

Project Administration Manual

Project Number: 51242-002
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Republic of the Union of Myanmar: Resilient
Community Development Project

ABBREVIATIONS

ADB	–	Asian Development Bank
AIF	–	Asia Investment Facility
CBD	–	community-based development
CDR	–	climate disaster risk
CFO	–	community finance officer
CPF	–	community participation framework
DMF	–	design and monitoring framework
DRD	–	Department of Rural Development
EARF	–	environmental assessment framework
ECOP	–	Environmental Codes of Practice
EGDF	–	ethnic group development framework
EGDP	–	ethnic group development plan
EMP	–	environmental management plan
ERLIP	–	Enhancing Rural Livelihoods and Incomes Project
EU	–	European Union
FFP	–	feedback focal point
FHM	–	feedback handling mechanism
FMA	–	financial management assessment
FSC	–	Finance Sub-committee
GESIAP	–	gender equity and social inclusion action plan
HHM	–	household methodologies
ICT	–	information communication technology
JFPR	–	Japan Fund for Poverty Reduction
M&E	–	monitoring and evaluation
MIC	–	main implementation consultants
MIS	–	management information system
MOALI	–	Ministry of Agriculture, Livestock and Irrigation
MOPF	–	Ministry of Planning and Finance
MTR	–	midterm review
NCDDP	–	National Community Driven Development Project
O&M	–	operations and maintenance
OCB	–	open competitive bidding
PCR	–	project completion review
PIU	–	project implementation unit
PMU	–	project management unit
PPMS	–	project performance management system
PSC	–	project steering committee
QAR	–	quality assessment review
QCBS	–	quality- and cost-based selection
RCDP	–	Resilient Community Development Project
SOE	–	statement of expenditure
SPS	–	Safeguard Policy Statement
SSP	–	service support provider
TPIC	–	township planning and implementation committee
VDP	–	village development plan
VDSC	–	village development support committee
VTDSC	–	village tract development support committee

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Project Administration Manual Purpose and Process

The project administration manual (PAM) describes the essential administrative and management requirements to implement the project on time, within budget, and in accordance with the policies and procedures of the government and Asian Development Bank (ADB). The PAM should include references to all available templates and instructions either through linkages to relevant URLs or directly incorporated in the PAM.

The Ministry of Agriculture, Livestock and Irrigation (MOALI) and Department of Rural Development (DRD) of MOALI are wholly responsible for the implementation of ADB-financed project, as agreed jointly between the borrower and ADB, and in accordance with the policies and procedures of the government and ADB. ADB staff is responsible for supporting implementation including compliance by MOALI and DRD of their obligations and responsibilities for project implementation in accordance with ADB's policies and procedures.

At loan negotiations, the borrower and ADB shall agree to the PAM and ensure consistency with the loan and grant agreements. Such agreement shall be reflected in the minutes of the loan negotiations. In the event of any discrepancy or contradiction between the PAM and the loan and grant agreements, the provisions of the loan and grant agreements shall prevail.

After ADB Board approval of the project's report and recommendations of the President (RRP), changes in implementation arrangements are subject to agreement and approval pursuant to relevant government and ADB administrative procedures (including the Project Administration Instructions) and upon such approval, they will be subsequently incorporated in the PAM.

I. PROJECT DESCRIPTION

A. Rationale

1. Myanmar is one of the poorest countries in Southeast Asia. Almost the entire country is prone to a range of natural hazards. The poor have low levels of human capital and tend to be highly exposed to various climate change and disaster risk related shocks and stresses. The rural poor rely on agriculture and casual labor for their livelihood. Myanmar's rural areas are underdeveloped: (i) only 16% of rural people have access to electricity through the public grid; (ii) nearly three out of ten lack access to year-round improved drinking water; (iii) one out of four lacks access to improved sanitation; and (iv) many rural areas also lack access to roads for connectivity. Community-based development (CBD) approaches are an effective tool for bringing communities to the forefront of poverty reduction and development, allowing them to design and implement solutions that address their needs. CBD effectively provides community-built infrastructure, livelihood support, job opportunities and rural employment and skills development. Evidence indicates improvement in incomes and well-being including increases in per capita consumption, greater use of basic services and higher school participation.

2. The Resilient Community Development Project (RCDP) supports the Myanmar Sustainable Development Plan (2018-2030) and will contribute to poverty reduction and inclusive growth of initially 17 townships in Ayeyarwaddy, Chin, Sagaing, and Thanintharyi which are highly vulnerable to climate change and disaster risks. The project will target areas that are vulnerable to CDR and will follow a phased, cluster approach, grouping vulnerable townships in the same area. Project interventions are also aligned with the Agriculture Development Strategy and Investment Plan (ADS 2018-2023), the National Framework for Community Disaster Resilience and Asian Development Bank's (ADB) country partnership strategy for Myanmar (2017-2021), which identifies rural development as a strategic pillar. The project will reduce food insecurity and poverty of rural people living in vulnerable areas by building their capacity and providing them with resources to sustainably invest in climate and disaster resilient, and market-oriented infrastructure and livelihoods. The project will follow a CBD approach which comprises: (i) a community focus; (ii) participatory planning and design; (iii) community control of resources; (iv) community involvement in implementation; and (v) use of community-based participatory monitoring and evaluation (M&E) to ensure downward accountability to the community.

B. Impact and Outcome

3. The project is aligned with the following impact incomes of rural households improved and resilience of communities to climate and disaster risks (CDRs) strengthened. The project will have the following outcome standard of living and resilience of targeted communities improved.

C. Outputs

4. **Output 1: Climate-and disaster-resilient community infrastructure developed.** Three thousand CDR community infrastructure subprojects will be identified through a participatory village development plan (VDP) and funded through block grants. Climate risk and vulnerability assessments and market opportunity analysis will be made available to communities for their local assessment in the process of their prioritization of infrastructure investments. Criteria for selection include contribution to resilience and public and economic good benefits. Village women will be empowered through dedicated meetings, quota in representation in committees and labor, bias in the selection of subprojects to significantly influence community infrastructure investment prioritization. Typical community infrastructures will be village access or farm roads, small bridges,

water supply, electric grid connection, multi-purpose centers, etc. The project will finance three cycles of community planning and subproject implementation. The first cycle will cover all target villages. Subsequent cycles will be performance-based and open to village tracts that have achieved a minimum social and infrastructure quality assessment review score.¹ Each infrastructure investment cycle will amount to MK10 million per village or a per capita investment of MK30,000 per village person, whichever is higher.

5. **Output 2: Resilient livelihood activities for poor men and women developed.** At least 15,000 resilient livelihood subprojects will be funded through block grants. Increased and diversified rural household income, based on a sound understanding of changing climate risk and market opportunity, is an important component of increased resilience. As part of the VDP process, communities will, using a participatory wealth/vulnerability ranking methodology,² identify the lowest four deciles of poor and vulnerable households in their villages. That cohort will be eligible to apply for livelihood subprojects, valued at up to MK300,000 per group member. Targeted poor and/or vulnerable households will be encouraged and enabled to form groups having a common livelihood interest and submit a livelihood subproject proposal. The project will also provide need-based training to the livelihood groups in group development and management, business skills including financial literacy, financial and business record keeping and entrepreneurship, and on CDR management.

6. Livelihood subprojects can include new or improved climate-smart agriculture, livestock, fisheries activities, value addition to farm and non-farm products, marketing, and the acquisition of new skills for village or off-village employment or entrepreneurship. The project will assist interested groups to source vocational training, particularly for women and youth, by linking this project to the ADB Equipping Youth for Employment Project.³ To ensure sustainability and scaling-up opportunities, the project will also facilitate, but not fund, group access to credit by establishing linkages to financial institutions. A secondary target of the livelihood activities will be to support through trainings poor households that are above the lowest four deciles of the wealth ranking to adapt to CDR. Once operating sustainably, the project will assist livelihood groups to evaluate the benefit of higher levels of association, up to township or township cluster level, with a view to increasing their market power or adding value to their production at scale.

7. **Output 3: Institutional and organizational capacity of communities and government strengthened.** The project will support the Department of Rural Development (DRD) to develop its VDP process and build its capacity to assist villagers to factor in considerations to address present day and future shocks and stresses and participatorily identified market opportunities. VDPs will be aggregated to establish village tract development plans and, following the development of an appropriate framework, to contribute to township development planning processes. A DRD training unit will be established, along with associated training curricula, in the areas of community-based planning, resilience building, gender, leadership, and livelihood development, among others. This unit will train communities and government departments, paying particular attention to the development of information and communication technology training programs. Knowledge centers to promote CDR in agriculture, livestock, fishery, and rural development will also be supported. Support service providers will facilitate implementation at communities' level. The upgrade of DRD training center will be also supported under this output.

¹ Performance *criteria* are defined in the Project Operations Manual.

² Communities rank member households into four wealth/vulnerability categories (A to D) based on their assessment of the household's assets (land, house, productive assets, business assets) and CDR vulnerability.

³ ADB. 2016. *Report and Recommendation of the President to the Board of Directors: Proposed Loan to the Republic of the Union of Myanmar for Equipping Youth for Employment Project*. Manila. This linkage has been successfully tested under the Enhancing Rural Livelihoods and Incomes Project.

8. The project includes a disaster contingency feature. In the event of a disaster affecting an entire township, and upon the request of Ministry of Agriculture, Livestock and Irrigation (MOALI), and approval by ADB, funds from the subsequent cycle of community planning and subproject implementation may be advanced for reconstruction of damaged infrastructure and recovery of livelihoods. The selection of infrastructure and livelihoods subprojects will follow similar participatory processes and criteria for outputs 1 and 2.

9. Village Development Support Committees (VDSCs), supported by community facilitators, technical facilitators and livelihood facilitators shall undertake a rapid assessment of damages and based on the assessment, prioritize subprojects for infrastructure reconstruction and livelihood recovery. This list of priority subprojects will be submitted to the Township Planning Implementation Committee (TPIC) for technical review. The TPIC shall determine subprojects that may be financed based on available allocation, extent of damage and benefit to the communities. Based on this decision, the technical facilitators, community facilitators, and VDSCs shall proceed with detailed design.

10. The detailed design shall include program of work, bill of materials, drawings and standard specifications, safeguard measures and procurement plans. Existing designs from the community infrastructure manual shall serve as guide for ensuring that reconstruction and recovery are built according to climate and disaster risk standards.

11. The design shall be reviewed by senior technical engineers and revisions made on-site. These revised designs shall then be submitted to the village tract development support committee (VTDCs) and TPIC simultaneously. The VTDC shall then proceed with the organization of groups work, finance and procurement teams. The TPIC shall review the final design and upon its approval, submit a request to the DRD union office, to transfer funds to the VTDCs. Implementation and construction of subprojects shall follow the normal project procedure.

12. **Lessons learned from CBD projects in Myanmar and in the Region.** DRD has been implementing the ADB-financed Enhancing Rural Livelihoods and Incomes Project (ERLIP) since 2014 in Myanmar. DRD has also implemented the World Bank-financed National Community Driven Development Project (NCDDP) since 2012. Both projects follow a CBD approach. ERLIP supports both community infrastructure and livelihood activities while NCDDP funds only community infrastructure. Based on implementation experience under both projects, DRD considers key to be able to support community infrastructure and livelihoods activities under the same project. The table below presents the main lessons learned from CBD projects financed by ADB and other development partners in the region and how these lessons were integrated in the design of the project.

Lessons	Design features to take lessons on board
Capacity constraints and the introduction of highly participatory processes require review of cycle timelines and the whole project duration.	Project duration is 7 years and each cycle is allowed at least 3 months of preparation and capacity support before any funding is released for construction. A phased approach is also followed.
Capacity constraints will require project templates and formats to be simplified,	M&E manual and financial management manual include simplified formats. A

Lessons	Design features to take lessons on board
especially for livelihood activities and community finance.	substantial number of facilitators is budgeted under the project.
Livelihood activities can be complicated and using usual templates formats will not work in the context of poor areas with low capacity.	Increased time and resource allocation for livelihood investment planning in low capacity and remote areas. Technical support is provided to established livelihood groups throughout the project period and simplified templates formats were successfully tested under ERLIP.
Local institutions that influence decision-making and are highly regarded in communities can play a positive role in the project but can also lead to elite capture of project benefits.	This does not seem to be a problem in Myanmar probably because of the recent opening of the country. In any case, a scanning of influence and/or power bearers in the communities during social preparation is included. They will be informed and engaged but without compromising the empowerment objectives of the project. The project provides for a forum for disadvantaged groups, including women, to determine their development priorities and positively bias their priorities.
Participation could be a challenge and inclusion of vulnerable groups will be important to ensure that they benefit from the project.	The project will promote sub-group meetings and skill development (group organization, financial literacy, entrepreneurship) for women, youth, elderly and villagers in very remote areas. Longer and more flexible (timing and duration) social preparation activities will be adopted in locations where these challenges are present.
	Participation will be accorded a high weight in the prioritization of subprojects in the 2nd and 3rd cycles.
	Subgroups (women, youth) will be accorded time and support in preparing subproject proposals.
Climate and disaster risk management concerns are not adequately discussed at community level.	Community meetings to define resilience, climate and disaster risks and illustrate the concepts through visioning and practical examples are included in the social preparation phase.
Experience among villages indicate that effective VDP preparation will require training, more time for community meetings and even differentiated schedules due to season and to accommodate the needs of	Timing of meetings will be made flexible (nighttime and weekends when necessary) and the VDP process will be accorded sufficient time, especially in the first cycle.

Lessons	Design features to take lessons on board
women and the most vulnerable segments in the communities.	
Training is most effective if coupled with hands-on learning.	<p>CBD projects are known for the use of a “learning by doing” approach in building community and government capacity. Training of villagers will be done immediately prior to the activity or step that covers the subject areas of the training and will be followed by hands-on coaching.</p> <p>To the extent practical, training will be provided to community workers in construction skills while implementing a subproject.</p>
Infrastructure alone is not sufficient to strengthen community resilience.	An integrated mix of rural infrastructure, livelihoods and capacity building is proposed by the project.
Communities plan and identify priorities with access to partial or no information on market, employment opportunities, climate and disaster risks.	The project undertook market and employment opportunity assessments and climate and disaster risk assessments for all five cluster areas. This information will be translated into user friendly tools to be used at community level during the VDP process.
Amount of village block grants is low and does allow for meaningful investment. Some villages end up doing small investments just to use the grant. However, key priorities are not met because the investment is too low.	Based on experience in Myanmar and the region the grant allocation formula was developed based on per capita to rationalize the level of block grants.

CBD = community-based development, ERLIP = Enhancing Rural Livelihoods and Incomes Project, M&E = monitoring and evaluation, VDP = village development plan.

Source: Asian Development Bank

13. Subproject eligibility and criteria setting. The selection of subprojects will be guided by a set of criteria to ensure that subprojects contribute to the objective of increased resilience and that they benefit poor, disadvantaged and vulnerable people. The criteria and the weight for each criterion to be recommended to the VDSC are as follows:

- (i) number of households benefitted by the proposed project (20% maximum);
- (ii) proportion of the poor benefitted (20% maximum);
- (iii) proposal with the highest benefit to women and endorsed by women’s (20% maximum);
- (iv) linkage of the proposal to building resilience (included in the long list of adaptive measures or activities) (20% maximum); and
- (v) such other criterion that the village and village tract will decide on (20% maximum). In the absence of this last one or when the village or VTDSC does not have a proposed additional criterion, the 20% will be distributed to criteria a–d in equal proportion – 5% each).

14. For the livelihood investments, the criteria will be:

- (i) market demand;
- (ii) income potential for small-scale producers and farmers;
- (iii) will work for women:
 - women can participate
 - women will benefit
 - women will have opportunity to lead;
- (iv) with potential to become a group-managed business; and
- (v) resilient to risks

15. All subprojects selected will have to be technically, financially, environmentally and socially viable, and economically justified.⁴ Following a participatory process, project beneficiaries will propose community infrastructure and livelihoods subprojects which are high priority. These subproject proposals are subject to a prohibited investment activities list that cannot be financed. The list includes:

- (i) production or activities involving harmful or exploitative forms of forced labor or child labor;
- (ii) production of or trade in any product or activity deemed illegal under the laws of Myanmar or regulations or international conventions and agreements or subject to international phaseouts or bans, such as (a) pharmaceuticals, pesticides, and herbicides, (b) ozone-depleting substances, (c) polychlorinated biphenyls and other hazardous chemicals, (d) wildlife or wildlife products regulated under the Convention on International Trade in Endangered Species of Wild Fauna and Flora, and (e) transboundary trade in waste or waste products;
- (iii) production of or trade in weapons and munitions, including paramilitary materials;
- (iv) production of or trade in alcoholic beverages, excluding beer and wine;
- (v) production of or trade in tobacco;
- (vi) gambling, casinos, and equivalent enterprises;
- (vii) production of or trade in radioactive materials, including nuclear reactors and components thereof;
- (viii) production of, trade in, or use of unbonded asbestos fibers;
- (ix) commercial logging operations or the purchase of logging equipment for use in primary tropical moist forests or old-growth forests;
- (x) marine and coastal fishing practices, such as large-scale pelagic drift net fishing and fine mesh net fishing, harmful to vulnerable and protected species in large numbers and damaging to marine biodiversity and habitats;
- (xi) road construction into protected areas;
- (xii) political and religious activities;
- (xiii) development of new or expansion of existing settlements in critical habitats;
- (xiv) savings and loan schemes;
- (xv) activities that will require any compulsory acquisition of land or involuntary resettlement; and
- (xvi) activities that will have a negative impact on ethnic groups.

16. **Block grants transfer.** Prior to the release of block grants from DRD to the VTDCS account, the following will have to be confirmed:

⁴ Where feasible, economic internal rate of returns will be computed as part of the selection criteria. The social discount rate is 9% but 6% is admissible for poverty reduction subprojects targeting poor households and communities.

- (i) All VDSCs in the village tract and the VTDSC have been established and staffed as required.
- (ii) The VTDSC's Finance Sub-Committee (FSC) has been set up and trained.
- (iii) The VTDSC has opened a bank account at a local bank (only required for the first disbursement).
- (iv) The VTDSC has signed a block grant agreement for the current cycle with the Township DRD office.

17. VTDSC to submit a request for funds to DRD union office through the DRD township office, which the DRD township office signs, confirming all conditions above have been fulfilled.

18. Additional guidance and steps to be followed for subprojects implementation will be detailed in the project operations manual⁵. The project operations manual will comprise the following sub-manuals:

- (i) Sub-manual on Resilient Communities Infrastructure: it contains the details of subproject design and steps during the construction or implementation of subprojects and their operations. It also contains sample designs of most common subprojects. Operations and maintenance (O&M) for subprojects will also be part of this sub-manual.
- (ii) Sub-manual on Resilient Community Livelihoods: it explains the detailed steps for developing and financing livelihood activities.
- (iii) Sub-manuals on Community Finance and Procurement: they explain the procedure for community-level financial management and procurement, including financial controls and transparency arrangements.
- (iv) Sub-manual on Implementing Mechanism: it details the organizational and functional structure of the project from the Union level to the villages. The sub-manual also contains the terms of reference of project staff.
- (v) Sub-manual on the Project Monitoring and Evaluation: it includes the project management information system and all target indicators and forms to be used.

⁵ In case of discrepancy or contradiction between the PAM and the project operations manual, the provisions of the PAM shall prevail.

II. IMPLEMENTATION PLANS

A. Project Readiness Activities

Table 1: Indicative Project Readiness Activities

Indicative Activities	2019												2020			Responsible Agency
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
DACU/Economic Committee/Cabinet																DRD/MOALI
EU Technical Assessment Meeting																EU
Advance Contracting																DRD
Establish project implementation arrangements																DRD
Parliament Approval																DRD/MOALI/ MOPF
EU Board Approval																EU
Loan negotiations																ADB/MOALI/ MOPF
ADB Board approval																ADB
Loan and Grant signing																MOPF/ADB
Government legal opinion provided																AGO
Loan and Grant effectiveness																ADB

ADB = Asian Development Bank; AGO = Attorney General Office; DACU = Development Assistance Coordination Unit; DRD = Department of Rural Development of MOALI; EU = European Union; MOALI = Ministry of Agriculture, Livestock and Irrigation; MOPF = Ministry of Planning and Finance.

Source: Asian Development Bank

B. Overall Project Implementation Plan

19. The project will be implemented over a 7-year period starting from 2020 and key activities are presented in Table 2.⁶ This will be updated annually and submitted to ADB with contract and disbursement projections starting in 2020.

⁶ Activities financed by the Japan Fund for Poverty Reduction (JFPR) will be implemented over a period of 4.5 years from January 2020 to June 2024.

[illegible]

Outputs and Activities	Responsible Agency(ies)	Year 1 (Qtr)				Year 2 (Qtr)				Year 3 (Qtr)				Year 4 (Qtr)				Year 5 (Qtr)				Year 6 (Qtr)				Year 7 (Qtr)			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
States, townships, village tract administrators briefings																													
Monitoring and evaluation, grievance system preparation activities																													
Environment management plan key activities																													
Implementation of the gender and social inclusion action plan																													
Communication strategy key activities																													
Annual and/or midterm review																													

CBD = community-based development; CF = community facilitator; DRD = Department of Rural Development; MIC = main implementation consultants; MIS/ME = management information system/monitoring and evaluation (project performance monitoring system); O&M = operations and maintenance; PIU = project implementation unit; PMU = project management unit; PY = project year; QAR = quality assessment review; RCDP = Resilient Communities Development Project; SP = subproject; SSP = service support providers; TA = technical assistance; TF = technical facilitator; TPIC = technical planning and implementation committee; VDP = village development plan; VDSC = village development subcommittees; VT = village tract; VTDP= village tract development plan; VTDSC = village tract development subcommittees.

Source: Asian Development Bank.

III. PROJECT MANAGEMENT ARRANGEMENTS

A. Project Implementation Organizations: Roles and Responsibilities

Project Implementation Organizations	Management Roles and Responsibilities
Ministry of Planning and Finance	<ul style="list-style-type: none"> (i) Allocate, budget, and release counterpart funds in a timely manner. (ii) Fulfill government fiduciary and financial management oversight for fund flows.
Project Steering Committee	<ul style="list-style-type: none"> (i) Provide national oversight for project implementation. (ii) Advise DRD on implementation matters. (iii) Facilitate resolution of any policy level or complex operational issues. (iv) Support and coordinate the involvement of relevant ministries. (v) Meet every 6 months after loan and grant effectiveness, or more frequently, if needed.
Ministry of Agriculture, Livestock and Irrigation - Executing agency	<ul style="list-style-type: none"> (i) Responsible for overall supervision and guidance on implementation of the project. (ii) Establish PMU in Nay Pyi Taw and PIUs in the 17 townships. (iii) Assume overall accountability and responsibility for project planning, management and implementation. (iv) Provide timely policy support. (v) Ensure the detailed consolidated project financial statements are audited in accordance with the International Standards for Auditing by a qualified auditor acceptable to ADB.
Department of Rural Development, MOALI – Implementing Agency (Union Level) Project Management Unit within DRD	<ul style="list-style-type: none"> (i) Appoint the Project Director and other key staff. (ii) Recruit additional qualified staff required (iii) Oversee day-to-day operations of the project. Responsible for implementation management, resolving management and implementation issues as they arise. (iv) Coordinate and collaborate with other departments required for project implementation. (v) Establish and maintain the required project accounting arrangement and other implementation recording systems. (vi) Ensure that environmental and social safeguards are compliant with ADB's Safeguard Policy Statement (2009), as amended from time to time. (vii) Collect necessary inputs to prepare quarterly project progress reports environmental and social monitoring reports, and project completion report. (viii) Support inter-ministerial coordination and will serve as secretariat of the PSC. (ix) Review and approve requests for block grants from the townships. (x) Carry out quality assurance review to ensure that subprojects meet established project standards. (xi) Prepare annual work program and budget. (xii) Undertake procurement of goods, works, and non-consulting services and recruitment of consulting services. (xiii) Open, operate and maintain the advance account and supervise subaccounts. (xiv) Consolidate project accounts and financial statements. (xv) Process payments to contractors, consultants, and suppliers. (xvi) Prepare and submit withdrawal applications.

Project Implementation Organizations	Management Roles and Responsibilities
	(xvii) Conduct financial, environmental, and social due diligence for proposed subprojects as necessary in consultation with relevant government agencies and ADB. (xviii) Project monitoring and evaluation. (xix) Monitoring of the Gender Equity and Social Inclusion Action Plan. (xx) Carry out grievance redress mechanism of the project.
Regional and District Level DRD	(i) Oversee and coordinate, among townships DRDs, the implementation of the project.
Township cluster Project Implementing Units within DRD	(i) Responsible for project implementation at the township and/or village tract and village level. (ii) Provide implementation support to facilitators, village tracts and villages. (iii) Facilitate village tract and village level planning. (iv) Assist in the design and screening of subprojects. (v) Facilitate annual (QAR and MSR) and quarterly reviews of project performance. (vi) In collaboration with the Support Service Provider, provide training and technical support to the TPIC, VTDCs, VDSCs, village subcommittees, and villagers in reviewing and ensuring the technical quality of subproject proposals. (vii) Coordinate the village development plan process. (viii) Provide financial oversight and monitoring of subprojects. (ix) Prepare and submit quarterly and semi-annual reports to DRD. (x) Undertake quality assurance reviews (technical, financial, safeguards, social acceptability, and resilience). (xi) Serve as secretariat to TPIC.
Township Planning and Implementation Committees	(i) Shall be the place where the state and/or region and community levels interact both administratively and technically. (ii) Provide oversight, and technical assistance support from different agencies operating within the township. (iii) Facilitate linkage between village tract and, when implemented, township development plans. (iv) Advise village tracts on the design of subprojects, and what can be supported by the project. (v) Bring together a broad range of ministries present at the township level, and shall include line ministry representatives (health, education, agriculture, planning, etc.). (vi) A staff member of the Department of Social Welfare will provide advice to the township committee to review the gender aspects of the village tract plans prior to their endorsement.
Village Tract Development Support Committee (composed of representatives from the Village Development Support Committees)	(i) Responsible for community planning process and subproject cycle at the village level tract level. (ii) Open and manage village tract bank accounts for investment funds. (iii) Record transactions. (iv) Monitor and inspect implementation of subprojects. (v) Review the respective village development plans and prioritize the interventions against the needs of the tract and the available funding envelope in a 3-year village tract development plan. Using this plan, the VTDC shall review village-identified priorities, approve subprojects and allocation of block grants, and sign the block grant agreement with DRD. (vi) Assist facilitators during safeguards screening.

Project Implementation Organizations	Management Roles and Responsibilities
	(vii) The committee shall ensure that villages carry out subprojects with due diligence and efficiency, and in accordance with sound technical, economic, procurement, financial management, environmental and social standards, practices, and procedures.
Township Livelihood Task Team	(i) Provide technical advice to livelihood groups. (ii) Screen livelihood subprojects proposals.
Village Development Support Committee and its Subcommittees (composed of villagers and elected by villagers)	(i) Collect and update relevant village data. (ii) Prepare the village development plan. (iii) Prioritize and prepare infrastructure and livelihood proposals. (iv) Implement subprojects approved by the VTDSC for funding. (v) Ensure that all population groups in a project village (including women, ethnic groups, the poor, villagers in remote hamlets, etc.) can take an active part in activities throughout the project cycle. (vi) Establish subcommittees (finance, procurement, feedback handling, monitoring, livelihood, and O&M). (vii) Record financial transactions and report to VTDSC.
ADB	(i) Ensure timely release of funds from ADB to the project. (ii) Issue no-objection for subproject feasibility studies for financing. (iii) Monitor project implementation arrangements, disbursement, procurement, consultant selection, and reporting. (iv) Monitor schedules of activities. (v) Review compliance with agreed procurement procedures. (vi) Review compliance with loan and grants covenants. (vii) Monitor effectiveness of safeguard procedures and ensure full safeguards compliance. (viii) Monitor conformity with ADB anti-corruption policies. (ix) Undertake periodic review missions with the government (including inception, midterm and project completion).

ADB = Asian Development Bank, DRD = Department of Rural Development, MSR = multi-stakeholder review, O&M = operations and maintenance, PIU = project implementation unit, PMU = project monitoring unit, QAR = quality assessment report, TPIC = Township Planning and Implementation Committees; VDSC = Village Development Subcommittees, VTDSC = Village Tract Development Subcommittees.
Source: Asian Development Bank.

B. Key Persons Involved in Implementation

Executing Agency

Ministry of Agriculture, Livestock and Irrigation

Name
Position

Dr. Khin Zaw
Permanent Secretary in charge of
DRD, Livestock and Fisheries
Building 36, Nay Pyi Taw

Office address

Implementing Agency

Department of Rural Development

Name
Position
Email address
Office address

U Khant Zaw
Director General
kzaw.dda@gmail.com
Building 36, Nay Pyi Taw

	Name	U Myo Naing Aung
	Position	Deputy Director General
	Email address	myonaingaung2012@gmail.com
	Office address	Building 36, Nay Pyi Taw
	Name	Dr. Zarni Minn
	Position	Director
	Email address	minnzarni@gmail.com
	Office address	Building 36, Nay Pyi Taw
Asian Development Bank		
Environment, Natural Resources, and Agriculture Division (SEER) of the Southeast Asia Department)	Name	Mr. Jiangfeng Zhang
	Position	Director
	Telephone	+63 2 8632 6234
	Email address	jzhang@adb.org
	Office address	6 ADB Avenue, Mandaluyong City 1550 Metro Manila, Philippines
ADB Myanmar Resident Mission (MYRM)	Name	Mr. Newin Sinsiri
	Position	Country Director, MYRM
	Telephone	+95 1 860 3433
	Email address	nsinsiri@adb.org
Mission Leader	Name	Stefania Dina
	Position	Natural Resources and Agriculture Specialist, SEER
	Telephone	+63 2 8632 5185
	Email address	sdina@adb.org

C. Project Organization Structure

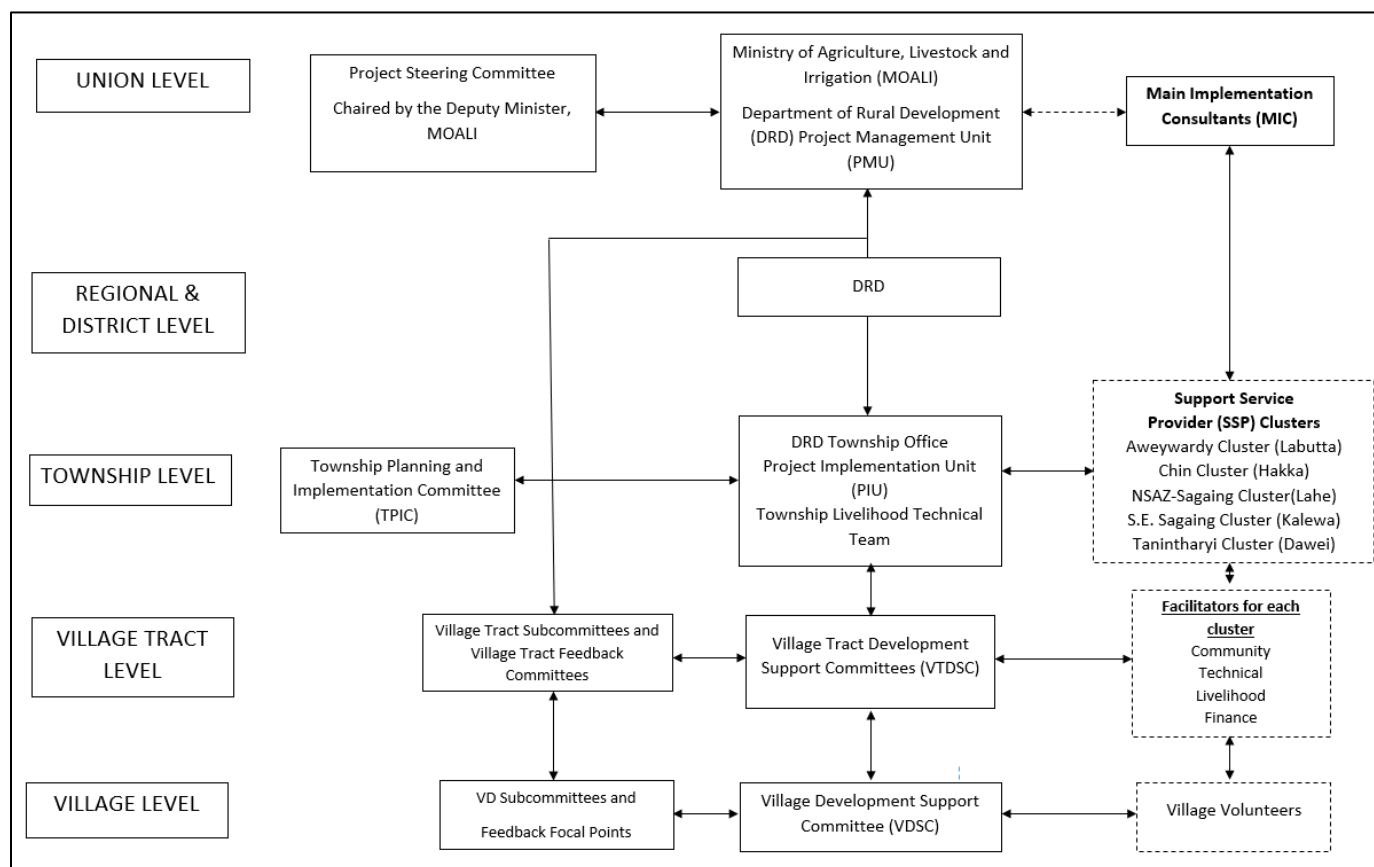
20. The Ministry of Agriculture, Livestock and Irrigation (MOALI) is the executing agency. A project steering committee (PSC) chaired by the Deputy Minister of MOALI will provide the oversight. Members will include (i) the Ministry of Planning and Finance; (ii) Department of Planning, MOALI; (iii) Department of Agriculture, MOALI; (iv) Livestock Breeding and Veterinary Department, MOALI; (v) Environmental Conservation Department within the Ministry of Natural Resources Environmental Conservation; (vi) Department of Disaster Management, Ministry of Social Welfare Relief and Resettlement; and (vii) other relevant ministries.

21. The DRD within MOALI will be the implementing agency and will be responsible for implementation and resolving management/implementation issues as they arise. A project management unit (PMU) will be established within the DRD Union Level to oversee the day-to-day operations. It will also support the PSC for inter-ministerial coordination related to the project and serve as secretariat to the PSC. The PMU will comprise a project director, project manager, project coordinator, block grant officer, engineers, livelihood officers, climate and disaster risk officer, gender officer, safeguards officer, training officer, communications officer, financial officer, procurement officer, and M&E officer. DRD will also set up project implementation units (PIU) at the townships clusters to oversee project management at the township level. Under the PIU, a Livelihood Technical Team will be formed with technical support from the support service provider (SSP) and from township technical departments to provide comprehensive and sound technical guidance on livelihood matters. A village tract development support committee (VTDCS) will be

responsible for community planning process and the subproject cycle at the village tract level. It will be composed of heads of all VDSC, which shall have equal male and female representation. The heads of the VTDSC will be elected from among its members.

22. The PMU and PIUs will be supported by the main implementation consultants (MIC) and by the SSPs to be contracted by DRD.

Figure 1: Project Organization Structure



IV. COSTS AND FINANCING

23. The project is estimated to cost \$243.00 million. The government has requested a loan in the amount of \$185.00 from ADB's concessional ordinary capital resources and a grant of \$10.00 million from ADB's Special Fund resources (Asian Development Fund-Disaster Risk Reduction). The ADB loan and grant will finance the community investment funds for the townships (except Hakha township which will be financed by the JFPR grant); a portion of implementation support, and facilitation and capacity building costs.

24. The ADB loan will have a 32-year term, including a grace period of 8 years, an interest rate of 1.0% per annum during the grace period and 1.5% per annum thereafter, and such other terms and conditions set forth in the draft loan agreement.

25. The Government of Myanmar will finance the equivalent of \$17.42 million for salaries of counterpart staff and office space. Taxes and duties are estimated to be \$1.95 million and will be financed by ADB.

26. In addition, cofinancing was secured from the Asia Investment Facility (€24.25 million, equivalent to \$27.58 million)⁷ and from the JFPR for \$3.0 million. The Asia Investment Facility grant will finance consultant fees, a portion of implementation support costs (travel for consultants) and a portion of facilitation and capacity building costs. The JFPR grant will finance community investment funds, and facilitation and capacity building for Hakha township. Both grants will be administered by ADB.

A. Cost Estimates Preparation and Revisions

27. The cost estimates were prepared by ADB consultants using data from primary and secondary sources. Figures are based on unit cost and rates prevailing in Myanmar in June 2019. During implementation, project staff and consultants will revise the costs in accordance with the final detailed designs and will also be responsible for detailed costing of additional subprojects to be implemented. Tables may be revised during midterm review or special administration review missions. The following are considered ineligible for JFPR financing: (i) purchase of vehicle for project administration; (ii) academic research; (iii) salaries of civil servants; and (iv) and foreign travel.⁸

B. Key Assumptions

28. The following key assumptions underpin the cost estimates and financing plan:

- (i) Exchange rate: MK1,511= \$1.00 (as of 30 June 2019).
- (ii) Price contingencies based on expected cumulative inflation over the implementation period are as follows:

Table 3: Escalation Rates for Price Contingency Calculation

Item	2020	2021	2022	2023	2024	2025	2026	Average
Foreign rate of price inflation	1.5%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%
Domestic rate of price inflation	7.5%	7.0%	6.5%	6.5%	6.5%	6.5%	6.5%	6.7%

Source: Asian Development Bank estimates.

⁷ Asia Investment Facility is financed by the European Union and administered by ADB.

⁸ In accordance with JFPR Policy Guidelines, 2018 and as amended from time to time.

C. Detailed Cost Estimates by Expenditure Category

Table 4: Detailed Cost Estimates by Expenditure Category
(\$ '000)

	(MK million)			(US \$ '000)		
	Local	Foreign	Total	Local	Foreign	Total
A. Community investment funds						
1. Other Township	183,074	56,081	239,155	118,112	36,181	154,293
2. Hakha Township	2,430	744	3,174	1,568	480	2,048
Subtotal	185,503	56,825	242,329	119,680	36,662	156,341
B. Consultancies	2,561	6,858	9,419	1,652	4,425	6,077
C. Implementation support						
1. Office equipment, vehicles, M&E, DRD support	30,121	7,958	38,079	19,433	5,134	24,567
2. Travel	4,484	1,185	5,668	2,893	764	3,657
3. DRD staff salaries	25,092	0	25,092	16,188	0	16,188
Subtotal	54,453	14,386	68,840	35,131	9,282	44,413
D. Facilitation and capacity building						
1. Other Township	40,934	13,645	54,579	26,409	8,803	35,212
2. Hakha Township	1,107	369	1,476	714	238	952
Subtotal	42,041	14,014	56,055	27,124	9,041	36,165
Total project cost	284,559	92,084	376,643	183,587	59,409	242,996

Note: Summation may not reconcile due to rounding.

DRD = Development of Rural Development, M&E = monitoring and evaluation.

Source: Asian Development Bank estimates.

D. Allocation and Withdrawal of Loan and Grant Proceeds**Table 5: Allocation of ADB Loan Proceeds**

Expenditure Item	Amount (\$)	Basis for Withdrawal from the Loan Account	
Community investment funds (other townships)	154,293,000	100.0	% of total expenditure claimed
Implementation support	23,341,000	100.0	% of total expenditure claimed
Facilitation and capacity building (other townships)	7,366,000	20.9	% of total expenditure claimed
Total	185,000,000		

Table 6: Allocation of ADB Grant Proceeds

Expenditure Item	Amount (\$)	Basis for Withdrawal from the Grant Account	
Facilitation and capacity building (other townships)	10,000,000	28.4	% of total expenditure claimed
Total	10,000,000		

Table 7: Allocation of AIF Grant Proceeds

Expenditure Item	Amount (\$)	Basis for Withdrawal from the Grant Account	
Consultancies	6,077,000	100.0	% of total expenditure claimed
Implementation support	3,656,000	100.0	% of total expenditure claimed
Facilitation and capacity building (other townships)	17,847,000	50.7	% of total expenditure claimed
Total	27,580,000		

Table 8: Allocation of JFPR Grant Proceeds

Expenditure Item	Amount (\$)	Basis for Withdrawal from the Grant Account	
Community investment funds (Hakha township)	2,048,000	100.0	% of total expenditure claimed
Facilitation and capacity building (Hakha township)	952,000	100.0	% of total expenditure claimed
Total	3,000,000		

E. Detailed Cost Estimates by Financier

Table 9: Detailed Cost Estimates by Financier (\$ '000)

	AIF		JFPR		ADB Loan		ADF Grant		The Government ¹		Total		Taxes and Duties ²
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	
A. Community investment funds													
1. Other Township	0	0.0	0	0.0	154,293	100.0	0	0.0	0	0.0	154,293	63.5	0
2. Hakha Township	0	0.0	2,048	100.0	0	0.0	0	0.0	0	0.0	2,048	0.8	0
Subtotal	0	0.0	2,048	1.3	154,293	98.7	0	0.0	0	0.0	156,341	64.3	0
B. Consultancies	6,077	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6,077	2.5	0
C. Implementation support													
1. Office equipment, vehicles, M&E, DRD support ³	0	0.0	0	0.0	23,341	95.0	0	0.0	1,226	5.0	24,567	10.1	1,951
2. Travel	3,656	100.0	0	0.0	0	0.0	0	0.0	0	0.0	3,657	1.5	0
3. DRD staff salaries	0	0.0	0.0	0.0	0	0.0	0	0.0	16,188	100.0	16,188	6.7	0
Subtotal	3,657	8.2	0	0.0	23,341	52.6	0	0.0	17,415	39.2	44,413	18.3	1,951
D. Facilitation and capacity building													
1. Other Township	17,847	50.7	0	0.0	7,366	20.9	10,000	28.4	0	0.0	35,212	14.5	0
2. Hakha Township	0	0.0	952	100.0	0	0.0	0	0.0	0	0.0	952	0.4	0
Subtotal	17,846	49.3	952	2.6	7,366	20.4	10,000	27.7	0	0.0	36,165	14.9	0
Total project cost	27,580	11.4	3,000	1.2	185,000	76.1	10,000	4.1	17,415	7.2	242,996	100.0	1,951

ADB = Asian Development Bank, ADF = Asian Development Fund- Disaster Risk Reduction, AIF = Asia Investment Facility, DRD = Development of Rural Development, M&E = monitoring and evaluation.

Note: Figures may not sum due to rounding.

¹ Government contribution is in-kind.

² All taxes and duties will be financed by the ADB.

³ Includes auditor, accounting software and training center.

F. Detailed Cost Estimates by Outputs and/or Components

Table 10: Detailed Cost Estimates by Outputs
(\$ '000)

	Output 1: Climate and disaster-resilient community infrastructure developed	Output 2: Resilient livelihood activities for poor men and women developed	Output 3: Institutional and organizational capacity of communities and government strengthened	Total
A. Community Investment Funds				
1. Other Township	113,171	32,959	8,164	154,294
2. Hakha Township	1,458	445	145	2,048
Subtotal	114,629	33,404	8,309	156,341
B. Consultancies	4,456	1,298	323	6,077
C. Implementation Support				
1. Office equipment, vehicles, M&E, DRD support	18,013	5,249	1,306	24,567
2. Travel	2,681	781	194	3,657
3. DRD staff salaries	11,869	3,459	860	16,188
Subtotal	32,563	9,489	2,360	44,413
D. Facilitation and Capacity Building				
1. Other Township	14,467	20,289	457	35,213
2. Hakha Township	952	0	0	952
Subtotal	15,419	20,289	457	36,165
Total project cost	167,067	64,481	11,449	242,996

DRD = Development of Rural Development, M&E = monitoring and evaluation.

Source: Asian Development Bank estimates.

G. Detailed Cost Estimates by Year

Table 11: Detailed Cost Estimates by Year
(\$ '000)

	2020	2021	2022	2023	2024	2025	2026	Total
A. Community Investment Funds								
1. Other Township	6,875	23,307	41,043	45,289	27,673	9,897	209	154,294
2. Hakha Township	871	727	450	0	0	0	0	2,048
Subtotal	7,746	24,034	41,493	45,289	27,673	9,897	209	156,341
B. Consultancies	1,200	1,260	868	863	796	587	503	6,077
C. Implementation Support								
1. Office equipment, vehicles, M&E, DRD support	3,428	3,932	4,806	3,355	2,853	3,005	3,188	24,567
2. Travel	711	747	529	512	497	352	310	3,657
3. DRD staff salaries	1,346	1,886	2,410	2,568	2,672	2,644	2,662	16,188
Subtotal	5,486	6,564	7,744	6,435	6,022	6,001	6,161	44,412
D. Facilitation and Capacity Building								
1. Other Township	1,861	6,063	9,529	8,991	6,328	2,408	34	35,213
2. Hakha Township	300	317	335	0	0	0	0	952
Subtotal	2,161	6,380	9,864	8,991	6,328	2,408	34	36,165
Total project cost	16,592	38,238	59,969	61,579	40,818	18,893	6,907	242,996

DRD = Development of Rural Development, M&E = monitoring and evaluation.

Source: Asian Development Bank estimates.

H. Contract Award and Disbursement S-Curve

29. The estimated contract awards and disbursement progress over the implementation period for the ADB loan, ADB grant, and ADB-administered funds are shown in Figure 2.

Figure 2: Contract Award and Disbursement S-Curve Projections

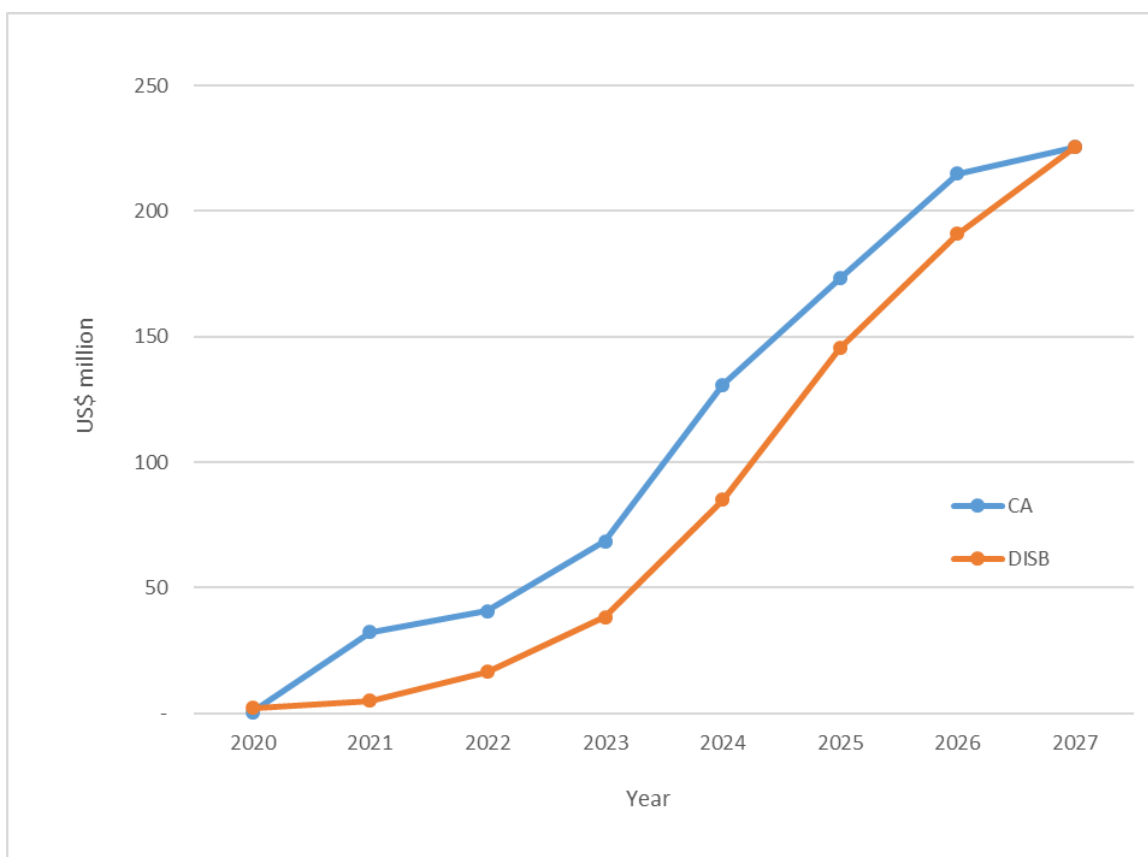


Table 12: CAD Projections for the Project

Year	Contract Awards (US\$ million)					Disbursements (in US\$ million)				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
2020	0.000	0.000	0.200	0.144	0.344	0.000	0.000	0.000	2.000	2.000
2021	9.675	0.475	9.175	12.575	31.900	0.000	1.005	0.368	1.621	2.994
2022	0.865	1.803	2.518	3.228	8.414	1.752	3.252	2.032	4.377	11.413
2023	1.416	5.786	8.223	12.286	27.710	4.238	4.861	5.031	7.682	21.813
2024	6.536	14.250	18.215	23.465	62.466	9.713	10.180	11.077	15.771	46.741
2025	5.465	8.465	13.930	14.465	42.324	20.359	19.967	7.708	12.511	60.545
2026	5.465	8.465	11.465	16.437	41.831	13.217	13.426	7.329	11.417	45.388
2027	9.472	1.000	0.120	0.000	10.592	14.906	13.776	6.004	0.000	34.686
	Total Contract Awards				225.580	Total Disbursements				225.580

Table 13: ADB Grant

Year	Contract Awards (US\$ million)					Disbursements (in US\$ million)				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
2020	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
2021	0.000	0.000	0.938	2.094	3.033	0.000	0.000	0.000	0.094	0.094
2022	0.010	0.010	0.013	0.010	0.043	0.238	0.092	0.092	0.121	0.543
2023	0.144	0.174	0.174	0.174	0.665	0.168	0.266	0.294	0.330	1.059
2024	0.174	0.608	0.435	0.435	1.652	0.266	0.266	0.729	0.590	1.851
2025	0.435	0.435	0.869	0.435	2.173	0.527	0.555	0.590	0.961	2.633
2026	0.435	0.435	0.435	0.782	2.086	0.555	0.590	0.527	0.678	2.350
2027	0.348	0.000	0.000	0.000	0.348	0.903	0.503	0.064	0.000	1.470
	Total Contract Awards				10.000	Total Disbursements				10.000

Table 14: ADB Loan

Year	Contract Awards (US\$ million)					Disbursements (in US\$ million)				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
2020	0.000	0.000	0.200	0.144	0.344	0.000	0.000	0.000	1.600	1.600
2021	0.000	0.400	5.323	4.070	9.794	0.000	0.000	0.000	0.597	0.597
2022	0.770	1.520	2.276	3.020	7.586	0.437	2.241	1.116	3.422	7.217
2023	0.783	5.093	7.343	11.593	24.812	2.765	3.584	3.640	5.959	15.948
2024	5.843	12.575	17.232	22.482	58.133	8.084	8.834	8.872	13.597	39.388
2025	4.482	7.482	11.965	13.482	37.411	18.724	18.217	5.535	9.893	52.368
2026	4.482	7.482	10.482	14.668	37.115	11.467	11.535	5.411	8.706	37.118
2027	8.686	1.000	0.120	0.000	9.806	12.652	12.363	5.749	0.000	30.764
	Total Contract Awards				185.000	Total Disbursements				185.000

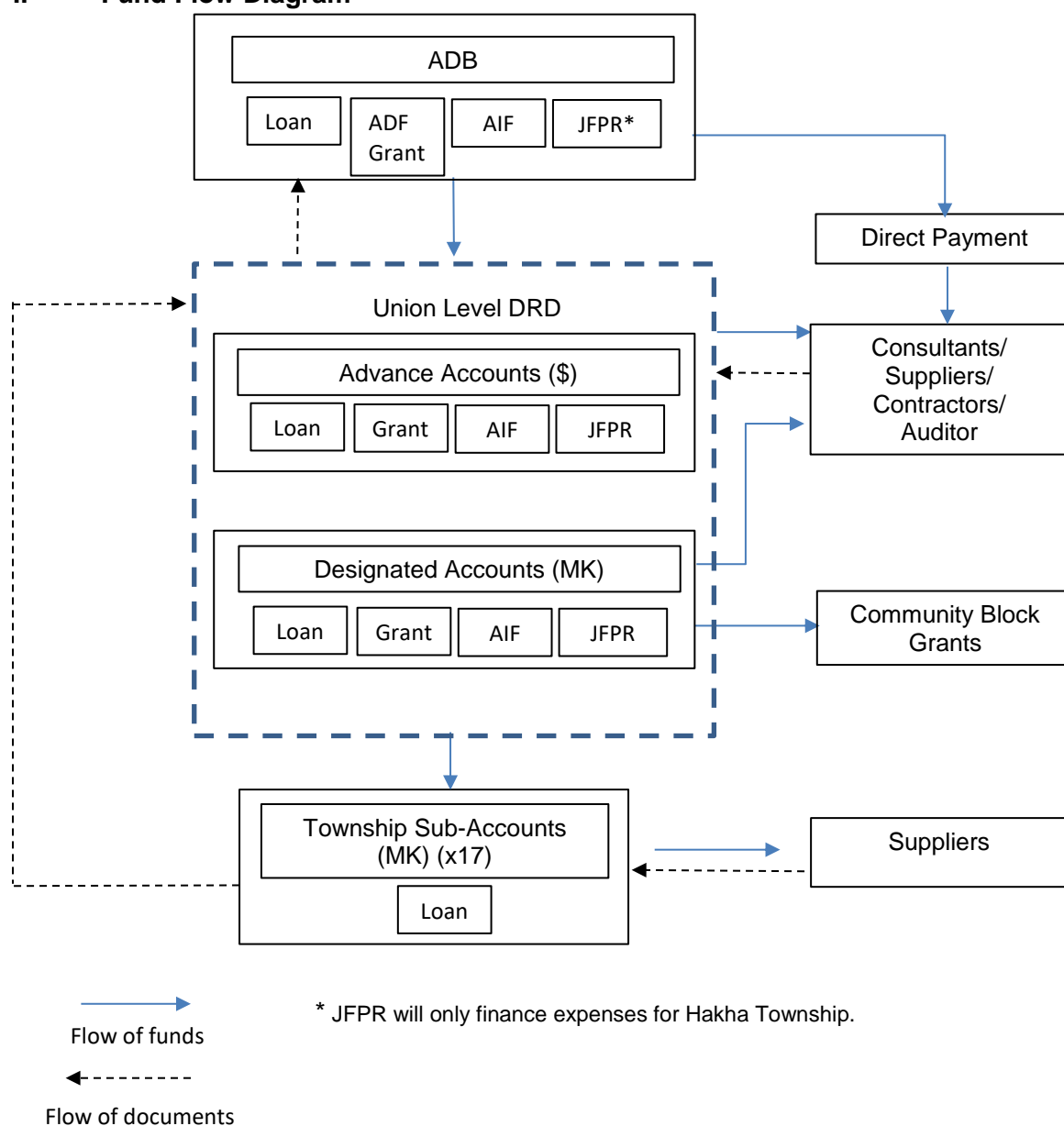
Table 15: AIF Grant

Year	Contract Awards (US\$ million)					Disbursements (in US\$ million)				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
2020	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
2021	9.600	0.000	2.838	6.335	18.774	0.000	0.930	0.293	0.855	2.078
2022	0.010	0.010	0.041	0.010	0.071	1.002	0.843	0.561	0.647	3.053
2023	0.189	0.219	0.219	0.219	0.847	1.074	0.780	0.866	0.974	3.694
2024	0.219	0.767	0.548	0.548	2.082	1.062	0.780	1.414	1.583	4.840
2025	0.548	0.548	1.096	0.548	2.739	1.109	1.195	1.583	1.657	5.543
2026	0.548	0.548	0.548	0.986	2.630	1.195	1.301	1.391	2.032	5.919
2027	0.438	0.000	0.000	0.000	0.438	1.351	0.909	0.192	0.000	2.452
	Total Contract Awards				27.580	Total Disbursements				27.580

Table 16: JFPR Grant

	Contract Awards (US\$ million)					Disbursements (in US\$ million)				
Year	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
2020	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.400	0.400
2021	0.075	0.075	0.075	0.075	0.300	0.000	0.075	0.075	0.075	0.225
2022	0.075	0.263	0.188	0.188	0.714	0.075	0.075	0.263	0.188	0.601
2023	0.300	0.300	0.487	0.300	1.386	0.231	0.231	0.231	0.418	1.112
2024	0.300	0.300	0.000	0.000	0.600	0.300	0.300	0.062	0.000	0.662
2025	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
2026	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
2027	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	Total Contract Awards				3.000	Total Disbursements				3.000

I. Fund Flow Diagram



V. FINANCIAL MANAGEMENT

A. Financial Management Assessment

30. The financial management assessment (FMA) was conducted from July to November 2018 in accordance with ADB's Guidelines for the Financial Management and Analysis of Projects and the Financial Due Diligence: A Methodology Note. The FMA considered the capacity of the MOALI, DRD at the union and township levels, including funds flow arrangements, staffing, accounting and financial reporting systems, financial information systems, and internal and external auditing arrangements. Based on the assessment, the key financial management risks identified are (i) vulnerability of macroeconomic stability and the fiscal position from external shocks; (ii) weak public financial management; (iii) lack of transparency and accountability;

(iv) weak internal audit capacity and processes; (v) inadequate institutional capacity to implement and monitor the project; (vi) accounting standards are not in accordance with international standards; (vii) external audit will not be to the standard required under the ADB Loan and Grant Agreements; and (viii) potential corruption in procurement. It is concluded that the overall pre-mitigation financial management risk of the executing and implementing agencies are **substantial**. MOALI and DRD have proven their capability as executing and implementing agencies, respectively, to implement with consultant support large scale CBD projects, such as the ERLIP and the World Bank funded NCDDP. DRD has been managing a portfolio of about \$900 million (Official Development Assistance funds). MOALI and DRD have agreed to carry out the action plan (Table 17) to address the deficiencies identified and already committed to mobilize additional staff for RCDP. Under NCDDP, MOALI and DRD have proven their ability to implement large scale projects using the advance account and statement of expenditure (SOE) procedure.

Table 17: Timebound Financial Management Action Plan

Weakness	Mitigation Action	Responsibility	Timeframe
Limited capacity to implement and monitor the project	Resources will be mobilized including deployment of experienced project staff to RCDP.	DRD/PMU, MIC, ADB	Q1 2020 to Q2 2020
	Start-up consultants to provide training on project implementation, including financial management and procurement.		Q4 2020
	Sustained capacity building through MIC and SSPs support; Output 3 is supporting capacity building.		During implementation
	MIC and SSPs will be staffed by qualified experts who will support project implementation.		During recruitment
	Phased implementation to allow time for mobilization of additional resources and their training.		During implementation
Limited capacity to manage community investments on livelihood and infrastructure at VT and village levels	Provide adequate training to community finance subcommittees.	PMU, MIC, PIUs, SSPs	Q1 2021
	Deployment of community finance officers to oversee proper bookkeeping, transparency, accountability, provide hands-on training.		Q3 2021
	Condition for fund disbursement: establishment and training of community finance committees		During implementation
	Oversight from community finance officers, township finance officer and union finance officers.		During implementation
	Community finance manual project finance manual prepared, and project staff and community finance subcommittees will be trained systematically.		Q2 2021

Weakness	Mitigation Action	Responsibility	Timeframe
Reduced quality of oversight as geographical spread widens and volume of transactions increases	Mobilize additional resources at township level, improve ratio of staff to village. Provide training on procurement, financial management, oversight and control functions. Follow a phased approach.	DRD, PMU, MIC	Q2 2021 Q2 2021
Weakness in internal audit processes	DRD committed to add qualified staff to its internal audit unit to ensure increased frequency of district level audits.	DRD	Q1 2021
Accounting standards are not in accordance with international standards	DRD will apply international accounting standards under RCDP, as they have under ERLIP.	DRD	Q1 2020
Weakness in accounting system and asset register; potential errors in authorizing, recording and reporting project transactions using excel in financial reporting	Procurement of computerized accounting system and hands-on training on the system will be provided. Manuals on project finance, community finance and community procurement updated. An asset register will be created and maintained.	DRD/PMU/MIC	Q3 2020 Q2 2020 Q3 2020

ADB = Asian Development Bank, DRD = Department of Rural Development, ERLIP = Enhancing Rural Livelihoods and Incomes Project, MIC = main implementation consultants, PIU = project implementation unit, PMU = project management unit, RCDP = Resilient Communities Development Project, Q = quarter, SSP = service support provider, VT = village tract.

B. Disbursement

1. Disbursement Arrangements for ADB (and ADB-administered cofinancier) Funds

31. The loan and grant proceeds including ADB-administered cofinancier funds will be disbursed in accordance with ADB's *Loan Disbursement Handbook* (2017, as amended from time to time), and detailed arrangements agreed upon between the government and ADB.⁹ Online training for project staff on disbursement policies and procedures is available.¹⁰ Project staff will be required to avail of this training, upon their assumption as counterpart staff of the project, to help ensure efficient disbursement and fiduciary control. DRD staff familiar with ADB projects will be assigned to this project.

32. DRD will be responsible for ensuring appropriate financial management of the sub-accounts, including: (i) preparing disbursement projections; (ii) requesting budgetary allocations for counterpart funds; (iii) collecting and retaining supporting documents and making these available for audit purposes; and (iv) preparing and sending withdrawal applications and appropriate documents (i.e., bank statements and bank reconciliation) to ADB. Detailed

⁹ The handbook is available electronically from the ADB website. <http://www.adb.org/documents/loan-disbursement-handbook>

¹⁰ Disbursement eLearning. http://wpqr4.adb.org/disbursement_elearning

discussions on the disbursement of loan and grant funds are found in the Project Finance Manual and Community Finance Manual.

33. At township level, there will be two DRD finance staff in the PIU. At township cluster level, the project finance expert will support the DRD PIU finance staff in reporting, managing the block grant payment requests, and tracking disbursements. The project finance expert will also manage a team of community finance officers (CFO) who will provide oversight and capacity building to project financial management activities at the village tract levels.

34. The Finance Sub-committee (FSC) of the VTDSC will be responsible for managing the VTDSC bank account and for financial management of community block funds, as prescribed in the Project Finance Manual. The VTDSC FSC will consist of a head, a bookkeeper, and a member. The FSC of the VDSC will be responsible for financial management of community block funds, as prescribed in the Project Finance Manual. The VDSC FSC will consist of a finance clerk and a bookkeeper.

35. Accountability and transparency will be ensured at village level through villager participation in decision making and accountability meetings and through project information boards in every village, which will display an appropriate amount of up to date financial information about the project costs. A project grievance system will be in place and advertised on the project information boards, enabling villagers to register and receive follow ups to complaints.

36. **Advance fund procedure.** DRD will establish and maintain four separate advance accounts in US dollar (one each for the ADB loan and grant, Asia Investment Facility [AIF] grant and JFPR grant). The respective advance accounts are to be used exclusively for the respective ADB and ADB's administered cofinancier funds' share of eligible expenditures. DRD who administers the advance account is accountable and responsible for the proper use of advances to the advance account, including advances to the sub-accounts.

37. Seventeen sub-accounts will be opened at the township level. The sub-accounts will be used exclusively for ADB loan's share of eligible expenditures. It is expected that majority of expenditures will be incurred either through direct payments from ADB or through these sub-accounts or advance accounts. Four designated accounts in MK (one each for the ADB loan and grant, AIF, and JFPR) will be opened at the DRD union level to facilitate payment in local currency.

38. The total outstanding advance to the respective advance account should not exceed the estimate of the respective ADB and ADB's administered cofinanciers' share of expenditures to be paid through the respective advance accounts for the forthcoming 6 months. DRD may request for initial and additional advances to the respective advance accounts based on an Estimate of Expenditure Sheet¹¹ setting out the estimated expenditures to be financed through the accounts for the forthcoming six months. Supporting documents should be submitted to ADB or retained by DRD in accordance with ADB's *Loan Disbursement Handbook* (2017, as amended from time to time) when liquidating or replenishing the respective advance account.

39. There will be periods each year where more frequent liquidations and replenishments will be required, particularly in those months when community block grants are disbursed. DRD's 6-month cash projections will demonstrate this when submitting withdrawal applications for the replenishment of the designated loan and grant advance accounts.

¹¹ Estimate of Expenditure sheet is available in Appendix 8A of ADB's *Loan Disbursement Handbook* (2017, as amended from time to time).

40. **Statement of expenditure procedure.**¹² The SOE procedure will be used for reimbursement of eligible expenditures or liquidation of advances to the advance accounts. Supporting documents and records for the expenditures claimed under the SOE should be maintained and made readily available for review by ADB's disbursement and review missions, upon ADB's request for submission of supporting documents on a sampling basis, and for independent audit. Reimbursement and liquidation of individual payments in excess of the SOE ceiling should be supported by full documentation when submitting the withdrawal application to ADB.

41. Before the submission of the first withdrawal application, DRD should submit to ADB sufficient evidence of the authority of the persons who will sign the withdrawal applications on behalf of the government, together with the authenticated specimen signatures of each authorized person. The minimum value per withdrawal application is stipulated in the *Loan Disbursement Handbook* (2017, as amended from time to time). Individual payments below such amount should be paid (i) by DRD and subsequently claimed to ADB through reimbursement, or (ii) through the advance fund procedure, unless otherwise accepted by ADB. DRD should ensure sufficient category and contract balances before requesting disbursements.

C. Accounting

42. DRD will maintain, or cause to be maintained, separate books and records by funding source for all expenditures incurred on the project. While it is noted that the quality of audited project financial statements in Myanmar are sometimes not compliant with ADB requirements, under RCDP, MOALI will ensure that international financial reporting standards will be applied for project financial reporting for ADB and ADB administered funds. Accounting processes will follow the International Public Sector Accounting Standards that apply to government financial management.

D. Auditing and Public Disclosure

43. MOALI will ensure the detailed consolidated project financial statements are audited in accordance with International Standards for Auditing by a qualified auditor acceptable to ADB. The Office of the Auditor General applies the International Standards of Supreme Audit Institutions for all auditing, and the same standards are applied by private sector auditors in Myanmar. The audited project financial statements together with the auditor's opinion will be presented in the English language to ADB within 6 months from the end of the fiscal year by MOALI.

44. The audit report for the project financial statements will include a management letter and auditor's opinions, which cover (i) whether the project financial statements present an accurate and fair view or are presented fairly, in all material respects, in accordance with the applicable financial reporting standards; (ii) whether the proceeds of the loan, grant, and ADB administered funds were used only for the purpose(s) of the project; and (iii) whether the borrower or executing agency was in compliance with the financial covenants contained in the legal agreements (where applicable). The audit report will be reviewed by MOALI and any issues raised will be followed up by DRD.

¹² SOE forms are available in Appendix 7B and 7D of ADB's *Loan Disbursement Handbook* (2017, as amended from time to time).

45. Compliance with financial reporting and auditing requirements will be monitored by review missions and during normal project supervision, and followed up regularly with all concerned, including the qualified auditor.

46. The government, MOALI and DRD have been made aware of ADB's approach to delayed submission, and the requirements for satisfactory and acceptable quality of the audited project financial statements.¹³ ADB reserves the right to require a change in the auditor (in a manner consistent with the constitution of the borrower), or for additional support to be provided to the auditor, if the audits required are not conducted in a manner satisfactory to ADB, or if the audits are substantially delayed. ADB reserves the right to verify the project's financial accounts to confirm that the share of ADB's financing is used in accordance with ADB's policies and procedures.

47. Public disclosure of the audited project financial statements, including the auditor's opinion on the project financial statements, will be guided by ADB's Access to Information Policy.¹⁴ After the review, ADB will disclose the audited project financial statements and the opinion of the auditors on the project financial statements no later than 14 days of ADB's confirmation of their acceptability by posting them on ADB's website. The management letter and additional auditor's opinions will not be disclosed.¹⁵

VI. PROCUREMENT AND CONSULTING SERVICES

A. Advance Contracting

49. All advance contracting will be undertaken in conformity with ADB Procurement Policy (2017, as amended from time to time), and ADB Procurement Regulations for ADB Borrowers (2017, as amended from time to time).¹⁶ The issuance of invitations to bid under advance contracting will be subject to ADB approval. The borrower, executing and implementing agencies have been advised that approval of advance contracting does not commit ADB to finance the project.

50. ADB and the government identified the packages for advance action, and these are included in the procurement plan.

¹³ ADB's approach and procedures regarding delayed submission of audited project financial statements:

- (i) When audited project financial statements are not received by the due date, ADB will write to the executing agency advising that (a) the audit documents are overdue; and (b) if they are not received within the next 6 months, requests for new contract awards and disbursement such as new replenishment of advance accounts, processing of new reimbursement, and issuance of new commitment letters will not be processed.
- (ii) When audited project financial statements are not received within 6 months after the due date, ADB will withhold processing of requests for new contract awards and disbursement such as new replenishment of advance accounts, processing of new reimbursement, and issuance of new commitment letters. ADB will (a) inform the executing agency of ADB's actions; and (b) advise that the loan may be suspended if the audit documents are not received within the next 6 months.
- (iii) When audited project financial statements are not received within 12 months after the due date, ADB may suspend the loan.

¹⁴ ADB. 2018. *Access to Information Policy*. Manila. <https://www.adb.org/documents/access-information-policy>

¹⁵ This type of information would generally fall under public communications policy exceptions to disclosure.

¹⁶ Universal procurement will apply R29-13: Blanket Waiver of Member Country Procurement Eligibility Restrictions in Cases of Cofinancing for Operations Financed from Asian Development Fund Resources.

B. Procurement of Goods, Works, and Consulting Services

51. All procurement and recruitment will be undertaken in accordance with ADB's *Procurement Policy, Goods, Works, Nonconsulting and Consulting Services* (2017, as amended from time to time) and *Procurement Regulations for ADB Borrowers, Goods, Works, Nonconsulting and Consulting Services* (2017, as amended from time to time). Procurement planning has been guided by ADB's *Strategic Procurement Planning, Guidance Note on Procurement* (June 2018).

52. The procurement of goods, works and nonconsulting services will use open competitive bidding with national advertising, request for quotation, and direct contracting. Open competitive bidding with international advertising is not envisaged under the project.

53. The main implementation consultant (MIC) and five township cluster service support providers (SSPs) will be recruited using the quality- and cost-based selection (QCBS) method with a quality-cost ratio of 90:10.

54. A consulting firm will be recruited for the MIC to (i) provide management and technical support to DRD in the implementation of the project and meet the reporting and procedural requirements of ADB; (ii) strengthen the institutional and operational capacity of the DRD; (iii) carry out supervision of subproject activities; (iv) support project performance M&E; (v) develop and implement the capacity building master plan; and (vi) ensure adequate provision for compliance with social and environmental safeguards, including monitoring and review. The MIC will provide 1,231 person-months of consulting inputs (233 person-months international, 998 person-months national) over a period of 72 months.

55. The township cluster SSPs will be engaged to: (i) facilitate project management and implementation at the township, village tract, and village level, and (ii) strengthen the institutional and operational capacity of the implementing agency. The amount of inputs per contract depends on the population of the townships and consideration of travel time, on average inputs per contract will be about 10,324 person-months.

56. **Incremental administrative costs.** The project will make use of incremental administrative costs to allow DRD to absorb the facilitators recruited under SSPs. Therefore, community, technical, livelihood and finance facilitators recruited through the five SSP contracts would, subject to a satisfactory work performance assessment, be transferred to respective DRD PIUs following the completion of the third year of the SSP contract and financed by the project under an incremental administration costs arrangement. SSP contracts will cover only key national experts after year 3.

57. The outline terms of reference for the MIC and SSPs are in Appendix 1.

58. An 18-month procurement plan indicating review procedures, goods, works, consulting and non-consulting service contract packages and open competitive bidding guidelines is in Section C.

C. Procurement Plan

**Table 18: Procurement Plan
Basic Data**

Project Name: Resilient Communities Development Project	
Project Number: 51242	Approval Number: LXXXX and GXXXX, GXXXX GXXXX
Country: Republic of the Union of Myanmar	Executing Agency: Ministry of Agriculture, Livestock, and Irrigation (MOALI)
Project Procurement Classification: A	Implementing Agency: Department of Rural Development of MOALI
Procurement Risk: Moderate	
Project Financing Amount: \$ ADB Financing: Loan: \$ 185.0 million Grant: \$ 10.0 million Cofinancing (ADB Administered): AIF: \$27.58 million JFPR: \$3.0 million Non-ADB Financing: Government: \$17.42 million	Project Closing Date: 31 March 2027
Date of First Procurement Plan:	Date of this Procurement Plan: 3 October 2019

D. Methods, Review and Procurement Plan

59. Except as ADB may otherwise agree, the following process thresholds shall apply to procurement of goods, works, nonconsulting services, and consulting services;

Procurement of Goods, Works, and Nonconsulting Services	
Method	Comments
Open Competitive Bidding (OCB) with national advertising for goods	Equipment and vehicles are available locally and local market is competitive. Department of Rural Development (DRD) Union level to procure all OCB goods packages.
Open Competitive Bidding with national advertising for works	Local contractors are experienced, and the local market is competitive. DRD Union level to procure OCB works for the construction of training center for DRD.
Request for quotations (RFQ) for goods and non-consulting services	Furniture and water quality kits are readily available in local market. Three township clusters are located adjacent to the Indian border and Indian products are widely used, and one township cluster is adjacent to the Thai border, and Thai products are widely used.
Direct Contracting	DRD Union level to procure server and accounting and monitoring and evaluation software currently being used by DRD in other ongoing projects. Compatibility needed to ensure that DRD can have one system for all projects.

Method	Comments
Community procurement	<p>Block grants for community infrastructure subprojects (output 1) for a total amount of about \$156.34 million will follow community procurement. Each procurement transaction will not exceed \$50,000.</p> <p>Block grants for livelihoods (output 2) for a total amount of about \$33 million will be procured through direct purchase following due diligence and each purchase will not exceed \$2,000.</p> <p>In each village a procurement sub-committee will be established, trained and supported by support service provider.</p>

Consulting Services	
Method	Comments
Open competitive bidding (OCB) - international advertisement, QCBS	One main implementation consultant and five service providers (one per cluster) are required and international advertising is warranted.

E. List of Active Procurement Packages (Contracts)

60. The following table lists goods, works, nonconsulting, and consulting services contracts for which the procurement activity is either ongoing or expected to commence within the procurement plan's duration.

Goods, Works, and Nonconsulting services							
Package Number	General Description	Estimated Value (in US\$)	Procurement Method	Review	Bidding Procedure	Advertisement Date (quarter/year)	Comments
G1	Equipment (for DRD Union level PMU and Training Center and 5 Township Clusters)	773,000	OCB	Prior	1S1E	Q4 2019	<ul style="list-style-type: none"> - DRD Union level to procure - Advertising: national newspapers and DRD website - 1 contract (Year 1) due to phased mobilization of facilitators - Advance contracting
G2	Furnitures (1 each for DRD Union level and 5 Township Clusters)	157,000	RFQ	Prior	NA	Q4 2019	<ul style="list-style-type: none"> - DRD and Township clusters to procure - RFQ to suppliers - 6 contracts - Advance contracting
G3	GPS (1 for PMU & 5 for PIUs) and autolevels (one for each of the	29,000	RFQ	Prior	1S1E	Q4 2019	<ul style="list-style-type: none"> - DRD Union level to procure - Advertise: national newspapers and DRD website

Goods, Works, and Nonconsulting services							
Package Number	General Description	Estimated Value (in US\$)	Procurement Method	Review	Bidding Procedure	Advertisement Date (quarter/year)	Comments
	5 Township clusters)						- 1 contract - Advance contracting
G4	Accounting software (Sage 300)	90,000	DC	Prior	NA	Q2 2020	- DRD Union level to procure - 1 contract DRD uses Sage 300 for other ongoing projects and wants to have one compatible system to be able to have an overview of all its projects.
G5	MIS and M&E server	11,000	DC	Prior	NA	Q2 2020	- DRD Union level to procure server currently being used by DRD in other projects to avoid compatibility issues - 1 contract
G6	Water quality testing kits (5 kits)	32,000	RFQ	Prior	NA	Q2 2020	- DRD Union level to procure - RFQ to suppliers - 1 contract
G7	Pick-up trucks double cab (qty=12) and 12-seater Minibus (qty=1)	626,000	OCB	Prior	1S1E	Q4 2019	- DRD Union level to procure - Advertise: national newspapers and DRD website - 1 contract - Advance contracting
G8	Motorbikes and safety equipment (qty = 1,463)	3,810,000	OCB	Prior	1S1E	Q4 2019	- DRD Union level to procure - Advertise: national newspapers and DRD website - 1 contract (2 lots) due to difference in specifications (mountainous and coastal areas and geographic locations) - Advance contracting
G9	Motorboats (qty =5)	54,000	RFQ	Prior	NA	Q2 2020	- DRD Union level to procure - RFQ to suppliers - 1 contract
G10	Generator and electronic	224,000	RFQ	Prior	NA	Q4 2019	- DRD Union level to procure

Goods, Works, and Nonconsulting services							
Package Number	General Description	Estimated Value (in US\$)	Procurement Method	Review	Bidding Procedure	Advertisement Date (quarter/year)	Comments
	current stabilizers						- 1 contract - Advance contracting
CW1	Construction of DRD training center	457,000	OCB	Prior	1S1E	Q2 2020	- DRD Union level to procure - Advertise: national newspapers and DRD website - 1 contract
NCS1	Qualified Auditors	350,000	RFQ	Prior	NA	Q2 2020	- DRD Union level to procure with advertisement - 1 contract

Consulting services							
Package Number	General Description	Estimated Value (in US\$)	Procurement Method	Review	Bidding Procedure	Advertisement Date (quarter/ year)	Comments
CS1	Main Implementation Consultants (MIC)	9,734,000	QCBS	Prior	FTP	Q4 2019	Type: Firm Assignment: International Quality/cost ratio: 90:10 1 contract Advance contracting Financed by AIF
CS2	Support service provider (SSP) - Cluster 1 - Ayeyarwady 3 Townships	7,060,000	QCBS	Prior	FTP	Q4 2019	DRD Union level to recruit Type: Firm or NGO Advertise: International Quality/cost ratio: 90:10 5 contracts Advance contracting Financed by AIF, JFPR, ADB
CS3	Support service provider (SSP) - Cluster 2 - Chin State - 4 Townships	4,126,000	QCBS	Prior	FTP	Q4 2019	
CS4	Support service provider (SSP) - Cluster 3 - Sagaing North - 3 Townships	2,647,000	QCBS	Prior	FTP	Q4 2019	
CS5	Support service provider (SSP) - Cluster 4 - Sagaing South - 4 Townships	4,541,000	QCBS	Prior	FTP	Q4 2019	
CS6	Support service provider (SSP) - Cluster 5 - Thanintharyi - 3 Townships	2,480,000	QCBS	Prior	FTP	Q4 2019	

CS = consulting services, DC = direct contracting, DRD = Department of Rural Development, NGO = nongovernment organization, OCB = open competitive bidding, Q = quarter, QCBS = quality- and cost-based selection; RFQ = request for quotation.

F. List of Indicative Packages (Contracts) Required Under the Project

61. The following table lists goods, works, nonconsulting, and consulting services contracts for which procurement activity is expected to commence beyond the procurement plan duration and over the life of the project (i.e., those expected beyond the current procurement plan's duration).

Goods, Works, and Nonconsulting Services							
Package Number	General Description	Estimated Value (\$)	Procurement Method	Review	Bidding Procedure	Advertisement Date (quarter, year)	Comments
G11	Equipment (for 5 Township Clusters)	94,800	RFQ	Post	NA	Q1 2021	- DRD Union level to procure - See G1 - 1 contract (Year 3) due to phased mobilization of facilitators
Consulting Services							
Package Number	General Description	Estimated Value (\$)	Selection Method	Review	Type of Proposal	Advertisement Date (quarter, year)	Comments
None							

DRD = Department of Rural Development, NA = not applicable RFQ = request for quotation.

a. Regulation and Reference Documents

62. The procedures to be followed for open competitive bidding (OCB) shall be those set forth in ADB's standard bidding documents, with the clarifications and modifications described in the following paragraphs required for compliance with the provisions of ADB's *Procurement Regulations for ADB Borrowers* (2017, as amended from time to time).

b. Procurement Procedures

(i) Application

63. Contract packages subject to open competitive bidding procedures will be those identified as such in the project procurement plan. Any changes to the method of procurement from those provided in the procurement plan shall be made through updating of the procurement plan, and only with prior approval of ADB.

(ii) Eligibility

64. The eligibility of bidders shall be as defined under section I of the Procurement Regulations; accordingly, no bidder or potential bidder should be declared ineligible for reasons other than those provided in section I of the Regulations, as amended from time to time.

(iii) Sanctioning

65. Bidders shall not be declared ineligible or prohibited from bidding on the basis of barring procedures or sanction lists, except individuals and firms sanctioned by ADB, without prior approval of ADB.

(iv) Advertising

66. The posting of OCB specific notices for contracts valued at less than \$1 million on ADB's website is not required but is highly recommended.

(v) Rejection of All Bids and Rebidding

67. Bids shall not be rejected and new bids solicited without ADB's prior concurrence.

c. Bidding Documents

(i) ADB Policy Clauses

68. A provision shall be included in all OCB works and goods contracts financed by ADB requiring suppliers and contractors to permit ADB to inspect their accounts and records and other documents relating to the bid submission and the performance of the contract, and to have them audited by auditors appointed by ADB.

69. A provision shall be included in all bidding documents for OCB works and goods contracts financed by ADB stating that the Borrower shall reject a proposal for award if it determines that the bidder recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the contract in question.

70. A provision shall be included in all bidding documents for OCB works and goods contracts financed by ADB stating that ADB will declare a firm or individual ineligible, either indefinitely or for a stated period, to be awarded a contract financed by ADB, if it at any time determines that the firm or individual has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices or any integrity violation in competing for, or in executing, ADB-financed contract.

VII. SAFEGUARDS

71. **Prohibited investment activities.** Pursuant to ADB's Safeguard Policy Statement (SPS, 2009), ADB funds may not be applied to the activities described on the ADB Prohibited Investment Activities List set forth at Appendix 5 of the Safeguard Policy Statement (2009).

A. Consultation and Participation

72. The project is category B for involuntary resettlement impacts as subprojects are small in scale and impacts are not deemed likely or are insignificant. In case of land acquisition and any involuntary impacts identified (on titleholders and non-titleholders in accordance with SPS), the subproject will be dropped or not financed by ADB. From the experience of the ERLIP and NCDDP, it is unlikely that land will be acquired for community infrastructure subprojects. The subproject screening and selection criteria will identify and reject any subprojects that will result in involuntary resettlement or compulsory acquisition. Investments in village roads and water supply schemes could require minor land use reallocation, in which case the project will pursue voluntary donation. Due diligence and meaningful consultation will be conducted to ensure that

land donation is carried out on a voluntary basis and that persons donating are not adversely impacted. The due diligence and consultation will verify that the donation is and did not result from coercion, using written records and confirmation through an independent third party. A Community Participation Framework (CPF) has been prepared. The CPF shall be used to conduct social safeguards assessments of all subprojects. The CPF will ensure that:

- (i) All affected people are informed, consulted and participate in deciding on the proposed subprojects that will be implemented in their area.
- (ii) Supporting legal documents are executed prior to subprojects implementation.
- (iii) Specific arrangements between the affected people and the village committees or township administrators have been documented and complied with.
- (iv) Consultations commence as early as possible in the project preparation stage and continue on an ongoing basis throughout the project cycle.
- (v) Information is provided in a timely, adequately, understandable, and readily accessible manner to affected people.
- (vi) Consultations are undertaken in an atmosphere free of intimidation or coercion;
- (vii) Consultations are gender inclusive and responsive, tailored to the needs of disadvantaged and vulnerable groups (i.e., separate meetings for women and/or vulnerable groups).
- (viii) All relevant views of affected people and other stakeholders are incorporated into the decision-making, including in project design, mitigation measures, sharing of development benefits and opportunities and implementation issues.
- (ix) Adequate local level grievance redress mechanism is in place.
- (x) In case people are not ready to contribute voluntarily, expropriation will not be allowed, and the subproject will be dropped from ADB financing.
- (xi) Land contributed to the project does not belong to the poorest or most vulnerable households.
- (xii) In no case shall voluntary donation be allowed for traditional and cultural lands and assets, worship sites, assets of vulnerable people (disabled, elderly, woman-headed households).
- (xiii) Verification of land donation will be confirmed by the VTDSC.
- (xiv) All voluntary donations will be documented. It will be ensured that voluntary donation of land does not physically or economically displace the donor or any third party (tenants, non-titleholders etc.) living on that land.
- (xv) Physical assets (houses, shelters, shops, sheds, any dwelling, trees or other income generating assets) cannot be donated. Land over which these assets stand will not be allowed for donation under the project and proposed subprojects over these lands will not be financed.

73. The SPS requires that project affected people be informed about all aspects of the project and consulted about its anticipated impacts. The RCDP activity cycle has built-in mechanisms to guarantee that all affected people are informed and consulted regarding a proposed subproject and ensure that involuntary expropriation of land and physical or economic displacements are avoided. The framework provides guidance on how to execute voluntary land donation for subprojects, should this be required. The goal of these safeguard requirements is to ensure that development interventions do not disadvantage project affected persons.

Guidance on Voluntary Donation

Principle	Guidance Notes
The impacts are marginal (based on percentage of loss and minimum size of remaining assets)	<p>The land donated does not exceed 5% of the total land owned by the affected household.</p> <p>Donation does not result in the loss of other permanent assets or improvements or severely affect the living standards of households.</p> <p>Donations or land will only be accepted if the total land owned by the household is not less than 300 square meters.</p>
Impacts do not result in displacement of households or cause loss of household incomes or livelihood	Only secondary structures are affected; there is no physical relocation of households due to land donation.
The households making voluntary donations are direct beneficiaries of the project	<p>Both positive and negative impacts of the project on the affected household are considered.</p> <p>The affected household can identify the project's direct benefits.</p> <p>Land donation is linked directly to benefits for the community.</p>
Land donated is free from dispute of ownership or any other encumbrances	<p>The affected household has recognized legal tenure.</p> <p>The land is not being occupied or used by any other party and if it is, the occupants must be consulted and he or she has to agree voluntarily to donate land use rights.</p> <p>Ownership of the land is not disputed.</p>
Consultations with the affected households are conducted in a free and transparent manner	<p>The affected household receives clear and adequate information on the project and participates in project planning.</p> <p>Provisions for voluntary donation are integrated in the decision-making process at the community level.</p>
Proper documentation of consultation meetings, grievances and actions taken to address such grievances is accomplished	<p>The agreement is properly documented with signatures of affected person and witnesses.</p> <p>Voluntary donations are confirmed through verbal and written records and verified by an independent third party (VTDSC).</p> <p>Consultation meetings, grievances and actions taken to address such grievances are properly recorded.</p>

74. Voluntary donation will follow the following steps, consistent with and integrated into the RCDP project cycle:

Table 19: Steps in the Voluntary Donation Process

Stage in the Project Cycle	Key CPF and Donation Steps	Responsible Unit
Social Preparation		
At entry into the community, before	Information gathering: relevant information about social safeguards-related conditions in the village, including practices on transfer of land ownership.	PIU with CFs, TFs, LFs

Stage in the Project Cycle	Key CPF and Donation Steps	Responsible Unit
the first village meeting		
Step 1. Project orientation (1st village meeting)	Discussion on the safeguard policies of RCDP. Project orientation - dissemination of information to all relevant stakeholders on project cycle, processes, grievance mechanism and land donation concept, including safeguard policies, CPF, requirements to address and mitigate risks.	PIU and CF with villagers and VDSC
Step 2. VDP preparation and mapping	Eligibility screening. Villagers will identify needs and proposed list of subprojects. Villagers are oriented on types of activities included in the negative list to determine if their proposed SP is eligible for funding. Negative list includes activities of SPs that will require involuntary resettlement. Negative list will be applied to delist non-eligible SPs.	TFs and LFs, VDSC.
Step 3. 2nd Village meeting: VDP validation and approval	Safeguards screening and classification. Safeguards screening tool are introduced and discussed, including the CPF policies and procedures, physical cultural resources management and voluntary land donation principles and steps. Elected VDSC and sub-committee members are trained on their tasks in ensuring compliance with safeguard policies. Volunteers analyze information from the VDP Participatory Reflection and Action (PRA), the resource and social map to assess whether the proposed long list of SP concepts may involve land acquisition. Survey will be done to identify and verify land requirements, identify affected people and their vulnerability (using household ranking). Landowners help determine the location of the SP in coordination with the technical project staff.	TF, CF and CF with VDSC and community volunteers
Step 4. Training on project concept preparation	Socio-economic Survey. Villagers will be trained in SP concept preparation, including filling in of safeguard checklists. Using the involuntary safeguard checklist (Appendix 1). CFs and TFs will prepare an inventory for each village-identified infrastructure SP, as screened in Step 3 and prepare including the Inventory of Loss if needed. If land acquisition is unavoidable, mitigation measures will be discussed and designed. A census and socioeconomic profile of affected persons will be undertaken. The inventory should include the following data: (i) names and number of persons to be affected; (ii) number of plots or land area that will be occupied by the proposed SP; (iii) category or type of agricultural land area needed for the SP; (iv) number and types of crops or trees removed; (v) category of any fixed assets that will be affected by the proposed SP; and (vi) extent and type of temporary damage to productive assets. The survey will identify the conditions, needs and preferences of poor households, women headed households, and ethnic groups. Preliminary inventory of loss (IOL) survey or detailed measurement survey (DMS) will be conducted as well.	Safeguard specialists at township and PIU VDSC, CFs, LFs, and TFs with VDSC.

Stage in the Project Cycle	Key CPF and Donation Steps	Responsible Unit
	<p>Consultations with affected persons will be undertaken with full information disclosure on proposed SP. Meeting will be fully documented.</p> <p>It must be made clear at this stage that land where permanent or fixed assets stand (dwelling, houses, shops, permanent trees) cannot be subject of a donation and proposed SPs over these lands will not be funded.</p>	
<p>Step 5: 3rd Village meeting: prioritization of village SP concept</p>	<p>Consultations with communities and affected persons, preparation of safeguard instruments and disclosure.</p> <p>VDSC will to conduct consultations with whole community and affected persons on proposed SP and donation process to ascertain willingness to donate. The result of the inventory and survey in step 4 will be presented at the village meeting.</p> <p>If donation option is chosen, donation documents are explained and signed, CFs ensure that this is a free and informed choice and a copy of the signed voluntary donation form (Safeguards Form 2) is attached to the SP proposal for verification by the VTDSC.</p> <p>Village decides on a priority list of SPs for submission to the VTDSC. Safeguard risks and proposed mitigation measures, including voluntary land and asset donation that will be integrated in the SP design are reviewed and integrated into the proposals (Safeguards Form 2).</p> <p>Consultation proceedings and agreements will be documented and disclosed by posting in community boards in a place accessible to affected communities and in a form and language understandable to affected persons and other stakeholders.</p>	<p>VDSC, CF, TF and LF</p>
<p>Step 6: 1st Village Tract Development Support Committee Meeting: organization and training, and VDP validation and consolidation</p>	<p>Validation of donation.</p> <p>VTDSC is oriented and trained on their role in safeguard processing and approval, including the Project's negative list and CPF principles and procedures. Discussion on potential need for land and other assets for the SP, and how this can affect vulnerable population. Potential negative SP impacts are identified and mitigating measures are identified.</p> <p>VTDSC prioritizes list of SP proposals for submission to TPIC. If negative impacts cannot be avoided the SP will not be funded.</p> <p>VTDSC reviews SP concept proposals and screens them for safeguard concerns with special focus on the land acquisition checklist, including the Inventory of Loss if needed. TFs ensure IR safeguard risks are identified and appropriate avoidance are integrated in the SP technical design.</p> <p>Donation forms are reviewed and validated. VTDSC will confirm through a face-to-face meeting that the affected people are aware of the SP and knowingly agree to donate land. Once the approval of the landowner has been confirmed in writing, VTDSC will ask both the husband and the wife to sign the voluntary donation form in the presence of the VDSC.</p> <p>Minutes of this meeting, which include confirmation that all conditions for voluntary donations are met, will be attached to the signed voluntary donation form.</p>	<p>VTDSC, CFs, LFs and TFs and VTDSC</p>

Stage in the Project Cycle	Key CPF and Donation Steps	Responsible Unit
	VTDSC will keep one original signed voluntary donation form for review by the PIU and TPIC. The household making the donation will keep another original copy.	
Step 7: 1 st TPIC meeting: technical review and clearance to proceed to detailed design	<p>Clearance to Proceed with Detailed Design.</p> <p>The TPIC is oriented on the project and processes and its role in reviewing safeguard screening and compliance by safeguard specialist at SSP.</p> <p>Safeguard specialist and PIU assist TPIC in reviewing the safeguard issues surrounding the proposed SP concepts.</p> <p>TPIC reviews and approves safeguard screening, and actions for proposed SP proposals and clear SP concepts for detailed design.</p>	Safeguards specialist, TPIC, PIU, CFs, LFs, and TFs
Step 8: Detailed proposal preparation and hands on training in design and costing	<p>Integrating Safeguards in SP designs.</p> <p>Community Infrastructure, Livelihood and safeguard specialist, with CFs, LFs, and TFs assist the VDSC in developing the full SP proposal and technical designs, with safeguard actions integrated. VDSCs prepare detailed proposals incorporating safeguard aspects in workplans and attaching voluntary donation forms.</p> <p>A final IOL survey or DMS will be conducted as part of the detailed design with a demarcation of land to be acquired.</p>	Community Infrastructure and Safeguard Specialist, VDSC, TF, LF and CF
Step 9: Final review and approval of SP proposals (TPIC meeting)	TPIC ensures that all safeguard actions and documentation have been complied with. Donation instruments are presented to the TPIC for final review. TPIC approves detailed plans and release of funds.	TPIC, PIU, TF, CFs, LFs,
Subproject Implementation		
Step 10: 2 nd VTDSC Meeting: Fund releases	Approved SPs are presentation and funds are approved for release. Block grant agreements are signed and transmitted to DRD Township and VDSCs.	VTDSC, VDSC, PIU
Step 11: Start of SP implementation and Monitoring	<p>SP construction or implementation, Monitoring and Reporting.</p> <p>VDSC and implementation sub-committees undertake SP implementation, ensuring that safeguards activities work plan are complied with.</p> <p>VDSC monitor safeguard compliance and prepares monthly monitoring reports for submission to VTDSC and Village Monitoring Sub-committee (MSC) is assisted to ensure that information on the status of safeguard mitigation activities is captured and reported during village monitoring meetings and in regular project monitoring reports.</p> <p>PIU reviews, takes action and consolidates reports and submits quarterly reports to PMU.</p> <p>PMU reviews, consolidates and takes action on report and submits quarterly reports to DRD, which will review and submit to ADB on a quarterly basis.</p> <p>Monitoring will include land donation outcomes and impact on standard of living of affected persons, including a separate assessment of the impacts on vulnerable affected people.</p>	DRD, PMU, PIU, VDSC, TF, CF
Step 12: 5 th Village Meeting: Community	Villages will review accomplishments (physical, financial, social) and prepares completion reports for submission to VTDSC and TPIC.	PIU, CFs, TFs, LFs, VDSC

Stage in the Project Cycle	Key CPF and Donation Steps	Responsible Unit
Assessment, Reporting, Operations of SP	Users' groups operate and maintain the subproject.	
Monitoring and Evaluation		
Step 13: Quality assurance reviews	Safeguard Compliance Review. Focused group discussions, site visits, technical reviews and safeguard reviews. Reporting on safeguard compliance and implementation of corrective action, if necessary.	VTDSC, CFs, LF, and TFs
Step 14: 3 rd TPIC Meeting: Multi Stakeholder Review	Reporting and Feedback Results of project cycle and SP implementation are reported to township level and union level multi-stakeholder forum. A specific section in the review will focus on safeguard compliance.	DRD, TPIC, PMU, PIU, Safeguard specialists

ADB = Asian development Bank, CF = community facilitator, CPF = community participation framework, DMS = detailed measurement survey, DRD = Department of Rural Development, IOL = inventory of loss, LF = livelihood facilitator, MSC = Monitoring Sub-committee, PIU = project implementation unit, PMU = project management unit, PRA = participatory reflection and action, SP = subproject, SSP = service support provider, TF = technical facilitator, TPIC = Township Planning Implementation Committee, VDP = village development plan, VDSC = village development support committee, VTDSC = village tract development subcommittee.

75. To ensure transparency, written confirmation of voluntary donation will be submitted by the owners of land/asset affected by the subproject in the prescribed form, between the landowner(s) and the VDSC. An independent third party will verify this. A copy of the proof of ownership shall be obtained by the PIU. In case the landowner has unclear titles or is unable to provide proof of ownership, a committee comprising of representatives from the VTDSC and a member from the PIU will be assigned to verify ownership.

B. Ethnic Groups

76. There are ethnic groups living in most project townships.¹⁷ In the target regions of Chin and Naga State Administered Zone, there are ethnic groups residing either within or outside ancestral domains. The project is assessed as category B and an ethnic group development framework (EGDF) has been prepared to guide the screening of each subproject for possible ethnic group impacts and to ensure inclusiveness, consultation and participation as needed. No subprojects with negative impacts on ethnic groups will be financed.

77. Social impact assessment activities are integrated in RCDP and are carried out throughout the project cycle. The social impact assessment is not a single, time-bound activity, but involves the continued gathering of demographic and other relevant data on the sociocultural, political and economic situation of the ethnic communities in project areas. An important component of the social impact assessment is the identification of all project-affected ethnic communities, their population, location, and level of vulnerability, and potential to benefit from RCDP subprojects.

78. The project uses participatory processes to ensure that ethnic groups are genuinely involved during social preparation, subproject identification, and project implementation. During social preparation, the community facilitator will conduct a comprehensive social investigation to:

¹⁷ The Government of Myanmar uses the term ethnic groups rather than indigenous people.

- (i) Identify and confirm the presence of vulnerable ethnic groups in the project area.
- (ii) Establish a baseline socioeconomic profile of the ethnic communities.
- (iii) Assess communities' access to basic social and community services.
- (iv) Assess and validate the ethnic groups' vulnerability (Step 4 of RCDP cycle).
- (v) Assess the following impact categories on the ethnic groups' culture, economic status and livelihood systems:
 - (a) short and long-term
 - (b) direct and indirect
 - (c) positive and negative

79. Culturally appropriate data collection methods will be used to ensure that data gathering is sensitive to the cultural realities of the ethnic groups. The project will work with academics, ethnic group experts, and civil society groups to gather data on traditional knowledge that can contribute to building resilience to natural hazards. In areas where vulnerable ethnic groups maintain a traditional lifestyle based on subsistence agriculture, the project will make use of ethnographic data and consult anthropologists to ensure that livelihood programs are appropriate for the ethnic groups' customary way of life.

80. The ethnic groups screening checklist is prepared at the same time as the subproject concept proposals are being developed and before they are finalized. For highly vulnerable ethnic groups or when ethnic groups are a minority in a village, the safeguard is triggered, regardless of whether impacts are positive or negative. When this happens, the villages will be assisted in developing an ethnic group development plan (EGDP) (Appendix 2 of the EGDF) with the subproject concept proposal.

81. In no case shall subprojects that will have negative impact on ethnic groups and their culture be funded by the project. Subprojects that will result in taking and use of traditional, cultural and ethnic lands and territories, places of worship, whether by ordinary transfer or donation, including those not belonging to but have cultural significance to ethnic groups shall not be funded and will be included in the negative list. This is consistent with the Community Participation Framework (CPF) of the project.

82. The EGDP will describe the (i) situation of the ethnic groups affected; (ii) socioeconomic profile; (iii) type of impacts; mitigation measures; (iv) beneficial measures; and (v) meaningful consultations conducted during (a) subproject preparation; (b) meaningful consultation planned to be conducted during subproject implementation; (c) grievance redress mechanism; (d) implementation arrangements; (e) budget; and (f) monitoring and reporting. The project will respect the traditional planning process and systems of authority/representation of the affected ethnic groups based on their customary institution and traditional decision-making processes. The key steps for preparing the EGDP are:

- (i) Discuss the identified potential adverse impacts and the proposed mitigating measures involving ethnic women, traditional leaders based on customary practice, village and village tract leaders.
- (ii) The SSP, in partnership with the PIU, will assist the village to prepare the EGDP.
- (iii) The safeguards specialist at the PMU will review the EGDPs together with subproject proposal and other documents for clearance.
- (iv) Approved EGDPs will be disclosed to the affected communities. It is important that information dissemination method is culturally appropriate and translated in the language of the affected ethnic groups.

- (v) During the first quarter review, ADB will review selected subproject proposals and EGDPs to ensure that social safeguards concerns are considered.

83. Steps in Preparing the EGDP are described as follows:

Stage in the Project Cycle	Integrating Ethnic Group Safeguards in the RCDP Project Cycle	Responsible Unit
Social Preparation		
At entry into the community, before the first village meeting	Information gathering relevant information about social safeguards-related conditions in the village. Determine presence of ethnic groups at the village level with corresponding demographic data (i.e. who they are, what issues and concerns they face; understanding traditional structures on representation and decision making).	PIU with CFs, TFs, LFs
Step 1. Project orientation (1st village meeting)	Discussion on the safeguard policies of RCDP. Project orientation - dissemination of information to all relevant stakeholders on project cycle, processes, grievance mechanism, and safeguard policies and requirements to address and mitigate risks on ethnic groups in the project area.	PIU and CF with villagers and VDSC
Step 2. VDP preparation and mapping	Eligibility screening. Villagers will identify needs and proposed list of subprojects. Villagers are oriented on types of activities included in the negative list to determine if their proposed subproject is eligible for funding. Villagers should understand the types of project included in the negative list to determine if their proposed subproject is eligible for funding.	TFs and LFs, VDSC.
Step 3. 2nd Village meeting: VDP validation and approval	Safeguards screening and classification. Safeguards screening tool are introduced and discussed, including the EGDF, policies and procedures. Elected VDSC and sub-committee members are trained on their tasks in ensuring compliance with safeguard policies. Volunteers analyze information from the VDP PRA, the resource and social map to assess whether the proposed long list of SP concepts will directly or indirectly affect the dignity, human rights, livelihood systems, culture of ethnic groups in the area. Further social investigation will be done to (i) identify members of the ethnic groups who will be affected by the SP; (ii) determine the location of the possible subproject and assess whether it is within an ancestral domain or if the subproject impact area will extend to area inhabited by ethnic groups; (iii) ensure meaningful participation and representation of ethnic groups at different levels of decision making in the project.	TF, CF and CF with VDSC and community volunteers
Step 4. Training on project concept preparation	Socio-economic survey. Villagers will be trained in subproject concept preparation, including filling in of safeguard checklists using the ethnic group screening checklist (Appendix 1 of EGDF). CFs and TFs will prepare an inventory for each village-identified infrastructure subproject, as screened in Step 3. A census and socioeconomic profile of affected persons will be undertaken. The inventory should include the following data: (i) means of livelihood of the indigenous group in the area (hunting-	Safeguard specialists at township and PIU VDSC, CFs, LFs, and TFs with VDSC.

Stage in the Project Cycle	Integrating Ethnic Group Safeguards in the RCDP Project Cycle	Responsible Unit
	<p>gathering, fishing, swidden agriculture, wet-rice cultivation, and wage labor); (ii) role of women in economic production; and (iii) difference between men and women's access to resources. Impacts to ethnic communities are determined based on the magnitude and community's vulnerability based on the following aspects: (i) customary rights of use and access to land and natural resources; (ii) cultural and communal integrity; (iii) health, education, livelihood; (iv) social security status; and (v) recognition of indigenous knowledge.</p> <p>Consultations with affected persons will be undertaken with full information disclosure on proposed subproject. Meeting will be fully documented.</p>	
<p>Step 5: 3rd Village meeting: prioritization of village subproject concept</p>	<p>Consultations with communities and affected persons, preparation of safeguard instruments and disclosure.</p> <p>VDSC will to conduct consultations with village members on the proposed subprojects and its safeguards risks, and proposed mitigation measures. The result of the inventory and survey in step 4 will be presented at the village meeting.</p> <p>If the ethnic group safeguard is triggered, the villages will be assisted in developing an EGD (Appendix 2 of the EGDF) with the subproject concept proposal. This process will ensure that villagers will be assisted to critically analyze project impacts on their economic, social, and cultural contexts. However, the Project will not finance subprojects that have negative impacts.</p> <p>CFs assist the VDSC to conduct meaningful consultations and guide volunteers in the proper documentation of consultation proceedings and agreements, supply information in the EGD. The CF ensure that the language used in the discussion is simple and, in the vernacular, so that it is easily understood.</p> <p>Village decides on a priority list of subprojects for submission to the VTDC. Consultation proceedings and agreements will be documented and disclosed by posting in community boards in a place accessible to affected communities and in a form and language understandable to affected persons and other stakeholders.</p>	<p>VDSC, CF, TF and LF</p>
<p>Step 6: 1st Village Tract Development Support Committee Meeting: organization and training, and VDP validation and consolidation</p>	<p>Validation of EGD.</p> <p>VTDC is oriented and trained on their role in safeguard processing and approval, including the project's negative list and EGDF principles and procedures. Potential negative subproject impacts are identified, and these subproject proposals are delisted from eligible subprojects and will not be funded.</p> <p>VTDC prioritizes list of subproject proposals for submission to TPIC.</p> <p>VTDC reviews subproject concept proposals and screens them for safeguard concerns with special focus on impacts affecting ethnic groups. TFs ensure safeguard risks on ethnic groups are identified and appropriate measures are integrated in the subproject technical design.</p>	<p>VTDC, CFs, LFs and TFs and VTDC</p>
<p>Step 7: 1st TPIC meeting: technical</p>	<p>Clearance to Proceed with Detailed Design.</p>	<p>Safeguards specialist,</p>

Stage in the Project Cycle	Integrating Ethnic Group Safeguards in the RCDP Project Cycle	Responsible Unit
review and clearance to proceed to detailed design	<p>The TPIC is oriented on the project and processes and its role in reviewing safeguard screening and compliance by safeguard specialist at SSP.</p> <p>Safeguard specialist and PIU assist TPIC in reviewing the safeguard issues surrounding the proposed subproject concepts. TPIC reviews and approves safeguard screening, and actions for proposed subproject proposals and clear subproject concepts for detailed design.</p>	TPIC, PIU, CFs, LFs, and TFs
Step 8: Detailed proposal preparation and hands on training in design and costing	<p>Integrating safeguards in subproject designs.</p> <p>Community infrastructure, livelihood and safeguard specialists, with CFs, LFs, and TFs assist the VDSC in developing the full subproject proposal and technical designs, with safeguard actions integrated. VDSCs prepare detailed proposals incorporating safeguard aspects in workplans and attaching safeguards checklist and EGD. In cases where any safeguards are triggered, the PMU must be informed, and plans will be reviewed by the PMU to ensure compliance with project requirements.</p>	Community infrastructure and safeguard specialist, VDSC, TF, LF and CF
Step 9: Final review and approval of subproject proposals (TPIC meeting)	TPIC ensures that all safeguard actions and documentation have been complied with. Donation instruments are presented to the TPIC for final review. TPIC approves detailed plans and release of funds.	TPIC, PIU, TF, CFs, LFs,
Subproject Implementation		
Step 10: 2nd VTDSC Meeting: Fund releases	Approved subprojects are presented, and funds are approved for release. Block grant agreements are signed and transmitted to DRD Township and VDSCs.	VTDSC, VDSC, PIU
Step 11: Start of subproject implementation and Monitoring	<p>Subproject construction or implementation, Monitoring and Reporting.</p> <p>VDSC and implementation sub-committees undertake subproject implementation, ensuring that safeguards activities work plan are complied with.</p> <p>VDSC monitor safeguard compliance and prepares monthly monitoring reports for submission to VTDSC and village MSC is assisted to ensure that information on the status of safeguard mitigation activities is captured and reported during village monitoring meetings and in regular project monitoring reports.</p> <p>PIU reviews, takes action and consolidates reports and submits quarterly reports to PMU.</p> <p>PMU reviews, consolidates and takes action on report and submits quarterly reports to DRD, which will review and submit to ADB on a quarterly basis.</p> <p>Monitoring will include impact on standard of living of ethnic communities, including a separate assessment of the impacts on vulnerable affected people.</p>	DRD, PMU, PIU, VDSC, TF, CF
Step 12: 5th Village Meeting: Community Assessment, Reporting,	<p>Villages will review accomplishments (physical, financial, social) and prepares completion reports for submission to VTDSC and TPIC.</p> <p>Users' groups operate and maintain the subproject.</p>	PIU, CFs, TFs, LFs, VDSC

Stage in the Project Cycle	Integrating Ethnic Group Safeguards in the RCDP Project Cycle	Responsible Unit
Operations of subproject		
Monitoring and Evaluation		
Step 13: Quality assurance reviews	Safeguard Compliance Review. Focused group discussions, site visits, technical reviews and safeguard reviews are undertaken. Reporting on safeguard compliance and implementation of corrective action, if necessary, will be undertaken.	VTDSC, CFs, LF, and TFs
Step 14: 3rd TPIC Meeting: Multi Stakeholder Review	Reporting and Feedback Results of project cycle and subprojects implementation are reported to township level and union level multi-stakeholder forum. A specific section in the review will focus on safeguard compliance.	DRD, TPIC, PMU, PIU, safeguard specialists.

CF = community facilitator, DRD = Department of Rural Development, LF = livelihood facilitator, PIU = project implementation unit, PRA = participatory reflection and action, SP = subproject, TF = technical Facilitator, TPIC = Township Planning Implementation Committee, VDSC = village development support committee.

C. Poverty and Social

84. The project is classified as targeted intervention geographic. It will benefit about 1.8 million people in an estimated 360,000 households, increasing the standards of living of at least 80% of total communities by 20% and raising the resilience of project communities above the baseline. This will be achieved through institutionalizing community participation, strengthening the availability and resilience of community infrastructure, improving access to markets, raising household incomes through farm and non-farm livelihood investments and building skills and knowledge to address CDR. It will promote inclusive economic growth, reduce poverty among beneficiaries, provide rural employment opportunities and improve market opportunities and access. Community-identified infrastructure construction will provide practical skill training and skilled and unskilled work opportunities for community members. Groups of poor and vulnerable farm and non-farm households, particularly women-headed households, will be enabled to improve their livelihood through access to skills training, livelihood grants and local technical services.

D. Environment

85. Through climate-resilient infrastructure and livelihood improvement, the project is expected to achieve significant benefits. In accordance with the ADB SPS (2009), the project has been classified as Category B. As this is a sector project, an environmental assessment and review framework (EARF) has been prepared to ensure that all subprojects avoid and/or mitigate adverse environmental impacts. Public consultation was undertaken, and a grievance redress mechanism has been designed to address issues and complaints that may arise during implementation.

86. **Environmental Assessment.** All subprojects will undergo environmental screening. Subproject selection criteria have been formulated to avoid significant adverse environmental impacts. Subprojects that have potential to cause significant irreversible, diverse or unprecedented adverse environmental impacts (Category A under ADB SPS) are not eligible for funding. Only subprojects requiring Environmental Codes of Practice (ECOPs) and or environmental management plans (EMPs). ECOPs have been developed for the project.

87. Village committees supported by community facilitator, technical facilitators, and livelihood facilitators have primary responsibility for environmental assessment of subprojects. Safeguards screening (using Safeguards Form 1: Safeguards Screening as provided in the EARF) will be undertaken as early as possible, in the process of identifying and prioritizing sub-projects. Based on the results of screening all subprojects will either follow prescribed ECOPs or prepare an EMP.

88. All EMPs and ECOPs will incorporate subproject implementation workplans. If contractors are required, EMPs and ECOPs will be included into bidding documents and contract documents. Implementation of the EARF and environmental supervision, compliance monitoring of subprojects, and reporting will be conducted by the environmental staff in the DRD PMU and PIUs with strong support from environmental safeguard specialists of the MIC and SSPs. Necessary human and financial resources have been allocated for these activities. The project is expected to achieve significant socio-economic benefits through provision of climate-resilient basic infrastructure and livelihood improvements. The small-scale community infrastructure subprojects are anticipated to have minimal to minor adverse environmental impacts. These impacts will be limited to the construction period, will be localized and reversible, and can be mitigated through good construction practices and standard mitigation measures.

89. **Indicative Environmental Safeguard Staffing Requirements.** To implement the EARF, environmental safeguard personnel are needed at all levels (see table below). Detailed terms of reference have been prepared for all positions.

Table 20: Indicative Environmental Safeguard Staffing Requirements

Staff	Position	Level of Effort
DRD PMU	Environmental safeguard officers	187.2 person-months
DRD PIUs	Township engineers and safeguard officers	176.2 person- months
Main Implementation Consultant	International environmental safeguard specialist	8 person-months
	National environmental safeguard specialists	43 person-months
Township Level Support Service Providers	National infrastructure engineer and safeguard specialists (assumes 20% time is spent on safeguard matters)	109.2 person-months
	Community facilitators, technical facilitators, and livelihood facilitators	Safeguard responsibilities are part of their main role as facilitators

DRD = Department of Rural Development, PIU = project implementation unit; PMU = project management unit.

90. **Safeguards Grievance Redress Mechanism.** Within six months of the date of project effectiveness, MOALI and DRD will ensure that a grievance redress mechanism to support the social and environmental safeguards of the project is established. The existing feedback handling mechanism (FHM) being used for ERLIP will be expanded and further strengthened to serve this purpose. At project management level, it is lodged with the M&E Unit of the PMU as feedback focal point (FFP). The PIUs also have their own FFP. At community level, FFPs are created at village and village tract.

91. The PMU, PIUs, the village tract forums and the community facilitators will make the public aware of the FHM through public awareness campaigns, training and capacity building. The PMU

and PIUs will each nominate and train their safeguard officers and the community facilitators to be an FFP. Any person who has complaints regarding the safeguard's performance of the subproject during pre-construction, construction and operation phases shall have access to the FHM described in the subsequent section.

92. The FHM is accessible to all RCDP stakeholders, including ethnic, religious, and other special groups. The mechanism focuses on receiving, recording, and resolving complaints. The FHM is supported by an information campaign and training program. Respected and trusted feedback focal points (one male and one female) are elected in each village, to form the Village Tract Feedback Committee. Dedicated staff are also assigned to handle feedback in each township, and at the union level.

93. The feedback and grievance handling process involve five steps: (1) intake, (2) sorting, (3) verification, (4) action, and (5) follow-up.

94. **Step 1: Intake.** Feedback and/or grievance can be filed by anyone, and through different means:

- (i) Verbal communication to a village FFP, community, technical, or livelihood facilitator, and/or township feedback handling officer, DRD township counterpart or any other relevant township officer(s);
- (ii) Using a feedback envelope, and the suggestion box placed in each village. The village FFPs, and/or a community facilitator, open the suggestion box at least every two weeks. Each box is equipped with two locks, with one key held by the community facilitator and the other by the village feedback focal points. Feedback envelopes from the box must be opened in front of at least two people – e.g., one of the villages FFPs and the community facilitator;
- (iii) Letters to the Village Tract Feedback Committee, DRD union and township offices, and PMU-MIC and PPIUs – SSP teams at the township and union level;
- (iv) At meetings and monitoring visits;
- (v) E-mails to dedicated e-mail addresses of the DRD union office and the PMU-MIC; or
- (vi) A dedicated phone line for the DRD union and township offices, and the Union PMU-MIC.

95. Feedback can be sent at any time to any level (e.g., feedback can be directed to the village, village tract, township, or union level). If a grievance is related to a village and/or village tract, the complainant is encouraged to report to the township level. If a grievance is related to a township, or the union, it is suggested to report to the union level.

96. At the community level, the feedback focal point is the regular primary contact for anyone who wishes to file a feedback. If an individual prefers, s/he can send feedback to others involved in the project implementation, such as a village volunteer, community facilitator, VDSC member, VTDSC member, or township engineer.

97. All involved in project implementation are trained on how to receive and handle feedback, and how to keep them confidential.

98. Township level staff receiving feedback must complete the feedback form, and submit it without delay to the assigned township/feedback handling focal point, or township DRD

counterpart; and

99. Union level staff receiving feedback must complete the feedback form and submit it without delay to the feedback-handling officer of the union-level technical assistance team.

100. **Step 2: Sorting.** The monitoring and evaluation (M&E) specialist at PMU, assigned to handle feedback, sorts feedback into eight categories and enters these into the management information system (MIS):

- (i) Category 1: General inquiries
- (ii) Category 2: Feedback regarding violations of policies, guidelines and procedures
- (iii) Category 3: Feedback regarding contract violations/breach of contract
- (iv) Category 4: Feedback regarding the misuse of project funds
- (v) Category 5: Feedback regarding abuse of power/intervention
- (vi) Category 6: Reports of force majeure
- (vii) Category 7: Suggestion
- (viii) Category 8: Appreciation

101. For feedback received at the union level, the feedback handling specialists of the PMU records enquiries/feedback/reports using these same eight categories.

- (i) If the feedback relates to a village or village tract, the feedback handling specialist of the MIC team forwards it to the respective feedback specialist of the SSP team;
- (ii) If the feedback relates to a township or union issue, the feedback handling specialist of the MIC team submits it to the DRD union office;
- (iii) The DRD union office decides on a course of action within 2 weeks of receiving the information; and
- (iv) In resolving the feedback, the DRD union office follows the steps below.

102. Once feedback has been received, the DRD Township office head and SSP team (team leader and feedback handling officer) decide how to handle it based on the general procedures and processes in the Operations Manual.

- (i) They determine the timeframe within which the case should be resolved, with a timeframe not exceeding 90 days;
- (ii) The feedback handling specialist of the SSP team records the timeframe and agreed course of action and enters this data into the MIS;
- (iii) Feedback relating to a village issue are handled by the VDSC itself, by the respective VTDSC, or by the village tract level feedback committee;
- (iv) Feedback relating to a village tract issue are handled by the township SSP;
- (v) The DRD township office head and SSP team (team leader and feedback handling officer) determine who shall handle the feedback; and
- (vi) For feedback that are of a serious nature (e.g., all allegations of fraud or corruption, and potentially any feedback in categories 2 through 5), the DRD township office head consults with the Union Feedback Committee for advice on the appropriate action.

103. If the person filing the feedback is known, the feedback focal point communicates the timeframe and course of action to her/him within two weeks of receipt of the feedback.

104. **Step 3: Verification.** The staff handling the feedback gathers facts and clarifies information to generate a clear picture of the circumstances surrounding the feedback. Verification normally includes site visits, a review of documents, a meeting with the complainant (if known and willing to engage), VDSC members, and meetings with those who could resolve the issue (including formal and informal village leaders). Feedback related to the misuse of funds may also require meetings with suppliers and contractors.

105. For serious feedback received at the union level by phone or letter, the Union Feedback Committee decides whether (i) to launch its own investigation; or (ii) instruct the Township Feedback Committee to conduct initial investigation at the location where the feedback and/or problem occurred. If the Township Feedback Committee cannot resolve the feedback, it will be reported back to the Union Feedback Committee, for further action.

106. Within the allotted period, the results of the verification are presented to the Village Tract Feedback Committee (for village issues), or the DRD township office (for village tract issues), for action.

107. The feedback handler fills in the feedback form and submits it to the feedback-handling officer of the SSP team, who enters it into the MIS.

108. **Step 4: Action.** Feedback from the village level should be handled in the village, if possible. For issues that cannot be resolved quickly at the village level, the Village Tract Feedback Committee reviews these feedbacks and the results of the verification determines the action to be taken. Once the needed action(s) are carried out, the feedback handler fills in a feedback report, and submits it to the township level, where it is entered into the MIS.

109. If the actions cannot be carried out, or the feedback cannot be satisfactorily resolved in reasonable period of time (less than two months), the VTDSC refers the case to the township level. The DRD township office head and SSP (lead specialist and feedback handling officer) review the case and determine the action to be taken.

110. Township level M&E, or feedback focal, has to enter the feedback into the MIS within seven days of receipt. Serious feedback must be entered immediately into the MIS.

111. Once action to resolve the feedback has been taken, the feedback-handling officer of the SSP records the action taken in the MIS.

112. The DRD township office head consults with the DRD union office in case no action can be agreed, or no resolution of the feedback is possible.

113. If the complainant is known, the FFP (or person with whom the feedback was filed) communicates the action to her/him. The feedback focal point must seek feedback from the complainant as to whether s/he deems the action(s) satisfactory. If the action is considered unsatisfactory, the complainant may file a new feedback. A new feedback on an existing case is handled at the next higher level from the initial case.

114. The VDSC communicates the action taken as a result of a feedback, to villagers at the next village meeting.

115. The VTDSC also reports on feedback received and grievances resolved during the annual social audit meeting at village tract level.

116. **Step 5: Follow-up.** During the social audit open meetings, villagers discuss the effectiveness of the feedback handling system and gather suggestions on how to improve it.

117. In its regular supervision visits, the DRD union office and MIC assess the functioning of the feedback handling system and undertake spot checks.

118. The DRD union office uses the MIS to provide a monthly snapshot of the feedback handling system (number and category of comments received, and grievances or suggestions resolved), including any suggestions received and acted on.

119. The DRD union office uses the MIS to report on feedback in its quarterly implementation progress reports, and its annual reports. Reports include information on grievance resolution and trends (number of grievances received, cause of grievance, number resolved, average time taken to resolve a grievance, percentage of individuals having filed a grievance who are satisfied with the action taken, number of grievances resolved at the lowest applicable level, etc.).

120. The DRD union office and the ADB review feedback monitoring data, as part of regular implementation support missions.

121. A review of the feedback handling system (including the feedback of those who have used it) is undertaken during every second year to assess the efficacy of the mechanism and introduce improvements.

VIII. INSTITUTIONAL ARRANGEMENTS

122. The executing agency has overall responsibility for the project and therefore is ultimately responsible for ensuring the implementation of the requisite safeguards requirements as per the Government of Myanmar laws and regulations and the ADB SPS (2009).

123. **Project Management.** The PIU will also comprise safeguard specialists. The implementing agencies will be the DRD at the township level, with five cluster PIUs established, one in each of the project regions/state clusters to coordinate the subproject activities at the village tract level. A Township Project Implementing Committee (TPIC) reviews, screens and approves technical and safeguard feasibility of subprojects. The TPIC is composed of the township representatives of line ministry representatives (health, education, agriculture, planning, etc.).

124. The PMU and PIUs are responsible for the overall implementation of the subproject safeguard measures. The PIUs will have a designated social safeguard officer who conduct social safeguard supervision monitoring of at least 10% of randomly selected subprojects annually and act as feedback focal point for the FHM. They will be supported by the social safeguard specialists of the MIC and SSPs.

125. **Main Implementation Consultants** (including international and national social safeguard specialists) provide support to the PMU. Social safeguard specialists will be responsible to:

- (i) prepare the participation and consultation and social procedures (including updated screening forms, and update verification forms) for the operational manual;
- (ii) provide training to national social safeguard specialists on CPF and EGDF implementation;

- (iii) provide training to community level facilitators and village communities on social assessment procedures for subprojects;
- (iv) undertake the Quality Assurance Review after each subproject cycle; and
- (v) assist the PIUs and/or PMU with the preparation of social safeguard monitoring report.

126. **Support Service Providers (SSP)** (including national social safeguard specialists) will support the PIUs and TPIC. SSP social safeguards expert will:

- (i) train village and village tract forums in social safeguard requirements for the project;
- (ii) provide guidance and technical inputs during village planning activities regarding social safeguards and ensure sound and critical analysis of gathered data during PRA and formulation of VDP and VTDPs;
- (iii) assist the project facilitators in integrating social safeguard guidelines, into the subproject design, implementation and monitoring; and
- (iv) assist in the preparation and consolidation of social safeguard monitoring reports at the township level.

127. **Support Service Providers: Community Facilitators, Technical Facilitators, and Livelihood Facilitators.** The facilitators will have the following responsibilities:

- (i) ensure safeguards risk are identified, and appropriate mitigation are integrated into the subproject technical design;
- (ii) assist with safeguards screening of the concept and full subproject proposal, and technical designs;
- (iii) assist in the conduct an inventory of all project affected people, conduct of consultations, preparation of minutes of meetings;
- (iv) assist with preparation of land and asset donation documents and verification;
- (v) ensure that the schedule of safeguards implementation and monitoring activities is included into the subproject implementation workplan;
- (vi) ensure that mitigation measures are implemented once the potential adverse impact occurs during the construction; and
- (vii) assist VDSC committees with social safeguards reporting.

128. **Village Level Committees.** Village level committees, in collaboration with community facilitators and village volunteers, monitor the implementation of the safeguard measures. The VTDESCs confirm the proper application of the measures and notify the TPIC that a subproject is ready for implementation. Throughout the implementation of a subproject, village volunteers monitor any adverse impacts that may arise. Community facilitators regularly visit villages and receive feedback. If villagers have any questions or grievances that cannot be answered at the community level, they are encouraged to seek clarifications and solutions through the FHM.

129. The village level committees will summarize social safeguard related activities in their monthly reports to the relevant PIUs for consolidation and submission to the PMU.

IX. GENDER AND SOCIAL DIMENSIONS

130. The project is categorized as effective gender mainstreaming. A gender equity and social inclusion action plan (GESIAP) has been prepared. Gender measures include (i) empowerment of women within their households and communities; (ii) separate meetings for women during community investment prioritization; (iii) positively biasing women's development priorities;

(iv) targets for women's participation in committees, meetings, training and construction; (v) financial literacy, group management and entrepreneurship training; (vi) equal pay for men and women for equal work; and (vii) training for all participating communities and implementing agencies in gender and development. The project will pilot the household methodologies (HHM) approach to women's empowerment in their households in 3,000 households. The Union PMU will incorporate gender action plan monitoring in quarterly progress reports to government and ADB. Key gender output targets include, but not limited to: (i) at least 50% women's participation in VDSCs and VTDCs; (ii) at least 40% of unskilled paid works for women in community infrastructure construction; (iii) at 40% of operation and maintenance jobs for women; and (iv) 45% of livelihood investments beneficiaries are women. A GESIAP in Table 21, comprising gender actions, performance indicators and targets to promote women's voice and active participation in project activities, has been prepared.

Table 21: Gender Equity and Social Inclusion Action Plan

Activities	Indicators and Targets	Responsibility
Output 1: Climate and disaster resilient community infrastructure developed		
1.1 Empower women and socially vulnerable groups, including youth, to actively and meaningfully participate in community meetings.	1.1.1 On average, at least 50% of participants in meetings and consultations on infrastructure subproject prioritization will be women. ^a 1.1.2 At least 50% of women's infrastructure subproject priorities implemented.	DRD PMU and PIUs supported by project implementation consultant team.
1.2 Strengthen women's representation in leadership positions in the VDSC.	1.2.1 Women occupy 50% of the leadership positions on the VDSC (monitor and report on overall %, and % per leadership position)	DRD PIUs and project implementation consultant team.
1.3 Ensure equitable female representation in VTDSC, and gender mainstreaming in the planning process.	1.3.1 Women represents 50% of participants in VTDSCs. 1.3.2 Gender responsive climate, disaster risk and market information incorporated in 75% of VTDPs (2018 baseline: 0).	DRD PIUs and project implementation consultant team.
1.4 Ensure work for women in construction of community-level infrastructure.	1.4.1 At least 40% of unskilled jobs created for construction of project community-level infrastructure are allocated to women. 1.4.2 Equal pay for work of equal value for men and women employed under community infrastructure subprojects. ^b 1.4.3 Women and men employed in village infrastructure construction will be provided with protective gear in line with national occupational safety regulations. 1.4.4 At least 40,000 villagers (25% are women) report increased skills on construction and maintenance (2018 baseline: 0).	VDSC and CFs supported by township PIU.
Output 2: Resilient livelihood activities for poor women and men in project areas developed		
2.1 Ensure poor women, female-headed and vulnerable household representation in VDP-PRA livelihood validation meeting.	2.1.1 At least 40% of meeting participants are from poor families, female headed and vulnerable households. ^c (Baseline: townships range from 8% to 55 % are female headed households according to 2014 census).	DRD PMU and PIUs supported by project implementation consultant team.
2.2 Women adequately represented in livelihood groups.	2.2.1 Women and youth make up 60% of livelihood group participants. ^d	As above.
2.3 Women-headed households benefit from livelihood subprojects. ^e	2.3.1 Increased knowledge in climate resilient livelihoods reported by at least 50,000 villagers (of whom 30% are women) (2018 baseline: 0).	As above.
Output 3: Institutional and organizational capacity of communities and local governments strengthened		

Activities	Indicators and Targets	Responsibility
3.1 Promote the inclusion of women at senior management levels in project management structure.	3.1.1 Female officers of PMU and PIUs are 40%. ^f	DRD/PMU/PIUs
3.2 Ensure good women's representation among community, technical and livelihood facilitators, and villagers benefiting from training.	3.2.1 In aggregate, at least 40% of facilitators are women. ^g 3.2.2 At least 500,000 villagers (30% women) trained in climate and disaster resilience practices (2018 baseline: 0).	DRD PMU and PIUs.
3.3 Ensure gender orientation and awareness training is incorporated in the overall project capacity development program.	3.3.1 Gender and development training, including information in trainings for contractors and DRD, MIC and SSP staff on the elimination of gender-based violence and sexual harassment, and the rights of the child at project entry.	DRD PMU and PIUs supported by project implementation consultant.
3.4 Institutionalize gender orientation and awareness training in DRD.	3.4.1 Training curricula in gender equality, elimination of gender-based violence and sexual harassment, and the rights of the child – and their respective relevance to rural development, livelihoods, climate and disaster resilience are developed and systematically delivered at the DRD Training Center. ^h	DRD/PMU/PIUs supported by project implementation consultant.
3.5 Build capacity of DRD Training Unit staff to prepare gender sensitive training modules.	3.5.1 Training course in gender sensitive curricula development conducted and supporting manual prepared. 3.5.2 At least 1,000 government staff (of whom 30% are women) trained in climate and disaster resilience practices. ⁱ (2018 baseline: 0).	DRD.

CF = community facilitators, DRD = Department of Rural Development, MIC = main implementation consultant, PIU = project implementation unit, PMU = project management unit, VDP-PRA = Village Development Plan – Participatory Rural Appraisal, VDSC = Village Development Support Committee, VTDPS = village tract development plans, VTDSC = village tract development support committees.

^a Project township rural population is composed of 51% women (2014 census data).

^b 2018 reference point: women's daily unskilled wage rate is 15% to 40% lower than that of men, depending on location.

^c From groups C and D of the village social wealth ranking.

^d Adults (>15 years of age) make up 61% of the rural population (with 51% of them being women). Data on the RCDP targeted youth group of between 15–25 years of age is not available from the 2014 Census.

^e The 2014 census shows an average of 23% of households in the project townships to be women-headed. The proportion of women-headed households in the project townships ranges from 8% to 55%.

^f In target townships, only 3 of the 17 officers are female. However, at DRD Headquarters level, there are 53 males and 44 females in officer positions.

^g Under ERLIP, 46% of community facilitators, 53% of livelihood facilitators and 45% of technical facilitators are women as of 30 June 2018.

^h Currently, DRD does not have any institutionalized gender and development training curricula. This knowledge sits with project technical staff, not the embryonic training team.

ⁱ At present DRD employs 198 staff in the project townships. This will rise to about 300 staff under the RCDP. In addition, approximately 30 RCDP supporting staff per township, from, *inter alia*, the township various departments of the Ministry Agriculture and Rural Development, Department for Border Affairs, Department for Road Construction, Township Planning and Implementation Committee, etc. will be trained in gender and development.

X. PERFORMANCE MONITORING, EVALUATION, REPORTING, AND COMMUNICATION

131. DRD, as implementing agency, will be responsible for monitoring project progress and evaluating project outputs achievements. Monitoring and evaluation (M&E) will be in accordance with the design and monitoring framework (DMF).

A. Project Design and Monitoring Framework

Impacts the Project is aligned with			
Incomes of rural households improved and resilience of communities to climate and disaster risks strengthened (Rural Development Strategic Framework, and National Framework for Community Disaster Resilience) ^a			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
Outcome Standard of living and resilience of targeted communities improved	By 2027 a. Standard of living ^b of at least 80% of targeted communities improved by 20% (2018 baseline: 37%) b. Resilience of project communities improved from baseline: (number of people affected and economic losses) ^c (baseline total 3 years [2016–2018]: people affected 17,248 [annual average 5,749]; deaths 25 [annual average 8]; economic losses MK1.4 billion [annual average MK472 billion])	a. Outcome surveys (midterm and end-term); M&E system b. Central Statistical Organization reports, midterm and end-term surveys; M&E system	Major disasters and deteriorating security reduce sustainability of project results.
Outputs 1. Climate- and disaster-resilient community infrastructure developed	By 2026 1a. At least 3,000 community infrastructure subprojects completed (2018 baseline: 0) 1b. Climate- and disaster-resilient standards of at least 80% of completed subprojects met (2018 baseline: 0%) 1c. At least 40% of the paid community labor held by women (2018 baseline: 0%) 1d. At least 40,000 villagers (25% are women) reported increased skills in construction and maintenance (2018 baseline: 0) 1e. At least 50% target households participated in	1a–e. M&E system, midterm and end-term surveys; quarterly progress reports, annual quality assurance reviews, audits	Major disasters damage community infrastructure.

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
	subproject construction activities (2018 baseline: 0)		
2. Resilient livelihood activities for poor men and women developed	By 2026 2a. At least 15,000 livelihood subprojects operational (2018 baseline: 0) 2b. Increased knowledge of climate-resilient livelihoods reported by at least 50,000 villagers (30% are women) (2018 baseline: 0)	2a–b. M&E system, quarterly progress reports, midterm and end-term surveys; annual quality assurance review, audits, DRD records, and community surveys	Substantial decrease in market demands and job opportunities in the sector because of increased production in neighboring countries or political instability. Major disasters damage community livelihoods.
3. Institutional and organizational capacity of communities and government strengthened	By 2026 3a. Gender-responsive climate and market information incorporated in 75% of village tract development plans (2018 baseline: 0) 3b. At least 500,000 villagers (30% are women) trained in climate and disaster resilience practices (2018 baseline: 0) 3c. At least 1,000 government staff (30% are women) trained in climate and disaster resilience practices (2018 baseline: 0)	3a–c. M&E system, quarterly progress reports, midterm and end-term surveys, annual quality assurance review, audits, DRD records, and community surveys	Institutional changes negatively affect the availability of skilled staff under the project.

Key Activities with Milestones

1. Climate- and disaster-resilient community infrastructure developed

In 1st phase townships

- 1.1. Establish cluster SSP teams by Q2 2020 (GCD, GEM)
- 1.2. Undertake a climate and disaster risk and market opportunity cluster analysis by MIC and PMU and SSP and PIU teams by Q2 2020 (KNS)
- 1.3. Commence social preparation to support community-approved subprojects by Q2 2020 (GEM)
- 1.4. Establish village and village tract development support committees by Q3 2020 (GCD)
- 1.5. Complete village climate and disaster risk maps and market information by Q3 2020 (KNS)
- 1.6. Initiate participatory planning by Q3 2020 (GCD, GEM)
- 1.7. Finalize village development plans by Q3 2020 (GCD, GEM)
- 1.8. Initiate selection of infrastructure subprojects by Q4 2020 (PAR, GEM)
- 1.9. Commence transfer of block grants for implementation by Q4 2020
- 1.10. Initiate key activities 1.3–1.9 in 2nd phase townships in 2021 and 3rd phase townships in 2022 (GCD, GEM, KNS, PAR)
- 1.11. Implement selected subprojects (2020-2026)

2. Resilient livelihood activities for poor men and women developed

In 1st phase townships

- 2.1 Establish township livelihoods team by Q2 2020 (GCD)
- 2.2 Identify vocational training institutions, potential training partners, and partnership agreements by Q2 2020 (GCD, GEM, PAR)

2.3 Establish village and village tract livelihood subcommittees by Q3 2020 (GCD, GEM)
2.4 Initiate prioritization of livelihood subprojects and identification of livelihood groups by Q3 2020 (GCD, GEM, PAR)
2.5 Commence training to support prioritized livelihood subprojects by Q3 2020 (GEM)
2.6 Commence transfer of block grants for implementation by Q1 2021 (not applicable)
2.7 Initiate key activities 2.1–2.6 in 2nd phase townships in 2021 and 3rd phase townships in 2022 (GCD, GEM, PAR)
3. Institutional and organizational capacity of communities and government strengthened
3.1 Finalize capacity building plan by Q1 2020 (GCD)
3.2 Commence pre-project orientation training for DRD staff by Q2 2020 (GCD, GEM)
3.3 Commence orientation training of MIC staff by Q2 2020 (GCD, GEM)
3.4 Commence orientation training of township DRD and SSP staff by Q2 2020 (GCD)
3.5 Initiate development of the DRD training unit by Q1 2021 (GCD)
Project Management Activities
Complete baseline study by Q1 2019 (completed)
Establish DRD project management teams nationally and in townships by Q3 2019
Initiate MIC and SSP consultant recruitment by Q4 2019
Initiate procurement following the 18-month procurement plan for key goods and services by Q4 2019
Operationalize systems and procedures for fund transfers and special window for the livelihood subprojects by Q1 2020
Conduct briefings for states, township, and village tract administrators; and sign memorandum of understanding by Q1 2020
Design and roll out project monitoring and evaluation; and grievance system by Q2 2020
Inputs
ADB: \$185.00 million (concessional loan)
\$10.00 million (ADB-Special Funds resources, grant)
Asia Investment Facility: €24.25 million (\$27.58 million equivalent) (grant)
Japan Fund for Poverty Reduction: \$3.00 million (grant)
Government: \$17.42 million
Assumptions for Partner Financing
Not applicable

ADB = Asian Development Bank, DRD = Department of Rural Development, DRR = disaster risk reduction, GCD = governance and capacity development, GEM = gender equity and mainstreaming, KNS = knowledge solution, M&E = monitoring and evaluation, MIC = main implementation consultant, PAR = partnerships, PIU = project implementation unit, PMU = project management unit, Q = quarter, SSP = support service provider.

^a Government of Myanmar, Ministry of Livestock, Fisheries and Rural Development. 2014. *Rural Development Strategic Framework*. Nay Pyi Taw; and Government of Myanmar, National Disaster Management Committee. 2017. *Myanmar National Framework for Community Disaster Resilience*. Nay Pyi Taw.

^b Asset index, based on valuation of household mobile and immobile assets and net income.

^c Assumes a level of natural hazard-related shocks consistent with that across 2016–2018.

Source: Asian Development Bank.

B. Monitoring

132. **Project performance monitoring.** To monitor the progress of the project in achieving the planned outcome and outputs, DRD will establish and maintain a M&E/management information system (MIS). The M&E/MIS will cover, inter alia, (i) project physical and financial progress; (ii) environment and social safeguards and GESIAP; compliance with loan covenants (policy, financial, economic, sector, and others); and (iii) the time-bound financial management action plan. Additional information required to inform the project MIS will also be collected. It shall be implemented by the PMU with support from the MIC in accordance with ADB's Project

Performance Monitoring System Handbook.¹⁸ The M&E/MIS and M&E procedures, performance indicators, and their targets will be reviewed and approved by ADB.

133. Disaggregated baseline data for output indicators will be updated by DRD and reported quarterly through quarterly project progress reports and prior to each ADB review mission. These quarterly progress reports will provide information necessary to update ADB's project performance management system (PPMS). At the start of project implementation, the PMU will develop an integrated M&E/MIS procedures to generate data systematically on the inputs and outputs, as well as the indicators to be used to measure the project's outcome taking into account the project scope.

134. The PMU will be responsible for monitoring and reporting on project performance. The basis for project performance monitoring will be the DMF, which identifies performance targets for the impact, outcome, and outputs of the project. The PMU will collect the data, calculate the indicators, analyze the results, and prepare a brief report describing the extent to which the project is generating the intended outputs and outcomes. The PMU will (i) establish the M&E/MIS framework at the start of project implementation; (ii) confirm that targets are achievable; (iii) develop recording, monitoring, and reporting arrangements; and (iv) establish systems and procedures no later than 6 months after loan effectiveness.

135. **Compliance monitoring.** The PMU will monitor and ensure project compliance with policy, legal, financial, economic, social, environmental, and other loan covenants. All non-compliance issues, if any, will be reported and remedial actions monitored in quarterly progress reports. Each ADB review mission, at least twice a year, will also monitor the status of compliance with the loan assurances, raise any noncompliance issues with the government and agree on remedial actions.

136. **Safeguards monitoring.** The quarterly and annual progress reports in the M&E/MIS will cover implementation of social and environmental safeguards included in their respective framework/plans, including any compliance issues. In addition, the periodic QAR reports will assess the quality and compliance with O&M specifications in the infrastructure and livelihood projects.

137. **Environmental and Social Safeguard Monitoring and Reporting.** A semi-annual environmental and social safeguards' monitoring report will be prepared by the PMU and submitted to the Environmental Conservation Department of Ministry of Natural Resources and Environmental Conservation and ADB. ADB will disclose the environmental and social safeguards monitoring report on the ADB website. Table below indicates the reporting requirements.

Table 22: Environmental and Social Safeguards Monitoring Reporting Requirements

Responsibility	Reporting Requirement	Reporting to
Community Facilitators, Technical Facilitators, and Livelihood Facilitators	Assist Village Level Committees with environmental and social reporting in their periodic monitoring reporting	Village Level Committees
Village Level Committees	Incorporation of environmental and social safeguard monitoring reporting into monitoring reports	Department of Rural Development (DRD) Project Implementation Units (PIUs)

¹⁸ ADB's project performance reporting system is available at <http://www.adb.org/Documents/Slideshows/PPMS/default.asp?p=evaltool>

Responsibility	Reporting Requirement	Reporting to
Township Level Support Service Providers Safeguards Specialists	Draft environmental and social monitoring reports at the township level	DRD PIUs
Main Implementation Consultant International and National Environmental and Social Safeguard Specialists	Draft semi-annual environmental and social safeguards monitoring reports	DRD PIUs DRD Project Management Unit (PMU)
DRD PIUs	Draft semi-annual environmental and social safeguards monitoring reports	DRD PMU
DRD PMU	Final semi-annual environmental and social safeguards monitoring reports	Environmental Conservation Department of Ministry of Natural Resources and Environmental Conservation, ADB

138. **Gender and social dimensions monitoring.** The quarterly and annual progress reports in the M&E/MIS will assess performance of gender and social dimension indicators in the DMF and activity targets in the GESIAP. Project monitoring will track gender-disaggregated indicators throughout RCDP implementation and participation in all village development events, capacity building and technical training events and community and committee meetings, at both the implementing agency and community level. Participatory monitoring of project impact will be implemented at the mid-term of the project and this will include interviews with women's focus groups, and project gender focal points and community facilitators. Household interviews will include adequate representation of female-headed households. In addition, the outcome survey (baseline, mid-term, end-line) reports will include analysis of household and community level responses to gender and social dimension question.

139. DRD will engage an international and national monitoring and evaluation specialists, international and national social safeguards consultants and international and national social development and gender consultants.

C. Evaluation

140. **Inception mission.** An inception mission will be conducted within three months of loan signing to assess project readiness and implementation arrangements including establishment of PMU, opening of an advance account, status of the development of the M&E/MIS (PPMS), and progress of advance procurement actions including recruitment of the project implementation support consultants.

141. **Review mission.** ADB will conduct regular (i.e. at least twice per year) reviews throughout project implementation to (i) assess the progress of project activities and outputs and effectiveness of implementation arrangements, (ii) monitor safeguard compliance with ADB SPS (2009), (iii) review compliance with loan agreements and related matters, (iv) identify issues and constraints affecting implementation and develop a time-bound action plan for their resolution; (v) assess progress of actions agreed under the time-bound financial management action plan; and (vi) follow up on decisions and actions agreed during previous review missions.

142. **Midterm review mission.** A midterm review (MTR) mission will be undertaken jointly by the government and ADB in 2023, or as when deemed necessary by the project team. This review will include a comprehensive evaluation of project implementation arrangements, impact from the pro-poor and gender initiatives linked to infrastructure development, detailed evaluation of the scope and implementation process and progress of subprojects, allocation by local

administrations for the maintenance of the infrastructure developed under the project, feedback from the stakeholders, performance of consultants, capacity building progress, and possible reallocation of loan proceeds. Particular attention will be paid to the (i) assessment of project performance and achievement against targets and indicators in the DMF; (ii) review the initial outcomes, benefits, and impact of the project; and (iii) identify gaps, if any, and recommend necessary changes to strengthen implementation arrangements or modify project design. The MTR will be informed by an independent MTR survey of project and non-project households and communities that will measure project and non-project induced changes in DMF indicators.

143. **Project completion review mission:** Within eight months of physical completion of the project, ADB will field a project completion review (PCR) mission. The mission will (i) assess the project performance against all targets, indicators, and benchmarks (including any revisions made at the midterm review); (ii) evaluate initial benefits and outcome of the project across outputs; and (iii) identify any incomplete activities and agree on the necessary actions, as well as to review compliance with ADB requirements and loan covenants. The PCR will be informed by an independent PCR survey of project and non-project households and communities that will measure project and non-project induced changes in DMF indicators.

D. Reporting

144. The executing agency will provide ADB with (i) quarterly progress reports in a format consistent with ADB's project performance reporting system; (ii) consolidated annual reports including (a) progress achieved by output as measured through the indicator's performance targets, (b) key implementation issues and solutions, (c) updated procurement plan, (d) updated implementation plan for the next 12 months, and (e) audited project financial statements together with the associated auditor's report; and (iii) a project completion report within 6 months of physical completion of the project. To ensure that projects will continue to be both viable and sustainable, audited project financial statement together with the associated auditor's report, will be adequately reviewed by MOALI and DRD and any findings will be followed up by DRD.

E. Stakeholder Communication Strategy

145. A stakeholder communication strategy has been prepared (Appendix 2), drawing on best practices outlined in ADB's Access to Information Policy.¹⁹ It is based on principles of transparency, timeliness, meaningful participation, and inclusiveness. It will ensure that vulnerable groups, such as the poor and female-headed households, ethnic communities who risk marginalization, are provided with opportunities to receive timely information, and can provide feedback during project implementation. Stakeholders include: (i) project beneficiaries in project areas and villages; (ii) civil society organizations, private organizations and service providers collaborating to achieve project outcomes; (iii) women, ethnic groups, and persons affected by the project; (iv) government agencies with a role in the project at all levels; (v) project implementers from the community to Union level; (vi) development partners; and (vii) the general public.

146. The stakeholder communication strategy pays particular attention to the following:

- (i) General information on RCDP, its implementing mechanism, financing, outputs and outcomes;

¹⁹ ADB. 2018. *Access to Information Policy*. Manila.

- (ii) Information and knowledge on RCDP approaches to achieve outcomes and outputs, including the community development approach, climate and disaster resilience building, production and market capacity and linkage building, and policy-related information;
- (iii) Information on beneficiaries and Interventions to reach them and ensure their benefits from the project, particularly the poor in the target villages, women and youth, ethnic groups and project-affected persons;
- (iv) Disclosure requirements on safeguards, procurement, grievance and such other disclosure requirements for ADB and partner-supported projects;
- (v) Learning and knowledge sharing from project experience; and
- (vi) Communication and Visibility Manual for EU External Actions and JFPR Guidance note on visibility.

XI. ANTICORRUPTION POLICY

147. ADB reserves the right to investigate, directly or through its agents, any violations of the Anticorruption Policy relating to the project.²⁰ All contracts financed by ADB shall include provisions specifying the right of ADB to audit and examine the records and accounts of the executing agency and all project contractors, suppliers, consultants, and other service providers. Individuals and/or entities on ADB's anticorruption debarment list are ineligible to participate in ADB-financed activity and may not be awarded any contracts under the project.²¹

148. To support these efforts, relevant provisions are included in the loan and grant agreements and the bidding documents for the project. The project design and implementation arrangements provide for mitigation of corruption risks. Risks associated with project management, including procurement and disbursement, will be mitigated by the engagement of the MIC to advise and assist in the procurement of goods and services, and the engagement of other consultants. The project will also establish a website in which it will disclose implementation progress, bid notifications and their results, and provide grievance mechanism against any corrupt practice. References on ADB's Anticorruption Policy can be accessed through the following link: <http://www.adb.org/integrity/>. Guidelines on governance and anticorruption action plan are also available.²²

XII. ACCOUNTABILITY MECHANISM

149. People who are, or may in the future be, adversely affected by the project may submit complaints to ADB's accountability mechanism. The accountability mechanism provides an independent forum and process whereby people adversely affected by ADB-assisted projects can voice, and seek a resolution of their problems, as well as report alleged violations of ADB's operational policies and procedures. Before submitting a complaint to the Accountability Mechanism, affected people should make an effort in good faith to solve their problems by working with the concerned ADB operations department. Only after doing that, and if they are still dissatisfied, should they approach the accountability mechanism.²³

²⁰ Anticorruption Policy: <http://www.adb.org/Documents/Policies/Anticorruption-Integrity/Policies-Strategies.pdf>

²¹ ADB's Integrity Office web site: <http://www.adb.org/integrity/unit.asp>

²² Governance and Anticorruption Action Plan II Guidelines. <http://www.adb.org/Documents/Guidelines/GACAP-II-Guidelines.pdf>. See also Sourcebook: Diagnostics to Assist Preparation of Governance Risk Assessments. <http://www.adb.org/documents/books/Diagnostics-to-Assist-Preparation-of-GRAs/default.asp>.

²³ Accountability Mechanism. <http://www.adb.org/Accountability-Mechanism/default.asp>.

XIII. RECORD OF CHANGES TO THE PROJECT ADMINISTRATION MANUAL

150. All revisions and/or updates during the course of implementation should be retained in this section to provide a chronological history of changes to implemented arrangements recorded in the project administration manual, including revision to contract awards and disbursement S-curves.

TERMS OF REFERENCE

1. The main implementation consultant (MIC) and five township cluster service support providers (SSP) will be recruited using the quality- and cost-based selection method with a quality-cost ratio of 90:10.

2. **Main Implementation Consultant.** A consulting firm will be recruited to (i) provide management and technical support to the Department of Rural Development (DRD) in the implementation of the project and meet the reporting and procedural requirements of ADB, the European Union and Japan Fund for Poverty Reduction; (ii) strengthen the institutional and operational capacity of the DRD; (iii) carry out supervision of subproject activities; (iv) support project performance monitoring and evaluation; (v) develop and implement the capacity building master plan; and (vi) ensure adequate provision for compliance with social and environmental safeguards, including monitoring and review. The MIC will provide about 1,231 person-months of consulting inputs (233 person-months international, 998 person-months national) over a period of 72 months.

Expert	International (person-months)	National (person-months)
Project Manager/Team Leader	64 (K)	
Deputy Team Leader/CDD Specialist		67 (K)
Capacity Building Specialist	12 (N)	41 (N)
Climate and Disaster Risk Management Specialist	36 (K)	70 (K)
GIS Specialist	3 (N)	
Livelihoods Specialist	30 (K)	60 (K)
Rural Infrastructure Engineer	30 (K)	67 (K)
Procurement Specialist	9 (K)	
Monitoring and Evaluation Specialist	12 (K)	61 (N)
Social Safeguards Specialist	11 (N)	
Environmental Safeguards Specialist	8 (N)	43 (N)
Gender/Household Methodology Specialist	12 (N)	
Finance Specialist	6 (N)	67 (N)
Procurement, Operations and Logistics Specialist		53 (N)
Social Marketing, Communications, Stakeholder Engagement Specialist		25 (N)
Gender and Social Development Specialist		61 (N)
Monitoring and Evaluation SQL Specialist		61 (N)
Capacity Building Assistant		82 (N)
Finance Assistant		180 (N)
Grievance Officer		60 (N)
Total	233	998

K = Key expert, N = non-key expert.

3. **Project Manager/Team Leader (international).** The Project Manager/Team Leader (PM/TL) will be responsible for managing the implementation of the Resilient Communities Development Project (RCDP) in accordance with the project operational policies, standards, and targets. S/he shall ensure that the objectives of the project are achieved through proper planning, execution, quality management, staff supervision and engagement of relevant stakeholders including, but not limited to, partner government agencies, and local government units. The PM/TL will:

- (i) Provide overall technical support and oversight in the planning, execution and operation of the project management unit (PMU) and the project implementation units (PIU) in accordance to RCDP's objectives and key outputs;

- (ii) Lead the preparation of the work and financial, capacity building, staffing and procurement plans in close collaboration with the PMU, PIUs and SSPs;
- (iii) Manage the delivery of targets and outputs and resolution of implementation issues;
- (iv) Supervise the work and performance of the MIC to ensure that project implementation especially on participatory/social processes and subproject implementation are on track and within desired standards;
- (v) Provide close oversight of and support to project operations to ensure achievement of project objectives and timely disbursement of project funds;
- (vi) Provide technical assistance support and oversight of the services of the SSPs in the project townships to ensure alignment of their approaches, strategies and operating procedures with RCDP's operating framework particularly the project activity cycle;
- (vii) Ensure the development and continuous improvement of RCDP's community project cycle based on the implementation experience and lessons and those of other relevant projects and activities;
- (viii) Provide capacity building and technical support to DRD staff on ADB policies, guidelines, procedures, and reporting requirements relating to the project;
- (ix) Ensure that disputes, if any, are dealt with efficiently and swiftly, in a transparent manner, and in line with practices acceptable to ADB and the Government of Myanmar; and
- (x) Prepare project reports with support from DRD and other consultants.

4. **Deputy Team Leader/CDD Specialist (national).** The specialist will provide administrative and project management support as well as leadership in project M&E, particularly in report and data collection, maintenance of project database as well as preparation and submission of project reports. The specialist will:

- (i) Work closely with the PM/TL in supporting the PMU with the overall project coordination and management of RCDP;
- (ii) In coordination with the PM/TL, support PMU in preparing annual project implementation and financial plans;
- (iii) Coordinate with the PIUs and SSPs as well as other members of the PMU and MIC in securing township reports (financial report, quarterly progress reports), as well as in the collection, consolidation and analysis of subproject data and other pertinent information and initiate the drafting of quarterly, semi-annual and annual progress reports to be finalized with the PM/TL and submitted to DRD on or before deadlines set in the project legal agreements;
- (iv) Lead the preparation of quarterly work plans of individual MIC consultants at the end of each quarter;
- (v) Supervise/monitor the performance of individual MIC members, ensure that their activities are in accordance with the approved work plans, and provide technical support as necessary;
- (vi) Ensure that PIUs and SSPs prepare work plans in accordance with the annual plans and the directions set by the PMU and/or RCDP Project Manager and Project Director;
- (vii) In collaboration with the PMU, coordinate overall project implementation, including provision of technical and logistical support as well as monitoring and evaluation of project activities;
- (viii) In collaboration with the PMU/MIC Finance and Procurement Teams, ensure timely disbursement of funds and proper recording and accounting of

- procurements and other financial transactions both at the township and village tract levels;
- (ix) Work with the International M&E Specialist in reviewing, enhancing, simplifying project reporting forms and templates;
- (x) Oversee the development of the M&E framework, including quarterly/annual progress reporting against work plans and budgets, design and conduct of required studies, and participatory M&E arrangements integrated into the community project cycle;
- (xi) Oversee the design and performance of the central MIS/GIS and website; and
- (xii) Ensure full coordination between and among the PMU, PIUs and SSPs; and help resolve issues and grievances in the amicable manner.

5. **Capacity Building Specialist (international).** The specialist will ensure the delivery of capacity building and training interventions to PMU, PIU SSP and villagers are relevant, timely and of standard. The specialist will:

- (i) Develop and organize training events for DRD staff;
- (ii) Support the development of all training activities for village tracts and village level groups;
- (iii) Work closely with other MIC consultants and DRD, devise strategies for effective community mobilization in the project village tracts based on DRD experience and shared experience of similar projects in Myanmar;
- (iv) Provide technical support in the management of the DRD training unit and DRD training center, including training and curriculum development, training management and assessment, research and material development;
- (v) Regularly update the designs and related materials and lead the implementation of RCDP's standard training packages;
- (vi) Revise/improve the training designs and materials in accordance to the project design as well as feedback from the training team and the field;
- (vii) In collaboration with relevant experts and team members, design and administer training of trainers (TOT) as necessary;
- (viii) Develop innovative/non-traditional training approaches which are responsive to the varied learning environments and backgrounds of participants (e.g. ethnic groups, women, low literacy participants);
- (ix) Provide technical support to the training team and planning and scheduling the delivery of standard training packages, in undertaking preparatory/pre-training activities, and in the actual conduct of training;
- (x) Establish a system and templates for administrating training evaluation and preparing training reports; and
- (xi) In collaboration with the PM/TL, provide monitoring and follow-up inputs on the capacity building plan implementation.

6. **Capacity Building Specialist (national).** The specialist will develop and regularly improve the design and administration of training and capacity building inputs for project staff and DRD counterparts to ensure effective implementation of the RCDP project cycles. The specialist will:

- (i) Coordinate the capacity building activities in project clusters;
- (ii) Assist in the development and conduct of training events for DRD staff, SSPs staff and villagers;

- (iii) Support the development of all training activities for village tracts and village level groups;
- (iv) Work closely with the SSPs, devise strategies for effective community mobilization in the project village tracts based on RCDP's experience and shared experience of similar projects in Myanmar;
- (v) Ensure that all PIU staff are fully familiar with, and have working knowledge of all reporting requirements for RCDP's community project cycle;
- (vi) In collaboration with the International Capability Building Specialist, regularly update the designs and related materials and lead the implementation of RCDP's standard training packages;
- (vii) Revise/improve the training designs and materials in accordance with the project design as well as feedback from the training team and the field implementors;
- (viii) In collaboration with relevant experts and team members, design and administer training of trainers (TOT), as necessary;
- (ix) Assist in the development of innovative/non-traditional training approaches which are responsive to the varied learning environments and backgrounds of participants (e.g. ethnic groups, women, low literacy participants);
- (x) Provide technical support to the PMU and PIU training team in terms of (a) planning and scheduling the delivery of standard training packages; (b) undertaking preparatory/pre-training activities; and (c) actual conduct of training;
- (xi) Assist in the establishment of a system, including templates, for training evaluation and reporting of training progress and outcomes;
- (xii) Review and ensure accuracy of translations done in training materials and documents; and
- (xiii) In collaboration with the PM/TL provide monitoring and follow-up inputs on the capacity building plan implementation.

7. **Finance Specialist (international).** The Finance Specialist (FS) will liaise closely with DRD union level, PMU and PIUs, and SSPs to provide financial management support to RCDP activities. The FS will:

- (i) Ensure financial management controls are in place to ensure that generally accepted financial procedures are adhered and that all project funds are utilized for the purposes that they are intended;
- (ii) Prepare quarterly budgets and ensure that sufficient project funds are available for all project activities planned for months/quarter;
- (iii) Prepare and submit withdrawal applications under the project loan/grants;
- (iv) Submit Financial Reporting as required under the project loan/grant agreements;
- (v) Financial Control: Implement financial policies, control procedures and financial data management systems that are compliant to ADB and DRD financial management policies and guidelines;
- (vi) Budgeting: In consultation with the Team Leader (PM/TL) and the PMU counterparts; prepare annual and quarterly budget projections according to annual and quarterly work plans: (i) analyze project expenditure patterns and prepare budget plans to cover planned activities for each quarter; (ii) ensure that sufficient funds are available for scheduled disbursement of community block grants; (iii) advise to PM/TL of potential/anticipated fund flow problems and recommend measures to address them; and (iv) undertake analyses of budget projections and fund utilization patterns in collaboration with the PM/TL to respond to queries from DRD and or ADB;

- (vii) Disbursements: Verify that disbursement requests are in accordance with approved available budget procurement plan and are processes according to approved project procurement procedures;
- (viii) Withdrawal Applications: Work closely with the DRD Finance Team in managing grant disbursement and withdrawal applications and ensuring the project has sufficient funds for planned activities in each cycle: (i) collect and record grant acquittals submitted by village tract committees to the PIUs; (ii) review grant acquittals and ensure that project are being utilized in accordance to ADB and DRD policies; (iii) in coordination with the PMU Finance Officer, prepare acquittals and supporting documents for the withdrawal applications; (iv) support DRD in submitting withdrawal applications to ADB and ensure that project funds are available as needed; and (v) respond to ADB queries and instructions on the withdrawal applications and other financial matters;
- (ix) Reporting to Government: Ensure that the financial report and other financial records are prepared for the regular audit by the office of the Auditor General:
- (x) clarify the categories detail for SSPs as per original budget line; (ii) prepare the trial balance, statement of receipts and payments, balance sheet, statement of budget vs actual, statement of withdrawal applications; statement of expenditure, and statement of advance account;
- (xi) Reporting to ADB: Ensure that Quarterly Financial Reports for ADB are prepared and submitted to the PM/TL one week after the end of each quarter at the latest: prepare the balance sheet, bank reconciliation, receipts and expenditure, disbursement by expenditure categories, statement of sources and uses of project funds, and statement of project financial position;
- (xii) Capacity Building: In collaboration with the PM/TL, develop and implement training activities and capacity building inputs on project and subproject financial management: (i) develop and implement training activities on financial management systems and procedures and to improve the financial management skills of the finance teams of the PMU, PIUs, SSPs; and (ii) in collaboration with the PMU, PIU and SSP finance and procurement teams develop and implement training activities on community procurement and financial management and ensure that the village tract finance and procurement subcommittees have the sufficient knowledge and skills to undertake subproject procurement and financial management in accordance to RCDP policies and procedures:
- (xiii) QAR: In collaboration with the PMU Finance Officer, lead the conduct of the end of the cycle subproject financial quality assurance reviews (QARs); and consolidate and analyze the findings from the QAR and use them as basis for formulating recommendations for improving project procurement and financial management policies and procedures and for developing training modules for village and village tract committees; and
- (xiv) Audit: coordinate with and provide information in a timely manner to government and independent auditors to enable a smooth audit process to take place.

8. **Finance Specialist (national).** The Finance Specialist (FS) will liaise closely with DRD union level, PMU and PIUs, and SSPs to provide financial management support to RCDP activities. The FS will support the international specialist.

9. **Environmental Safeguards Specialist (IESS) (international).** The IESS will develop a number of critical tools that will be used during project implementation to ensure project compliance with the environmental safeguard requirements of ADB and the Government of Myanmar. The IESS will:

- (i) Update the project Environmental Assessment and Review Framework (EARF) as required;
- (ii) Develop detailed environmental safeguard guidelines for project implementation and the identification and design of subprojects to be funded under the project. Reference is made to the two Environmental Codes of Practice developed under the World Bank's Community Driven Development Project as a basis to develop these guidelines where applicable;
- (iii) Review and update the rapid environmental assessment (REA) checklists for subprojects and train the national Environmental Safeguard Specialist (NESS) and environmental safeguard officers on the application of these checklists;
- (iv) Develop the REA Checklists and Environmental Categorization forms of all the subprojects identified in the positive list of subprojects presented in the EARF;
- (v) Develop an appropriate environmental monitoring schedule and a template environmental monitoring report for the Project;
- (vi) Train the NESS, the environmental safeguard officers and the engineers and technicians at the PMU and PIUs in applying the EARF and familiarize the NESS with ADB environmental safeguard procedures and requirements, including implementation, monitoring and reporting; and
- (vii) Identify subprojects that are most likely to fall into category B for environment.

10. **Environmental Safeguards Specialist (national).** The specialist will ensure that the project is implemented in accordance with the environmental safeguarding requirements of ADB and the Government of Myanmar. The specialist will be attached to the PMU and will coordinate and facilitate all related monitoring and reporting activities. The specialist will:

- (i) Assist the PMU and PIUs to comply with the ADB and Government of Myanmar environmental safeguard requirements;
- (ii) Coordinate and facilitate all environmental safeguarding monitoring and reporting activities for the Project;
- (iii) Assist the IESS in preparing detailed monitoring schedules as well as conducting the monitoring environmental reports for submission to ADB to ensure that the environmental safeguard requirements associated with the selected subprojects are effectively met;
- (iv) Train relevant staff from the villages, village tract forums, and the township development committees, in environmental safeguard requirements for the project;
- (v) Assist the village facilitators and volunteers, village tract forums, and the PIUs in integrating environmental safeguard guidelines into the subproject design, implementation and monitoring;
- (vi) Provide training to engineers and technicians in the PMU and PIU to implement and monitor environmental safeguard measures set out under the EARF;
- (vii) Liaise on environmental matters with other technical agencies, including the Ministry of Natural Resources and Environmental Conservation (MONREC) that will provide support services to the project;
- (viii) Assist the PMU and PIUs in applying the ADB REA checklists, and the environment categorization forms for subprojects;
- (ix) Assist the PMU, PIUs and villagers in the preparation of Environment Management Plans (EMPs);
- (x) Assist the PMU and PIUs in obtaining endorsement of the EMPs from MONREC;
- (xi) Apply the set of environmental safeguard guidelines that will be developed to all subprojects by the IESS to ensure that the subprojects are designed in a way that

- does not alter the environmental classification of the project in accordance with ADB's Safeguard Policy Statement 2009;
- (xii) In the case of category C subprojects, assist the PMU and PIUs in notifying ADB of the screening findings and the categorization of the subproject;
- (xiii) Keep a detailed record of the public consultation activities and ensure that the public has access to public documents related to the environmental safeguarding process; and
- (xiv) Provide training to the PMU and PIU grievance focal persons in applying the grievance redress mechanism set out in the EARF.

11. **Livelihoods Specialist (international).** The specialist will provide overall lead in collaboration with other consultants, SSPs, and PIUs in implementing livelihood activities of the RCDP ensuring sound market and feasibility assessments, appropriate technology and training, and strengthened linkages with stakeholders on market access and credit. The specialist will:

- (i) Provide technical leadership in the development and implementation of the livelihood output, inputs of resiliency building mechanism for identified livelihood initiatives under the RCDP;
- (ii) Refine implementing procedures as well as preparation and delivery training and capacity building inputs to the Livelihoods Specialists, Livelihood Facilitators and Livelihood Groups in RCDP communities;
- (iii) Provide technical guidance in the overall design of the RCDP Livelihood output including scanning of market opportunities, identifying production patterns as well as the detailed implementation procedures and guidelines;
- (iv) In collaboration with the Capacity Building Specialists, lead the design and administration of all training inputs for the Livelihoods Specialists, Livelihood Facilitators and Livelihood Groups;
- (v) Undertake consultations with relevant experts from project and organizations involved in CBD, resiliency building approaches and livelihood interventions in Myanmar and develop a network of resource persons and service providers who can be tapped to address the needs of RCDP livelihood groups/business units;
- (vi) Develop modules on developing market studies with livelihood groups and communities, technical and feasibility screening in coordination with key experts;
- (vii) Develop education materials and illustrations employing multi-media technology on market and sustainable resilient livelihood;
- (viii) Capacitate the PIU on livelihood development and market linkages;
- (ix) In coordination with the PIU and SSP, identify linkages to market opportunities and credit facilities; and
- (x) In coordination with the PIU and SSP, organize knowledge and best practices learning events through inter-village visits, village and community learning, and market farmers exchanges.

12. **Livelihood Specialist (national).** The specialist will ensure that the livelihoods output of the project is implemented in accordance with the requirements of the Government of Myanmar. The specialist will be attached to the PMU and will support the international Livelihood Specialist (LS) in ensuring sound market and feasibility assessments, appropriate technology, and strengthened linkages with stakeholders on market access, vocational training and credit access. The specialist will coordinate livelihood facilitator (LF) training and ensure livelihood monitoring and reporting activities are effectively implemented.

- (i) Support the international LS in the development and implementation of the livelihood component, inputs of resiliency building mechanism for identified livelihood initiatives under the RCDP;
- (ii) Preparation and delivery of training and capacity building inputs to the PIU and SSP Livelihoods Specialists, LFs and Livelihood Groups (LGs) in RCDP communities;
- (iii) Support the international LS in the overall design of the RCDP livelihood component including scanning of market opportunities, identifying production patterns as well as the detailed implementation procedures and guidelines;
- (iv) In collaboration with the CD/CB Specialists, support the LS in the design and administration of all training inputs for the PIU/SSP Livelihoods Specialists, LFs and LGs;
- (v) Develop modules in Myanmar and local languages on developing market studies with livelihood groups and communities, technical and feasibility screening in coordination with key experts;
- (vi) Develop education materials and illustrations in the Myanmar and local languages employing multi-media technology on market and sustainable resilient livelihood;
- (vii) Capacitate the PIU on livelihood development and market linkages;
- (viii) Under the guidance of the international LS and in coordination with the PIU and SSP, identify linkages to market opportunities and credit facilities; and
- (ix) Under the guidance of the international LS and in coordination with the PIU and SSP, organize knowledge and best practices learning events through inter-village visits, village and community learning, and market farmers exchanges.

13. **Rural Infrastructure Engineer (international).** The Rural Infrastructure Engineer (RIE) will provide support for training of technical staff of the PMU, PIUs and SSPs, and for the QAR (internal evaluation of completed sub-projects), and ensure that all technical and environmental safeguards considerations are observed in all infrastructure subprojects being supported by DRD and that required capacities are built within the PMU, PIUs, and SSPs to sustain development and application of appropriate technical and environmental standards in the sub-project, with particular emphasis on climate resilient infrastructure. The RIE will:

- (i) Ensure that DRD designs for community infrastructure subprojects that may be proposed as subprojects comply with Myanmar building and environmental codes and are comparable with international building and environmental standards;
- (ii) Work with the PMU, PIU and SSP engineers to develop and/or continuously improve procedure, formats and guidelines for preparing and implementing community infrastructure sub-projects and ensure that infrastructure interventions promote resilient or are linked to livelihoods enhancements of the communities;
- (iii) Provide technical leadership, capacity building and subproject management support in all phases of the project cycle, including in the preparation of the technical designs and cost estimates, community procurement of both labor and materials, mobilizing community contributions, preparing and managing O&M Plans;
- (iv) Work with the PMU, PIU and SSP engineers and relevant project staff to develop tools and procedures for capturing relevant data and processes in the planning, implementation and results of infrastructure subprojects;
- (v) In collaboration with PMU training teams, develop and administer training modules to develop the skills and guide Technical Facilitators and township engineers in ensuring the technical quality of community infrastructure subprojects;

- (vi) Train team members and lead the conduct of Technical Quality Assurance Review (QAR) of infrastructure subprojects completed in each cycle, including consolidation, processing and analysis of QAR results as well as preparation and submission of related reports; and
- (vii) Support the development of manuals, guidelines and training designs related to the infrastructure subprojects and activities of RCDP.

14. **Rural Infrastructure Engineer (national).** The specialist will provide support for training of technical staff of DRD, PMU, PIUs and SSPs, and for the Quality Assurance Review (internal evaluation of completed sub-projects), and ensure that all technical and social and environmental safeguards considerations are observed in all infrastructure subprojects being supported by DRD and that required capacities are built within the DRD, PMU, PIUs, and SSPs to sustain development and application of appropriate technical and social and environmental standards in the sub- project, with particular emphasis on climate resilient infrastructure.

- (i) Work closely with the International RIE and the PM/TL in providing quality assurance to RCDP subprojects and building the capacities of field implements in relation to rural infrastructure and engineering standards;
- (ii) Liaise with the DRD engineers and specialists in ensuring that the priority initiatives proposed by village tracts and villages are developed
- (iii) Ensure that all the rural infrastructure interventions proposed by communities are climate and disaster resilient, implemented in conformity with Myanmar and internationally acceptable building and construction codes of practice;
- (iv) Based on the observations and feedback from the field, provide inputs to improve project operation manuals and related guidelines in relation to all standards, technical and safeguards considerations for RCDP subprojects.
- (v) Contribute to the development of standard design manuals for RCDP infrastructure subprojects
- (vi) Train Technical Facilitators (TFs) and DRD engineers in the conduct of risk assessment and provide technical guidance on how to mitigate the risks attendant to the identified sub-projects
- (vii) Work closely with TFs who are AutoCAD- capable in developing RCDP details of common construction problems and ensure that these details are disseminated to the townships in a timely manner and are used within all future relevant SP designs;
- (viii) Regularly undertake field visits and subproject inspections to provide technical assistance to Township/PIU Engineers, Technical Facilitators and village committees and ensure that subproject designs in conformance with generally acceptable engineering standards;
- (ix) In coordination with the PMU M&E Officers, support the collection of regular reports regarding the status of infrastructure subprojects; and submit trip reports and training reports to PM/TL, Deputy Team Leader after every field visit or training activity;
- (x) In collaboration with the PMU and PIU engineers; request, receive, inspect, evaluate and maintain a well- organized database of all subproject designs from township SSPs;
- (xi) Produce written commentary; marked-up design notes; confirmation of design calculations; monitor the O&M plan; questions; and requests for more detail for all SPs; transfer copies of this material to the relevant TF or engineer discuss this material with relevant persons; make records of these conversations and agreed courses of action;

- (xii) Ensure that the materials procured for infrastructure interventions conform to Myanmar standards and codes of civil engineering practice applicable to minor works;
- (xiii) Train engineers, Technical Facilitators and technicians of the PIUs and SSPs in effective construction methodologies and quality of civil, building and earthworks works being carried out in the implementation of infrastructure subprojects;
- (xiv) Train engineers, TFs and PIUs and SSPs Engineers in effective record-keeping for subproject files, design calculations, implementation/construction notes;
- (xv) Ensure that the Technical Facilitators and of SSPs and PIUs Engineers will be fully conversant with the appropriate applicable building and construction codes of practice. This may be done through training courses or workshops and the production of handbooks;
- (xvi) Monitor the PIU staff and their activities and certification protocols throughout the implementation period and provide regular reports to the DRD; and
- (xvii) In collaboration for the International Infrastructure Specialist and DRD (PMU and PIU) engineers, develop handbooks and training guides for Training for Technical Facilitators and other relevant training activities for field implementers.

15. **Gender/Household Methodology Specialist (international).** The specialist will support the project in gender activities and implement pilot action – Household Methodologies (HHM) in selected households across RCDP areas, and train national counterparts in gender, HHM skills and techniques. The specialist will:

- (i) Support PMU and PIUs in all gender activities, provide training on gender, monitor the implementation of the Gender and Social Inclusion Action Plan (GESIAP);
- (ii) Lead in the development and implementation of a pilot HHM program in selected RCDP areas and develop a monitoring plan to assess its impact;
- (iii) Deliver training and capacity building to selected project staff who will be involved in implementing the pilot Household Methodology program in selected areas;
- (iv) Build capacity of project partners to ensure that data collection and analysis from HHM activities are coordinated and standardized;
- (v) Following completion of HHM pilot action, prepare documentation and materials to share HHM findings, knowledge, information, experience and lessons learned with stakeholders;
- (vi) Facilitate the production of case studies and life stories that can be used to bring evidence of change, and advise on the use of them as role models in trainings; and
- (vii) Based on findings and recommendations from HHM pilot program, advise on the planning and organizing of future HHM interventions and related training/development activities for upgrading the capacity of staff and partners;

16. **Monitoring and Evaluation (M&E) Specialist (international).** The specialist will oversee and guide the development and implementation of the Monitoring and Evaluation Framework (MEF) of the RCDP. The specialist will:

- (i) Advise and support MIC and SSP M & E Officers on implementation of the MEF, including data analysis, monitoring, evaluation and reporting (PPMS, QAR reports);
- (ii) Build capacity of the National M&E Specialist in producing quarterly and annual PPMS reports, including: analysis of MEF indicator results, assessment of

- progress against workplan, identification of lessons learned, issues, solutions and recommendations;
- (iii) Advise on design and performance of online MIS (stability, performance, accuracy and user friendliness);
- (iv) Conduct field visits to townships and villages data quality reviews and monitoring, feedback results into system, and train M&E counterparts how to do this
- (v) Review design of forms and templates, to ensure optimal integration between MEF and MIS;
- (vi) Design training materials for M & E staff of the PMU (MIC + DRD) and PIUs (SSPs + DRD) on the CMEF;
- (vii) Conduct ToT (training of trainers) for MIC and SSP in M&E/MIS;
- (viii) Formulate ToR and oversee M&E of special studies, including Outcome Survey Mid-Term Review, Household Methodologies Pilot, Women's Dietary Diversification Score Pilot;
- (ix) Assess and recommend appropriate IT/MIS solutions (hardware/software) in support of project M&E tasks and advise on procurement, installation and subsequent utilization of such solutions, where appropriate;
- (x) Monitor and report on the Design and Monitoring Framework Indicators, and
- (xi) Outcome Surveys: i) review Baseline findings 2) Mid- and End-Term Reviews: update questionnaires (HH, village), ToRs and contract for data collection, analyze and report results.

17. **Monitoring and Evaluation Specialist (national).** The specialist will oversee the development and implementation of the RCDP M&E Framework (MEF). The specialist will:

- (i) Work with the International M&E Specialist in analyzing achievement of MEF indicators for quarterly and annual progress reports and MIS website dashboards;
- (ii) Work with the International M&E Specialist in reviewing and optimizing RCDP data collection forms (MIS + non-MIS) annually, ensuring that MIS software has correctly captured the content of MIS forms in the SQL database and on tablets;
- (iii) Oversee smooth operation of the RCDP MIS, including the design and performance (accuracy, speed, user friendliness) of the MIS website, indicator dashboards and GIS/mapping;
- (iv) Review and analyze SSP and PIU township quarterly progress reports and data, and monthly progress update on MIS website;
- (v) Assist International M & E Specialist in formulating ToR for special studies, including Outcome Survey Mid-Term Review, Household Methodologies Pilot, Women's Dietary Diversification Score Pilot;
- (vi) Identify other potential areas for research and thematic studies, and formulate ToR for procurement of necessary staff/research agencies;
- (vii) Facilitate staff and beneficiary capacity building activities;
- (viii) Provide training and ToT technical assistance to PMU, PIU, SSP and volunteers on all aspects of monitoring and evaluation; and
- (ix) Prepare regular and on demand consolidated reports, feedbacks and presentation materials.

18. **Procurement Specialist (international).** The specialist will support DRD in its procurement and recruitment requirements. The specialist will:

- (i) Assist DRD in procurement activities to ensure compliance with ADB procurement guidelines by providing full assistance and necessary training to DRD, PMU and PIU staff on all aspects of ADB procurement procedures;
- (ii) Assist DRD to undertake all activities related to the initial operation and implementation of the project; (regularly review and update the procurement plan in the project administration manual (PAM) to reflect possible changes);
- (iii) Support DRD in the preparation of procurement documents, including preparation and finalization of bidding documents and Invitation for Bids (IFB)/Requests for Proposal (RFP) for procurement of various consulting services and goods, issuance of IFB/RFP, conduct of pre-bid meeting and bid-opening, drafting of evaluation reports, and negotiation and award of contracts;
- (iv) Assist DRD in contract interpretation, contract administration and documentation on contractual matters, and any additional tasks as assigned time to time that are relevant to the assignment;
- (v) Set up a monitoring system for procurement including (a) administration of consulting service contracts, (b) payment of invoices, and (c) quality of services and/or products provided;
- (vi) Review existing staff arrangement for procurement and recommend improvements, if required; and
- (vii) Advise DRD on procurement workflow, formulation of procurement committees, procurement procedures including bid opening and evaluation, record keeping, complaint handling mechanisms, etc.

19. **Procurement, Operational and Logistics Specialist (national).** The specialist will provide logistical, operational and administrative support to the PMU and MIC or RCDP activities as well as RCDP project office administration and project procurement. The specialist will:

- (i) Liaise with procurement staff in the PMU and PIUs in all procurement activities ensuring that the relevant ADB procurement guidelines and related aspects of procurement applicable to the implementation of the project are complied with;
- (ii) Train PIU and SSP on procurement policies and procedures, monitor compliance and provide technical support as needed;
- (iii) Train CFs, LFs and TFs and PIU Procurement Administrative Staff on RCDP policies, procedures and applicable techniques and strategies for facilitating procurement by subproject teams in participating communities, monitor compliance and provide technical support as needed;
- (iv) Assist the PMU in the preparation of procurement plans, developing and maintaining an inventory of procured project assets; and in the preparation of procurement reports;
- (v) Liaise with the Union Finance Officer and their counterparts in the PIUs so that all payments for procured goods and services are made at the soonest and within one week of delivery of these;
- (vi) Should there be systemic delays or irregularities in the release of payments, bring these matters to the attention of the PMU for urgent resolution.
- (vii) Provide and / or coordinate logistical and administrative support to all RCDP MIC and PMU activities, meeting and training events both in Nay Pyi Taw and in Project townships including coordinating travel itineraries, arranging transport and accommodation of MIC national and international experts, resource persons and participants; booking venues, printing and collection of materials, catering and providing IT support, and coordinate these with the PIU as necessary;

- (viii) In close coordination with DRD, be responsible for securing official travel authorization for MIC international experts, ADB mission team members, and other international visitors undertaking official travel to RCDP townships, as well as associated travel arrangements;
- (ix) Provide support to DRD/PMU in arranging transport, receipt, warehousing, and delivery of procured project vehicles, materials and equipment and maintaining an up-to-date inventory of these assets in coordination with the PMU and PIUs Procurement Officers;
- (x) Ensure all operational and administrative support is provided in compliance with DRD and ADB system and procedural requirement. In particular, monitor staff travel, maintaining up to date travel plans and ensuring safety and security protocols are followed at all times;
- (xi) Identify and facilitate general office requirements such as stationary, drinking water, refreshments, clearing services as required; and
- (xii) Arrange translation of RCDP documentation and materials as required.

20. **Social Safeguards Specialist (International).** The specialist will ensure that the five clusters are able to effectively comply with the project's social safeguards frameworks and guidelines. The specialist will:

- (i) Train project staff and communities on social safeguards and on the application of the community participation framework and the ethnic group development framework;
- (ii) Design socioeconomic surveys and social impact assessments at community level to be undertaken by project staff;
- (iii) Prepare screening checklist and procedure for the conduct of consultations especially for areas populated by ethnic groups;
- (iv) Coordinate with project teams to ensure that mitigation measures are integrated into the project design features;
- (v) Undertake compliance monitoring on the application of the Community Participation framework and the Ethnic Group development framework;
- (vi) Prepare safeguards monitoring reports in cooperation with the Environmental Safeguards Specialist;
- (vii) Provide inputs on social dimension and safeguard component on all project manuals and guidelines; and
- (viii) Support the team leader in the submission of periodic reports;

21. **Social Marketing, Communications, Stakeholder Engagement Specialist (national).** The specialist will plan, direct, and implement advocacy strategies to increase awareness on the RCDP; increase public awareness on the project and build support among different stakeholders through various avenues of communications. The specialist will undertake the following tasks:

- (i) In collaboration with the PM/TL draft the overall communication plan for RCDP – particular attention will be paid to develop a communication plan in line with the EU guidelines on communication and visibility; develop key messages about RCDP, and conceptualize appropriate communication materials and knowledge products and/ or events targeting different stakeholders' groups and socio-cultural contexts;
- (ii) Work with the MIC in converting the RCDP operations manual into communications, training materials and IESs using popular media;

- (iii) Develop a communication and visibility plan as per the EU guidelines on community and visibility and support its implementation and monitoring;
- (iv) Assist Project Team members in training township teams of the use of IECs and other communication materials;
- (v) Document key project activities and processes and publish them through official project websites, press releases, posters and billboards, relevant radio/ television programs, etc.;
- (vi) Support the SSP in developing knowledge products for RCDP (e.g., video, CDs, printed materials, radio programs, etc.);
- (vii) Utilize various outlets (i.e. print, TV, radio, Internet) to promote the gains of RCDP to increase public awareness of the project by way of production of news articles, features stories, press releases, events, and other information materials and activities;
- (viii) Monitor the release of stories on the RCDP by various media outlets;
- (ix) Conceptualize and develop the production of IEC materials for RCDP and ensure that these are relevant, of high quality, and disseminated to intended users
- (x) Coordinate engagement with media practitioners;
- (xi) In coordination with MIC, SSP, PMU and PIU conceptualize, plan, and organize the multi-stakeholders review (MSR) at the Union and Township Levels as venue and forum for stakeholders to understand, participate and engage in the review of the RCDP;
- (xii) Develop Township level stakeholder's forum on resilient communities and resilient livelihood; and
- (xiii) Prepare communication updates, materials and reports to be distributed to DRD, ADB, EU and the Trust fund donor.

22. **Gender and Social Development Specialist (national).** The specialist will ensure that gender, social aspects, and feedback handling mechanism policies, principles, procedures, and requirements are integrated in all project townships, are operational, and are compliant with RCDP standards. The specialist will undertake the following tasks:

- (i) Review the SPRSS and GESIAP prepared under the TRTA to confirm their relevance for target project areas;
- (ii) Design and deliver awareness-training courses/capacity building in gender equity and women's empowerment, prevention of gender-based violence and sexual harassment in the workplace, and the rights of the child, at the start of the project for all project staff and other stakeholders as appropriate;
- (iii) Implement refresher training in these topics at project midterm;
- (iv) Work closely with the implementing partners in all project areas and support them in implementing the activities that constitute the GESIAP;
- (v) Assist the implementing partners in the design and implementation of information campaigns and community mobilization measures, to ensure effectiveness of livelihood development activities, and addressing vocational needs for poor and vulnerable households such as female-headed households and youth;
- (vi) Ensure that gender and social inclusion issues are effectively addressed during all phases of the project; and assess and carefully track livelihood developments of women, youth and other vulnerable groups;
- (vii) Facilitate knowledge-sharing on gender and social inclusion related issues, including through partner forums, web pages and reports and including lessons learned/best practice from Southeast Asia and elsewhere where relevant;

- (viii) Provide leadership for implementing of RCDP's GESIAP and particularly lead and ensure that women's empowerment indicators are effectively incorporated into the M&E processes;
- (ix) Review implementation and provide feedback on how to achieve best possible project outcomes with respect to gender equity and women's empowerment;
- (x) Prepare annual work plans and budget and regular project progress reports following Government of Myanmar and ADB rules and guidelines; as well as any other gender reports as required and requested by EA;
- (xi) Work on emerging plans with Project Specialists and recommend good-practice gender-sensitive methods relevant to the component under consideration. This should include advocating with decision-makers in each sector for gender/diversity responses, and the rights of marginalized groups;
- (xii) Ensure that there are adequate communication materials on gender issues; ensure that the IEC materials the project develops are gender sensitive in their language and image; and
- (xiii) Disseminate evidence for influencing policy and practice.

23. **Climate and Disaster Risk Management Specialist (international).** The specialist will support the development and mainstreaming of climate and disaster resilience approaches to inform all aspects of RCDP implementation, with particular focus on land-use planning for risk reduction. The specialist will:

- (i) Provide technical advice for integrating resilient planning, infrastructure and livelihood measures in subprojects;
- (ii) Contribute to the preparation of methodologies, training materials; and delivery methods to enable trained national specialists to work independently in the area of community and disaster risk management, in particular as concerns township, village-tract and village spatial planning and subproject selection;
- (iii) Conduct formal and on-the-job training during preparation phases and at the outset of Step 1 to 3 in each cycle;
- (iv) Provide technical assistance support as required.

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- (ii) Contribute to the preparation of methodologies, training materials; and delivery methods to enable trained national specialists to work independently in the area of community and disaster risk management, in particular as concerns township, village-tract and village spatial planning and subproject selection;
- (iii) Conduct formal and on-the-job training during preparation phases and at the outset of Step 1 to 3 in each cycle; and
- (iv) Provide technical assistance support as required.

25. **Geographic Information System (GIS) Specialist (international).** The specialist will assist the RCDP to establish a geo-database system for the generation of maps and other GIS-based thematic data as required by the project. The specialist will support the PMU and DRD GIS

Unit in establishing systems for the geo-referencing of community development planning information as required by the project. The specialist will:

- (i) Prepare the specifications for a GIS platform for the RCDP, to be established by the DRD GIS Unit, that includes a real time data exchange mechanism from township and village to Union Level using applicable smartphone apps or software;
- (ii) Establish procedures for the DRD GIS Unit to provide operation and maintenance support to the RCDP geo- database system including consolidation of geo-tagged files and generate regular and on-demand GIS-based thematic data analysis and maps for operations, monitoring, evaluation, reporting, and feedback;
- (iii) Provide training to DRD and PMU staff on geo-database management and geo-tagging;
- (iv) Develop a syllabus for GIS training of PIU/SSP teams after analyzing RCDP requirements and DRD GIS Unit capabilities;
- (v) Conduct a training course for PMU and DRD GIS Unit staff on GIS applications for climate & disaster risk and vulnerability analysis;
- (vi) Support the MIC, SSP and DRD GIS Unit in analyzing in GIS environment the available data; and
- (vii) Align the RCDP GIS platform with other DRD GIS platforms for data sharing and development.

26. Monitoring and Evaluation (Structured Query Language (SQL)) Specialist (international). The specialist will oversee and guide development of the Monitoring and Evaluation Framework (MEF) of the RCDP. The specialist will:

- (i) Advise and support MIC and SSP M & E Officers on implementation of the MEF, including data analysis, monitoring, evaluation and reporting (PPMS, QAR reports);
- (ii) Advise on design and performance of online MIS (stability, performance, accuracy and user friendliness);
- (iii) Review design of forms and templates, to ensure optimal integration between CMEF and MIS; and
- (iv) Assess and recommend appropriate IT/MIS solutions (hardware/software) in support of project M&E tasks and advise on procurement, installation and subsequent utilization of such solutions, where appropriate.

27. Capacity Building Assistant (national). The staff will support the international and national specialists in the planning and implementation of training and capacity building for project staff and DRD counterparts:

28. Finance Assistant (national). The Finance assistant will liaise closely with DRD union level, PMU and PIUs, and SSPs to provide financial management support to RCDP activities. The FS will:

- (i) Support the international and national specialists
- (ii) Assist in the efficient and effective processing and accounting for cash transfers to the Townships and to the Village Tracts
- (iii) Assist in the maintenance of the township accounts and records especially with regard to transactions incurred in Cash
- (iv) Assist the DRD Finance Unit in preparing day-to-day bank and petty cash payment vouchers with appropriate supporting documents

- (v) Assist in reviewing the replenishment request from the DRD Townships and ensure the correctness
- (vi) Assist in recording / entering the payments and receipts (replenishment and others) into Bank and Cash Book
- (vii) Assist the Project Accountant on a regular basis (monthly and at times of preparing petty cash replenishment request of the Union Level and Township Level)
- (viii) Assist to reconcile the balance in the petty cash book with the cash-in-hand
- (ix) Maintain sequential numbering of receipts and payments
- (x) Assist in maintaining proper financial files and carry out daily filing of vouchers and records of the project
- (xi) Assist in preparing summary sheet and statement of expenses for the replenishment applications
- (xii) Assist in maintaining the security of the financial accounting system and accounting records of the project
- (xiii) Assist in carrying-out petty cash physical count at the close of business in the presence of the Project Accountant on the last working day of each month and prepare the cash count sheet reasons for differences between the book balance and physical balance, if there is any
- (xiv) To assist in properly recording and controlling project assets and assist during the physical verification of the assets; and
- (xv) Assist the finance unit in any other tasks reasonably related to the above

29. **Grievance Officer (national).** The officer will manage a database handling grievance data and take overall responsibility for developing and implementing the grievance handling system. The officer will:

- (i) Manage the project's nationwide grievance handling mechanism, including ensuring the consistent and timely logging of complaints and inquiries, advising DRD on needed further investigations, agreeing on remedial measures, responding to complaints and following up to ensure satisfaction at the village, village tract, township, state/regional and union levels;
- (ii) Undertake analysis of grievance trends and conduct further assessments where data indicates unexpected variations or problems in results;
- (iii) Overall management of the grievance handling unit including updates of strategies and action plan as required.
- (iv) Build the capacity of DRD counterparts assigned to the grievance handling unit, report regularly to the Project Coordinator/Manager/Director, and prepare quarterly reports and other analysis as needed;
- (v) Follow up on training modules and train project staff (DRD, Township level Consultants) in monitoring and reporting on project grievances;
- (vi) Organize and assist DRD staff in undertaking regular training for community facilitators and village volunteers in grievance handling;
- (vii) Contribute to any updating of informational material about the grievance handling system;
- (viii) Prepare regular reports on the type, nature and location of complaints for dissemination on the project's website;

30. **Unallocated national and international consultants** (to be defined based on the final subprojects selection by communities)

31. **Service Support Providers (SSPs).** Five SSPs will be engaged to: (i) facilitate project management and implementation at the township, village tract, and village level, and (ii) strengthen the institutional and operational capacity of the implementing agency. The amount of inputs per contract depends on the population of the townships and consideration of travel time, on average inputs per contract will be about 10,324 person-months.

32. **Team Leader and Community Development Specialist.** The Team Leader (TL) will be responsible for management of the SSP team, day to day operations of project implementation, ensuring project targets and deliverables are met in compliance with the RCDP manual. The TL will:

- (i) Ensure the efficient planning and operation of the SSP services;
- (ii) Supervise the recruitment, mobilization, training, job assignment, and performance of the SSP Members;
- (iii) Support township DRD office in all aspects of project implementation according to the project operations manual, in particular planning, budgeting, scheduling, and quality control;
- (iv) Lead and manage on-the-job-training and capacity building for DRD and SSP staff on all aspects of project management;
- (v) Provide overall guidance in the inclusion of resiliency building interventions in village sub-projects and livelihood initiatives by livelihood groups, scanning of market, livelihood opportunities, and establishing linkages with stakeholders for capacity building and access to credit;
- (vi) Coordinate/ oversee the preparations for the conduct of training for village tract development; support committees, village committees, community and technical facilitators, and village volunteers on project operations and the RCDP project cycle;
- (vii) Ensure that the accurate, complete data is collected in the MIS and submitted to DRD on time;
- (viii) Ensure strong coordination and cooperation with DRD and TPIC;
- (ix) Support the township and Union DRD in the production of required documentation and reports;
- (x) Oversee the appropriate and timely resolution of feedback and grievances received through the Feedback Handling Mechanism;
- (xi) Support the township DRD staff in the facilitation of internal and external audits and ADB missions;
- (xii) Ensure required documentation are completed (timesheets, travel approval, reimbursement etc);
- (xiii) Represent the project (including preparing and giving presentations to visitors to the township and in meetings in Nay Pyi Taw, representing the project at township level meetings, including TPIC, local authorities, SAs, TMSR, and UMSR, etc.); and
- (xiv) Initiate and sustain partnerships with relevant government agencies, academic, NGOs and other stakeholders for technical assistance and continuing capacity building initiatives.

33. **Senior Engineer/Deputy Team Leader.** The Senior Engineer/Deputy Team Leader (SE/DTL) shall (i) support the TL in managing the day to day operations of project implementation and ensure that project targets and deliverables are met and that work is carried out diligently, efficiently and compliant with the RCDP manual; (ii) lead the infrastructure component, ensuring the SSP provides suitable guidance on designs and costs, compliance with safeguards policies,

and ensuring quality of the works; and (iii) ensures the inclusion of resilient design considerations, DRM and safeguards mitigation measures for all infrastructure sub-projects. The SE/DTL will:

- (i) Support the Team Leader in managing and coordinating the SSP staff;
- (ii) Coordinate with the Township Engineers in the implementation of the RCDP;
- (iii) Demonstrate with TA and Village level households the conduct of disaster risk assessments;
- (iv) Provide training and capacity building inputs to TFs in relation to rural infrastructure and engineering standards;
- (v) Liaise with the DRD engineers and specialists in writing and ensuring that the priority initiatives proposed by participating communities are in accordance with DRD and ADB policies and are developed with realistic perspectives;
- (vi) Ensure that the rural infrastructure interventions proposed by communities are implemented in conformity with Myanmar and internationally acceptable building and construction codes of practice;
- (vii) Provide technical assistance to Technical Facilitators and village committees and ensure that sub-project designs are at par with generally acceptable engineering standards;
- (viii) Ensure that the materials procured for infrastructure interventions conform to Myanmar standards and codes of civil engineering practice applicable to minor works;
- (ix) Train Engineers and TFs in the effective use and quality assurance of civil, building and earthworks works being carried in the implementation of infrastructure subprojects;
- (x) Work closely with the TFs in providing quality assurance to RCDP subprojects
- (xi) Monitor progress by PIU of approvals steps throughout the implementation period, and provide regular reports to the DRD PMU;
- (xii) Ensure compliance by all sub-projects to social and environmental safeguards guidelines following the RCDP manual;
- (xiii) Monitor compliance with engineering and safeguards standards by village committees and TFs;
- (xiv) Monitor and conduct spot checks to assess compliance of the infrastructure subprojects with designs and quality requirements; and
- (xv) Carry out capacity building of PIU counterparts in implementation management.

34. **Rural Infrastructure, Safeguards Risk Management Engineer.** The Rural Infrastructure engineer (RI) will support the SE/DTL in management of the infrastructure component, and with particular focus on ensuring inclusion of resilient design considerations, climate change, DRM, and safeguards mitigation measures for all infrastructure sub-projects. The specialist will:

- (i) Support the SE/DTL.
- (ii) Supervise the recruitment, mobilization, training, job assignment, and performance of the TFs;
- (iii) Liaise with the DRD engineers and specialists in writing and ensuring that the priority initiatives proposed by participating communities are in accordance with DRD and ADB policies and are developed with realistic perspectives;
- (iv) Ensure that the rural infrastructure interventions proposed by communities are implemented in conformity with Myanmar and internationally acceptable building and construction codes of practice;

- (v) Ensure that the materials procured for infrastructure interventions conform to Myanmar standards and codes of civil engineering practice applicable to minor works;
- (vi) Train TFs in application of the standard designs, and quality assurance of civil, building and earthworks;
- (vii) Train village and village tract forums in environmental safeguard requirements climate change and DRM for the Project;
- (viii) Provide guidance and technical inputs during village planning activities regarding environmental safeguards, climate change, and DRM and ensure sound and critical analysis of gathered data during PSA and formulation of VDP and VTDPs;
- (ix) Assist the project facilitators in integrating environmental safeguard guidelines, climate change and DRM into the subproject design, implementation and monitoring;
- (x) Ensure compliance by all sub-projects to social and environmental safeguards guidelines as set out in the RCDP manual;
- (xi) Monitor and conduct spot checks to quality assure the infrastructure subprojects.

35. **Gender and Social Inclusion Specialist.** The specialist will ensure the integration of gender and development principles during project implementation. The specialist will:

- (i) Help develop facilitation guides on promoting and ensuring meaningful and active participation of women and other vulnerable groups in key activities of the RCDP Activity Cycle;
- (ii) Develop program strategies to ensure the RCDP Activity Cycle is socially inclusive and culturally appropriate;
- (iii) Develop assessment tools to determine the skills needed by project teams to be able to integrate social inclusion in the RCDP Activity Cycle with special emphasis on ethnic communities;
- (iv) Provide input in the development of capability-building modules on gender for use in the training of DRD, SSP and village volunteers;
- (v) Provide guidance in the establishment of a Gender disaggregated M&E database, including the systems, tools, and instruments for data capture, management, and analysis, and develop a monitoring and evaluation system to track the progress of gender equity promotion in the project;
- (vi) Provide technical assistance to the TDRD Gender and Social Inclusion Officer, facilitators and VTDS in the conduct of periodic monitoring, tracking, and assessment of progress in the implementation of gender related activities in RCDP;
- (vii) Ensure that implementation of the RCDP Activity Cycle is socially inclusive, culturally appropriate, and addresses the needs of the ethnic communities.
- (viii) Assist the PIU, SSP, village volunteers, and committee members to identify and document lessons, strategies, and operational models and best practices for integrating gender concerns throughout the project cycle and ensure lessons learned are used to enhance project implementation; and
- (ix) Prepare periodic work plans and progress reports specific to the functions outlined above, and coordinate with the PIU and SSP as needed.

36. **Livelihood Specialist.** The specialist will manage the overall livelihoods program and (i) provide sound technical assistance in the scanning of market opportunities, identification of potential livelihood activities, planning and implementation of livelihood projects; and (ii) identify

and create linkages to credit and potential markets; and (iii) organize livelihood group. The specialist will:

- (i) Supervise the recruitment, mobilization, training, job assignment, and performance of the LFs;
- (ii) Develop IEC materials in coordination with the Communications and Social Accountability Officer on livelihood and market analysis;
- (iii) Provide overall guidance to PIU Livelihood Officers in the scanning of market opportunities, production patterns and resources at the Township and Village Levels;
- (iv) Assess potential linkages with various institutions and service providers on areas of technical assistance, technology, credit, and skills trainings;
- (v) Lead the conduct of township and inter-village level knowledge sharing and best practices activities/ events in coordination with the PIU and SSP;
- (vi) Formulate training plans on livelihood and market planning, financial management, and records keeping;
- (vii) Provide coaching and guidance for organized livelihood groups on developing livelihood plans;
- (viii) Provide feasibility assessments and technical inputs for the VTDSC;
- (ix) Mentor PIU Livelihood Officers as future lead for livelihood initiative in the Township and Village Tract.

37. Monitoring and Evaluation Officer. The officer will ensure timely and accurate access to, and analysis of information and data regarding project status, achievement of indicators and progress of implementation. The specialist will:

- (i) Provide overall guidance and technical assistance to PIU M&E staff in the conduct of RCDP monitoring and evaluation based on approved work and financial plans;
- (ii) Preparation annual and quarterly M&E work and financial plans;
- (iii) Review and analyze consolidated reports and data; assist the TL in leading the township monthly progress review.
- (iv) Train facilitators in understanding and use of data collection forms
- (v) Design and conduct training on M&E / MIS to SSP and PIU staff
- (vi) Conduct data quality assessments and field visits to validate Village Tract and Village data and reports, and identify potential problems and concerns;
- (vii) Troubleshoot quality and accuracy of the township M&E database;
- (viii) Coordinate with different Village Tracts on the consolidation of operational and results-based data;
- (ix) Monitor resolution of grievances;
- (x) Prepare regular and on demand consolidated reports, feedbacks and presentation materials;
- (xi) Facilitate internal Township Assessments, village monitoring and evaluation and lessons sharing activities;
- (xii) Facilitate staff and village capacity building activities;
- (xiii) Provide technical assistance to PIU staff and volunteers on monitoring and evaluation;

38. Communication and Social Accountability Officer. The officer will (i) increase awareness on the RCDP by means of plans and advocacy strategies; build support among different stakeholders through various avenues of communications, increase public awareness

on the program; and (ii) ensure immediate action and resolution of grievances in the project. The officer will:

- (i) Develop and implement the RCDP communications plan prepared by the MIC to increase public awareness and build support for RCDP among the program's multiple stakeholders at the Township, Village Tract and Village levels;
- (ii) Produce materials intended for stakeholders and partners that will provide updated information on RCDP activities;
- (iii) Produce stories with accompanying photos for TMSR and USMR;
- (iv) Prepare quarterly implementation report and communications materials to the PIU and Union PMU;
- (v) Write/package development stories, news articles, features stories, and other information materials for public information purposes;
- (vi) Utilize various outlets (i.e. print, TV, radio, Internet) to promote the gains of RCDP to increase public awareness of the program by way of production of news articles, features stories, press releases, events, and other information materials and activities;
- (vii) Conceptualize, develop, and/or outsource the production of IEC materials for RCDP and ensure that these are relevant, of high quality, and disseminated to intended users.
- (viii) Maintain the Grievance database;
- (ix) Prepare regular consolidated reports on status of grievances received and acted upon;
- (x) Aid the SSP and CFs in establishing the grievance handling mechanism, including distribution of grievance information material
- (xi) Refer relevant reported grievances to SSP and PIU for appropriate action;
- (xii) Assist in data gathering, validation and documentation of findings as part of grievance resolution;
- (xiii) Monitor and follows-up the actions and resolution of pending grievances
- (xiv) Feedback actions and resolution of pending grievances;

39. **Finance Officer.** The expert will train and supervise the work of the team of CFOs and the VTDSC Finance Committees, train and support the DRD township officers in disbursement of project funds, and ensure that financial management of the project is performed diligently, on time, and complies with the RCDP Operations and Finance Manuals. The officer will:

- (i) Support township DRD staff in project accounting, day-to-day financial management, maintenance of financial records, budget category assignment, and preparation of project financial statements;
- (ii) Support township DRD staff and TPIC in the approval of funding requests to Union level.
- (iii) Support township DRD staff and TPIC in the oversight of bank withdrawals by VTFSC
- (iv) Support township DRD staff in the review of monthly financial reports submitted by village tract project support committees;
- (v) Support township DRD staff in the preparation of monthly financial reports for submission to the Union project secretariat;
- (vi) Provide on-the-job financial management training to DRD staff and project facilitators and community project participants including but not limited to CF, VYFSC and VDSC;

- (vii) Together with DRD finance officers, provide training in accounting and bookkeeping for community finance officers and community facilitators, village tract project support committees, village committees and village volunteers;
- (viii) Support the finance sub-committees of the village tract project support committees in undertaking their duties including but not limited to oversight of withdrawals of funds from bank at township level;
- (ix) Support township DRD staff in reviewing annual submission of supporting documentation from village tract project support committees and filling in accordance with project guidelines;
- (x) Support township DRD staff in the day to day administration, filing, record keeping and archiving of all documents related to project's administration and all finance documents;
- (xi) Support the township DRD staff in managing the operational costs of the project on the day to day basis;
- (xii) Support township DRD staff in establishing inventories and inventory controls;
- (xiii) Support the township DRD during financial audits and Bank implementation support missions;
- (xiv) Overall responsibility for checking that timesheets, leave records, expense and fund requests of the SSP staff are accurate

40. **Community Finance Officer.** There will be between 5 and 12 Community Finance Officers (CFO) per township (depending on the population), with each CFO assigned to carry out field support to around 15 - 20 villages on payment and accounting procedures for both infrastructure and livelihood components. Each CFO will report to the SSP Finance and Procurement Specialist (FPS). The CFO will spend at least 70% of their time in the field with travel by service motorcycle (other transport may also be used for travel to the township cluster office if preferable), and the remainder in the township cluster office. CFO positions are paid as full-time positions. CFO will be contracted for the first 3 years with the SSP consulting entity, and will then, subject to their agreement, contract on the same terms with the township DRD for up to 3 more years. The CFO will:

- (i) Provide technical assistance in the preparation and review of budget for Program of Works;
- (ii) Guide the VTDPSC, including the different units or teams under them through on-the-job coaching in a) setting up of the cash book, and recording of transactions, b) Bank Reconciliation, and c) preparation of Status of Subproject Fund Utilization Report.
- (iii) Provide training to ensure community and livelihood facilitators possess and exercise the necessary skills to perform their financial management responsibilities under the project through conducting formal facilitator group trainings and on the job training, mainly at VT level and at village level as working examples.
- (iv) Where timing of visits to VT allows, review all requests for fund release including the required supporting documents.
- (v) Maintain a database that shows the status of the reviewed VTDPs.
- (vi) Initiate monthly village meetings on financial management along with the review of financial documents and other required financial reports.
- (vii) Monitor and validate financial project status of the villages through field visits.
- (viii) Prepare and submit financial monitoring reports to the PFS and TL in a timely manner.

- (ix) Collect and file original paid disbursement vouchers and their supporting documents.
- (x) Collect and submit Status of Subproject Financial Reports prepared by the Village Finance.
- (xi) Make sure that the books of the VTDPSC are up-to-date and that they maintain complete copies of all financial reports including Bank Statements and Bank Reconciliation Statements.
- (xii) Make sure that Village Financial Documents and Reports (Cash Book, Disbursement Vouchers and supporting documents, Status of Sub-Project Financial Report are correctly prepared and maintain a complete file of Village reports such as Block Grant Request and receiving, utilization reports
- (xiii) Maintain a complete file of transmittal letters or acknowledgement receipts of all submitted documents and reports.
- (xiv) Sample-based monitoring to ensure that prescribed project transparency mechanisms (i.e. Village Project Information Boards, financial accountability discussions at Village Tract and Village level meetings) are being implemented in a complete and timely manner at Village Tract and Village levels.

41. **Community Facilitators.** There will be between 10 and 30 Community Facilitators (CF) per township (depending on the population), with each CF assigned to carry out field work in around 6 - 8 villages to support communication of the RCDP project cycle, objectives and procedures, to facilitate establishment and operation of committees at the Village Tract and Village levels, preparation of Village Tract Development Plans (VTDP) and Village Development Plans (VDP), Village Profiles, Village Tract Development Plans and Participatory Situation Analysis (PSA) and support implementation of the infrastructure and livelihood initiatives. Each CF will report to the Deputy Team Leader (DTL). The LF will spend at least 70% of their time in the field with travel by service motorcycle (other transport may also be used for travel to the township cluster office if preferable), and the remainder in the township cluster office. CF positions are paid as full-time positions. CF will be contracted for the first 3 years with the SSP consulting entity, and will then, subject to their agreement, contract on the same terms with the township DRD for up to 3 more years. The CF will:

- (i) Conduct project orientation in the villages on RCDP to effectively communicate program objectives and obtain buy-in for the program;
- (ii) Facilitate conduct of village meetings and other village activities, with special emphasis on ensuring participation of women and vulnerable groups;
- (iii) Encourage village residents to collectively participate in the village development process, with special attention to the participation of the most marginalized-vulnerable groups;
- (iv) Identify potential leaders from among the volunteers and assesses their readiness & capabilities;
- (v) Facilitate organization of Village Tract and Village support committees & teams from among the volunteers.
- (vi) Orient the volunteers on the roles and responsibilities of committee members;
- (vii) Train and coach the village volunteers in undertaking their roles in the PSA, project identification and development, resource mobilization, organizational development and management, networking, and conflict resolution.
- (viii) Guide the volunteers in identifying priority problems, generating alternative solutions, and deciding priority development projects, following the principles of participation planning and responsive prioritization;

- (ix) Coach the volunteers on the Preparation of Village Tract Development Plan following RCDP standards;
- (x) Build the capacity of the village volunteers to identify, implement. and monitor social safeguards in subproject planning and implementation;
- (xi) Facilitate integration of village development priorities with the village tract development plans;
- (xii) Review correctness and completeness of VTDP documentary requirements;
- (xiii) Organize and coordinate RCDP-related meetings, assemblies, workshops, training and other events and ensures attendance of required personnel;
- (xiv) Identify and mobilize other development partners for resource access around village priorities;
- (xv) Coordinate with the TF and Township Engineers to personally check all aspects of work on sub-projects, from delivery of materials to construction; identify anomalies and take corrective action;
- (xvi) Facilitate resolution of conflicts & grievances to ensure smooth implementation, buy-in and support of all stakeholders;
- (xvii) Monitor the community finance management and procurement processes, including but not limited to: provide training; ensure compliance with procurement and financial procedures, and that documentation is compliant and up to date; request support from CFS where required; verify that all supporting documentation for block grant applications is in order before the request is submitted to the Township level.
- (xviii) Project Accountability and Transparency: Ensure the key financial documents have been presented at village meetings and are presented on the project information boards at the correct times.
- (xix) Facilitate preparation of an O&M Plan and capacity-building of the O&M team;
- (xx) Coach the volunteer teams in complying with documentary, data gathering and reporting requirements; and in developing and operationalizing a village-based monitoring and evaluation system;
- (xxi) Document experiences to help policy makers formulate enhancements to the RCDP systems & Processes;
- (xxii) Assist in the conduct of TMSRs, Social Audits, and other project related events.

42. **Technical Facilitators.** There will be between 10 and 25 Technical Facilitators (TF) per township (depending on the population), with each TF assigned to carry out field work to support infrastructure development activities in around 6 - 10 villages. Each TF will report to the SSP Deputy Team Leader (DTL). The TF will spend at least 50% of their time in the field with travel by service motorcycle (other transport may also be used for travel to the township cluster office if preferable), and the remainder in the township cluster office. TF positions are paid as full time positions. Although assigned as responsible for their designated villages, the TF are expected to work as a team to share knowledge and support each other. There is no single type of candidate profile for the TF positions, who will likely be a mix of a) candidates from the township that are recent university graduates, and b) older candidates from the township without university education but having sufficient academic level and being respected in the community for their construction knowledge, and c) candidates from outside the township, having experience on previous community development projects. Infrastructure initiatives are most commonly concrete roads and small bridges/culverts, but may also include roads of other pavement types, schools or village buildings, small scale water supply systems, and electrification. Each TF should have skills and experience on at least one and preferably several of these types of construction, and collectively the team of TF should have the full range of expertise. TF will be contracted for the

first 3 years with the SSP consulting entity, and will then, subject to their agreement, contract on the same terms with the township DRD for up to 3 more years. The TF will:

- (i) Provide technical advice in selection of infrastructure initiatives and assist site validation of solutions to the identified prioritized community problems.
- (ii) Conduct environmental and social safeguards screening, identify possible geo-hazards which may affect the villages, and assist village volunteers in preparing the environmental management plan.
- (iii) Provide technical advice and/or conduct review of engineering plans, cost estimates and workplan for proposed sub-projects in adherence to Project technical guidelines and policies.
- (iv) Assist village volunteers in procurement planning and conduct procurement training to ensure completeness, consistency and correctness of technical documents; Provide guidance and coaching during regular fiduciary reviews;
- (v) Conduct pre-implementation meetings at the villages before start of construction, reviewing the implementation plan, task assignments, work schedule, commitments delivery, and the construction forms and reports required during construction period.
- (vi) Support the DTL to maintain and update an inventory of qualified suppliers, technical service providers, contractors, construction materials pricelists, survey of labor cost rates, material testing and water quality laboratory tests, available equipment and rental rates from existing infra projects in the Village Tract and Villages.
- (vii) Monitor the over-all status of all on-going sub-projects in the village tracts and villages and provides technical input to resolve issues and problems that may arise during implementation; monitors implementation of the procurement plan, environmental and construction safety plans.
- (viii) Assist in the preparation of the Village Tract and Village Progress report for submission to the TDRD;
- (ix) Conduct joint and final inspection of completed sub-projects with other representatives from the community, TPIC and other Project stakeholders;
- (x) Participate in TPIC and SSP meetings to discuss Project technical issues.

43. **Livelihood Facilitators.** There will be between 10 and 50 Livelihood Facilitators (LF) per township (depending on the population), with each LF assigned to carry out field work to support livelihood development activities in around 4 villages. Each LF will report to the SSP Livelihood Specialist (LS). The LF will spend at least 50% of their time in the field with travel by service motorcycle (other transport may also be used for travel to the township cluster office if preferable), and the remainder in the township cluster office. LF positions are paid as full time positions, although slightly less than full time input may be permitted if candidates have other ongoing commitments i.e. running their own business. Although assigned as responsible for their designated villages, the LF are expected to work as a team to share knowledge and support each other. There is no single type of candidate profile for the LF positions, who will likely be a mix of a) candidates from the township that are recent university graduates, and b) older candidates from the township without university education but having sufficient academic level and being respected in the community for their business and economic knowledge, and c) candidates from outside the township, having experience on previous community development projects. LF will be contracted for the first 3 years with the SSP consulting entity, and will then, subject to their agreement, contract on the same terms with the township DRD for up to 3 more years. The LF will:

- (i) Review the business / economic profile of the assigned villages, and assist the LS to create a detailed work plan for implementation of the Livelihood Component of the RCDP;
- (ii) Review community-identified livelihood development options contained in the RCDP manual, and scan for market opportunities and resources in the assigned villages (e.g resources, business models, livelihood preferences, innovative practices, knowledge, and skills, linkages);
- (iii) Assist the LS to identify and establish linkages with government and non-government institutions and services such as adult / alternative education, technological/ vocational trainings, innovative technology and practices, micro-financing and credit and capacity building;
- (iv) Work with the Community Facilitator (CF) to inform villagers about RCDP, its objectives and procedures, and about the livelihood development grants of MMK 300,000 per household. Facilitate establishment of and provide training for the Livelihood Development Sub-committee (LDSC);
- (v) Assist villages to identify livelihood beneficiaries (poorest 2 quartiles), provide technical assistance on potential livelihood development options, facilitate discussion on livelihood development schemes, and facilitate establishment of livelihood groups (typically 2 or 3 groups per village) with each group having around 10 households;
- (vi) Guide and support the livelihood groups through the processes set out in the RCDP manual for agreement and costing of livelihood development initiatives, disbursement of funds, implementation of the initiatives, and follow up during the first 1 – 2 years of operation;
- (vii) Assist the LS to organize knowledge and best practices sharing events, farm exchange visits, and cross village / village-tract learning trips;
- (viii) Monitor the implementation of project outputs, village tract prioritization, fund allocation and utilization at the beneficiary and village levels by the different monitoring and evaluation tools in the RCDP manual;
- (ix) Evaluate livelihood initiatives by livelihood groups for feedback and continuing technical assistance, Prepare and submit reports and other documents required.

STAKEHOLDER COMMUNICATION STRATEGY

Table 1: Stakeholder Communication Strategy

Objective	Stakeholder Group	Function in Project	Messages	Means of Communication	Timeline	Responsibility	Resources
Policy-making and exploiting synergies	MOALI and inter-ministerial steering committee	Polymaking and resolution of policy issues affecting project implementation.	Policy and project coherence to achieve greater project impact.	National Steering Committee meetings. Annual multi-stakeholder review (MSR) meetings	Twice a year. Annually	MOALI-DRD PMU MIC	Refer to Incremental Administrative Costs and Capacity Building costs under Outputs 1-3
	Township Project Implementation Committee (TPIC)	Township level collaboration and convergence. Provision of complementary support (services, TA, connections) to villages.	Resource and information sharing to avoid duplication and ensure complementation of services to villages. Monitoring progress and good practices. Showcasing effective local collaboration and interventions.	Regular TPIC meetings Regular monitoring reporting. Project web site.	Monthly meetings and monitoring.	PIU Cluster SSP	Refer to Incremental Administrative Costs and Capacity Building costs under Outputs 1-3
Strengthening operations through efficient information flow to support internal project communications	Project staff, facilitators, PMU, PIU, SSPs Village level committees Villagers	Implementation of RCDP. Management of day-to-day operations of the project. Beneficiaries and main actors in project activities and interventions.	Project operations-related information, instructions, clarifications, progress and issues in achieving project outputs and activities. Roles of different units and committees in the project and project timetables. Project cycle and operations, roles and contributions of village level committees.	Relevant, up-to-date and user-friendly manuals, packets, posters, video clips and similar materials for implementers and at community-level (resilient infrastructure, livelihoods, finance, procurement). Internal feedback mechanism and venue for sharing lessons among project implementers and villagers. Hands-on training of village committees.	Regular project information exchange and reporting. Regular Training to update knowledge of manuals and provide guidance to field.	MOALI-DRD PMU and MIC DRD Training Unit PIU and SSPs	Refer to Incremental Administrative Costs, Facilitation costs and Capacity Building costs under Outputs 1-3

Objective	Stakeholder Group	Function in Project	Messages	Means of Communication	Timeline	Responsibility	Resources
Improving awareness and understanding of Community-based Development (CBD), Climate and Disaster Resilience (CDR) and Markets.	Village level committees Villagers	Beneficiaries and main actors in project activities and interventions. RCDP beneficiaries.	CBD steps and processes, project cycle. CDR and market studies that inform design choices; CDR designed community infrastructure and livelihood activities. CDR production technologies, crops, livelihood options, training and employment opportunities and links to pre and postproduction services and markets.	Hazard mapping and climate projection exercises. Use of popular formats for materials and messages will be developed (posters, visual aids and presentations, reading materials, village board postings, etc). Printed information in local language posted in accessible public areas.	Throughout the project.	MOALI-DRD PMU and MIC DRD Training Unit PIU and SSPs	Refer to Incremental Administrative Costs, Facilitation costs and Capacity Building costs under Outputs 1-3

Objective	Stakeholder Group	Function in Project	Messages	Means of Communication	Timeline	Responsibility	Resources
Building capacities of villagers, implementers and partner agencies in CBD and CDR.	Villagers and village committees, DRD at union and township levels, partner implementing agencies.	<p>Project implementation and supervision of activities.</p> <p>Provision of technical and complementary support to villages.</p> <p>RCDP beneficiaries.</p>	<p>Step-by-step engagement of villagers through CBD approaches to build capacity, skills and ownership of interventions.</p> <p>Upgrading of skills and knowledge of project implementers and partner agencies in CBD and CDR.</p>	<p>Training and continuing learning of villagers, implementers and RCDP partner agencies.</p> <p>Use of popular formats for materials and messages will be developed (posters, visual aids and presentations, reading materials, village board postings, etc).</p> <p>Village training on skills and know-how in: bookkeeping, financial management, O&M construction, and other skills associated in subproject implementation and management.</p> <p>Exchanges and cross visits to other project sites.</p>	Throughout the project.	MOALI-DRD PMU and MIC DRD Training Unit PIU and SSPs	Refer to Incremental Administrative Costs, Facilitation costs and Capacity Building costs under Outputs 1 and 2.

Objective	Stakeholder Group	Function in Project	Messages	Means of Communication	Timeline	Responsibility	Resources
Promoting the Project and its Partners	General public Beneficiary – Villagers Development partners and co-financiers and their citizens Government policy makers	Support to the continuation and expansion of RCDP approaches and methodologies. Policy support and financing of the project and similar interventions.	Project progress, accomplishments and concerns in operations. Monitoring reports.	Traditional and non-traditional media through press briefings, social media and website information on project achievements (printed, TV, radio and online information -website and social media). Meetings, interactive dialogues with stakeholders. Regular project reports (annual and supervision). Signboards promoting visibility of the project and supporting partners (MOALI, DRD, ADB, EU, JFPR). Inaugurations of completed subprojects with promotional events at subproject sites.	Throughout the project and after supervision and monitoring missions.	MOALI-DRD PMU and MIC	Refer to capacity building costs and project management costs under output 3.

Objective	Stakeholder Group	Function in Project	Messages	Means of Communication	Timeline	Responsibility	Resources
Support disclosure requirements of RCDP.	<p>Women beneficiaries, ethnic groups in project areas, people affected by donation and people residing in project areas.</p> <p>PMU and PIU staff and consultants on gender, safeguards, procurement.</p> <p>General public.</p>	<p>Beneficiaries of the project.</p> <p>May potentially be adversely affected by the subprojects.</p> <p>Implementation of GESIAP, EARF, CPF and EGDF. Information on the project. Overall operations and financial management of RCDP.</p>	<p>GESIAP and potential actions to benefit women.</p> <p>EGDF plans.</p> <p>EARF.</p> <p>CPF.</p> <p>Planned mitigation measures on safeguards (including compensation, entitlements, grievance mechanism, environmental and ethnic group plan).</p> <p>Safeguard monitoring reports</p> <p>Project Information Documents and progress reports.</p> <p>Grievance redress system and information on how to file grievances,</p> <p>Audit disclosure and Procurement information.</p>	<p>ADB and DRD project website.</p> <p>Orientation of villages, township actors and DRD union staff.</p> <p>Consultation with and participation of affected people and specific beneficiaries (women, ethnic groups, project-affected persons) in project cycle and operations.</p> <p>Separate meetings for women and ethnic groups.</p> <p>Meetings and consultations with potential project affected persons.</p> <p>Manual on grievance redress and posters or notices in community boards and conspicuous places.</p> <p>Quality assurance reviews and MSRs.</p>	<p>Throughout the project.</p> <p>During social preparation and subproject planning.</p> <p>Bi-annually for monitoring reports and progress reports.</p> <p>Annually for audit reports</p> <p>As often as needed for procurement reports and safeguard measures.</p>	<p>MOALI-DRD</p> <p>MIC and PMU</p>	<p>Refer to consulting services and incremental administrative costs under Outputs 1 and 2.</p>

CBD = community based development, CDR = climate and disaster resilience, DRD = Department of Rural Development, EARF = environmental assessment review framework, EGDF = ethnic groups development framework, EU = European Union, GESIAP = gender and social inclusion action plan, CPF = consultation and participation framework, MIC = main implementation consultants, MOALI = Ministry of Agriculture, Livestock and Irrigation, MSR = multi stakeholder review, O&M = operation and maintenance, PIU = project implementation unit, PMU = project management unit, QAR = quality assurance review, RCDP = Resilient Communities Development Project, SSP = support services provider.

Table 2: EU Communication and Visibility Plan for AIF

Target groups and Objectives	Communication activities
Beneficiary population , to ensure that they are aware of the roles of the EU in the project.	<ul style="list-style-type: none"> - Verbal explanation of the roles of different stakeholders during introductory village meetings; - Acknowledgement of the roles at all subsequent meetings; - Prominent display of the EU logo at project sites and all assets, documents or others funded by the EU.
Project Stakeholders in Myanmar , including union and township level policy makers, mass organizations, development partners and others. The objectives are to update them on progress and, especially, to showcase how the blending benefits the climate and disaster risk-adapted infrastructure and livelihoods development – for instance through the development of village level hazard mapping and integration of resilient building specifications and climate-smart agriculture into community and household infrastructure and livelihood investments respectively.	<ul style="list-style-type: none"> - Active participation in coordination meetings, workshops and other events organized by the national and sub-national coordinating bodies of the project; - Timely production of progress reports and evidence-based briefing papers / case studies; - Organization of site visits for EU Delegation, development partners, ministry and parliamentary members, and other stakeholders, with national press accompaniment; - Active participation in appropriate social media channels.
The general public in Myanmar , to raise awareness about the community-based development and climate change and disaster risk management approaches and the roles of the EU, ADB and their partners in implementing it through this project.	<ul style="list-style-type: none"> - Township (local language) and national (Myanmar and English language) press releases associated with project milestones - kick-off, annual reporting, closure, release of briefing papers / case studies;
EU citizens , to inform them about how the funds are being spent for accountability purposes.	<ul style="list-style-type: none"> - Project website including document repository and multimedia features; - Contribution to EU Delegation annual reports; - Preparation of feature articles based on project achievements and case studies, and submission to European press; - Other activities as recommended by EU Delegation Press Officer.

Table 3: JFPR Communication and Visibility Plan

Target groups and Objectives	Communication activities
Beneficiary populations , to ensure that they are aware of the roles of the JFPR and ADB in Hakha township.	<ul style="list-style-type: none"> - Verbal explanation of the roles of different stakeholders during introductory village meetings; - Acknowledgement of the roles at all subsequent meetings; and - The progress of all community construction and livelihood activities would be kept on village notice boards in Hakha township and all completed infrastructure projects would have a sign, both carrying JFPR and Japan ODA logos.
RCDP Stakeholders in Myanmar , including union and township level policy makers, mass organizations, development partners and others. The objectives are to update them on progress and, especially, to showcase the benefits the climate and disaster risk- adapted participatory infrastructure and livelihoods development – for instance through the development of village level CDR assessment and integration of resilient building specifications and climate-smart agriculture into community and household infrastructure and livelihood investments respectively.	<ul style="list-style-type: none"> - Active donor participation in/observation of coordination meetings, workshops and other events organized by the national and sub-national coordinating bodies of the RCDP; - Timely production of progress reports and evidence-based briefing papers / case studies; - Organization of site visits for the Embassy of Japan, JICA or other representatives of the Government of Japan, ministry and parliamentary members, and other partners, with national press accompaniment; - Active participation in appropriate social media channels; and - All assets, documents procured and produced using JFPR funds would display JFPR and Japan ODA logos.
The general public in Myanmar , to raise awareness about the community-based development and climate change and disaster risk management approaches and the roles of the JFPR, ADB and their partners in implementing it through this project.	<ul style="list-style-type: none"> - Township (local language) and national (Myanmar and English language) press releases associated with project milestones - kick-off, annual reporting, closure, release of briefing papers / case studies; and - At project-end, the project would prepare a completion report including both beneficiary testimonials and photographic evidence of project achievements.
International audience , to inform them about how the funds are being spent for accountability purposes.	<ul style="list-style-type: none"> - Project documents would be disclosed on ADB website as per ADB disclosure policy; - Preparation of feature articles based on project achievements and case studies, and submission to the press; and - Other activities as recommended by the Embassy of Japan, the Government of Japan and JICA communications teams.

**Government of the Republic of the Union of Myanmar
Resilient Community Development Project**

Operations Manual

Community Procurement Sub-manual

September 2018

COMMUNITY PROCUREMENT

A. Overview

1. Community procurement refers to procurement led and managed by selected community volunteers. This includes the purchasing of construction and other materials, management of the transportation of goods, contracting and supervision, and payment of wages. This procedure applies only for infrastructure subprojects, and not for livelihood grants. The Village Development Support Committee (VDSC), and the members of the Procurement Sub-Committee (PSC), should not start subproject implementation prior to Training of Facilitators (TOF) and the Community Management Trainings (CMT), to ensure that RCDP procurement requirements are understood by VDSC and the PSC, before procurement activities begin.

B. Procurement Sub-Committee and its Responsibilities

2. The PSC is made up of three members, including at least one woman. One committee member, who can read and write, should be appointed as record keeper.

3. If a subproject covers more than one village, the number of sub-committee members may be increased, with equal representation from each village in the PSC. However, the PSC should have a single record-keeper only and only one procurement head.

4. The responsibilities of the PSC are as follows:

- (i) Draft the procurement plan, taking into account the engineer's estimates;
- (ii) Procure goods, skilled labor, and contractors;
- (iii) Using quotation forms, serve and receive quotations for price for goods, and evaluate and select the most responsive, evaluated price offered;
- (iv) Arrange agreement with suppliers and contractors;
- (v) Assist the Finance Sub-Committee (FSC) in making payments to suppliers of goods, and contractors, according to the procurement plan;
- (vi) Record the procurement process: (a) file and secure all procurement documents; and (b) send copies to the head of DRD township office after completing each subproject, with assistance of the Community Facilitator (CF) and Community Finance Officer (CFO); and
- (vii) Record and file the meeting minutes related to procurement activities.

C. Community Procurement Procedure Categories

5. The community procurement procedure can be divided into two categories: (i) Procurement of Civil Works; and (ii) Procurement of Goods.

- (i) For civil works, communities can use (i) community force account (e.g. using project funds to hire community members to provide labor); or (ii) contracting (e.g. using project funds to hire contractors to carry out works).
- (ii) For the procurement of contractors as well as of goods, communities should generally use the competition/shopping method. In exceptional circumstances, direct contracting or single source selection may also be used.

D. Selection of Subproject Implementation Method

6. After conducting the village and village tract level meeting to decide the subproject type

and block grant allocation, CFs and Technical Facilitators (TFs) conduct a separate meeting with the VDSC to decide whether to implement the subproject using community force account, contracting, or a combination of the two. Meeting participants must sign Procurement Form 1: Meeting Minutes for Procurement Method Selection (attached), which must be submitted to the DRD township engineer by the CF or TF, before the approval of the subproject.

7. **The Community Force Account (CFA)** procedure means community management of the whole, or parts of subproject implementation. In CFA, the community takes responsibility for the successful completion of the sub-project, and the proper use of funds. CFs and TFs should encourage communities to use the CFA method as much as possible, to maximize community ownership and community learning and generate as many income-generating opportunities as possible from community labor. When deciding to use CFA, the DRD township engineer and TF must assist the village in checking if construction materials, technical skills, and labor are adequate, and available in the community. The DRD township engineer and TFs must approve and sign Procurement Form 1, whenever the community chooses the CFA method.

8. In implementing subprojects using the CFA method, the community has the duty of purchasing and collecting construction materials, with assistance from the TF. In CFA, the community must use the shopping method (see paragraph 18 below), to ensure transparency. Payment vouchers should be kept, and the PSC should work with the village and village tract FSC for the preparations for the financial audit.

9. In the implementation of CFA method, the PSC must complete Procurement Form 7: Force Account Expenditure, to monitor the expenditure of goods and other actual expenses incurred, after finishing the procurement activities. Since the budget included in the Procurement Plan (see Procurement Form 2: Subproject Procurement Plan, attached) is estimated, it will usually differ from the actual expenditure. The Procurement Form 7 is essential for tracking the use of subproject funds, and to see whether cost overrun, or cost underrun is incurred. In the event of cost underrun, the TF should assist the VDSC in assessing the remaining works and its corresponding cost value. Additional scope of works can be recommended, to enhance the functionality of the subproject.

10. **Contracting** means that subproject implementation is done by hiring an outside contractor for a fee, to implement the whole, or part of a subproject. The term “contractor” means an individual, company, or an organized group of skilled laborers, such as carpenters and masons. Contractors can also choose to employ villagers, where appropriate. The PSC, with the assistance of the TF, decides on this procurement method by comparing the lump sum cost of a small-scale contractor or group of skilled laborers, and the daily wages of labor. If the community is not capable of full or partial implementation of subproject construction, the PSC may use this method. The details about the selection of the contracting option, with cost estimates provided by the DRD Township engineer and TF, must be indicated in Procurement Form 1: Meeting Minutes for Procurement Method Selection.

11. For transparency in contracting, the PSC must use the competition system for selection of contractors, with at least three candidate groups/suppliers. The competition system can be waived, however, if; (i) there are no candidates for contracting, and; (ii) the proposed price does not exceed the engineer’s estimate or local market price. In this case, the PSC can choose one or more contractors with the appropriate budget, without using the competition system. The reasons for using contracting method without competition should be explained clearly in Procurement Form 1: Meeting Minutes for Procurement Method Selection.

12. To procure the qualified contractor and skilled groups, the PSC advertises using Procurement Form 3: Invitation for Quotation (attached). The PSC can also inform the respective

contractor or groups. Potential contractors should be given a deadline of at least one week to prepare and submit proposals. The PSC receives all proposals, which should be evaluated by consensus, using Procurement Form 4: Quotation Evaluation Report (attached). Criteria for selection of contractor or skilled labor should include, but may not be limited to, the following: relevant works, experiences of similar type of subproject, trustworthiness, and technical skills.

13. After the evaluation, the PSC must prepare the terms and conditions of the contract. With guidance from the TF and based on the type of subproject, the PSC shall inform the winning contractor, negotiate the terms and conditions of the agreement (including scope and nature of the work), and sign a contract. The scope of works and quantities agreed in the final contract should not exceed the engineer's estimates. If the contract exceeds the estimates, the PSC must inform the DRD township office, via the TF, and request approval from the DRD RCDP township engineer.

E. The Procurement Plan

14. The DRD township engineers and TFs should prepare the design, and calculate the detailed cost estimates, based on the implementation method selected and recorded in the meeting minutes (Procurement Form 1), and request approval from the Township Planning and Implementation Committee (TPIC). Upon approval, the Village PSC draws up the procurement plan, with the assistance of the TF and CF. The method to be used for purchasing the materials in the item list, and procurement of a contractor, should be consistent with decisions indicated in Procurement Form 1. Procurement activities should follow the guidelines for the selected procurement method and should be conducted in a timely manner.

15. The Procurement Plan (PP) (Procurement Form 2: Subproject Procurement Plan, attached) is prepared in advance for the procurement of goods, contractors, and skilled labor. Generally, the PP includes the type or category of needed skilled labor and goods, estimate of costs, possible commencement date, and procurement method. With inputs from Township DRD engineers, TFs, CFs, and LFs, particularly to estimate quantities, the PP should be drawn up in a timely way, to facilitate a smooth procurement process. The PP can be updated as needed, depending on the nature of the work, and the availability of construction materials. The PSC can reduce the frequency of revision of the PP by grouping similar goods.

F. Contracts for Small Works

16. In the case of contracts for small works, Procurement Form 6: Sample Contract (Works)/Legal Agreement (attached) shall be used. Responsible persons of both parties and their witness must sign the agreement. If additional information is required for inclusion in the agreement, one or more clauses will be added under the main agreement, or attached as a separate sheet.

17. Members of the PSC or the evaluation team, or any of their relatives, are ineligible to compete in contracting.

G. Shopping Method

18. In subprojects using CFA, all construction materials included in the PP must be procured using the shopping method. Although this method requires a minimum of three quotation forms, the PSC should try to identify more than three suppliers, where possible. If there are only three quotations, and all proposed prices are higher than the local market price or engineer's estimates, "direct contracting for goods" method can be conditionally used. The reason for doing

so, however, must be explained in detail in Procurement Form 4: Quotation Evaluation Report. The PSC should discuss the specification and quality of construction material with the TF, before conducting invitation for quotation.

H. Invitation for Quotation

19. Goods scheduled in the PP must be grouped by type, the period needed (i.e. availability requirement), and advertised for quotation two weeks in advance. The invitation for quotation, and associated procurement items, are specified in Procurement Form 3: Invitation for Quotation (attached). The procurement item specification should be generic, and should not require a brand name, model, country of origin or other specific remarks to favor a specific brand. If a brand/model is mentioned, it should be followed by the words “or equivalent”. This is posted on the village information board, and also sent to suppliers/markets. Inquiries regarding the price of goods can be made by direct visit to the intended suppliers, or by telephone. Recognizing the difficulty of obtaining written quotations in rural areas, there are three permitted options: (i) supplier fills in a quotation form and submits it (formal method), (ii) form is filled in by facilitator or PSC member and signed by the supplier if possible, if not recorded by facilitator or PSC member (assisted method), and (iii) quote is obtained by telephone and the form filled by the facilitator or PSC member (not preferred, but permitted method). The quotation form should state required item name, quantity, contact person, place, and deadline of submission (closing date), etc. Deadline for submission should be at least one week after the advertising date.

20. Any interested party should provide a price offer for each item, and the total cost, in Procurement Form 3, and submit it to the contact person not later than the deadline of submission specified in the invitation form. The PSC must inform the supplier in advance regarding the fixed price period (i.e. it is fixed for a month or up to payment date).

21. Members of the PSC or evaluation team are not eligible to provide quotations.

I. Quotation Evaluation

22. At the time of the deadline, the PSC invites related committees, suppliers and interested parties. The submitted quotations are opened, evaluation and cost comparison are undertaken, and the winning proposal is selected in the presence of all parties. In general, the proposal with the lowest quoted price is selected. However, if the quality of goods or other services does not match the requirements, another proposal could be selected.

23. If the individual price of each item does not add up to the total price, selection should be based on the price of each item (refer to Annex 8 for example). The procurement record keeper must enter the list of proposals received in order of price, starting with the lowest price, in the Quotation Evaluation Report (Procurement Form 4). Discussion points and agreements of participants should be included in the minutes of the meeting. If the PSC did not choose the lowest priced proposal, the reason for such should be given in Quotation Evaluation Report (Procurement Form 4). Once selected, the winning supplier's prices cannot be renegotiated or revised.

J. Purchase Order (PO)

24. After selection of the winning quotation, the required goods are listed in detail in the Purchase Order (PO). The following should be considered before sending the PO to the winning supplier:

- (i) The PSC can order the goods included in the quotation form or proposal;
- (ii) Goods not included in the winning proposal cannot be included in the PO;
- (iii) The PSC must send the PO within the required date;
- (iv) The price of goods in the PO must be the same as the proposal price and cannot be revised;
- (v) If the PSC wants to order the goods in a batch, it is based on price of each item for the required amount;
- (vi) When the quantity and price of goods in a PO is approved, the PSC can receive a cash advance from the FSC if necessary, according to the PO's value; and
- (vii) Translation of the purchase order into ethnic language on Procurement Form 5 is permitted to permit easy understanding by local ethnic residents. However, the Myanmar language Procurement Form 5 is the legal instrument and must be signed and affixed with a stamp. PSC must post a copy of the purchase order with affixed stamps on the village information board.

25. If any situation should arise that requires the PSC to revoke or cancel the PO (e.g. dispute between parties, late distribution by supplier, etc.), the PSC may send a letter to the supplier, through CF or TF, cancelling the PO. In the case where additional goods of similar type are required (Repeat Order), the PSC can make a direct purchase for up to 10% value of each item, or of the total cost, from the original winning supplier. In such cases, there is no need for another invitation of quotation, or advertisement.

K. Disclosure and Transparency Arrangements

26. Community procurement and finance activities are subject to the RCDP principles of transparency and disclosure. The FSC and the PSC must post the following documents on the Village and Village Tract (VT) Notice Boards:

Table 12: Disclosure and Transparency Arrangements

For the FSC, the following must be posted	For the PSC, the following must be posted
<ul style="list-style-type: none"> a. Monthly summary statements of the incidental/ administrative expenses b. Finance Form 3:²⁴ Administrative Expenditure Log c. Finance Form 6: Subproject Financial Report d. Finance Form 7: Cycle Completion Financial Report 	<ul style="list-style-type: none"> a. Details of tender awards, including: <ul style="list-style-type: none"> i. List of proposals received in order of price, starting with the lowest price, and the reasons, if any for not selecting lowest prices proposal, and; ii. Procurement meeting minutes with discussion points of participants. b. Copy of contracts with suppliers c. Copy of written price quotations d. Invoices/vouchers during construction process e. During construction, weekly information on CFA labor days and wages.

²⁴ For the Finance Forms, please see the Guidance Note on Community Financial Management

L. Attachments

- Annex 1: Procurement Form 1: Meeting Minutes for Procurement Method Selection.
- Annex 2: Procurement Form 2: Sub-Project Procurement Plan.
- Annex 3: Procurement Form 3: Invitation for Quotation.
- Annex 4: Procurement Form 4: Quotation Evaluation Report (Goods and Works).
- Annex 5: Procurement Form 5: Purchase Order.
- Annex 6: Procurement Form 6: Sample Contract for Works (Legal Agreement).
- Annex 7: Procurement Form 7: Force Account Expenditure.
- Annex 8: Example of preparing cost comparison for the submitted quotations.

Annex 1

Procurement Form 1: MEETING MINUTES FOR PROCUREMENT METHOD SELECTION

Name of Subproject:

Name of Village:

Name of Village Tract:

Date:

I. Attendance List

Sr.	Name	Position for the Subproject	F/M	Signature

II. Discussion Notes

Sr.	Name/ Position	Discussed Content

Remarks:

III. Summary of Decision on the Selection of the Procurement Method

Meeting for selection of the procurement method for the above sub-project was held from *(time starts).....to (time ends)..... at (meeting place).....* After discussion by the participants, the following method was decided to be used for successful implementation of the subproject:

Procurement Method for the Subproject

	Labor	Construction materials	Equipment	Transport
Method (Plan)				
Method (Revised)				

Other Agreements

.....

Signature

Name.....

Head of Village Development

Sub-Committee

Signature

Name.....

Head of Village Procurement

Sub-Committee

Recommendations made by DRD Township Engineer or Township Technical Facilitator

Community willingness to Community Force Account (Yes/ No)	
Labor source for Community Force Account (Yes/ No)	
Source Availability for procurement of construction materials	
Conditions of transportation/ Logistical arrangements	
Construction tools	
Should need to hire contractor (If needed why?)	
Estimated date of completion	

Other Key Findings

.....

.....

.....

.....

Signature

Name

Position

Township

Annex 2**Procurement Form 2: SUBPROJECT PROCUREMENT PLAN**

Subproject Name:

Village Name:

Name of Village Tract:

Date:

Sr.	Name of particular / item (detail information)	Unit	Size or Quantity	Unit Price	Estimated Total Cost	Procurement Method	Date of Request for Quotation	Estimated Completion Date	Remarks
	Total								

Signature

Name.....

Head of Village Development Sub-Committee**Signature**

Name.....

Head of Village Procurement Sub-Committee

Annex 3

Procurement Form 3: INVITATION FOR QUOTATION

Subproject Name:

Subproject ID No. Village Name:

Name of Village Tract:

To:

(Name of Supplier):

Address:

Telephone:

Date:

We invite you to propose and submit the price for the following equipment/ materials not later than..... (closing time and date).

1. List, Prices, and Schedules for Goods, Works, and Services

Sr. No	Description/ Specifications (detail information)	Unit	Quantity	Unit Price	Total Price	Remark
	Total					

From Procurement Sub-Committee

Need Delivery Day/ Time:

Need Final Destination of Delivery:

The Prices indicated above are firm and fixed for the period of (day or month)

From Supplier

Delivery Day/ Time

Final Destination of Delivery:

Attention To

Head of Procurement Sub Committee

Village/ Tract:

Phone no:

Signature of Supplier

Name

Address

Phone no

Annex 4

Procurement Form 4: QUOTATION EVALUATION REPORT (GOODS & WORKS)

1. Subproject ID No. and Name:
2. Details of goods/ works/ services:
3. Estimated Cost (MK):
4. Quotations submission (time allowed; days):

(a) Listing all Bidders and Quotes received in the order from lowest to highest:

[illegible]

(b) Discussion

[illegible]

(c) Explain evaluation criteria, if other than price:

--

Name of the lowest evaluated bidder:	
Total price of the contract (MK):	
Date of contract award:	
Any issues (to be) discussed at finalization of contract; provide details:	
Complaints from other suppliers/ contractors, if any; provide details and fill in the grievance handling form part A	

Signature

Name.....
Head of Village Development Sub-Committee

Signature

Name.....
Head of Village Procurement Sub-Committee

Annex 5**Procurement Form 5: PURCHASE ORDER (GOODS)**

Name of Subproject:

Village & Village Tract:

Date:

To
(Selected bidder Name/ Address/ Contact Phone Number)

The Procurement Committee advertised Invitation for quotation for Subproject dated and selected you to supply goods as per the advertisement according to the delivery schedule below;

(a) Schedule for goods delivery

No.	Description/ Specifications (details information)	Unit	Quantity	Unit Price	Total Price	Date of Delivery	Final Destination
	Total Cost (MK)						

(b) Price validity

Unit price for each item is as per quoted price by the supplier and should not be adjusted up to the payment date. Agreed quotation price includes transportation cost (Y/N), grantee (Y/N), other costs

(c) Payment conditions

Payment shall be made in Myanmar Kyats within days of goods receipt.

(d) Required technical specifications

Supplier must handover all related documents such as warranty card, user manuals etc.

(e) Failure to perform

The Purchaser may cancel the Purchase Order if the Supplier fails to deliver the Goods, in accordance with the above terms and conditions, in spite of being given 7 days' notice by the Purchaser, without incurring any liability to the Supplier.

Signature	Signature
Name	Name
(Head of Procurement Sub-Committee)	(Head of Village Development Sub- Committee)
Phone	Phone
Date	Date

Pledge of Bidder

The supplier (winner) agrees the above terms and conditions, and to supply the goods by the agreed date.

Signature of bid winner
Supplier Name
Phone Number
Date

Annex 6**Procurement Form 6: SAMPLE CONTRACT (WORKS) / LEGAL AGREEMENT**

Township :
 Village Tract :
 Village :
 Subproject ID :
 No. :
 Sub-project :
 Description of Works :
 Contractor Name :
 (address)

This contract is made this(Date) between Mr./ Mrs., the head of Procurement Sub-committee, and Mr./ Mrs., head of Finance Sub-committee of (insert name of village), referred to below as the "Employer", and Mr./Mrs. ID Number (or company name), represented by), with address....., referred to below as the "Contractor".

The two parties (the Employer and the Contractor) now agree as follows:

1. The Employer pledges to pay the Contractor the Contract Price, Kyat (in word). This amount is for the full quantity of work shown on the drawings, including materials, transport to the site, labor, and profit.
2. The Contractor pledges to construct the following works: (insert brief description of works, for example " construction of 2 rooms - primary school, with blackboard, table and chairs in village"), and to maintain these works in good condition for six months after the construction is complete.
3. The Contractor will start to implement the works on and shall complete the whole of the works not later than (*Insert Works Completion Date from Contractor's Work plan*). If implementation of the Contract is delayed due to any circumstances or event, which could not have been foreseen by an experienced contractor, the Contractor must inform the Technical Facilitator immediately about the delay. If the Technical Facilitator considers that an extension of time for the Contract is justified, the Contractor must submit an amended Work Plan, agreed with the Technical Facilitator, for approval by the Employer.
4. The Contractor is responsible to maintain the works in good condition for six months, starting from the date of completion of construction, to be determined by the Employer. During this period, the Contractor is fully responsible to improve and repair any defect that appears due to quality of materials or workmanship, and any defect that appears because of normal use of the works.

5. When the Contractor wishes to apply for payment he must submit a written Request for Payment to the Employer. The Employer will then ask the Technical Facilitator to prepare a contract progress report. This report will verify the quantity of work completed and will check that the quality of the materials used, and the quality of the Contractor's workmanship is in line with the Contract. The Technical Facilitator will also check that the construction is following the Drawings, and any instructions given by the Technical Facilitator to the Contractor. The Technical Facilitator shall then either:
 - (a) Issue a Progress Report (or Completion Report) certifying that the conditions for release of the payment have been met, or;
 - (b) Issue a Progress Report detailing further work that must be done to meet the conditions for release of the payment.
6. On receiving a Progress Report (or Completion Report) from the Technical Facilitator, indicating that the conditions for release of any payment have been met, the Employer will call a meeting with the Village Development Support Committee at the work site. If the Village Development Support Committee approves the report of the Technical Facilitator, the Employer will then issue a Payment Order.
7. Payments will only be made in Myanmar Kyat at, on or after the due date shown in the schedule below.

Disbursement Schedule for Lump Sum Contract			
Installment Payment	Amount	Scheduled Date	Payment Conditions (% Completed Works)
Payment No 1	xxxxxx	Advance payment	10% at contract signing
Payment No 2	xxxxxx	xxxxxxx	xx%
Payment No 3	xxxxxx	xxxxxxx	
Total Contract	xxxxxxx		

In witness of what has been agreed above, the signatures of the authorized representatives of the two Parties are affixed below on the date shown.

HEAD, PROCUREMENT SUB-COMMITTEE

By.....

CONTRACTOR

By.....

HEAD, FINANCE SUB-COMMITTEE By

.....

Witness:

By.....

Witness:

By.....

Annex 7**Procurement Form 7: FORCE ACCOUNT EXPENDITURE**

Instructions: to be completed by the Procurement Sub-Committee (PSC) of the Village Development Sub-Committee	
Subproject Name:	
Subproject ID:	
Village Name:	
Village Tract Name:	
Date:	

Sr. No	Type of expenditures	Unit	Unit Cost	Total Quantity	Total Cost
1	Materials				
	Transportation Cost				
	Labor Cost				
	Equipment hiring fee				
	Total expenditure this submission				
	Total expenditure to date				
	Approved Budget				
	Balance				

Head of Village Development Sub-committee**Signature**

Name

Date

Head of Procurement Sub-committee**Signature**

Name

Date

Annex 8

Example of preparing cost comparison for the submitted quotations

Case: Three interested suppliers (A, B, C) responded to the Invitation for Quotation for 10 listed items. After the deadline date and time of submission, the quotations were opened and the following price quotations were noted:

Item Nos.	Supplier A	Supplier B	Supplier C
Item 1	7,000	6,000	6,500
Item 2	30,000	31,000	0
Item 3	35,000	35,000	32,000
Item 4	35,000	35,000	32,000
Item 5	800,000	750,000	749,000
Item 6	800,000	750,000	749,000
Item 7	5,000	4,500	4,500
Item 8	250,000	230,000	240,000
Item 9	15,000	0	0
Item 10	<u>3,500</u>	<u>3,800</u>	<u>4,000</u>
Total	1,980,500	1,845,300	1,817,000

Based on a comparison of the submitted quotations:

1. The lowest price offered is Supplier C with 1,817,000
2. Supplier A has all 10 items quoted, while Supplier B has no quotation for Item 9. Supplier C has no quotation for Items 2 and 9.
3. The prices offered look competitive

To decide on the winning quotation:

1. Determine the cost variances for each quotation:
 - (i) Supplier A minus Supplier B: $1,980,500 - 1,845,300 = 135,200$; remember Supplier B has no quotation for Item 9.
 - (ii) Supplier A minus Supplier C: $1,980,500 - 1,817,000 = 163,500$; remember Supplier C has no quotation for Items 2 & 9.
 - (iii) Supplier B minus Supplier C: $1,845,300 - 1,817,000 = 28,300$; remember these 2 suppliers did not have quotations for all required items.
2. Try to add the price of Item 9 of Supplier A to the quotation of Supplier B: $1,845,300 + 15,000 = 1,860,300$
3. Try to add the prices of Items 2 & 9 of Supplier A to the quotation of Supplier C: $1,817,000 + (30,000 + 15,000) = 1,862,000$
4. The results are the cost comparison that considers all the 10 Items needed. The following are the comparable costs:
 - (i) Supplier A = 1,980,500 (all 10 items)
 - (ii) Supplier B = 1,860,000 (9 items plus the price of Item 9 from A)
 - (iii) Supplier C = 1,862,000 (8 items plus the price of Item 2 & 9 from A)
5. If the above quotations are within the budget estimates, the PSC can award the PO to Supplier B in the amount of 1,845,300 and directly buy Item 9 to Supplier A at the cost of 15,000.
6. The process looks for the lowest cost offered. However, other criteria are still to be factored in the final decision such as the quality of the items.