



UNITED NATIONS DEVELOPMENT PROGRAMME

Independent Evaluation on Human Development Initiative Transition

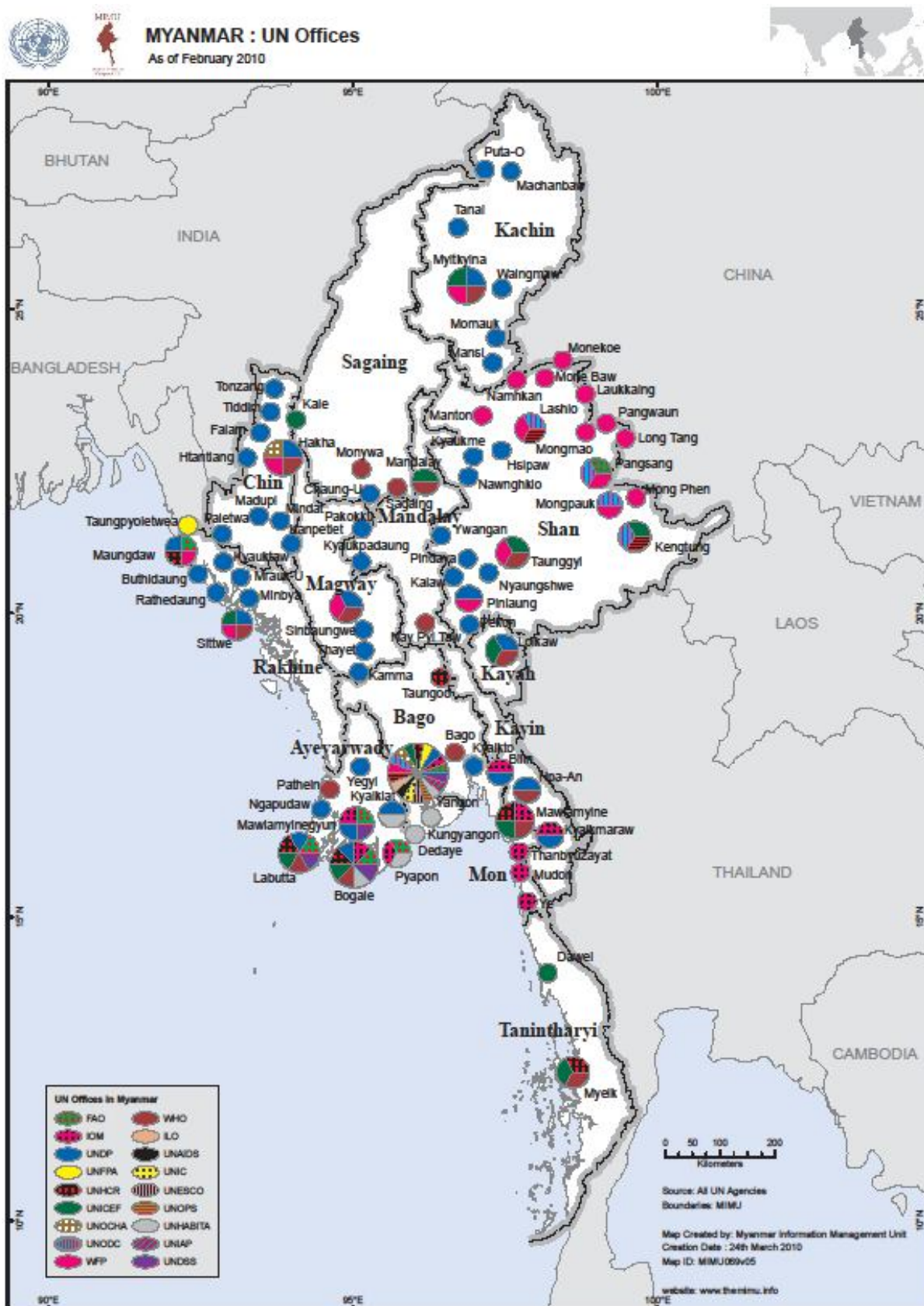
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An assessment of HDI transition strategy and management processes with a view to acquiring insights into how and the extent to which transition activities bring about orderly and focused departure from a past program



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Acronyms

1. AEW	Agriculture Extension Worker
2. CBO	Community-Based Organization
3. CDRT	Community Development for Remote Townships
4. CoV	Community Volunteers
5. DDA	Department of Development Affairs
6. DoA	Department of Agriculture
7. DoC	Department of Co-operatives
8. DICD	Department of Industrial Crops Development
9. GAD	General Administration Department
10. HDI	Human Development Initiative
11. ICDP	Integrated Community Development Programme
12. IG	Income Generating
13. LBVD	Livestock Breeding and Veterinary Department
14. LEW	Livestock Extension Worker
15. SRG	Self-Reliance Group
16. TLG	Township Leading Group
17. TDSC	Township Development Supportive Committee
18. UNDP	United Nations Development Programme
19. VDC	Village Development Committee

Acknowledgements	4
Acronyms	5
Table of Contents	6
I. Executive Summary	7-15
II. Introduction and Background	16-18
III. Findings from transition activities	19-34
a. Programme management	19-29
b. Partnership management	30
c. Field level community handover	30-32
d. Human resources management	33
e. Administrative management	34
IV. Field Findings	35-59
a. Responses from Government Stakeholders	39-42
b. Responses from SRGs in HDI Villages	42-52
c. In-depth interviews with Agriculture Extension Workers (AEWs)	52-54
d. In-depth interviews with Agriculture Extension Workers (LEWs)	54-56
e. Responses from Village Development Committee	57-59
V. Conclusion and Recommendations	59-61
VI. Lessons learned	61
Appendices	62-87

I. Executive Summary

After nearly two decades of UNDP projects interventions through its two field projects of Human Development Initiative (HDI) – Community Development in Remote Townships (CDRT) and Integrated Community Development (ICDP) with focus on building the capacities of communities to improve food security and livelihoods and to strengthen community groups to plan, implement and manage their own development activities in the areas of health, education, water and sanitation, it has decided to close the HDI projects in December 2012 and ushered in a new UNDP Country Programme of 2013-2015. A transition process was therefore needed to ensure an orderly and focused departure from a past programme that had brought significant positive results in 4,100 partner villages in 51 townships of Myanmar.

The UNDP HDI Transition Team in its Completion Report reported that it has achieved all its 17 transition activities of 6 outputs in all 49 townships. This evaluation reports covers all the reported activities and supported by field findings of the Evaluators during the transition period of November 2012 through September 2013. During the transition period an amount of US\$ 2.756 million was spent out of a revised planned budget of US\$ 3.474.

The followings are some highlights of the evaluation:

The Village Level HDI Closing and Handing over Workshop at Grassroots Level

This handing over workshop was well planned and implemented in 2,716 villages of all targeted 49 HDI project township to ensure that all HDI supported assets were formally handed over to the village communities.

At the same time, villagers were formally informed that HDI would be closing and through participatory review came to understand project activities, invested project inputs, current status of village development revolving fund, groups membership status, financial and organizational sustainability arrangement by respective CBOs/ SRGs.

Acknowledging community involvement and active participation during project implementation in a formal fashion through duly signed recognition card must be credited. Handing over of the role and responsibilities to village CBOs/ SRGs created a very strong sense of ownership and dedication to pursue a brighter future and further development. Transition Team, in particular the Community Development Facilitators, must be congratulated for their effort and dedication for a successful completion of the handing over workshop in 2,716 ICDP/CDRT villages.

Upgrading of organizational and financial management capacities of groups

The trainings were successfully conducted in all targeted 44 townships of the project for 1,500 trainees (community volunteers - CoVs) during the period from March to May in 2013. The subject areas covered in the training were found sufficient to manage a successful organization at village level. The way on how the trainings were organized must be rated as 'A', considering a good geographical coverage of the training events, systematic selection criteria of the participants were in place, the right number of participants was fixed for each training, and sufficient time allocation for each session of the training. However, there might be some constraints or difficulties in finding sufficient numbers of well qualified participants as per the selection criteria, due to the low educational level of the communities.

Township Level HDI Closing and Linkage Promotion Workshop

Objectives of the workshop were found relevant in ensuring sustainability of ICDP/CDRT interventions beyond HDI physical presence at village level. The information shared during the workshop by both sides was relevant in enhancing mutual understanding and closer cooperation in the future. The government side was well represented through not only at township level officials but also by the Chief Minister of the Region/State and minister/deputy minister of counterpart ministry. This workshop was organized as planned in all the targeted 47 project townships for a total of 3,197 trainees during the period from March to May, 2013.

SRG Cluster Leading Group Initial Training

A total 163 trainings for 5,008 trainees were successfully organized during the period from March to May, 2013 in all 47 CDP/CDRT target townships. The high numbers of trainees showing up in all the trainings demonstrated their interest, dedication and commitment in ensuring sustainability of ICDP/CDRT interventions beyond project closure. This phenomenon was also regarded as a proven fact for the success of HDI ICDP/CDRT transition strategy and the existence of an excellent understanding and collaboration between UNDP and the communities.

However it was observed that it would contribute more during project implementation provided that they were conducted earlier.

Follow up - SRG Cluster Level Review Workshop at nearest cluster village

This workshop introduced the very critical culture that was missing in many rural communities such as networking, information sharing, learning from and assisting each other, self assessment for improvement, the concept of growing together, and good record keeping – which were fundamental and crucial in any development initiative. However, effort should be made to

maintain these invaluable human resources, to the extent possible, to remain in each respective area and continue serving the communities.

Township Level SRG Leading Groups Formation Meeting and Training

The ways how the SRG TLG meeting and training organized would definitely contribute to the long term sustainability of SRG TLG. This type of workshop was organized as originally planned in all targeted 28 townships for 1,335 trainees from May to July, 2013.

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The strengthened SRG leading groups would serve as a forum for regular interaction and promote networking among community groups, private sectors, local NGOs, CSOs and Government departments and community development supportive committees in cluster and township. In addition it would promote market linkage.

SRG TLG became capable of providing technical assistance for upgrading quality of local products and innovation work to bring about new local products and resolving conflicts emerging from within member SRG cluster leading groups which were beyond the capacity of individuals.

However, it was crucial that the right candidates with good vision and dedication were selected for participation in the training aiming at creating a strong SRG TLGs representing SRG CLGs at the township level in all aspect of development affairs in the area.

Review workshop for township level SRG leading group (SRG TLG)

This workshop was conducted for taking over networking and learning arrangement between SRG CLGs and the government/other stakeholders. A total of 28 workshops were organized in all targeted townships as originally envisaged in all targeted 28 townships in the months of June and July, 2013 and 1,327 SRG TLG members benefitted from this workshop.

Strong linkages could have been formed between, SRG TLG members and officials of GAD/CDSC making the way possible for frequent and close cooperation through this workshop. The experience they gained during the training through the preparation on some running SRG TLG, including but not limited to TLG/CLG structure, roles & responsibilities, functions, TLG Fund establishment etc. would be critical and instrumental in drawing the interest of donors and local authorities for support on behalf of community groups.

Training for Strengthening of VDCs

The trainings had been conducted as planned as per the HDI Transition Strategy in 24 CDRT townships and the objectives were met to sustain project interventions beyond HDI closure. A total of 908 VDC members were trained under this training.

Follow up and review workshop for the strengthening of VDC Cluster \Leading Groups

A 2-days workshop was held in 19 townships of CDRT project during the period from May to July, 2013 for a total of 741 participants with the objectives to: (1) improve the linkages and learning capacity, (2) improve information sharing and retrieval, and (3) become well functioning group.

The workshops had been conducted as planned as per the HDI Transition Strategy in 19 CDRT townships and the objectives were met to sustain project interventions beyond HDI closure

Awareness and orientation workshop for community based groups on the formation of cooperatives

A total of 47 workshops took place as originally planned in all 47 project townships during the months of May and June, 2013 which were attended by some 2096 participants. In recognition of the benefit of forming cooperative many of the project facilitated groups initiated application for registration to form cooperatives, while some were in the process of registration. Some of the township had not yet started the process of registration as the authorities were tied up with their normal duties and functions while some had communication and transportation problems due to remoteness of villages.

Out of a total of 5503 SRGs originally formed under ICDP/CDRT projects, some SRGs were grouping themselves into 167 entities and had already been registered as cooperative societies while the other 980 entities were in the process of being registered as cooperative societies. In the formation of cooperative society, some of the SRGs were to merge together to comply with the existing Cooperative Law and regulations which insist on having a minimum numbers of members in each of the cooperative society.

Some original 1208 SRGs were of the opinion to transform into Civil Society Organizations (CSO) while the other original 1,341 SRGs remained in the wait and see position and indecisive. Some 498 SRGs formed by HDI had shown no interest in transforming into cooperative societies.

Training conducted for interested and newly formed groups

Transition team and TPMs in these township deserved credit for being able to organize this trainings in all the targeted 47 townships immediately after the completion of the Awareness and Orientation Workshops which were held during May and June, 2013. It was observed that

personnel from the Department of Cooperative had been very cooperative in sharing all the required basic information related to the formation of cooperative society. The subject areas covered in the training were found to be sufficient for village groups to form cooperative societies.

Linkage workshop II – bridging key HDI trained resource persons (AEW & LEW) with respective government departments

The workshops were conducted for training need assessment and identification of future training plan. A 100% achievement was made in organizing this workshop in all the 47 targeted townships during the months between April and June, 2013 and some 1905 AEWs and LEWs could have been linked with LBVD, DOA, DDA/NATALA, GAD, 3 Private Institutions. Follow up actions need to ensure that regular contacts were made between AEW/LEW and respective government officials if the intended purposes of upgrading the capacity of AEW/LEW was to be materialized.

Follow up training for interested community resource persons (AEW/LEW) and through respective local government service provider

Better linkages could have been formed and technical know ledges of AEW/LEW were refreshed and strengthened to better serve the village groups.

This training/workshop was organized for two days for local resource persons (AEW/LEW) during the period from May to July 2013, in all targeted 47 townships of ICDP/CDRT project. A total 88 training was conducted to train 1,842 AEWs/LEWs.

Township Linkage Workshop III

A win-win situation was established between local resource persons and concerned township officials who would ultimately contribute to the sustainability of project interventions for the benefits of rural communities. These workshops were held in all the 47 targeted townships as planned to train a total of 2,730 local resource persons, in June and July, 2013.

Field findings

In order to assess the HDI transition strategy and management processes with a view to acquiring insights into how and the extent to which transition activities bring about orderly and focused departure from a past program, to evaluate whether transition activities consist of required measures and meet its objectives, and to learn lessons as to how and why interventions worked well or did not work quite so well, the consulting firm conducted field visits between 8 August and 9 September 2013 in 5 townships across 3 states and 2 regions which include 3 CDRT project townships and 2 ICDP townships. The field findings reflect to support the achievements mentioned above.

Responses and participation of key government departments

Key government departments at township level include General Administration Department (GAD), Department of Agriculture (DOG), Livestock Breeding and Veterinary Department (LBVD), Department of Co-operatives (DOC), and Department of Development Affairs (DDA)

- It was found that 83 % of the government departments had participated in the workshop/training conducted by UNDP. Among the departments it was found that the DoA, LBVD and DoC were the most active as the nature of their work fell in the same area as the UNDP HDI assistance
- They expressed the fact that the trainings and workshops were well organized. They were of the opinion that the UNDP had set a good example in the formation of SRGs and VDCs and in training AEWs and LEWs, which the government departments should take it up as good examples for adoption.
- These officials thought that the HDI trained resource persons (AEWs/LEWs) are efficient, reliable and quite respected in the community. They observed these good qualities during the transition activities of trainings and workshops
- All the government stakeholders, particularly DoA and LBVD provided support through technical trainings and technical advice and guidance , while those in the administrative area provided administrative support and logistics assistance. For the Department of Co-operatives it provides accountancy, auditing and co-operative procedures trainings and guidance for registration with the Co-operatives. All the government departments are enthusiastic to support the UNDP trained CBOs and resource persons in future. This perhaps was due to the fact that UNDP HDI transition activities had a far reaching positive impact as the information on the noble humanitarian assistance was shared and they must have realized the portion that they could contribute
- Almost all government departments (89%) foresee the need for increased cooperation if the overall poverty alleviation programme is to be achieved. Each department in consultation with other departments had developed their own action plans
- Difficulties or constraints in linking up with UNDP trained CBOs and resource persons include remoteness of the villages, poor transportation and communication, language barrier, bad weather conditions, low level of education and knowledge, some delay in getting the permission of GAD and the Banks, and inadequate technical materials for support.
- They viewed the transitional activities as an excellent opportunity where government departments and the rural communities could come together to share their views on

community development work and to know and understand each other better for future co-operation.

Responses from SRGs in HDI Villages

- Key messages received by SRGs were ‘the UNDP will be withdrawing its project interventions and presence in HDI project townships and villages, and therefore SRGs will have to stand on their own feet. To have legal status SRGs should apply for registration for membership at their respective township co-operative offices. The UNDP will have its presence at the State and Region level capital.’
- SRGs are substantially enthusiastic and forward looking. SRGs feel they are now in a better condition than before. They have received training on such important subjects of book-keeping, accountancy, conflict resolution, developing plan of action, procedures of bank transaction and they now know how to contact government departments. But they still feel that they need further training on income generation and marketing.
- CLGs are formed to put together representatives of village SRGs to work together to enhance activities of the groups through better communication, cooperation and coordination, as many SRG members are weak to participate in discussions.
- The advantage of forming TLG is it is able to contact with line departments. It has the capacity to draw plan within 3 months. The weakness of TLG is even after attending 4 days of book-keeping training, participants were not able to conduct multiplier training properly. This could be due to the short duration of training or the low capacity of the trainees to understand and absorb the lessons.
- After forming of CLG and TLG, SRGs feel they can share information, knowledge and experience of development activities. SRGs are now grouped together and they feel strengthened and they are able to meet with government departments in resolving difficulties and problems. TLG helps resolve some technical and administrative issues. However, the forming of such groups also involves holding meetings, and time has to be spent in meetings and there are expenses involved in holding meetings.
- There are quite a number of issues among SRGs while discussing to join Cooperative. First, members do not understand how the co-operative work, their procedures, rules and regulations. Members differ in their opinions as to whether to join or not to join the co-operatives. When they enquire on some information, the co-operative staff cannot provide satisfactory answers. SRGs want to know particularly whether they could keep their money apart from the co-operative system, and if yes, how. Some SRGs are

concerned for the Livestock Committees to join the co-operative as an association. They still want to wait and see.

- Some SRGs feel that there are some difficulties in contacting the township DoC, Myanmar Economic Bank and General Administrations Department.
- The field teams have visited 5 townships. Out of these 5 townships except for Yegy township, it is estimated that at least 50-90 % of the SRGs had submitted their application to register as co-operative associations, and these applications have now reached region/state co-operative offices.
- The total number of community groups registered with the DoC is currently 167 groups in 10 townships out of 47 townships, approximately only about 10 % of the total SRGs
- Some SRGs have low funds which did not meet the financial criteria of DoC, and therefore it takes time to settle these procedural problems. SRGs were not clear on many procedures, policies, rules and regulations and information provided by DoC, and therefore it takes time to process the applications. Some SRGs are of the opinion that the township DoC is not adequately efficient on technical and procedural matters.
- Some SRGs did not want Livestock Committee in their group, as the latter needs big loans, and if the group fails to repay the loan in time, then there could be problem for the group. SRGs in a few other townships also point out the same procedural constraints which pose some limitations to the registration process.
- SRGs must work together to overcome their difficulties through mutual understanding and through their affinity ties. Shortage or low common funds exist in many SRGs and therefore it must work out its financial matters. Time and financial constraints in attending meetings need to be resolved by all members with understanding. Some SRGs are reluctant to join with other groups such as Livestock Committee as the latter is interested in acquiring bigger loans for their project, while SRGs are normally more careful about their loans.
- Improved communication between CLGs and TLGs, and between these leading groups and government departments is a challenge for SRGs to work effectively. Though at the workshops linkages between CLGs/TLGs and government departments have been made, in actual practice it still poses quite a challenge as the government departments are understood to be understaffed, overwhelmed with different obligations and lack adequate financial resources.

Responses from Agriculture Extension Workers (AEWs)

- HDI had made a great positive impact on the communities as reflected in the responses from individual AEWs. These HDI trained resource persons had been the source of partnership, strength and contribution to the community's development work
- AEWs expressed their satisfaction of having attended the workshops and trainings organized during the transition period where they felt that they had gained more knowledge and were able to share problems related to agricultural cultivation of crops
- AEWs plan to work together with staff of DoA on introducing new agriculture techniques and help develop community. They promise they will work together with DoA and seek their advice on technical matters, and to share with others in the community. They plan to give any assistance requested either by government departments or the community.
- Through HDI transition activities an AEW expressed his appreciation for the opportunity to share his experience and knowledge with the community during the activities. It encourages them to continue to work actively for community development.

Responses from Livestock Extension Workers (LEWs)

- Most LEWs interviewed said they had attended workshop and trainings related to livestock raising and they are very pleased with the results as they have learned more on livestock caring, prevention of diseases and treatment. All mentioned that they now know how to contact the Line department, especially the LBVD.
- All LEWs interviewed expect further technical knowledge and training (especially on prevention and treatment of today's diseases of animals) from LBVD, and they hope the villagers will work together with them
- All LEWs interviewed expressed satisfaction in their work, and they plan to continue to work for the community's development of livestock. They said in future they will co-operate with the LBVD to increase the population of the animals and for the systematic storage of animal feed.
- Transition activities have been an enriching experience where participants were able to share information and their experience and knowledge. LEWs considered it very informative and useful

Responses from Village Development Committees

- CBOs realized that they will have to carry on their CBOs activities by themselves without UNDP assistances. But they feel they have self-confidence after attending training and workshop. They also know that they have to be better organized and work systematically and with unity. They also realized how much UNDP had helped them for community development and were thankful for it.
- The concept on leadership of community development has now changed. VDC must now lead all development activities and must try to stand on their own foot. The VDCs can now contact the co-operative, agriculture and livestock departments.
- At the initial stage there were different opinions, with one group wanting to join the co-operative and another group who did not want to join. After the DoC explanation the VDC decided to join the co-operative. Interest to join the co-operative society includes the group will have legal status and it can also obtain assistance, such as entitlement to take loans.
- CBOs need unity at this junction of changes. Some VDCs were thinking of working according to the rules and regulations they learned from HDI UNDP projects. For example, If they use their loans wisely and effectively, and repay for capital and interest regularly, their common fund will increase gradually. So they can contribute some of their common fund for community development activities.

II. Introduction and Background

With the closing of the UNDP Human Development Initiative (HDI) in December 2012, a transition strategy was devised to ensure the sustainable transfer and hand over of HDI structures and results to communities, partners and other stakeholders and smooth the transition from HDI to the new UNDP country program. This transition occurs from November 2012 to September 2013 and culminates with the implementation of Pillar I - Local Governance activities under the new UNDP Country Programme 2013-2015. With the new country program in place from early 2013, the transition strategy is supporting the completion of the inception phase of the new program at the field level.

Given the ending of HDI, a transition process needs to ensure an orderly and focused departure from past programme. Transition under this strategy is understood, first, as a multi-faceted change management process, with several specific tracks or components which need to be managed and considered in parallel while having individual milestones and indicators. These are: programme management, partnership management, field level community hand-over, human resources management and administrative management.

Programme management mainly deals with the completion of the ongoing programmatic field level development activities of the Integrated Community Development Project (ICDP) and Community Development for Remote Townships (CDRT) project. Partnership management focuses on the communication and engagement with government and donor counterparts (and the wider public) during the transition phase.

Under field level community hand-over, a comprehensive series of HDI handing over/closing workshops and ceremonies in HDI partner villages were carried out, with the main objective to ensure that the project responsibilities are effectively taken on by project facilitated groups¹ such as Self Reliance Groups (SRGs) and Village Development Committees (VDCs), as well as to reflect on joint achievements.

Human resources management cut across all other tracks as none of it can be in place without the existence of human resources. Under the existing HDI programme by end of 2012, with contracts of over 700 service contract holders, a 'transition team' is formed in order to ensuring a sound transition and to start recruitment and human resources procedures.

The transition of administrative management has to take place in parallel during and over/closure phase and inception phase. With HDI offices' locations spread within different geographical locations, administrative management is carried out in line with systematic guidelines, such as archiving of files/record, assets disposals, transfer of remaining items to either new identified locations of nearby office to keep as temporary warehouse.

Objectives of the evaluation

- 1) To have an assessment of HDI transition strategy and management processes with a view to acquiring insights into how and the extent to which transition activities bring about orderly and focused departure from a past program
- 2) To evaluate whether transition activities consist of required measures and meet the following objectives:
 - ❖ to strengthen organizational and financial management capacities of mature SRGs and VDCs
 - ❖ to foster group cohesion, networking and group learning capacities and
 - ❖ Ø to sensitize groups, mentioned in first bullet point, to form more business-oriented groups, with a particular focus on co-operatives and to have greater linkages with government departments, other UN agencies and organizations
- 3) To learn lessons as to how and why interventions worked well or did not work quite so well. This in depth analysis will contribute to strategy options for new UNDP country program.

The evaluation covers three main categories in HDI transition processes:

- First, the evaluation will particularly address five components (programme management, partnership management, field level community hand-over, human resources

management and administrative management) of transition strategy, its individual milestones and indicators.

- Second, it will also encompass project facilitated groups such as SRGs and VDCs for their sustainability beyond the project intervention.
- Third and finally, the government departments, who play important roles of stakeholders in transition, will also be taken into account.

3. Methodology

The following methods are used to complete the required services:

- a) First the researchers reviewed the documents and materials on the transition strategy, transition work plans, guidelines for administrative related areas and manuals for capacity building. Reports and documents related to the past HDI programmes were also so as to acquaint oneself of why there was a need for new strategies in a new country programme.
- b) Secondary data thus far compiled were studied to seek any significant changes (either positive or negative) take place or not.
- c) In order to evaluate and address the five components (programme management, partnership management, human resources and administrative management) of transition strategy, its individual milestones and indicators, it is imperative to meet officials involved in the five components and seek their views, opinions, perceptions and ideas on how much they have achieved, the constraints encountered, lessons learned and their recommendation for future course of action. For this activity a schedule of meetings/ interviews was developed so that such meetings and interviews will take place in an orderly and systematic manner. The schedule was drawn up in consultation with UNDP.
- d) In order to evaluate whether transition activities consists of required measures to meet its objectives, the researchers had interviewed project facilitated groups and community volunteers such as SRGs, LCs (Livelihood Committees), VDCs, AEWs, LEWs and AMWs for their sustainability beyond project intervention. Focus Group Discussions and/or Key Informant Interview/Individual interviews were conducted in five field sites, Kyaikhto (Mon State, CDRT), Yegyi (Ayeyarwady Division, ICDP), Naungkkio (Shan State, ICDP), Pakokku (Magwe Division, ICDP), and Mindat (Chin, CDRT).
- e) The researchers also met with the government departments, who played important roles of stakeholders in the transition and to acquire their insights into how the transition is making a difference to benefit the communities.

- f) The following appropriate qualitative tools were developed in consultation with the UNDP conducive to meet the needs of the objectives of the assignment (See tools in Appendix 2):
 - 1) Focus Group Discussions
 - 2) Key Informant Interviews
- g) Data and information were compiled, processed and analyzed using simply Microsoft Excel Programme
- h) A draft preliminary report was prepared and a presentation was conducted to highlight the findings on 20 September 2013
- i) The firm accommodated the comments provided by UNDP and then finalized the report on 23 September 2013.

Therefore, the evaluation work ranges from desk review of (transition strategy, transition organization, transition work plans, guidelines for administrative related areas and manuals for capacity building of SRGs and VDCs et ce tera) to field visits for meeting and looking into key government departments and project facilitated groups.

III. Findings from transitional activities

The implementation of transition strategy was pursued along five distinguished tracks and for each track key milestones and indicators were defined. The evaluation emphasized on the ways and means in managing each track and look into whether the defined milestones and indicators of each result activities were achieved during the transition period.

a. Programme management (Track 1)

This component dealt mainly with the completion of the ongoing programmatic field level development activities of the CDRT and ICDP projects. For 2012 it needed to combine elements of regular end year completion with elements of project(s) closing.

Upgrading of organizational and financial management capacities of groups. (2.2.1.)

A total of 3900 Community Volunteers (CoVs) -members of SRGs and Livelihood CBOs, had been trained by ICDP and CDRT projects as resource persons and out of that about 1,500 CoVs were selected and trained to upgrade their organizational and financial management skills during transition period. The selection criteria of trainees (CoV) were : *1) Participants must be from UNDP facilitated group, (SRG,LDC), 2) participants must be from Self Reliance and SRG which were mature and well functioning , 3) The participant must possess the ability of transferring*

the knowledge and experience and voluntary spirit, 4) Willingness to share personal time for capacity building activities in CLG, 5) Willingness to disseminate knowledge and lessons learned from the training to weak SRG/COB, and 6) To select 4 participants each from SRG and Livelihood CBO. However the total numbers of participant must range between 32 – 35 participants per township. The selection of these CoVs for the training was made in such a way that some resource persons remained available to work for SRG leading groups (SRG LG) and SRG cluster leading group (SRG C-LG) in each area or township.

Prior to conducting the training, capacity gaps and training needs of CoVs were assessed in the last quarter of 2012. The training material used was the Myanmar version of the Organizational Development Training Manual and the subject areas covered under the training were: (i) Organizational Development, (ii) Development, (iii) Leadership, (iv) Planning, and (v) Management. As per the information of 15 August 2013 from UNDP CO, the training titled “Strengthening of the Organizational and Financial Management Capacity of CoVs” had been conducted in the targeted 44 townships.

Comments:

The trainings were successfully conducted in all targeted 44 townships of the project for 1,500 trainees (community volunteers - CoVs) during the period from March to May in 2013. The subject areas covered in the training were found sufficient to manage a successful organization at village level. The way on how the trainings were organized must be rated as A, considering a good geographical coverage of the training events, systematic selection criteria of the participants were in place, the right number of participants was fixed for each training, and sufficient time allocation for each session of the training. However, there might be some constraints or difficulties in finding sufficient numbers of well qualified participants as per the selection criteria, due to educational level of the communities.

Multiplier Training for SRG/CBO Cluster Leading Groups (3.1.3)

This training was conducted under the OUTPUT 3: Fostered group cohesion, networking and group learning capacities through forming of cluster leading groups, TSP federations, and Village Development Committees (VDCs). These three-day trainings were carried out for SRG/CBO Cluster Leading Groups in 47 ICDP and CDRT townships and each training was generally attended by 120 cluster leading group members. In total 163 trainings had been conducted instead of 165 trainings originally planned, because Rathidaung had conducted only 1 training rather than 3 due to limited numbers of participants.

The trainings were found to cover the following subject matters related to organizational managements: such as – Organizational Development (What is an organization? Features of a good organization, What is a community-based organization?, Managing a CLG, Organizational Structure, Roles and responsibilities of chairman, secretary, treasurer, book writer, bank signatory etc, Role and Responsibility of task group and individual of SRG CLG, Rule and

Regulation of SRG CLG), Characteristics of an organization/CBO, Management and management skills, Planning, Resource Mobilization , Implementation, Monitoring and Evaluation (PRIME), Linkages with other institutions , Conflict management , Record keeping and Financial Management, and Developing common auditing mechanism in the cluster. During the course of conducting trainings, sufficient time was allocated to discuss other general matters to make the organization/groups becoming more efficient and effective, such as types of records to be kept, development of fund to covers expenses related to operation of SRG CLG, possible ways of group development fund, fund allocation system, preparation of annual development plan, and a mechanism to monitor the function of CoV/ Resource person/SRG leading groups by SRG CLG.

Comments:

A total 163 trainings for 5,008 trainees were successfully organized during the period from March to May, 2013 in all 47 CDP/CDRT target townships. The high numbers of trainees showing up in all the trainings demonstrated their interest, dedication and commitment in ensuring sustainability of ICDP/CDRT interventions beyond project closure. This phenomenon was also regarded as a proven fact for the success of HDI ICDP/CDRT transition strategy and the existence of an excellent understanding and collaboration between UNDP and the communities.

However it was felt that it would contribute more during project implementation provided that they were conducted earlier.

Follow up - SRG Cluster Level Review Workshop at nearest cluster village (3.1.4)

In this two-day workshop, the key participants were SRG Leading Groups members, CoVs/resource persons and village administrators. Depending on the number of SRG CLG in the township the numbers of participants attending the workshop may change, but in general 30 CLG Representatives, 4 local resource persons and 6 CoVs in the cluster were attending the workshop. This workshop could have been conducted in all targeted 47 townships of ICDP/CDRT projects.

The objectives of the workshop were (i) to critically review the performance of SRG CLGs' formation and operation in the transition period, (ii) to identify SRG CLGs' operation related critical problems, issues, challenges and concerns which need to be addressed, (iii) to prepare a plan of actions to address these problems, issues and challenges, (iv) to share experiences, information and knowledge among the CLGs, (v) to sensitize the formation of Township Level SRG Leading Group, and (vi) to draw a CLG development plan.

Accordingly, the main focuses of the SRG Cluster Level Review Workshop were on reviewing the current status of existing CLGs in each township to have the insight understanding of:

1. The goal/version, actions taken, achievements made, issues encountered, lessons learned, and performance of each CLG.
2. CLG structures, TOR of CLG assigned members and sub working groups such as Management Group, Financial Management Group and Social and capacity Support Group, information sharing with the line departments on functioning local resource persons and linkage formation on dissemination of technical know-how.
3. Differences in the CLG rules and regulations being applied by each CLGs and thereby to select the most appropriate ones for adoption to improve the performance of each CLG, awareness on the importance of self assessment on strength and weakness of each CLG
4. The benefit of Record keeping and ways and means of CLG fund raising
5. Current status of Linkages formation and networking with other institutions, pros and cons of such linkage formation, issues related to networking, the concept of developing an incentive for COVs
6. Achievement / successes , problems, challenges & possible solution of other groups (group work)

Comments:

This workshop introduced the very critical culture that was missing in many rural communities such as networking, information sharing, learning from and assisting each other, self assessment for improvement, the concept of growing together, and good record keeping – which were fundamental and crucial in any development initiative. However, effort should be made to maintain these invaluable human resources, to the extent possible, to remain in each respective area and continue serving the communities.

Township Level SRG Leading Groups formation Meeting and Training (3.2.2)

There had been a total of 170 SRG CLG having the responsibility of ensuring community groups' sustainability at the cluster level. However there was a need to have better linkage at the township level when HDI programme closed down, so as to be in a better position to serve its member SRGs/CBOs in obtaining official registration to become legal entities, in having better access to educational and health care facilities which were normally available in town, in securing livelihood related technical assistance from concerned departments, and in having better and frequent communication with development supportive committee located at cluster and township level. To be able to do these activities, an apex body of Township level SRG Leading Group was formed and strengthened during HDI Transition period.

The specific objectives of forming SRG TLG were to: (i) strengthen SRG leading groups through providing a forum for regular interaction on a quarterly basis and promotion in networking among community groups, private sectors, local NGOs, CSOs and Government

departments and community development supportive committees in cluster and township levels, (ii) disseminate information and create linkages to have better access to the required services from Local Resource Persons and Government counterparts, private sectors, CSOs, NGOs, (iii) Promote market linkages for local products available from community groups, (iv) provide technical assistance for upgrading quality of local products and innovation work to bring about new local products, (v) resolve conflicts emerging from within member SRG cluster leading groups which were beyond the capacity of individual SRG leading group to handle, (vi) schedule regular trainings and review workshops to promote efficiency and competency of SRG cluster leading groups at appropriate interval in the future, and (vi) maintain the existence of community institution fostering sustainable development in the region through partnership with other institutions and organizations.

In the process of forming SRG TLG the following steps were followed in sequence: firstly discuss first with the SRG leading groups during which advocate on the formation of township level SRG leading groups; secondly collectively discuss about setting of the group vision, establishment of basic structure, functions, roles and responsibilities, TOR of members and rules and regulation and norms related to organizational and financial management of the proposed township level SRG leading group; thirdly form SRG TLG as articulated in the common message in Myanmar language, and finally select the SRG TLG representative as per the criteria identified agreed upon earlier by members of SRG CLG.

It was crucial to hold the first meeting of forming the Township Level SRG Cluster Leading Groups with representatives of all SRG CLGs in the township. During this occasion, the meeting was informed of the purpose of meeting and objectives of SRG TLG formation and then SRG CLGs representative selected some 7 – 9 participants to serve as SRG TLG members as per agreed selection criteria identified earlier. Announcement of the names of SRG TLG member by the post title (such as chairman, secretary, accountant, treasurers etc) was made immediately the formation of SRG TLG in the meeting. Afterward, agreement was made to hold the first meeting and prepare meeting Agenda. The chairman, record keeper, time controller, and meeting facilitator were also selected for the first meeting. At the end of the meeting minutes of the discussion and consensus were prepared by record keeper which were endorsed and signed by all the participants. In advance of forming the SRG TLGs, relevant trainings were conducted for SRG CLGs to ensure that systematic SRG TLGs were formed as envisaged.

Comments:

The ways how the SRG TLG meeting and training organized would definitely contribute to the long term sustainability of SRG TLG. This type of workshops was organized as originally planned in all targeted 28 townships for 1,335 trainees from May to July, 2013.

The strengthened SRG leading groups would serve as a forum for regular interaction and promote networking among community groups, private sectors, local NGOs, CSOs and Government departments and community development supportive committees in cluster and township. In addition it would promote market linkage

SRG TLG became capable of providing technical assistance for upgrading quality of local products and innovation work to bring about new local products and resolving conflicts emerging from within member SRG cluster leading groups which were beyond the capacity of individual

However, it was crucial that the right candidates with good vision and dedication were selected for participation in the training aiming at creating a strong SRG TLGs representing SRG CLGs at the township level in all aspect of development affairs in the area.

Review workshop for township level SRG leading group (SRG TLG) for taking over networking and learning arrangement between SRG CLGs and the government/other stakeholders (3.2.3)

About a maximum of 50 participants were earmarked for each township for participation in these 2-days workshops, representing some functioning SRG Cluster Leading Groups, CoVs, and Resource Persons from different clusters. These participants would take the lead as focal points, in the future, in forming linkages with local authorities and local NGOs and networking with functioning CLGs, CoVs, and local resource persons (AEW, LEW), village tract administrator, township administrator, representatives of the Community Development Supportive Committee for necessary support to ensure sustainability of the community groups and activities. The Proposed brake-down numbers of participants at each township SRG CLG workshop were as follow, but may be adjusted on need basis:

- a) SRG TLG members - (7-9) persons
- b) Township Administrator 1 person
- c) Village Tract Administrators Representatives from SRG CLG village - 5 persons
- d) Community Development Supportive Committee Representatives(TSP) - 3 persons
- e) Community Development Supportive Committee Representatives (VT) - 4 persons
- f) SRG CLG Representatives at least one from each SRG CLG - 10 Persons

The workshop had the following Objectives:

- Introducing of TLG members to GAD (General Administration Department) CDSCs (Community Development Supportive Committees) at Township and VT levels.
- Review of progress in SRG CLGs' formation and operation in the transition period and promoting the role of SRG TLG in poverty reduction and community development

- Identification of SRG TLG and CLGs' operational related critical problems, Issues, challenges and concerns which need to be addressed by them (TLG & CLGs) and in consultation with and support of CDSCs.
- Preparation of plan of actions to address the critical problems, issues and challenges.
- Information, knowledge, and experience sharing and learning among the TLG and CLGs and CDSCs.
- Developing SRG TLG and SRG CLGs joint action plan to ensure sustainability and development of community groups in local area.

During the workshop TLG members were mobilized in groups to prepare the presentation on - objectives of TLG, structure of TLG, roles and responsibilities of TLG, TOR of TLG Members, functions of TLG, establishment of TLG Fund, activities that had been implemented after formation of TLG and the activities they would like to do as a group of SRG Leading Group at township level, issues and challenges of SRG TLG operation and solution, and action plan of TLG. After that TLG participants were asked to practice the presentation under the supervision of project township team, in advance. The actual presentations were then made in the workshop so as to allow GA Department and Development Supportive Committees (DSCs) representatives have insight information about TLG formation, its vision and objectives and functions at the township level on behalf of village groups. Similar practice was adopted for the presentation by each CLG and TLG on group registration, issues encountered during the process, and progress made.

A total of 28 workshops were organized in all targeted townships as originally envisaged in all targeted 28 townships in the months of June and July, 2013 and 1,327 SRG TLG members benefitted from this workshop.

Comments:

Strong linkages could have been formed between, SRG TLG members and officials of GAD/CDSC making the way possible for frequent and close cooperation through this workshop. The experience they gained during the training through the preparation on some running SRG TLG, including but not limited to TLG/CLG structure, roles & responsibilities, functions, TLG Fund establishment etc. would be critical and instrumental in drawing the interest of donors and local authorities for support on behalf of community groups.

Training for Strengthening of VDCs (Cluster level) (3.3.3)

The training was conducted in 24 CDRT townships for three months from April to June, 2013 with the objective of strengthening VDCs through VDC cluster leading group formation to foster group cohesion, networking and group learning capacities. Each training took 3 days to cover important subject areas, such as - CBO concepts, identification of opportunities for development, coordination of human and financial resources, resource mobilization, leadership skill, conflict resolution, project cycle management, monitoring & evaluation, lesson learned, best practices

and application, and work plan development. A total of 908 VDC members were trained under this training.

Comments:

The training have been conducted as planned as per the HDI Transition Strategy and the objectives were met to sustain project interventions beyond HDI closure

Follow up and review workshop for the strengthening of VDC Cluster \Leading Groups (3.3.4)

A 2-days workshop was held in 19 townships of CDRT project during the period from May to July, 2013 for a total of 741 participants. The main objectives were to: (1) improve the linkages and learning capacity, (2) improve information sharing and retrieval, and (3) become well functioning group.

During this workshop VDC CLG's activities, achievements, issues & problems encountered by each CLG were shared among themselves. Training were given in the area of VDC CLG formation & linkages, roles and responsibilities, rules & regulations, groups status, problems solving & the importance of experience sharing among CLGs members, and book keeping.

Comments:

The trainings have been conducted as planned as per the HDI Transition Strategy and the objectives were met to sustain project interventions beyond HDI closure

Awareness and orientation workshop for community based groups on the formation of cooperatives (4.1.2.)

“Awareness and Orientation Workshop for community based groups in coordination with Department of Co-operatives” were organized for two days in each of the 47 townships of the ICDP/CDRT projects. These workshops were expected to deliberate about the potential benefits/advantages of community groups working as a co-operative society.

The specific objectives of the workshop were: (1) To sensitize UNDP-facilitated community groups to form more business-oriented groups, with a particular focus on cooperatives; (2) To

draw up an action plan of community groups (interest based) for forming co-operatives; (3) To outline a plan for capacity assessment of interested groups by co-operatives, and (4) To have a training plan for interested and newly formed groups by co-operatives.

At the end of the workshop, community groups were expected (1) to gain a better understanding of cooperatives; past co-operative history in Myanmar, knowledge on current Co-operative Law and related regulations, benefits/advantages of working as a co-operative society, formation /registration procedure and capacity development, (2) to draw action plans of community groups (interest based) for forming co-operatives. After the identification of interested groups, (3) a plan for capacity assessment of interested groups, and (4) a training plan for interested, newly formed groups were drawn.

During the workshop presentations were focusing on (1) past co-operative history in Myanmar, (2) knowledge on current Co-operative Law and related rules and regulations, (3) benefits and advantages of working as a co-operative society, (4) potential support from Department of Co-operatives, (5) Co-operative formation procedure / registration and capacity development, (6) Capacity assessment of interested groups, and (7) Training for interested newly formed groups

Comments:

A total of 47 workshops took place as originally planned in all 47 project townships during the months of May and June, 2013 which were attended by some 2096 participants. In recognition of the benefit of forming cooperative many of the project facilitated groups initiated application for registration to form cooperatives, while some were in the process of registration. Some of the township had not yet started the process of registration as the authorities were tied up with their normal duties and functions while some had communication and transportation problems due to remoteness of villages.

Out of a total of 5503 SRGs originally formed under ICDP/CDRT projects, some SRGs were grouping themselves to form 167 cooperative societies while the other 980 cooperative societies were in the process of being registered. In the formation of cooperative society, some of the SRGs were merged together to comply with the existing Cooperative Law and regulations of having a minimum numbers of members in each cooperative society.

Some original 1208 SRGs were of the opinion to transform into Civil Society Organizations (CSO) while the other original 1,341 SRGs remained in the wait and see position and indecisive. Some 498 SRGs formed by HDI had shown no interest in transforming into cooperative societies.

Training conducted for interested and newly formed groups (4.3.3)

This 3-days training was organized for the interested and newly formed groups during the period from June to July, 2013, as originally planned in the 47 townships of ICDP/CDRT projects. A total of 1,507 trainees from the 47 townships were trained. This training covered the required fundamental aspects of forming a cooperative society, such as Policy, objectives, process of

Cooperative Department, inspection of cooperative group, cooperative group formation, write off of cooperative group, sector wise loan specifications, submission for loan, benefit , rules and regulations, Account record keeping, book keeping, and cooperative group development and process.

Comments:

Transition team and TPMs in these township deserved credit for being able to organize this trainings in all the targeted 47 townships immediately after the completion of the Awareness and Orientation Workshops which were held during May and June, 2013. It was observed that personnel from the Department of Cooperative had been very cooperative in sharing all the required basic information related to the formation of cooperative society. The subject areas covered in the training were found to be sufficient to form a cooperative society.

Linkage workshop – bridging key HDI trained resource persons (AEW & LEW) with respective government department for training need assessment and identification of future training plan (Linkage Workshop II) (5.1.1)

The selection of participants for workshop was based on the area of weakness and training needs of local resource person. A total of 42 participants (15 AEW, 15 LEW, 2 LBVD, 2 DOA, 1 DDA/NATALA, 1 GAD, 3 Private Institution, 5 community representative from cluster villages). The selected AEW and LEW must be well functioning with sufficient capacity to identify their own strength and weakness based on their TORs. They were expected also to have bad or good experiences to share during the workshop.

Objective of the Workshop:

- To handover the list of resource persons and establish direct contacts between key resource persons and concerned government departmental officials.
- To identify issues and problems encountered by local resource person hindering and affecting the process of disseminating updated technologies to communities.
- To identify training needs of local resource persons in a participatory fashion..
- To obtain capacity development assistance from the line department to further improve technical capacity of local resource persons..

An opening speech was made by township administrator and was followed by a presentation and discussion focusing on TORs and capacity improvement needs of local resource persons to guarantee sustainability of development activities initiated by the projects. At the invitation of TPM the selected AEW and LEW shared their experiences and achievement made while discharging their duties and responsibility articulated in their TORs. Local resource person s also presented and shared their achievements and lessons learnt based on their experiences.

Following that, TPM facilitated the division of AEW and LEW into 6 groups to work out the areas of issues and problems encountered during implementation of activities against the TORs and area of weaknesses requiring further training. Presentation on issues and problems and area of weakness was made by respective groups. Based on the presentation, priority training needs of local resource person was identified through brainstorm involving personnel from line departments and private institutions.

The final training need was confirmed during the workshop and action plans were endorsed for implementation.

Comments:

A 100% achievement was made in organizing this workshop in all the 47 targeted townships during the months between April and June, 2013 and some 1905 AEWs and LEWs could have been linked with LBVD, DOA, DDA/NATALA, GAD, 3 Private Institutions. Follow up actions need to ensure that regular contacts were made between AEW/LEW and respective government officials if the intended purposes of upgrading the capacity of AEW/LEW was to be materialized. . :

Follow up training of interested community resource persons (AEW/LEW) and through respective local government service provider (5.1.2)

This training/workshop was organized for two days for local resource persons (AEW/LEW) during the period from May to July 2013, in all targeted 47 townships of ICDP/CDRT project. A total 88 training was conducted to train 1,842 AEWs/LEWs .

The objectives of training/workshops were to: (i) raise the capacity of Local Resource person, (ii) improve the linkages and analysis on need assessment, (iii) finish the works identified during Township Closing & Training needs assessments Workshops, (iv) develop future training plan, (v) upgrade the capacity of local resource persons (AEWs/LEWs). During the training the following subject matter were covered:

- rubber plantation, seedling nursery, rubber plate making,
- Systematic Paddy cultivation, HYV rice seeds production, land preparation, pest & diseases control, fertilizer application, compost making
- Systematic livestock rearing, pig rearing, chicken/ duck/ goat rearing, seasonal vaccination
- Discussion on issues and problems being encountered in villages
- Training needs assessment for future trainings

Comments:

Better linkages could have been formed and technical know ledges of AEW/LEW were refreshed to better serve the village groups.

Township Linkage Workshop III (5.1.3)

The following 65 participants were invited to this one day workshop, such as 40 -local resource person (10 AEW, 10 LEW, 10 FEW, 10 DRR CoV), 11- from the department (1 GAD, 1 DDA/ NATALA, 2 DOA, 2 LBVD, 1 LRD, 2 Fire Brigade, 2 FD), 5- from NGO/UN (3 INGO, LNGO/CSO, 2 UN Agencies), 4- Private Institutions, and 5- community representatives from cluster.

The functioning local resource persons were selected from different clusters and those from the private sectors they must be livelihood oriented entities.

Objective of the Workshop were:

1. To handover the list of functioning resource persons to Line Department and establish direct contacts between local resource persons and government departments
2. To identify the area of interventions jointly with the line department officials to sustain proven technology dissemination & development.
3. To establish proper linkage mechanism between local resource person and Line Department.

During this workshop the list of local resource persons with relevant TORs were made available to the line department officials in view of facilitating future communication and cooperation. Proper extension and communication mechanism for local resource person were established for inclusion in the existing departmental mechanism extension work during this workshop. Officials from the departments agreed to provide their support and assistance to the local resource person who would in return assisting the local department in the transfer of technologies to the rural communities which were hardly reached by them

Comments:

A win-win situation was established between local resource persons and concerned township officials who would ultimately contribute to the sustainability of project interventions for the benefits of rural communities. These workshops were held in all the 47 targeted townships as planned to train a total of 2,730 local resource persons, in June and July, 2013.

b. Partnership management

Partnership management (TRACK 2)

This component focused on the communication and engagement with government and donor counterparts (and the wider public) during the transition phase, with an initial focus

on the time till end 2012. Key partners in this regard were the government, donors as well as the wider public. Communication would entail physical events as well as publications in the form of print materials and other media. On the government side it also covered HDI closing events at regional and union level, and would entail also presentation on the upcoming new UNDP program.

c. Field Level Community Handover (TRACK 3)

There were comprehensive series of HDI handing over/closing workshops and ceremonies in project intervention villages under this component.

The Village Level HDI Closing and Handing over Workshop at Grassroots Level (1.2)

These workshops were organized in all HDI project villages towards the end of 2012, in November and December. During the workshop CDF worked as facilitator with the logistic support of concerned TPM and office support staff. All the stakeholders of the project of each village, such as village administrator, village elders, CBO/SRG EC members, representatives, all members of village groups supported by the project, community volunteer, and resource persons were invited to this important occasion.

The main objectives of these workshops were: 1. To inform the common and key message on HDI closing and handing over arrangement, 2. To conduct participatory review on implemented project activities, invested project inputs, current status of village development revolving fund, groups membership status, financial and organizational sustainability arrangement by respective CBOs/ SRGs, 3. To conduct participatory review on project provided socio economic assets and its achievements and lessons learned towards maintenance for sustainable village development, 4. To recognize the community involvement and active participation throughout the project intervention periods and to hand over the role and responsibilities project to existing village CBOs/ SRGs for their own development in future.

During this occasion the villagers were informed that ICDP and CRDT would be closed all the project support and results would be handed over to the respective CBOs and SRGs by the end of December 2012, believing that the communities and community groups were by now mature enough to take over the leadership role for their own development, applying the experience learned during the course of project implementation. The communities were also informed that UNDP would continue its support in a limited scope in 2013 despite the closure of ICDP and CDRT in the area of networking and joint learning among community groups at the village cluster and township level. It was also added that UNDP would pursue for in the areas of sustainable rural development, community empowerment and sustainable local development, including the provision of support for local development and local communities, under its new country program for Myanmar (2013-2015).

This workshop gave the opportunities for all the participants to become aware of what was done by the community groups, socio economic assets, project inputs, current status of development fund, membership status, and financial and organizational sustainability arrangement of respective CBOs/ SRGs. All ICDP/CRDT villages were given recognition cards signed by RR/ RC for the whole community. SRGs and CBOs were also given the recognition cards as well as handing over cards for taking over of the UNDP project roles and responsibilities for their future own development.

Comments

This handing over workshop was well planned and implemented in 2,716 villages of all targeted 49 HDI project township to ensure that all HDI supported assets were formally handed over to the village communities.

At the same time, villagers were formally informed that HDI would be closing and through participatory review came to understand project activities, invested project inputs, current status of village development revolving fund, groups membership status, financial and organizational sustainability arrangement by respective CBOs/ SRGs. Acknowledging community involvement and active participation during project implementation in a formal fashion through duly signed recognition card must be credited. Handing over of the role and responsibilities to village CBOs/ SRGs created a very strong sense of ownership and dedication to pursue for a brighter future and further development. Transition Team, in particular the Community Development Facilitators, must be congratulated for their effort and dedication for a successful completion of the handing over workshop in 2,716 ICDP/CDRT villages.

Township Level HDI Closing and Linkage Promotion Workshop_(Linkage/ Networking WS I) (2.3.2)

Following village level HDI closing workshops, township level closing and linkage workshops were organized during the period from January and February 2013 to discuss about potential cooperation and support to community groups in the framework of the HDI transition and the new program of UNDP.

The main objectives of these workshop were to: (i) inform the government, NGOs and other relevant stakeholders about the closing of HDI, the handing over of project roles and assets to rural communities, and about the HDI transition to the new UNDP country programme; (ii) establish linkages between UNDP supported community groups and the government, INGOs/NGOs and other relevant stakeholders for greater access to support services by rural communities; (iii) draw up action plan for follow up support that relevant government line departments, INGOs/NGOs and other stakeholders can extend to community groups.

Main participants in these workshops were the Chief Minister of the Region/State, minister or deputy minister from counterpart ministry, UNDP Country Director, TPM/TS, lined departments existed in the township (eg. DoA, SLRD, LBVD, FD, MMSE, SLRD, DOC, DGA, MEB), INGO/LNGO.

The main information shared by UNDP during the workshop focused on (i) the Overall HDI assistance to rural communities, outcomes and sustainability mechanisms, some success stories of HDI interventions. HDI ICDP/CDRT Township Profile were also handed over to relevant line departments highlighting the list of UNDP trained community volunteers and local resource persons for potential linkages with relevant government line departments, NGOs and other relevant stakeholders.

From the Government side, the registration process and departmental formalities required for the formation of cooperative societies and microfinance & supervisory enterprises, and civil society organization including land registration process were shared. In addition, information on the Community Forest Instruction, Banking services of MEB were shared by concerned departments. Action Plan detailing follow up action activities for assistance to the community groups by each organization were finalized.

Comments

Objectives of the workshop were found relevant in ensuring sustainability of ICDP/CDRT interventions beyond HDI physical presence at village level. The information shared during the workshop by both sides was relevant in enhancing mutual understanding and closer cooperation in the future. The government side was well represented through not only at township level officials but also by the Chief Minister of the Region/State and minister/deputy minister of counterpart ministry. This workshop was organized as planned in all the targeted 47 project townships for a total of 3,197 trainees during the period from March to May, 2013.

d. Human resources management (TRACK 4)

Under the HDI program which had been continuously ongoing for almost two decades, over 700 service contract holders were working in 50 townships across the country. Under the restricted mandate, UNDP Myanmar had worked with the main focus on livelihood, infrastructure, social sector and capacity building sectors of the community members at the grass root level. Therefore, the existing service contract holder workforce gained rich work experience in the mentioned sectors.

Under the new country program, UNDP's objectives is to work hand-in-hand with the government to build knowledge, skills and institutional capacity in the areas of local governance, civil society organization, media and livelihood in conjunction with DRR and wider democratic governance support. As these thematic areas are still new for Myanmar context it will be a challenge in identifying respective local human resources and talents for the said areas, which UNDP will seek to address through a series of targeted training and

capacity building events as well as through pairing national with international knowledge and work forces.

By end of 2012, contracts of 795 service contract holders would not be renewed with effect from 31st December 2012. It was thus crucial to have an approved program in place before end of the year in order to ensuring a sound transition and to start recruitment and HR procedures in 2012 required for staff being effectively in place by 1st quarter of 2013.

During the transition UNDP retained all the present 49 townships however, for economies of scale, UNDP project staff were clustered in area presences from where UNDP would provide support to nearby townships. Area presences had to be strengthened by temporarily reassigning the best township staff.

The number of UNDP's area presence and the strength of human resource during transition phase (from November, 2012 to September, 2013) were scaled down gradually as follow:

	<u>Nov/Dec, 2012</u>	<u>Jan., 2013</u>	<u>Apr., 2013</u>	<u>Jul., 2013</u>	<u>Oct., 2013</u>
Physical Presence (TSP)	49	6-7	6-7	17	17
Staff count, No.	795	351	330	233	151

c. Administrative management

HDI offices have been operating in 49 township offices fully equipped with vehicles, assets, inventories and financial managements. The transition of administrative arrangement had to take place in parallel during handover/closure phase and inception phase. With HDI offices locations spread within different geographical locations there was a need to have a *systematic and stringent guidelines* for all administration related areas, such as archiving of files/records, assets disposals, transfer of remaining items to either new identified locations of nearby office to keep as temporary warehouse. As all office premises were rented the lease agreements also expired on 31st December 2012 and therefore, there was a need to review the validation of some offices. As soon as the new area offices were identified, the office was to set up with the retained assets and equipments with properly recorded transfers.

Actions taken:

Townships files/records had been archived properly for future auditing purposes at identified locations. All files according to record retention periods were kept and listed properly for future reference and transferred to the identified location (temp warehouse or new office location). File list had been handed over by APM to Yangon respective/assigned personnel.

Assets / office items were recycled for future Programme implementations. Only the reusable office furniture, equipments and ICT equipment were retained at a minimum quantity (related to the envisage 13 Area locations) and the surplus items were to be written off through asset disposal SOP.

All running project vehicles (Car, Motorbikes and boats) which were in good condition were re-used for start up in the new program operations, but remaining were written off.

Validation of Office lease agreements: The lease agreements of existing offices were renewed except for the ones that are assumed to become future area offices. All house owners were informed before end of Nov 2012 on the validation of lease agreements, either to be renewed or non-extended.

Temporary warehouses for keeping retained items: warehouses in the capital cities or convenient office within the existing areas had been identified and the retained office equipment, archived files and vehicles had been transferred accordingly.

Official transfer and handover of HDI items to CO: The field transition team had prepared a report and list of items and files retained and handed over to Programme officially with proper documentation.

Job application skills of HDI staff enhanced (Capacity development for non retained UNDP staff).(6.2.)

With the closing of HDI Programme and shifting to the new Country Programme there was a need to downsize the pool of service contract holders as well as office premises throughout the country. The service contracts were no longer extended for some field staff such as Community Development Facilitators, Finance Assistants, Administrative Assistants, Drivers and Security Guards. In order to assist them in finding new employment, UNDP Myanmar's Senior Management decided to offer an interactive training package in producing a structured Curriculum Vitae (CV) and preparing for an interview. A roster list of non-retained SCs was also prepared attaching updated CVs were shared with relevant stakeholders to ensure job opportunities for this group of people.

The training was focusing on writing a CV professionally and preparing for the interview utilizing PowerPoint presentation. To stimulate participants, group work on writing a CV and role play on interview was included. Two-way communication was also encouraged to ensure that participants understood the contents. The trainings were organized in 8 location except in Mon/Kayin due to a mission to Hpa-an and the training lasted from 31 January to 5 February 2013..

A total of 248 participants attended the training (38 administration and finance assistants, 142 CDFs, 68 security guards.

Analysis of the evaluation report scores

The highest score was 5 and all the training session categories were ranked above 4 which indicated that the training contents, methodology, and logistics served the intended purpose. Moreover, the facilitators' were evaluated at 4.6 which clearly revealed that the volunteer facilitators had enthusiastically delivered the training to meet the participants' expectation. Majority of the participants appreciated the training and were grateful for the arrangement.

Comments:

The initiative taken to improve job application skills for non-retained HDI field staff was highly appreciated.

IV. Field findings

In order to assess the HDI transition strategy and management processes with a view to acquiring insights into how and the extent to which transition activities bring about orderly and focused departure from a past program, to evaluate whether transition activities consist of required measures and meet its objectives, and to learn lessons as to how and why interventions worked well or did not work quite so well, the consulting firm conducted field visits between 8 August and 9 September 2013 in 5 townships across 3 states and 2 regions which include 3 CDRT project townships and 2 ICDP townships. The consulting firm dispatched two teams for this work and the composition of the team is shown in appendix 1.

The purpose of the visits is to look into key government departments and project facilitated groups such as 'Self-Reliance Groups, Village Development Committees and other trained volunteers' as to how the transition activities impact their work and their future expectations. Such visited key government departments at township level include General Administration Department (GAD), Department of Agriculture (DOG), Livestock Breeding and Veterinary Department (LBVD), Department of Co-operatives (DOC), and Department of Development Affairs (DDA). Meetings with officials from the General Administration Department were more or less courtesy calls.

The visits use qualitative approach to understand the thoughts, feelings and opinions of the different stakeholders and attempt to study and evaluate what the transition programme has an impact on the UNDP HDI related stakeholders. In another sense the field visits attempt to explore whether the transition process ensures an orderly departure from HDI into new UNDP country programme and to investigate whether SRG and VDC and other HDI trained resource persons would be able to continue effectively beyond HDI, and whether the Transition strategy, Transition work plan, and Transition M&E plan had effectively worked well between the Transition Period of November 2012 to September 2013.

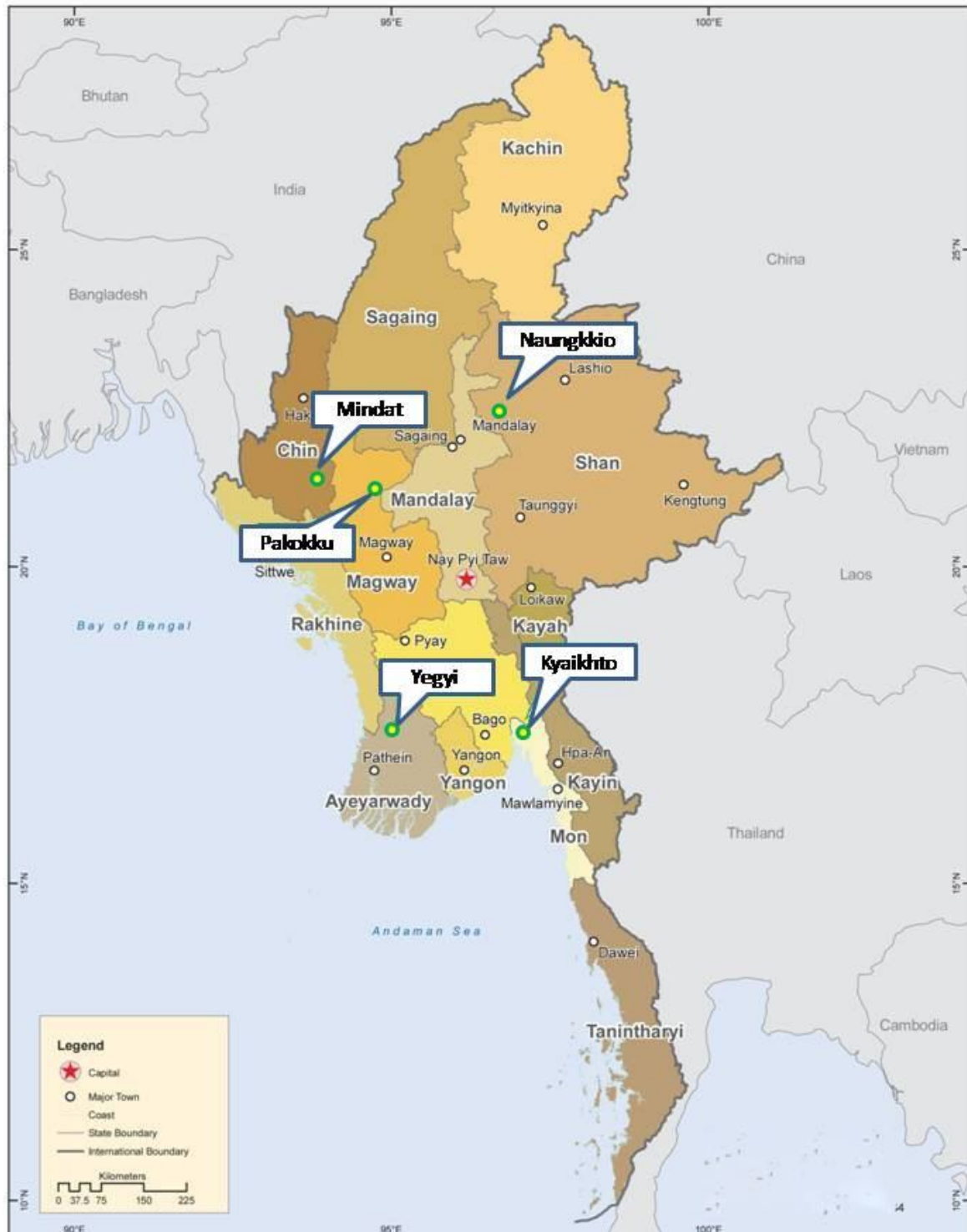
The qualitative approach used such tools as Focus Group Discussions and In-depth Key Informant Interviews in project villages. The consulting firm's field teams have conducted 19 in-depth interviews with different government departments, 14 FGDs with community groups such as SRGs and VDCs, and 24 Key Informant Interviews with UNDP trained AEWs and LEWs. Please see table and map below:

Table showing field visits by township, state/region, village and by number of FGDs and KIIs conducted

SN.	Township	State/Region	Type of project	Project Villages	In-depth interviews with government officials	Number of FGDs	Number of KII with AEWs & LEWs
1	Kyaikheto	Mon	CDRT	1.Taung Ka Lay	5	2	2
				2. Kwin Ga Lay		2	2
2	Yegyi	Ayeyarwady	ICDP	1. Hpan Ka Pin	3	1	2
				2. Auk Su		1	1
3	Pakokku	Magway	ICDP	1.Khin Mon Kha	3	1	2
				2. Anauk Chauk Kan		1	2
4	Mindat	Chin	CDRT	1. Pan Awh	3	2	3
				2.Dauk Dwe		2	3
5	Naungkkio	S. Shan	ICDP	1. Tha Pan Kine	5	1	4
				2. Myet Chin Nu		1	3
TOTAL					19	14	24

Republic of the Union of Myanmar

Independent Evaluation on Human Development Initiative Transition
(Field visit sites)



a. Responses from Government Stakeholders

1. Participation and role

It was found that 83 % of the government departments had participated in the workshop/training conducted by UNDP for the transition where 59 % of them had participated rather actively. They had even provided training and contributed to the Plan of Action. Among the departments it was found that the DoA, LBVD and DoC were the most active as the nature of their work fell in the same area as the UNDP HDI assistance. An excellent exceptional case was the Department of Development Affairs in Naungkkio township, which was recognized as government counter part for UNDP HDI Projects and which had been actively involved in the community development activities in Naungkkio.

2. Opinion on workshops/trainings that UNDP conducted during the transition period

Eighty-nine percent of the government officials interviewed perceived very favourably to the workshops/trainings that were conducted by UNDP in their townships during the transition period. They expressed the fact that the trainings and workshops were well organized. They were of the opinion that the UNDP had set a good example in the formation of SRGs and VDCs and in training AEWs and LEWs, which the government departments should take it up as good examples for adoption. They believed that the rural CBOs were now much stronger and were able to work together in unity. In fact the coordination and linkages capacity of SRGs and VDCs had improved, and it is commented that it would have been better if this linkages could have been created earlier.

3. Perception on the work of UNDP trained AEWs and LEWs

Due to different nature of their work many government officials do not know the work of AEWs and LEWs. (17%). Only officials from such departments as DoA, LVBD and DDA know them and were appreciative of their work and roles in community development. These officials thought that they are efficient, reliable and quite respected in the community. They observed these good qualities during the transition activities of trainings and workshops. About 53 % of the respondents think they were good at their work but unfortunately did not have contact with them.

4. How government department works with AEWs and LEWs

There were some government departments (17 %) which hardly know UNDP trained AEWs and LEWs. However, due to the transition activities of training and workshops, they came to know each other better. Government departments now provided its contact details and therefore consequently the communication with them had improved. DoA and LVBD said they had provided necessary technical assistance and guidance. They got acquainted with each other because of frequent communication for matter related to agro-techniques and fertilizers. AEWs

and LEWs contact the department s on phone and sending sample of plants that were damaged by the pests. Departmental staff went to the field and observed the ground situation and provided technical assistance. Village and Village tract Managers always give assistance if they were requested by AEWs and LEWs. Now that contact and understanding between the government departments and AEWs and LEWs had been firmly established, it is hope that work will improve through partnership and cooperation.

5. Departments expectation from UNDP trained CBOs/resource persons

About 40 % of government officials interviewed expressed their interest and expectations that the current momentum of work spirit will continue, and as the UNDP trained CBOs and AEWs/LEWs gained technical knowledge it is hoped that they will become core development workers and they would be able to work together with them. Similarly another 35 % expressed their views that the CBOs/resource persons will become co-operative members and hope to work together.

6. Support provided by government departments to UNDP trained CBOs/resource persons

All the government stakeholders stated that they have provided support to UNDP trained CBOs and resource persons. Those who are involved in technical work (such as DoA, LBVD) provided support through technical trainings (e.g. pesticides/herbicides and agro-techniques. Rice seeds were also provided to a certain degree), and technical advice and guidance (such as enhancing artificial insemination, distribution of good breed of pigs, distribution of goats, provision of training and vaccination), while those in the administrative area provided administrative support and logistics assistance. For the Department of Co-operatives it provides accountancy, auditing and co-operative procedures trainings and guidance for registration with the Co-operatives. However, the CBOs and UNDP trained resource persons should take the opportunities of the transition activities where they had met and came into contact with the government departments. In Naungkkio, one Co-operative official stated that the communities were very interested in registering with the department, and he has been receiving 2-3 calls from the villages each day, indicating the positive impact of HDI transition activities.

7. Intended support to UNDP trained CBOs and resource persons in future

All the government departments are enthusiastic to support the UNDP trained CBOs and resource persons in future. This perhaps was due to the fact that UNDP HDI transition activities had a far reaching positive impact as the information on the noble humanitarian assistance was shared and they must have realized the portion that they could contribute. The DICD promised to provide support and full cooperation in future. Likewise, GAD and DDA said they would weigh in their administrative authority in helping out the communities. Technical departments such as DoA and LBVD stated that they would make effort to increase the population of cattle as the current rate of growth was found insufficient, provide training and support as to increased quality breed of pigs, provide training for the use of pesticide, chemical fertilizer, quality seeds and

increased yield of crops. The DoC on its part plans to help the SRGs and VDCs to speed up the registration process and provide at least one training each year to help build up the capacity of these groups.

8. Action plan derived from Township level HDI closing workshops

Almost all government departments (89%) foresee the need for increased cooperation if the overall poverty alleviation programme is to be achieved. Each department in consultation with other departments had developed their own action plans. Some examples are UNDP organized and trained CBOs, VDCs, AEWs & LEWs must come together to form themselves as cooperative groups or association, providing electricity for lighting, the need to have seed bank for increased use of quality seeds, DoC to help community groups to register themselves as co-operatives, livestock multiplier training and programmes such as continued artificial insemination programme for cattle and selling of pig and goat with credit. Most of them believed that all these action plans developed at the township level HDI closing workshops can be successfully achieved if all come to join hands and work diligently, which in turn could contribute to the alleviation of poverty.

9. Difficulties or constraints in linking up with UNDP trained CBOs and resource persons

Half of the officials interviewed said that there was no difficulty in linking up with UNDP trained CBOs and resource persons. However, another half were of the opinion that there were difficulties and constraints citing remoteness of the villages, poor transportation and communication, language barrier, bad weather conditions, low level of education and knowledge, some delay in getting the permission of GAD and the Banks, inadequate technical materials for support (e.g. concentrated feed and medicines for animals, support for agricultural activities), etc. In spite of such difficulties and constraints these officials expressed their willingness to help the CBOs and resource persons if the latter request for help.

Knowing all such constraints and difficulties the officials of the Co-operative Department of Naungkkio travelled to the villages to register the SRGs and VDCs which was a good example of positive impact of the transition activities. The registration process went very well, and even groups of men had expressed their wish to form themselves and register themselves as co-operative groups.

10. Views of the government departments on the whole UNDP HDI transition

All the government departments responded favourably to the UNDP HDI transition activities. They perceived that village community organizations such as SRGs, VDCs, AEWs and LEWs have become stronger as the transition trainings and workshops had increased their knowledge and skill in organizational skill and implementation of their respective work. Government departments such as GAD, DDA and DoC which had hitherto remained distant from UNDP development activities are now very impressed with UNDP activities after attending the

workshops and participated in the trainings. They viewed it as an excellent opportunity where government departments and the rural communities could come together to share their views on community development work and to know and understand each other better for future co-operation. They had learned from the transition workshops and training, and are of the opinion that the UNDP work very systematically and it has greatly improved the development capacity of the rural communities.

“HDI transition program is good, efficient and effective. The DoA is not able to visit all villages but because of UNDP trained AEWs, we feel we have effective support from them. We hope that AEWs and our department will have increased co-operation in the future. We would like to recommend for increased agriculture training for AEWs” said U Win Myint, Assistant Director from Mindat, Chin State.

“We really appreciate UNDP arrangement to have contact with LEWs through the transition’s township level workshops and trainings, because we and the villages depend on their services. We were able to disseminate method of livestock breeding and promote awareness of prevention of diseases. Therefore trainings and workshops that were provided by UNDP in the transition period were very useful,” said Dr. Kyaw Tun, deputy township officer of LBVD, Pakokku.

One thing to note is that in recent years there had been frequent moves or transfers of government personnel, and this could somehow hindered the relationship between the government departments and the communities.

b. Responses from SRGs in HDI Villages

The field teams have conducted 14 FGDs in 10 villages in 5 townships. Their responses are as follows:

1) Key messages received from village level closing workshops

The UNDP will be withdrawing its project interventions and presence in HDI project townships and villages, and therefore SRGs will have to stand on their own feet. To have legal status SRGs should apply for registration for membership at their respective township co-operative offices. The UNDP will have its presence at the State and Region level capitals. Members of SRGs should have unity among themselves and work for the common good of the community. They will receive help from the government departments particularly the DoC for registration. SRGs will now have legal status and must continue to work also for improved household economy, save money and attain social cohesion. All the SRGs responded to the same information, and therefore it is clear that the Transition Team’s message has reached the local communities well and had made positive impact on the SRGs. From the responses of the interviewed SRGs, it is clear that the closing workshops in villages had delivered the key messages well to the SRGs.

2) Impact of the village- level HDI closing workshop

Responses from SRGs are substantially enthusiastic and forward looking. SRGs feel they are now in a better condition than before. They have received training on such important subjects of book-keeping, accountancy, conflict resolution, developing plan of action, procedures of bank transaction and they now know how to contact government departments.

But they still feel that they need further training on income generation and marketing.

For future they have their dreams and plans. For example, Khine Thazin SRG of Yegyí plans that every member household of the group must have corrugated iron sheet roofing for their houses, to support out of school children to be able to attend school, while Myat Lay SRG look forward that every member must have a good house and a motor cycle, to promote better transportation means, improved education and health services. Khine Hnin Si SRG on the other hand has a vision that by 2013 and 2018 all members must be free from debts through job creation for its members. SRGs are particularly concerned about ‘misappropriation of funds’, but now after the workshop they know how to resolve it through the departments concerned.

One SRG from Pakokku said, “We obtained the following knowledge and method after attending agriculture training, such as selection of good seeds, method of fertilizer application and method of transplanting method.” They feel that their technical knowledge had been enhanced and they are determined to use and share such knowledge with others.

SRGs from Anauk Chauk Kan village, Pakokku said they will continue to work together for village development in preserving soil. They now feel more responsible for their family welfare and development. The group plan to buy a car in 5 years time and establish a nursery school.

From the responses of the interviewed SRGs, it is clear that the closing workshops in villages have had a profound positive impact on members of the SRGs as their spirits are high and they look forward to carry on the good tasks they had done before.

3) Significant problems identified after Village level HDI closing workshop

One-third of the SRGs interviewed said they did not have any significant problems after village level closing workshop.

At the beginning SRGs were a little bit concerned and felt cautious to join the co-operative group. But after being explained the benefits and advantages of joining co-operative they agreed to join the co-operative. At the start SRG members did not know the procedures for applying co-operative and did not have any knowledge of the rules and regulations of the co-operative but after the training and workshop, they decided to join co-operative. “We will continue to work on improving our livelihood and household economy” said Daw Khin Yee of May Pale SRG of Khin Mon Kha village, Pakokku.

After village level closing workshop there were some misunderstanding among members of some SRGs as members discussed the way forward. However, due to patient discussions these were resolved. This happened in one-third of the FGD's discussions. SRGs from Phan Khar Pin village, Yegyi township have been waiting for the officials from DoC to come to their village for co-operative registration, but to date they have not shown up yet. This perhaps could have been to heavy and incessant rains in the area.

4) Workshops/trainings attended during HDI transition period apart from village-level HDI closing workshop

Workshops/trainings attended by SRG members during HDI transition period apart from village-level HDI closing workshop were:

- Workshop on planning and financial management of community based organization
- Management training
- Agriculture and veterinary training
- Linkages training
- Workshop on development of villages
- Training on concept of forming township leading group for SRGs
- Training on capacity building for community
- Multiplier Livestock training in the village
- Training on livestock
- Training on co-operative including book keeping (3 days)
- Training on agriculture (5 days)
- Training on livestock for four days (4 days)
- Training on book-keeping and auditing

The above responses indicates that the conduct of trainings and workshops went according to plan, and the participants with whom we conducted FGDs were appreciative of their experiences and expressed their satisfaction and usefulness of the things they learned.

5) Things/lessons learned from these workshops/trainings

The things members of SRGs learned include:

- Methods of writing reports
- Know more about conflict resolution
- How to conduct meetings and its related rules and regulation
- Procedures for contact with government departments
- Increased knowledge of land ownership and about how to establish community forestry
- The benefits of attending training are:

- Have knowledge of the right of submission CLG condition to TLG
- We know more about good seeds and certified seed, control of weeds, establishment of nursery
- Have knowledge of taking loan for livestock breeding
- The following information were obtained from the discussion with veterinary department
 - Method of breeding, feeding, and conducting livestock survey
 - Members are entitled to take loan for pig breeding and have to repay without interest within six months
 - Members are entitled to take loan of K. 500,000 with interest of 8 percent and Capital and interest must be repaid within one year
- Methods of monitoring and evaluation
- Concept of and procedures of bottom – up system
- Activities to be carried out during transition period explained by UNDP

Thus, the information and knowledge gained by the community and its leaders are quite comprehensive and covers a wide range of development activities.

6) Strengths and weaknesses of the trainings and workshops

The advantages of the training and workshop mentioned include:

- All members have to repay collectively for a defaulter according to the rule of SRG and CBOs
- If they join co-operative, a defaulter shall be dealt according to the rules and regulations of co-operative.

The weakness of joining co-operative are:

To take action for every problem based on co-operative rules and regulations, and not based on the concept of affinity upon which SRGs and CBOs are organized and based

- There is concern about the sustainability of SRGs because SRG do not rely on the leadership of an individual. The Concept of SRGs is based on affinity such as consensual decision making and participation
[SRGs is used to the good concept of participation of its members and they feel there is a need to change the attitude of the members on such concept]

The SRG participants perceived that the co-operative training period was short and they were of the opinion that the trainers were not adequately skilled.

Strength: SRG members from Anauk Chauk Kan village of Pakokku were of the opinion that they were able to share the knowledge gained from the training to other members. They now

know more about solving problem and participation in the group for community development. The period of the training was short. The training and workshop sessions were just perfect.

Strength: TLG was formed by seven CLGs. So TLG leads and solves the problem of CLGs . TLG was able to organize SRG groups to join co-operative.

Weaknesses: The weakness of the training are as follows: Duration of training was short. TLG has no common fund to provide other trainings. It was hoped that the DoC will provide necessary training in future.

The findings can be summarized as many SRG participants feel that the co-operative training sessions were rather short and inadequately provided, particularly those provided by DoC. They hope that the DoC would provide more training in future.

7) Changes and results of SRGs after attending the trainings and workshops

After attending the trainings and workshops organized by UNDP, almost 90 % of the SRGs believed that they have gained more knowledge and they have learned lessons from experiences shared during the workshops, and despite the fact that HDI projects are withdrawing their interventions, they are in high spirits to continue their groups' activities.

For example to quote the words of SRGs from Taung Ka Lay village of Kyaikhto, "We are not disappointed. In fact we are enthusiastic to continue our activities. If at village level we are successful, we will support the township level TLG and the township DDA. We believe our village elders will continue to work for the development of the village."

After attending the trainings and workshops the SRGs found out new alleys of opportunities whereby they can improve their lives; they will be able to get bigger loans to start business with reasonable interests, their children will be able to attend co-operative college and computer college. They have come to know more about the co-operative work and its purposes.

Now that they know how to link up the community based organizations with the different government departments they are more confident to pursue community development activities. They now can be more open to share problems and issues among themselves, and with increased knowledge of how to contact departments concerned they feel they have increased capacity to approach departments concerned and they feel they have possessed increased and improved capability to speak in meetings, and Village SRGs having the opportunity to participate in CLG and TLG activities. Summing up, the changes the HDI Transition Team made on the community organizations are remarkable, as the latter feel more confident after being practically exposed to dealing with the outside world, particularly the government departments which hitherto have been outside their realm of life and reach.

A few SRGs however are still concerned about the rules and regulations of the DoC departments, particularly on that 'action will be taken against those who misappropriate the funds of the groups'. This they discussed among themselves and are still concerned about this.

8) Advantages and Disadvantages of forming Cluster Leading Group (CLG) and Township Leading Group (TLG)

Advantages: CLGs are formed to put together representatives of village SRGs to work together to enhance activities of the groups through better communication, cooperation and coordination, as many SRG members are weak to participate in discussions. Ma Tin Tin Moe, Khine Hnin Zi SRG said, “we are able to discuss among ourselves on the possibility of job opportunities and on income generation activities, which could broaden our perspectives. “

The advantages of forming TLG is it is able to contact with line departments. It has the capacity to draw plan within 3 months. The weakness of TLG is even after attending 4 days of book-keeping training, participants were not able to conduct multiplier training properly. This could be due to the short duration of training or the low capacity of the trainees to understand and absorb the lessons.

All SRGs are represented in CLG as well as TLG. After forming of CLG and TLG, SRGs feel they can share information, knowledge and experience of development activities. SRGs are now grouped together and they feel strengthened and they are able to meet with government departments in resolving difficulties and problems. TLG helps resolve some technical and administrative issues.

Disadvantages: However, the forming of such TLG groups also involves holding meetings, and time has to be spent in meetings and there are expenses involved in holding meetings. Ma Tin Tin Moe, Khine Hnin Zi SRG said, “we are able to discuss among ourselves on the possibility of job opportunities and on income generation activities, which could broaden our perspectives. The weakness is that for example due to health reasons we are not able to attend meetings, then we cannot have proper feedback from our colleagues.”

9) Actions taken after forming CLG and TLG

The majority of the SRGs (86 %) have been active after forming CLG and TLG in their respective townships.

In order to enhance their skills, they have organized trainings such as book writer and auditing training after forming CLG. (Kyaikhto township). There are monthly regularly meeting at every level and submitting reports to TLGs. CLGs encourage and lead SRGs to have income generation activities. CLGs are now co-operating with TLG and solve some problem of SRGs. CLGs help solve the problem for the CBOs. TLGs co-operate with government line departments and help solve the problems of CLG. But the main activity is to apply for registration and join co-operative and form co-operative associations. TLG is now constantly engaged with the registration process for SRGs to join co-operative and in preparing for conducting different multiplier trainings.

Despite the fact that most SRGs are now active, there are a few SRGs which either have internal problems or have communication problems with government departments, and therefore there are not much actions being taken.

10) Challenges encountered by CLGs and TLGs

Although about 57 % of CLGs and TLGs interviewed said they did not have much problem a good portion of the groups discussed many problems. To pinpoint a few of them:

- CLG members do not have the capacity of writing meeting minutes and report
- CLG members have difficulties to participate and discuss in meetings
- There is some distrust between SRGs and CLGs
- Members of CLGs are reluctant to attend meetings
- There is weak transparency and accountability in CLGs
- There are some weaknesses to apply registration for co-operative to be in time
- CLG members do not have the required educational qualification to meet the qualification criteria and therefore have difficulties in applying for co-operative membership
- Lack of financial resource prevents CLG members to attend meetings
- There is some reservation on the part of SRGs for applying for co-operative membership

11) Additional capacity CLGs and TLGs still need

All CLG and TLG members expressed the following additional capacity:

- Income generation training (Sewing, slipper making, car driving and securing licenses, making soap, etc.
- Co-operative book keeping training
- There are auditing solving problem in Cluster Leading Groups
- To understand how to establish Rice Bank activities to increase food security
- Marketing knowledge to increase the family income
- Capacity building training , IG training and livelihood training
- Training need for CLG members to promote their efficiencies.
- More training and workshop on management , book keeping and livelihood

12) Lessons learned from attending Co-operative workshop

All participants expressed that they have learnt a lot from attending co-operative workshop.

- In co-operative work it is more important to be honest and have personal good character
- Most SRG members said at first, they were not interested in joining co-operative. However after attending workshop they came to know more about co-operative's work and the good purpose of having co-operative, and the benefits they will be able to enjoy and now they are willing to join co-operative. They perceived that there is not much difference between co-operative and SRG system of book-keeping and accountancy. They are pleased to learn that even after HDI project departs SRGs can become legal associations after being registered with DoC.
- Now they know how to apply to register to become a co-operative association, They have knowledge and concept of co-operative purpose, and bookkeeping of co-operative. They know more about rules, regulations, and procedures of co-operative. Anauk Chauk Kan village SRGs were happy to combine 22 groups of 4 villages into one group. Its name is Shwe Wut Mone Co-operative.

13) Issues in SRGs while discussing to join Cooperative

There are quite a number of issues among SRGs while discussing to join Cooperative. First, members do not understand how the co-operative work, their procedures, rules and regulations. Members differ in their opinions as to whether to join or not to join the co-operatives. When they enquire on some information, the co-operative staff cannot provide satisfactory answers (Kyaikhto). SRGs want to know particularly whether they could keep their money apart from the co-operative system, and if yes, how. Some SRGs are concerned for the Livestock Committees to join the co-operative as an association. They still want to wait and see.

Some SRGs feel that there are some difficulties in contacting the township DoC, Myanmar Economic Bank and General Administrations Department.

The rules and regulations of DoC required that there should not be any default in repayment of the loans, and if there is action will be taken against the defaulter. This is a great concern among the SRGs. Some SRGs are worried that if they have to join other SRGs to become one co-operative association the number of members will be too big to manage and control.

14) Groups interested in joining the cooperative and reasons for their interest

All SRGs with which FGDs have been conducted expressed their strong wish to join the co-operatives and the reasons they provided were as follows:

- Opportunity to take loan for livestock breeding
- SRGs will continue to exist as a legal group as a co-operative association
- The children of SRG members will have the opportunity to take up vocational training

- UNDP promised to help and facilitate the smooth process of registration with the co-operatives
- Action will be taken according to the rules and regulations for any default in repayment of loans

15) Registration process and status

The field teams have visited 5 townships. Out of these 5 townships except for Yegyi township, it is estimated that at least 50-90 % of the SRGs had submitted their application to register as co-operative associations, and these applications have now reached region/state co-operative offices. This means that the registration process had begun and it is expected that all applicants will be registered towards the end of this year. A few SRGs were not able to submit their applications due to the incomplete financial accounts settlements. (Example, Daukdwe village in Mindat township.) As for HDI villages in Yegyi township heavy rains and flooding have prevented the work, and it is expected that the registration work would begin only after the monsoon rains subside.

Among the 5 townships that the consulting firm had visited only Kyaikhto received 25 groups registration. The total number of community groups registered with the DoC is currently 167 groups in 10 townships out of 47 townships, approximately only about 10 % of the total SRGs. A large part of the community groups in HDI villages still remains to work for processing their application.

Completion of SRG registration with Co-operative (Tentative)						
SN.	Township	No. of SRGs	Members	Groups applied for registration with DoC	Number of community groups registered	Remark
1	Kyaikhto	101	1258	51	25	Still in progress. It is now with the State Co-operative Office.
2	Yegyi	68	856	0	0	Township DoC has made plans to visit the villages for registration, but due to difficult access to villages and heavy rains that action has not been taken up yet
3	Pakokku	125	1832	7	0	From 125 SRGs 7 area groups have been formed and these groups had applied for registration. It is now with the Region Co-operative Office.
4	Mindat	66	1066	15	0	It is hoped that all will be registered by year 2014
5	Naungkkio	56	862	19	0	Still in progress. Hope that

						registration application will be completed by the end of September. 1 SRG will not register with co-operative
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Community Groups that have received registration from the Department of Co-operatives

Township	Community Groups
Hpa-an	3
Kyaikhto	25
Bilin	0
Kyaikmaraw	21
Mon Kayin Total	49
Ywangan	1
Nyaungshwe	1
Pindaya	27
Pinlaung	8
Pekhon	30
Thibaw	44
Kyaukme	7
Shan Total	118
Total	167

16) Difficulties encountered in the registration process

Some SRGs in Kyaikhto have low funds which did not meet the financial criteria of DoC, and therefore it takes time to settle these procedural problems. SRGs were not clear on many procedures, policies, rules and regulations and information provided by DoC, and therefore it takes time to process the applications. Some SRGs are of the opinion that the township DoC is not adequately efficient on technical and procedural matters.

Some SRGs in Kyaikhto did not want Livestock Committee in their group, as the latter needs big loans, and if the group fails to repay the loan in time, then there could be problem for the group. SRGs in Yegyi township were given the application forms and the DoC told them that it will come to review their financial and meeting records, but due to heavy rains and floods in the area nothing has happened yet.

SRGs in a few other townships also point out the same procedural constraints which pose some limitations to the registration process.

17) Challenges to sustain SRGs

SRGs must work together to overcome their difficulties through mutual understanding and through their affinity ties. Shortage or low common funds exist in many SRGs and therefore it must work out its financial matters. Time and financial constraints in attending meetings need to be resolved by all members with understanding. Some SRGs are reluctant to join with other groups such as Livestock Committee as the latter is interested in acquiring bigger loans for their project, while SRGs are normally more careful about their loans.

Improved communication between CLGs and TLGs, and between these leading groups and government departments is a challenge for SRGs to work effectively. Though at the workshops linkages between CLGs/TLGs and government departments have been made, in actual practice it still poses quite a challenge as the government departments are understood to be understaffed, overwhelmed with different obligations and lack adequate financial resources.

The SRGs have been governed by their rules and regulations under the guidance of UNDP HDI Projects, but now if they join the co-operatives then they would have to readjust their adherence to new rules and regulations of the co-operatives which could pose quite a big challenge for the SRGs.

c. In-depth interviews with Agriculture Extension Workers (AEWs)

1. Activities as a resource person during HDI project

HDI had made a great positive impact on the communities as reflected in the responses from individual AEWs. These HDI trained resource persons had been the source of partnership, strength and contribution to the community's development work. AEWs from Kyaikhto remembered having participated since the initial stage of HDI interventions. They have contributed their labor and time for road constructions and repair of roads in addition to the agricultural sector which includes providing multiplier training on method of cultivation, fertilization, control of pests and disease in the village, sharing experience and technical knowledge on method of cultivation of betel leaf, ground net and rubber.

They help in the distribution of cash, agricultural inputs and material, chemical fertilizer, and stationary to farmers provided by ICDP HDI. They have assisted in facilitation on cultivation of paddy, method of fertilizer application method of taking soil PH (Soil salinity/acidity). They were instrumental in cooperating with Land Department for maintenance of seven acres of community forestry.

2. Cash/ kind support and technical knowledge, experience, and training gained from HDI

AEWs interviewed were equally thankful for the cash and material support they received from HDI such as grafted scissors, agriculture related books, ball pen and travel cost from HDI project. They remembered HDI providing technical training for them on good and quality seed, certified seed, preparation of soil and high yielding method and establishment of nursery.

3. Activities as a resource person after HDI closing workshop during transition period

Some had provided technical advice on pest control that descend on corn, long bean and egg plant. Some had attended training at the agriculture department and at co-operative department. Some had facilitated 14 impact points of paddy cultivation and method of sloping land agriculture technology. Some had provided and participated in training and sharing agricultural technical knowledge with other AEWs.

4. Type of training/workshop participated and roles during HDI transition period

AEWs had participated in all trainings and workshops related not only in agricultural related ones but also related to other sectors.

5. Views on workshops and trainings

AEWs expressed their satisfaction of having attended the workshops and trainings organized during the transition period where they felt that they had gained more knowledge and were able to share problems related to agricultural cultivation of crops.

6. Plan after participating in workshops and trainings

AEWs plan to work together with staff of DoA on introducing new agriculture techniques and help develop community. They promise they will work together with DoA and seek their advice on technical matters, and to share with others in the community. They plan to give any assistance requested either by government departments or the community. They plan to get in touch with the department concerned and seek their advice and assistance in the event of any technical requirements. They plan to help their farmers as they have gained more technical knowledge and had contacted resource persons in the DoA.

7. Perceptions on volunteer work

Many AEWs had volunteered for their service since the first day of intervention, and they still remain active and forward looking. Many expressed their satisfaction of their volunteering work. However, some still feel inadequate with their agriculture knowledge. U Ye Nyunt, an AEW from Khin Mon Kha village, Pakokku said, “I still need to learn more about technical knowledge. I am not satisfied with the present knowledge. I need to improve myself. If I have the chance I would like to attend more agriculture trainings.”

8. Expectation from Line Departments and communities

AEWs unanimously expressed their expectation that the DoA will provide more training. They would like to obtain modernized agricultural method on cultivation of betel leaf, ground nut and rubber, which they had discussed with the department concerned. They also hope that SRGs and VDCs will work together in agricultural activities. They also hope that the DoA will give some assistance such as quality seed and technologies.

9. Views on communicating with line departments

The AEWs perception of the communication with line departments somehow indicate a distance between the two. They met at the transition period’s training and workshops, but after that both went their own ways and it seems that they need a long way to come together.

10. Future plan

All AEWs interviewed were confident with themselves to be able to continue the volunteer work they have served for many years. They are committed to continue to work for the community and fellow AEWs. They intend to exchange views on agriculture knowledge with fellow AEWs. They hope to be helpful and contribute not only to the community but also to the DoA’s work through collaboration.

11. Views on HDI transition activities

Most views are positive and appreciative of the HDI transition activities. One speaks of gaining knowledge and the opportunity to have gained linkage with departments concerned. Through HDI transition activities an AEW expressed his appreciation for the opportunity to share his experience and knowledge with the community during the activities. It encourages them to continue to work actively for community development.

d. In-depth interviews with Livestock Extension Workers (LEWs)

1. Activities as a resource person during HDI project

All LEWs had been active in their respective village. All of them had attended trainings on pig breeding, poultry breeding and disseminated this knowledge to the community, especially those who raised livestock. They also conducted multiplier training on livestock breeding and

veterinary and provide educative talks. They have to report to the HDI on any unforeseen events such as natural disaster as this would have a negative effect on the animals of the village.

2. Cash/ kind support and technical knowledge, experience, and training gained from HDI

LEWs mentioned receiving training on prevention and treatment of animal diseases, knowledge on how to care for the animals, some medicines and medicinal tool kits

3. Activities as a resource person after HDI closing workshop during transition period

Help village livestock breeders on how to take care of their animals and disseminate livestock caring knowledge, provide advice and assistance to sick animals in the village and how to treat them. When necessary seek help from LBVD

4. Type of training/workshop participated and roles during HDI transition period

Most LEWs interviewed said they had attended workshop and trainings related to livestock raising and they are very pleased with the results as they have learned more on livestock caring, prevention of diseases and treatment. All mentioned that they now know how to contact the Line department, especially the LBVD.

5. Views on workshops and trainings

All the LEWs who had participated in the workshops and trainings are appreciative of the programme and viewed it as very useful. They are of the views that these events have increased their knowledge, and have gained good experiences of sharing with other fellow colleagues. One common benefit they mentioned was they have obtained linkage with the government departments and this was very useful in their work, for they can seek advice and help when necessary.

6. Plan after participating in workshops and trainings

LEWs promised to continue to work as usual helping village livestock breeders and to participate in common village development activities. They are committed to share experiences and knowledge gained with livestock breeders in the village. If necessary they will contact LBVD and seek help.

7. Perceptions on volunteer work

They are happy and pleased with their contribution to the community development. However they feel inadequate with regard to knowledge and therefore they feel the need for further training. There are very little medicine and in case of animal disease outbreak they could not

cope with it. There are new diseases like blue ear pig disease and they are not prepared for it. If they have enough medicine they would be able to perform better.

U Soe Moe Kyaw of Kwin Ka Lay village, Kyaikhto observed that he is happy and satisfied with his voluntary work. He received training from UNDP, and while helping the community his household income has increased. For him there is not much difficulty in his work. All he needs is increased knowledge on livestock breeding including caring and prevention and treatment of animals. He said, “If we get enough medicine then we would be able to work more for the community.”

8. Expectation from Line Departments and communities

All LEWs interviewed expect further technical knowledge and training (especially on prevention and treatment of today’s diseases of animals) from LBVD, and they hope the villagers will work together with them. They said village elders’ support is very important for the success of their work. They said they are ready to co-operate and coordinate with VDC, SRG and AEW for the development of community. Some of them said they also need training on using tools and equipment for the treatment and care of livestock. They expect to receive medicine from LBVD.

9. Views on communicating with line departments

“It’s good to know and have contact with personnel of the Line departments. They are very helpful, when ever we need help.” Said U Myo Aung, an LEW from Taung Ka Lay village of Kyaikhto township. However, there are a few LEWs who commented that contacting officials of LBVD is sometimes difficult.

10. Future plan

All LEWs interviewed expressed satisfaction in their work, and they plan to continue to work for the community’s development of livestock. They said in future they will co-operate with the LBVD to increase the population of the animals and for the systematic storage of animal feed.

11. Views on HDI transition activities

Transition activities have been an enriching experience where participants were able to share information and their experience and knowledge. LEWs considered it very useful and informative. Some expressed the views that UNDP should continue to work for community development. UNDP HDI staff are highly regarded by the community for their knowledge, efficiency and for their attitudes.” I think conducting such trainings and workshops are not only good and appropriate but very necessary. It helps a lot in the village development as it develops better understanding between participants, community and government stakeholders”, said Ma Hnin Hnin Khaing, a LEW from Anauk Chauk Kan village of Pakokku township.”

e. Responses from Village Development Committee

4 FGDs were conducted by the Field Teams, 2 in Mindat and 2 in Kyaikhto.

1. Key messages received from village level closing workshops

CDRT project intervention will be withdrawn in June 2013. Therefore CBOs must have linkages with township departments and carry on the community development activities. CBOs members must attend workshops and trainings. They must submit proposal for registration to join the Co-operative. CBOs can contact and ask any assistance to the departments concerned with the help of village administration officer.

UNDP staff explained about the withdrawal of the project, and therefore the community and CBOs must stand on their own feet and carry on the community development activities by themselves. UNDP will provide capacity building training for the members so that they will be able to carry on the activities systematically and with unity. Members of food bank should collect their saving and repay regularly so that their group members will increase. The current groups of food bank should have unity and carry on their activities.

Through the trainings and workshops the community now knows more about the government departments and how to contact them. The CBOs can join the Co-operatives to attain legal status. They can get loans if they become legal associations of the DoC.

2. Impact of the village- level HDI closing workshop

CBOs realized that they will have to carry on their CBOs activities by themselves without UNDP assistances. But they feel they have self-confidence after attending training and workshop. They also know that they have to be better organized and work systematically and with unity. They also realized how much UNDP had helped them for community development and were thankful for it. Only if they work well the community will improve in infrastructures, in caring for old age, social welfare, health, education and safe water for the community. VDC will need to conduct monthly meeting regularly for development of community as UNDP. At present, there are some weakness in working together.

3. Significant problems identified after Village level HDI closing workshop

SRGs, LDCs, and VDCs were handed over to the community in December 2012. They are quite confident that they will be able to carry on the activities without problem, and if there is a need they can always seek advice from someone who knows UNDP work. Some mentioned the problem of livelihood community members could not borrow a large amount for business loan as UNDP will not be here any more. Some borrowers have overdue loan repayment because of poor

health. Some have difficulties in preparing book-keeping account. A few VDC members mentioned travel cost for monthly meetings as a problem.

4. Workshops/trainings attended during HDI transition period apart from village-level HDI closing workshop

Some senior VDC members attended workshops and trainings.

5. Things/lessons learned from these workshops/trainings

The participant who attended the township level training was not that active, and he was supposed to be conducting multiplier training course. It would be better if more participants from each village are allowed to attend.

Participants know and understand better the rules, regulations and the registration application procedures and processes, they came to know how to contact government departments and also gained many other knowledge of interest, such as book-keeping, accountancy, proper management of common fund, etc.

6. Strengths and weaknesses of the trainings and workshops

Participants were able to expand their knowledge and this had become very useful in their work. However, some of the selected participants do not have adequate educational qualification and were not able to follow the lessons and the proceedings. The staff of DoC did not seem able to explain about the co-operative. They could not explain about the co-operative work because the villagers have low education standard. If the co-operative department provides training systematically it will be better for the members.

7. Changes and results of VDCs after attending the trainings and workshops

The concept on leadership of community development has now changed. The VDCs can now contact the co-operative, agriculture and livestock departments. VDC must now lead all development activities and must try to stand on their own foot.

8. Lessons learned from attending Co-operative workshop

We learned that VDC will have legal status if it joins the co-operative association. We hope to get quick responses if we request for training from the DoC. However, in some areas it would be difficult to get such quick responses, because the villages are far from the township. VDC also does not have adequate funds and so it would be difficult for it to contribute to funds.

9. Issues in VDCs while discussing to join Cooperative

At the initial stage there were different opinions, with one group what want to join the co-operative and another group who did not want to join. After the DoC explanation the VDC decided to join the co-operative.

10. Reasons to join the cooperative

The group will have legal status. It can also obtain assistance, such as entitlement to take loans.

11. Registration process and status, difficulties in the registration

All townships that the teams had visited decided to join the co-operatives, but only some had actually submitted their application. Those which did not yet submit their application was due to the fact that they still have to clear their repayment settlement. They have not heard from the township DoC yet. Some VDCs were already beginning to feel the weight of the 'process' such as travel cost, stationary cost, registration fees, membership fees, etc. Some Chin villages in Mindat are very far from town. Communication is poor and transportation difficult. Some townships are suffering from heavy rains and floodings.

12. Challenges to sustain VDCs

CBOs need unity at this junction of changes. Some VDCs were thinking of working according to the rules and regulations they learned from HDI UNDP projects. For example, If they use their loans wisely and effectively, and repay for capital and interest regularly, their common fund will increase gradually. So they can contribute some of their common fund for community development activities.

V. Conclusion and Recommendations

The overall impact of the HDI Transition Exercise is positive, far-reaching and effective. Highlights of some significant points on conclusion are:

- Trainings and workshops went according to plan and as scheduled, and the participants with whom we conducted FGDs were appreciative of their experiences and expressed their satisfaction and usefulness of the things they learned.
- Transition activities including workshops/trainings had enhanced a better understanding between government stakeholders and the communities
- Transition activities had given the opportunities for the HDI communities to come to understand the work of the government departments better, and the latter viewed it as an opportunity to come and understand the work of the UNDP HDI had done and accomplished. Both sides benefited from the experience
- Government departments promised co-operation and support. However, they lack financial, material and skilled human resources

- Information and knowledge gained by the community and its leaders are quite comprehensive and covers a wide range of development activities
- The changes the HDI Transition Team made on the community organizations are remarkable, as the latter feel more confident after being practically exposed to dealing with the outside world, particularly the government departments which hitherto have been outside their realm of life and reach
- HDI had made a great positive impact on the communities as reflected in the responses from individual AEWs. These HDI trained resource persons had been the source of partnership, strength and contribution to the community's development work
- The educational status of the communities remained low in many areas, which made it difficult for the HDI Transition Team to convey some message and information to the communities
- HDI had made a great positive impact on the communities as reflected in the responses from individual AEWs. These HDI trained resource persons had been the source of partnership, strength and contribution to the community's development work
- All the LEWs who had participated in the workshops and trainings are appreciative of the programme and viewed it as very useful. They are of the views that these events have increased their knowledge, and have gained good experiences of sharing with other fellow colleagues. One common benefit they mentioned was they have obtained linkage with the government departments and this was very useful in their work, for they can seek advice and help when necessary.
- All LEWs interviewed expressed satisfaction in their voluntary work, and they plan to continue to work for the community's development of livestock. They said in future they will co-operate with the LBVD to increase the population of the animals and for the systematic storage of animal feed.
- Transition activities have been an enriching experience where participants were able to share and exchange information and their experience and knowledge. LEWs considered it very useful and informative
- Through the trainings and workshops the community now knows more about the government departments and how to contact them. The CBOs can join the Co-operatives to attain legal status. They can get loans if they become legal associations of the DoC.
- CBOs realized that they will have to carry on their CBOs activities by themselves without UNDP assistances. But they feel they have self-confidence after attending training and workshop
- They are aware of HDI closure and the inception of the new country program
- All the above factors are substantial evidence that the transition activities has now brought about orderly and focused departure from a past program

Recommendations

- UNDP to allow having monitoring teams (for about 6 months October 2013 to March 2014) to facilitate and expedite the co-operative registration processes. (It is understood that UNDP would continue its support in a limited scope in 2013 despite the closure of ICDP and CDRT in the area of networking and joint learning among community groups at the village cluster and township level.)
- Explore possibilities to provide assistance to DoA, LBVD and DoC. (UNDP would pursue for in the areas of sustainable rural development, community empowerment and sustainable local development, including the provision of support for local development and local communities, under its new country program for Myanmar (2013-2015)
- Twenty-eight TLGs had been formed in 47 townships according to the wishes of the townships concerned. It is observed that if some members of the TLGs were represented in the township development support committee it would serve the communities better for they could seek their rights, and remedies for their grievances
- Simplify and explore the best appropriate possible measures in delivering the implementation outputs.
- This Transition Exercise being perceived as a successful achievement of the UNDP by all stakeholders could be taken up as a show case of success story and the experience be shared with other organizations

VI. Lessons Learned from the Evaluation Process

- The Evaluation Strategy, transition work plans, guidelines for administrative related areas and manuals for capacity building of SRGs, VDCs, etc were well thought out and developed allowing adequate time and space to implement them
- The HDI villages communities and their CBOs are quite enthusiastic to continue the development activities but the momentum of high spirits could be short-lived if they encountered too many challenges
- Poor communications, difficult transport and access to rural villages, language barriers especially in ethnic races regions, limited knowledge and education of the rural population are still formidable constraints in development work

Appendices

Appendix 1

Composition of Field Teams

Team 1

- | | | |
|----|-----------------|--------------------|
| 1. | Lawson Sein Tun | Team Leader |
| 2. | U Thein Chit | Research Associate |
| 3. | U Ag Kyaw Kyaw | Research Associate |

Team 2

- | | | |
|----|---------------|--------------------|
| 1. | U Saw Ler Wah | Team Leader |
| 2. | U Mg Mg Thant | Research Associate |
| 3. | U Eddy Win | Research Associate |

Appendix 2 - Tools

Independent Evaluation on UNDP HDI Transition

In-depth Interview with Key Informant (Government Personnel)

(Co-operatives/Agriculture/Livestock/General Administrative Department and Township Development Committee)

Township

Moderator's name

Name of interviewee

Note taker's name

Designation of interviewee

Interview date

Interview starting time:

Department of interviewee

Interview end time:

Project type ICDP ☐

CDRT ☐

Interview guides/topics

1. What workshop/training conducted by UNDP did you participate during the transition period? What was your role in those workshops/trainings?

2. What do you think of those workshops/trainings that UNDP conducted during the transition period?
3. What do you think of UNDP trained AEW and LEW?
4. How did they work together with your department?
5. What do you expect from UNDP trained CBOs/resource persons?
6. What support did you provide to UNDP trained CBOs/resource persons?
7. What support do you intend to provide to UNDP trained CBOs/resource persons in future?
8. What do you think of action plan derived from Township level HDI closing workshops?
How many actions have been accomplished completely, how many actions are planned to be completed within one year, how many actions are still left to be taken up, and why?
9. What are the difficulties or constraints to link up with UNDP's trained CBOs/resource persons?
10. What are your points of view on the whole HDI transition? (Give your views and comments)

Independent Evaluation on UNDP HDI Transition

FOCUS GROUP DISCUSSION (SRGs/VDCs)

Township

Moderator's name

Village tract

Note taker's name

Village

FGD conducting date

Project type ICDP ☐

FGD starting time:

CDRT ☐

FGD end time:

Information on Participants:

SN.	Name	SRG/VDC Name	Designation
1.....			
2.....			
3.....			
4.....			
5.....			
6.....			
7.....			
8.....			

9.....

10.....

11.....

12.....

Discussion guidelines/topics

OUTPUT 1

- 1.a What key messages did you get from village- level HDI closing workshop?
- 1.b What is the impact of village- level HDI closing workshop? (Responsibility, the idea of what your group will do in future, your feeling , wish, etc)
- 1.c What are the significant problems identified after Village level HDI closing workshop?

OUTPUT 2

- 2.a What workshop/training did you attend during HDI transition period apart from village- level HDI closing workshop?
- 2.b What did you learn/get from these workshop/training ? (to ask details by each training/workshop)?
- 2.c What are the strengths and weaknesses/drawbacks of the trainings/workshops you have attended?

(to mention specific training and issue)

2.d What are/will be the changes/results of your group(individual) after attending the trainings/workshops?

OUTPUT 3

Is your group in CLG or TLG (Township Leading Group) Yes...|_| No...|_|

If yes, continue

3.a What are the advantages or disadvantages of forming Cluster Leading Group (CLG) and TLG?

3.b What have you already done after forming CLG and TLG?

3.c What are the challenges your CLG /TLG is facing ?

3.d What additional capacity does your CLG / TLG still need?

OUTPUT 4

4.a.1 What have you learned from attending Co-operative workshop

4.a.2 What are the issues in your group while discussing to join Cooperative?

4.b Is your group interested in joining the cooperative? (Yes |_| , No |_|)

4.c Why ? (both for 'yes' and 'no')

4.d If yes in 4.b, have you begun the registration process. What is the registration status? What difficulties do you face with in the registration?

4.e What are the challenges to sustain your group?

Independent Evaluation on UNDP HDI Transition

In-depth Interview with Key Informant (Local Resource Person – Agriculture Extension Worker/
Livestock Extension Worker)

Township

Moderator's name

Village tract

Note taker's name

Village

Interview date

Project type ICDP ☐

Interview starting time:

CDRT ☐

Interview end time:

Resource person profile:

Name:.....Sex.....Age.....Educ
ation.....

Interview guides/topics

7. During HDI project, what activities did you do as resource person?
8. What did you receive from HDI? (Cash/ kind support and technical knowledge and experience, and training)

9. After HDI closing workshop during transition period, what activities did you do as resource person?
10. What training/workshop did you participate during HDI transition period? What was your role in those workshops/ trainings?
11. What do you think of those workshops and trainings?
12. What will you do after participating in workshops and trainings?
7. How is your volunteer work? (Weakness, disadvantages, difficulties, satisfaction, etc.)
8. What did you expect from Line Department and communities?
9. What do you think of communicating with line departments?
10. What will you do in the long run?
11. What are your points of view on HDI transition activities?

Appendix 3

Persons met (UNDP TRANSITION TEAM) August -September 2013

Sr.	Name	Position	Organization	Date	Venue
1	U Thin Khaing	Senior Field Coordinator	UNDP	13.8.2013	UNDP OFFICE
2	U Saw Win Aung	National Project Coordinator	UNDP	26.7.2013	UNDP OFFICE
3	U Win Htin	National Project Coordinator	UNDP	29.7.2013	UNDP OFFICE
4	Dr. Khin Zaw	Monitoring & Reporting Analyst	UNDP	23.8.2013	UNDP OFFICE
5	Daw Htay Htay Aung	SRG Specialist	UNDP	12.8.2013	UNDP OFFICE
6	Daw Aye Pearl Hlaing	M & E Specialist	UNDP	8.8.2013	UNDP OFFICE
7	Daw Tina Sandar Aung	H/R Analyst	UNDP	13.8.2013	UNDP OFFICE

Persons met (UNDP Area Office Personnel) August -September 2013

Sr.	Name	Position	Organization	Date	Venue
1	U Mya Thu	Area Manager, Shan	UNDP	13.8.2013	UNDP OFFICE
2	U Aung Lin	Area Manager, Mandalay	UNDP	26.8.2013	UNDP OFFICE
3	Naw Nor Htoo	Area Manager, Chin	UNDP	13.8.2013	UNDP OFFICE
4	Dr. Htein Soe	Area Manager, Mon/Kayin	UNDP	16.8.2013	UNDP OFFICE
5	Daw Khin Win Maw	Township Co-ordinator	UNDP	21.8.2013	UNDP OFFICE
6	U Nay Latt Moe	Satellite Station Manager, Shan	UNDP	13.8.2013	UNDP OFFICE
7	U Tin Nyein	Satellite Station Manager, Chin	UNDP	13.8.2013	UNDP OFFICE

**Persons met (Former UNDP Field Staff who volunteered to facilitate our visits)
August -September
2013**

Sr.	Name	Position	Organization	Date	Venue
1	Ko Htut Paing Win	Administrative Assistant	UNDP	16.8.2013	Kyaikheto
2	Daw Thandar Htut	Administrative Assistant	UNDP	21.8.2013	Yegyi
3	Daw Zarchie Aung	Administrative Assistant	UNDP	26.8.2013	Pakokku
4	U Hta Laung	Administrative Assistant	UNDP	30.8.2013	Mindat
5	U Myo Thant	Township Facilitator	UNDP	3.9.2013	Naungkkio

Appendix 4.

Persons met (Government Departments) August-September 2013

Sr.	Date	Name	Position	Organization	Venue
1	16.8.2013	U Aye Cho	Deputy Township Officer	Dept. Of Agriculture	Agriculture Office, Kyaikheto Township

2	16.8.2013	U Myo Aung U Saw Shwe U Hlaing Wunna U Thein Myint Dr. U Tun Myint Soe	Deputy Township Officer Deputy Township Officer Deputy Township Officer Deputy Township Officer Livestock and Veterinary Department	General Administration Department	GAD Office
3	21.8.2013	U San Win	Deputy Township Officer	Dept. Of Agriculture	Yegyi TSP
4	21.8.2013	Daw Aye Aye Kyaw	Deputy Township Officer	Dept. Of Agriculture	Yegyi TSP
5	21.8.2013	U Ye Htut Naing	Township Adminstration Staff Officer	GAD	Yegyi TSP
6	21.8.2013	U Soe Nyunt Shwe	Deputy Township Adminstration Officer	General Administration Department	Yegyi TSP
7	21.8.2013	U Aung Kyaw Moe	Asst. Veterinary Officer	Livestock and Veterinar Department	Yegyi TSP
8	21.8.2013	U Hla Shein	Member, TDC & (Retire Teacher)		Yegyi TSP
9	21.8.2013	U Aung Myint Thein	Township Co-operative Officer	Township Co- operative Department	Yegyi TSP
10	26.8.2013	U Aung Thin	Asst. Officer	Township Co- operative Department /ICDP	DoC, Pokkoku
11	26.8.2013	Dr. Kyaw Tun	Asst. Officer	Livestock and veterinary	LBVD, Pokkoku

12	26.8.2013	Daw Than Than Yi	Asst. Director	Agriculture Office	Agriculture Office, Pokkoku Township
13	3.09.2013	Daw Aye Aye Kyu	Assistant Director	Agriculture Office	Agriculture Office, Naungkkio Township
14	3.09.2013	U Aung Thein Tun	Executive Officer	Township Development Committee	Township Department of Development Affairs Naung Cho
15	3.09.2013	U Myo Myint Aung	Executive Officer	City Development Committee	City development Office , Naungkkio Township
16	3.09.2013	Daw Khin Swe Oo	Officer/Deputy Head	Township Co-operative Department	Co-operative office, Naungkkio Township
17		U Kyaw Win Aung	Staff Officer		
18		Daw Thin Thin San	Staff Officer		
19		U Sai Maw Oo	Staff Officer		
20	30.8.2013	Daw Phyu Phyu Khin	Deputy Township Officer	Township Co-operative Department /	Co-operative office, Mindat Township
21	30.8.2013	U Win Myint	Asst. Township Officer	Agriculture	Agriculture Office, Mindat Township

Appendix 5

Persons met (In Village) Kyaikhto Aug-Sep 2013

Sr No.	Date	Name	Position	Organization	Venue
1	17.8.2013	Ko Win Htike Ko	Agriculture Extension Worker (AEW)	AEW/ CDRT	Kyaikhto Kwin Ka Lay Village
2	17.8.2013	Ko Soe Moe Kyaw	Livestock Extension Worker (LEW)	LEW/CDRT	Kyaikhto Kwin Ka Lay Village
3	17.8.2013	U Aung Myint U Aung Win U Thein Soe U Thet Myo Aung Daw Thet Htar Soe U Bo Hla Sein Daw San Aye U Kyi Soe	Member Village Elder Chairman Accountant Accountant Member Member Secretary	Village Dev. Committee	Kyaikhto Kwin Ka Lay Village

Persons met (In Village) Kyaikhto

Sr .	Date	Name	Position	Organization	Venue
4	17.8.2013	U Mya Than U Win Myint U Than Myint U Nay Lin	member, Chairman Chairman Asst.Book writer, member Chairman,member	VDC	Kyaikhto Taung Ka Lay Village

		Tun U Saw Htoo Lwin U Myo Aung U Win Zaw Oo U Soe Naing Daw Yee Win U Tun Win Daw Yee Cho U Aung Myin Daw Aye San U Myint Wai	Secretary member Secretary member Cash book keeper key holder key holder member Book writer, member member Cash book keeper member		
5	17.8.2013	U Myo Aung	Village Development	LEW	Kyaikhto Taung Ka Lay Village
6	17.8.2013	U Saw Htoo Lwin	Village Development	LEW	Kyaikhto Taung Ka Lay Village

Persons met (In Village)Kyaikhto

Sr .	Date	Name	Position	Organization	Venue
7	17.8.2013	Daw Cho Aye Daw Thuzar Myint Daw Mar Mar Aung Daw Myint Aye Daw Cho Yee	Chairperson Secretary Book writer Book writer Cash book keeper	SRG	Kyaikhto Taung Ka Lay Village

		Daw Nwee	Member		
		Daw Nwee Nwee	member		
		Daw Zar Chi Win	member		
		Daw Mi Mi Shwe	member		
		Daw Aye Aye Kyi	member		
		Daw Aye Aye San	member		
		Daw Than Win	member		
		Daw Hnin Hnin Wai	member		
		Daw Wai Mar Oo	member		

Persons met (In Village) Yegyi

Sr.	Date	Name	Position	Organization	Venue
8	22.8.2013	Daw Khin Thet Mar	Village Development Worker / AEW	AEW, VDC	Yegyi Tsp.
9	22.8.2013	Daw Nan Khaing	Village Development Worker / LEW	LEW, VDC	Yegyi Tsp.
10	23.8.2013	Ko Than Htay	Village Development Worker / AEW	AEW, VDC	Yegyi Tsp.
11	22.8.2013	U San Thein U Tun Hla U Aung Zaw Tint	Village Elder 10 HH Village Elder Village Administration Officer	SRG Phan Kar Pin	Yegyi Tsp.

		U Kyi Sein	Villager Elder		
		U Soe Myint	Member		
		U Kyi Aye	Member		
		Daw Mar Mar Lwin	Representative (1) SRG book keeping, Cluster 2,		
		Daw Khin Khin Ma Ma	Chairman of CLG. SRG booking keeping, Cluster 2 , member of CLG		
		Daw Yu Nandar	SRG book keeping, Cluster 2, member of CLG		
		Daw Zin Myo Oo	Member of SRG, AEW		
		Daw Mar Mar San	Member of SRG, LEW Cluster 2, CLG book keeping		
		Daw Nan Khaing	SRG book keeping (2)		
		Daw Khin Mar Win	Member of SRG		
		Daw San San Htay	Member of SRG, AEW		
		Daw KhinThet Mar	Member of SRG, AEW		
		Daw Htay Htay Myint	SRG key holder		
		Daw Htoo Htoo	SRG Treasurer		
		Daw Nilar Win	SRG book keeping		
		Daw Ohn Htay			

Persons met (In Village)Yegyi

Sr .	Date	Name	Position	Organization	Venue
12	23.8.2013	U Than Tun	Volunteer	SRG	Ngathaingchaung
		Daw Khaing			Phan Ka Pin V
		Khaing Win	Book Keeper		tract
		Daw Lait Lait			
		Wai	Book Keeper		Auk Su Village
		Daw San Kyi	Treasurer		Yegyi
		Daw Thuzar			
		Myint	Member		
		Daw Khin Mar			
		Kyi	Member		
		Daw Khin Ohn			
		Htay	Member		
		Daw Tin Tin			
		Win	key holder		
		Saw Mu Mu			
		Soe	Joint book writer		
		Daw Htay Htay			
		Naing	key holder		
		Daw Khin Mar			
		Lat	Member		
		Daw Moe Moe			
		Aye	leader		
		Daw Aye Than	Treasurer		
		U Than Zaw	Member of		
		Oo	supporting committee		
			Member of		
		U Min Min Tun	supporting committee		
		U Than Htwe	Bank representative		

		U Aung Ngwe	Village supporting committee Member		
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Persons met (In Village) Yegyi

Sr .	Date	Name	Position	Organization	Venue
13	24.8.2013	Daw Yu Nandar	SRG Book written Member of TLG and Culster (2)	FGD (Cluster 1,2,3,4)	Su Taung Pyay Pogada (Nga Thaung Chaung Sub township) Yegyi
		Daw Khin Ma Ma	SRG Book writtenCluster (2), Chairman of CLG, Secretary of TLG.		
		Daw Zin Myo Oo	SRG Book writtenCluster (2), Member of CLG, Secretary.		
		Daw Than Than Swe	SRG Book writtenCluster (3),Audit of CLG.		
		Daw Myint	SRG Book writtenCluster (3),Manager of CLG.		
		Daw Aye Aye San	SRG Book writtenCluster (3),Audit and Chairman of CLG.		
		Daw Win Win Khaing	SRG Book writtenCluster (3),Audit and of CLG Treasurer of TLG.		

		Daw Khin Mar Cho	SRG Book writerCluster (4),Audit and Supervasion.		
		Daw Wai Wai Lwin	SRG Book writerCluster (4),Vice Book writer of CLG and TLG.		
		Daw Tin Tin Oo	SRG Book writerCluster (1), Manager ,audit of CLG, member of TLG.		
		Daw Khin Saw Nyein	SRG Book writerCluster (1) Book writer and Audit , Book writer of TLG.		

Persons met (In Village) Naungkkio

Sr .	Date	Name	Position	Organization	Venue
14	4.9.2013	Daw Kaung Nu	Administrator	SRG	Tha Pan Kaing village Naungkkio Township
		Daw Cho The Aung	SRG Leading group		
		Daw Pyone Pyone Naing	Chairman co-operative		
		Daw Khin May Win	AEW Joint /Book keeper		
		Daw Cherry Moe	Asst. Administrator		

		Daw Shin Aye Naing Daw Thida Myint Daw Pyone Pyone Win Daw Cho Mar Aye	Leading group Leading group Secretary Tsp leading group/Treasurer		
15	4.9.2013	U Tint Lwin Tun	Livestock Extension Worker (LEW)	LEW/ ICDP	Tha Pan Kaing village Naungkkio Township
16	4.9.2013	U Nay Myo	Livestock Extension Worker (LEW)	LEW/ ICDP	Tha Pan Kaing village Naungkkio Township
17	4.09.2013	Kyaw Min Latt	Agriculture Extension Worker (AEW)	AEW/ ICDP	Tha Pan Kaing village Naungkkio Township
18	4.09.2013	Daw May Khin Win	Agriculture Extension Worker (AEW)	AEW/ ICDP	Tha Pan Kaing village Naungkkio Township

Persons met (In Village) Naungkkio

Sr .	Date	Name	Position	Organization	Venue
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19		Daw Zar Zar Oo Daw Khin Hnin Htwe Daw Than Than Su Daw Chaw Su Daw Thida San Daw Naing Naing Maw Daw Khin May San Daw Chaw Daw Myint Myint Aye Daw Nu Nu Win Daw Than Khin Daw Nyo Nyo San	SRG leading group SRG leading group /Book keeper SRG leading group Book keeper Cash box holder Book keeper SRG leading group SRG leading group SRG leading group /Book keeper SRG leading group/ Secretary SRG leading group/ Secretary SRG leading group /Book keeper Chairman	SRG	Myat Chin Nu Village (Monastery) Naung Cho Township
20	4.9.2013	U Tint Lwin Tun	Livestock Extension Worker (LEW)	LEW/ ICDP	Tha Pan Kaing Naungkkio Township
21	4.9.2013	U Nay Myo	Livestock Extension Worker (LEW)	LEW/ ICDP	Tha Pan Kaing Naungkkio Township

22	5.09.2013	U Khin Maung Win	Livestock Extension Worker (LEW)	LEW/ ICDP	Myat Chin Nu Village Naungkkio Township
23	5.09.2013	U Kyaw Naing Oo	Livestock Extension Worker (LEW)	LEW/ ICDP	Myat Chin Nu Village Naungkkio Township
24	4.9.2013	Daw May Khin Win	Agriculture Extension Worker (AEW)	AEW/ ICDP	Tha Pan Kaing Naungkkio Township
25	4.9.2013	Ko Kyaw Min Htet	Agriculture Extension Worker (AEW)	AEW/ ICDP	Tha Pan Kaing Naungkkio Township
26	5.09.2013	U Aung Soe Myint	Agriculture Extension Worker (AEW)	AEW/ ICDP	Myat Chin Nu Village Naungkkio Township
27	3.09.2013	Dr. Kyaw Soe	Doctor	LBVD	Veterinary Office
28	3.09.2013	Dr. Than Tun Zaw	Asst. Officer	LBVD	Veterinary Office

Persons met (In Village) Pokkoku

Sr .	Date	Name	Position	Organization	Venue
29	27.8.2013	Ma Hnin Hnin Khaing	Livestock Extension Worker (LEW)	LEW/ ICDP	West Chauk Kan Pokkoku Township
30	28.8.2013	U Hla Win	Livestock Extension Worker (LEW)	LEW/ ICDP	Kin Moon Kar Village Pokkkoku

					Township
31	27.8.2013	Daw Khin Mar Thi	Agriculture Extension Worker (AEW)	AEW/ ICDP	West Chauk Kan Pokkoku Township
32	28.8.2013	U Ye Nyunt	Agriculture Extension Worker (AEW)	AEW/ ICDP	Kin Mon Khar Village Pokkkoku Township
33	27.8.2013	Daw Khin Mar Yi	Book keeper	SRG	Kin Mon Khar Village Pokkkoku Township
		Daw Aye Win	Member		
		Daw Aye Chan Soe	Member		
		Daw Myint Than Nwe	Member		
		Daw Kyin Aye	Member		
		Daw Thin Thin Myat	Book Keeper		
		Daw Thaung Yin	Member of assessments		
		Daw Theingi Naing	Book Keeper		
		Daw Aye Myint Kyi	Book Keeper		
		Daw Khin Mar Win	Book Keeper (2)		
34		Daw Kyi Aye	Book keeper	SRG	West Chauk Kan Pokkoku Township

	Daw Than Than Sint	Book keeper		
	Daw Htet Hter Khaing	Book keeper		
	Daw Win Myo	Member		
	Daw Yin Yin Htay	Book keeping		
	Daw Su Naing	Member		
	Daw zin Mar Latt	Member		
	Daw Win	Book Keeper (2)		
	Daw Thidar	Book keeper		
	Daw Moe Nwe	Member		
	Daw Kyi Kyi San	Member		

Persons met (In Village) Mindat

Sr .	Date	Name	Position	Organization	Venue
35	31.08.2013	Daw Htan Ton	AMW	AMW/CDRT	Dauk Dwe village Mindut Township
36	1.09.2013	Daw Har Kee	AMW	AMW/CDRT	Pan Auk village
37	31.08.2013	U Shein Htan	LEW	LEW/CDRT	Dauk Dwe village Mindat Township
38	1.09.2013	U Man Kee	LEW	LEW/CDRT	Pan Auk village
39	31.8.2013	U Maung Hon	AEW	AEW/CDRT	Dauk Dwe village Mindat Township
40	1.09.2013	U Aung Htan	AEW	AEW/CDRT	Pan Auk village

41	31.08.2013	U Naing Kee Hon U Shein Law U Shay Dain Daw Har Sein U Law Shein Har U Shay Ban (2) U Kee Lane Har	Chairman Member Secretary Book keeper (2) Member Member Key holder	VDC/CDRT	Dauk Dwe village Mindat Township
42	31.08.2013	Daw Htan Ton Daw Shein Yaung Daw Maung Le Daw Har Sein Daw Hon Shein Tee Daw Shein War Daw Hon Man Daw Boo Hon Yaung Daw Hlay Hlee	Member Book keeper Representative (1) Book keeper Member Member Book keeper Book keeper Representative (1)	SRG	Dauk Dwe village Mindat Township
43	1.09.2013	U Aung Htan Daw Hone Shin U Hone Kaw Gay U Htan Awan Yeh U Shay Kee U Man Kee	Chairman Key Holder Member Secretary Member Book keeper (1)	VDC/CDRT	Pan Auk village

		Daw Chaing Bwe	Book keeper (2)		
44	01.09.2013	Daw Har Tee Daw Hone Bwe Daw Htan Min Lee Daw Awan Har Yaung Daw Hone Kaw War Daw Har Li Tone Daw Hone Lin Daw Har Shin Daw Hone Min Hlee Daw Hone Li Pai	Book keeper Book keeper Book keeper Member Book keeping Member Member Book Keeper (2) Book keeper Member	SRG	Pan Auk village

Appendix 6

Field visit plan (Team 1, U Maung Maung Thant & U Eddy Win)

Date	From	To	Means of conveyance	Activity	Remark
15.8.13	Yangon	Kyaikhto	Bus	Meet UNDP staff for facilitation	Spend night in Kyaikhto
16.8.13	Halt at Kyaikhto			Meet officials of Government Departments (Agriculture, Livestock & Co-operatives, TGAD, TDC)	Both teams
17.8.13	Kyaikhto	Village	Motor cycle	Conduct FGDs & interviews with VDCs/AEWs & LEWs	Each team will visit one village each
17.8.13	Village	Kyaikhto	Motor cycle	Conduct FGDs & interviews with VDCs/ AEWs & LEWs	Each team will visit one village each
18.8.13	Kyaikhto	Yangon	Bus Car		
19.8.2013	Review of work				
20.8.13	Yangon	Yegyi	Bus Car	Meet UNDP staff for facilitation	

21.8.13	Halt at Yegyi			Meet officials of Government Departments	
22.8.13	Yegyi	Village	Motor cycle	Conduct FGDs & interviews with SRGs/ VDCs/ AEWs & LEWs	
23.8.13	Village	Yegyi	Motor cycle	Conduct FGDs & interviews with SRGs/ VDCs/ AEWs & LEWs	
24.8.13	Yegyi	Yangon	Bus Car		
25.8.2013	Halt at Yangon				
26.8.13	Yangon	Naungkkio	Bus Car		
27.8.13				Meet UNDP staff for facilitation	
28.9.13	Halt at Naungkkio			Meet officials of Government Departments	
29.8.13	Naungkkio	Village	Motor cycle	Conduct FGDs & interviews with SRGs/ VDCs/ AEWs & LEWs	
30.9.13	Village	Naungkkio	Motor cycle	Conduct FGDs & interviews with SRGs/ VDCs/ AEWs & LEWs	
31.8.2013	Naungkkio		Bus car		
1.9.13		Yangon	Bus car		

18 days

Field visit plan (Team 2, U Thein Chit & U Aung Kyaw Kyaw)

Date	From	To	Means of conveyance	Activity	Remark
23.8.13	Yangon		Bus		
24.8.13		Pakokku			
25.8.2013	(Sunday)			Meet UNDP staff for facilitation	
26.8.13	Halt at Pakkoku			Meet officials of Government Departments	
27.8.13	Pakkoku	Village	Motor cycle	Conduct FGDs & interviews with SRGs/ VDCs/ AEWs & LEWs	
28.8.13	Village	Pakokku	Motor cycle	Conduct FGDs & interviews with SRGs/ VDCs/ AEWs & LEWs	
29.8.13	Pakokku	Mindat	Bus Car	Meet UNDP staff for facilitation	
30.8.13	Halt at Mindat		Bus Car	Meet officials of Government Departments	
31.8.13	Mindat	Village	Motor cycle	Conduct FGDs & interviews with VDCs/ AEWs & LEWs	
1.9.13	Village	Mindat	Motor cycle	Conduct FGDs & interviews with VDCs/ AEWs & LEWs	
2.9.13	Mindat	Pakokku	Bus Car		
3.9.13	Pakokku		Bus Car		
4.9.13		Yangon	Bus Car		

13 days

