOs, CSOs and government institutions		
<b>Activity Result</b>	<i>CFRM promoted to other actors</i>	Start Date: Oct 2011 End Date: Feb 2013
<b>Purpose</b>	<i>To promote CFRM to other development actors</i>	
<b>Description</b>	Conduct knowledge sharing/Advocacy workshops, Trainings, Advocacy event Conduct perception survey Present/discuss lessons/best practices at working groups Provide technical assistance to other institutions on CFRM	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of workshops/advocacy events	Project report	Quarterly
Completion of perception survey & case study	Project report	Quarterly
Number of development actors supported for CFRM	Project report	Quarterly

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**VII. LEGAL CONTEXT**

UNDP Myanmar operates under by the Governing Council/Executive Board decision 93/21 of June 1993. This decision has been renewed annually, following a required annual report by the administrator based on independent review assessing the extent to which UNDP activities meet the provisions of the relevant GC/EB decisions and the progress and challenges faced by the projects.

The project will be carried out in accordance with applicable UNDP policies, rules, regulations, and procedures.

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**VIII. ANNEXES**

**Annex 1. Risk Analysis.**

## Annex 1. Risk Analysis

Project Title: Community Feedback and Response Mechanism in Myanmar					Award ID:		Date:		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	2011 Parliamentary processes bring a change in key Government personnel.		Political	P = 4 I = 3	Regular dialogue between UNDP and a range of interested ministries/political actors	Programme manager			
2	Access restrictions make it impossible to reach priority target populations.		Political	P=2 I =4	Adequate relations with the authorities maintained	Project manager			
3	UN Operational Rate of Exchange (UNORE) has been falling against the Myanmar currency. This could have negative impact on the delivery of project activities.		Financial	P = 4 I = 3	Budget preparation needs to consider the certain allocation for the expected exchange rate fluctuation to meet the realistic budget distribution.	Project manager			
4	Lack of trust between communities/authorities may affect delivery to a point that operational freedom is limited		Other	P=2 I=4	Transparency and other trust building measures to be put in place	Project manager			
5	Insufficient Human Resources  UNDP does not have the expertise/ experience to deliver the programme's objectives		Operational	P=2 I=3	Clear performance targets set for staff  External assistance sought when needed	Project manager			