

Community Feedback and Response Mechanism (CFRM)

End Project Evaluation Report

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Acronyms

CBO	Community Based Organization
CDRT	Community Development for Remote Townships
CFRM	Community Feedback and Response Mechanism
DGTTF	Democratic Governance Thematic Trust Fund
FGD	Focus Group Discussion
HDI	Human Development Initiative
HRBA	Human Rights Based Approach
ICDP	Integrated Community Development Project
NGO	Non-Governmental Organization
SRG	Self Reliance Group
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
VDC	Village Development Committee

Executive summary

UNDP Myanmar recognizes the right of beneficiaries and community members to give feedback and seek response from projects affecting them. With Democratic Governance Thematic Trust Fund (DGTTF), the Community Feedback and Response Mechanism (CFRM) delivered a mechanism that enables the beneficiaries and community members to provide feedback and seek responses in relation to activities of UNDP and other development actors in their communities, in a manner that is safe, non-threatening and accessible. The initiative also promotes beneficiary accountability and feedback and response mechanism to other development actors. The project lasted for two years commencing from March 2011 to February 2013.

The mechanism was implemented in 30 project Townships (1,473 villages) and as of December 2012, a total of 3,757 responses by feedback providers were received from 30 Townships. The most common feedback categories were: request for (additional) assistance, which is in the scope of project intervention (32%); expression of thanks (24%); request for assistance, which is outside of the scope of project intervention (10%); feedback about non-UNDP personnel, such as community group leaders and committee members (9%); Suggestion on the future programme (6%); and suggestions to improve the current programme (4%).

With the project coming to an end in February 2013, the evaluation team assessed (1) whether the targeted communities/villages have systematic and effective mechanism to provide their feedback and seek responses in relation to the UNDP's activities, and (2) whether the beneficiary accountability and community feedback and response mechanism promoted to other development actors – UN agencies, NGOs, CSOs and government institutions.

The study aimed to reveal if the expected outputs have been achieved by the end of the project and will come up with key recommendations for future project. The gender component will also be incorporated in the evaluation assessing how effective gender mainstreaming has been designed in the project and its overall impact in the local communities. The end project evaluation consisted of assessment of Community Feedback & Response Mechanism project with a focus on the extent to which project activities were innovative and catalytic in the context of the HDI projects concerned, what has made them succeed or fail, and why.

The evaluation employed a qualitative approach using Focus Group Discussions (FGDs) and Case Studies in support of the evaluation as well as field observation in the studied areas. In total, 30 FGDs and 5 Case Studies were conducted in 5 selected Townships comprised of 10 villages. It was also conducted by analysis of relevant project documentation, appraisal of

materials related to the project and semi-structured interviews those associated with the CFRM project at the Yangon HDI projects, areas, Townships and local levels.

It's found that the activities of the CFRM project were consistent with the initial intended impacts and effects to the extent that it has strengthened a communication channel among the HDI beneficiaries and the community members and the UNDP staff, and hence fostering transparency and accountability.

It is assessed that the UNDP assistance has matched the needs of local community or beneficiaries. A large number of the community members/beneficiaries stated that the CFRM project was implemented in line with the community needs as they could give feedback regarding UNDP activities in their respective communities that made them feel relief as their voices were heard directly related to the UNDP activities such as Self Reliance Group (SRG), rice bank etc.

It was found that the practice of verbal/oral feedback was more common than the feedback/suggestion box in all the study areas.

The CFRM project has been relevant in a sense that the community members came to have a habit of providing written feedbacks thus bridging a community between the community members, beneficiaries and the UNDP.

The CFRM project is generally assessed to have been effective as was planned. Some of the main factors that influenced the achievement of the initial stated objectives can be drawn included that the community members and beneficiaries were given the right to be informed about the UNDP support activities where their voices were heard through both written and verbal feedbacks, then responses were made based on the community feedbacks. This led to the adjustment of the program where the community's issues and viewpoints were incorporated in the project designed.

The younger male group also pointed out that using the suggestion box for giving feedback made them much freer than using verbal feedback which is more comfortable for elder group. The young female group stated that giving feedback through the phone was more common than using the box partly due to long distance of the box to their homes and partly due to the nature of the village accessible to the phone.

The communities tended not to use the box was that the UNDP staff very often frequently went to their village which gave them the opportunities to give verbal feedback to the staff directly mostly in the monthly meeting.

The project acted as a deterrent as it discouraged corruption and abuses since anybody could identify and complain to the UNDP staff in the village mass meeting as well as through the suggestion box.

The suggestion box provided an early warning system for the UNDP to take actions in line with the community's request.

The CFRM project allowed the beneficiaries to question the UNDP actions, and by taking responses the UNDP increased trust and understanding of the program through adopting a corrective action of the interventions.

Women were included in the CFRM committee as key holders to open the suggestion box together with the UNDP staff as well as women became more active in the community work taking even management role and accounting tasks in different groups formed.

The CFRM project has an overall impact on the transparency in various UNDP activities ranging from infrastructure (roads and bridges), food security and enhancing saving habit through the mechanism response adopted by UNDP.

The CFRM mechanism was widely acknowledged by the community that they felt their concerns and voices were better heard which was explained in a monthly meeting by the UNDP staff that fostered a faster response enhancing early warning management of the projects.

The incorporation of women involvement in the project activities such as their inclusion in village committees, SRG, VDC etc promoted the adoption of gender mainstreaming and design which in fact motivated women in the community development participation.

It has also an impact to the extent that there has been more social harmony improvement through community participation.

Women largely acknowledged that they could now bravely give feedback on HDI projects such as loan and interest repayment among SGR members at the presence of a large meeting attendees.

The community expressed that the CFRM model could be possible in their respective communities only if the government and other organizations (NGOs) take the lead.

Although there was a large support of the continuation of the CFRM model in the community, there has not been enough evidence whether the CFRM model will be adopted any time soon given the lack of initiative taken by other organizations like the UNDP has done.

Therefore, it is assessed that the CFRM model could be sustainable only if other agencies take initiative which could take actions efficiently with regards to their feedbacks whether it is through the meeting as well as the suggestion box if reintroduced. Weak level of trust on the government officials could be a major challenge if and when the UNDP in cooperation with the government to re-engage with the CFRM model.

The community members suggested this should be continued especially between village administrator and villagers expressing that they could openly write letters for issues they are afraid of telling the village administrator in verbal term.

Prior consultation with the community members promoted trust between UNDP and the community enhancing transparency and accountability which eventually strengthened the programme. This practice deserved for continuity in future program.

Introduction

Background

The Community Feedback and Response Mechanism (CFRM) was funded by the Democratic Governance Thematic Trust Fund (DGTTF). The project was officially launched in March 2011 and completed in February 2013.

UNDP Myanmar recognizes the right of beneficiaries and community members to give feedback and seek response from projects affecting them. The Community Feedback and Response Mechanism (CFRM) delivered a mechanism that enables the beneficiaries and community members to provide feedback and seek responses in relation to activities of UNDP and other development actors in their communities, in a manner that is safe, non-threatening and accessible. The initiative also promotes beneficiary accountability and feedback and response mechanism to other development actors.

The mechanism was developed in consultation with UNDP Country Office Units and two UNDP's Human Development Initiative (HDI) projects –Integrated Community Development Project (ICDP) and Community Development for Remote Townships (CDRT).

The information and lessons will be analyzed systematically on a to gain better understanding on frequency of different types of feedback, lessons in handling feedback and implications for programme and project management.

The specific outputs of this project were:

- Targeted communities/villages have systematic and effective mechanism to provide their feedback and seek responses
- Beneficiary accountability and community feedback and response mechanism promoted to other Development actors-UN agencies, NGOs, CSOs and government institutions

The CFRM had three system components; (a) Information to beneficiaries and communities, (b) Receiving feedbacks and documenting it systematically, and (c) Responding to feedbacks.

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

The project has been operationally completed and reported its results on the development of a community feedback mechanism through consultation. These include:

- Training and information dissemination
- Training and community sensitization of CFRM in 1,473 villages
- Ensuring of quick responses to feedback

CFRM had rolled out to the project Townships on phase by phase to ensure sufficient support and monitoring capacity from country office and project management. The mechanism had been successfully practiced in 30 project Townships (1,473 villages)¹ so as to get the suggestions from all stakeholders particularly from the village level so as to improve the accountability towards beneficiaries.

As of December 2012, a total of 3,757 responses by feedback providers were received from 30 Townships. The most common feedback categories were: request for (additional) assistance, which is in the scope of project intervention (32%); expression of thanks (24%); request for assistance, which is outside of the scope of project intervention (10%); feedback about non-UNDP personnel, such as community group leaders and committee members (9%); Suggestion on the future programme (6%); and suggestions to improve the current programme (4%).

The mechanism was concluded in December 2012 in line with village hand over and transition to UNDP new programme (2013-2015).

Rationale of the study

The Community Feedback and Response Mechanism project delivered a mechanism that enables the beneficiaries and community members to provide feedback and seek responses in relation to the UNDP's activities and other development actors in their communities in a manner that is safe, non-threatening and accessible. The initiative was intended to promote beneficiary accountability and feedback and response mechanism to other development actors.

The mechanism was implemented in 30 project Townships (1,473 villages) and as of December 2012, a total of 3,757 responses have been received from feedback providers in the project Townships.

With the project coming to an end in February 2013, the evaluation team assessed (1) whether the targeted communities/villages have systematic and effective mechanism to provide their feedback and seek responses in relation to the UNDP's activities, and (2) whether the beneficiary accountability and community feedback and response mechanism promoted to other development actors – UN agencies, NGOs, CSOs and government institutions.

The study aimed to reveal if the expected outputs have been achieved by the end of the project and will come up with key recommendations for future project. The gender component will also be incorporated in the evaluation assessing how effective gender mainstreaming has been designed in the project and its overall impact in the local communities.

¹ Number of villages covered in the HDI Townships by CFRM implementation phase are presented in the appendix.

Objective of the study

The end project evaluation consisted of assessment of Community Feedback & Response Mechanism project with a focus on the extent to which project activities were innovative and catalytic in the context of the HDI projects concerned, what has made them succeed or fail, and why.

The evaluation focused on identifying, analyzing and documenting the results and impact of the project, as well as lessons learned, and tools and instruments used to achieve the expected results. The ultimate goal of this assessment is to inform the future strategic policy and programme planning processes in local governance focus areas.

Research questions

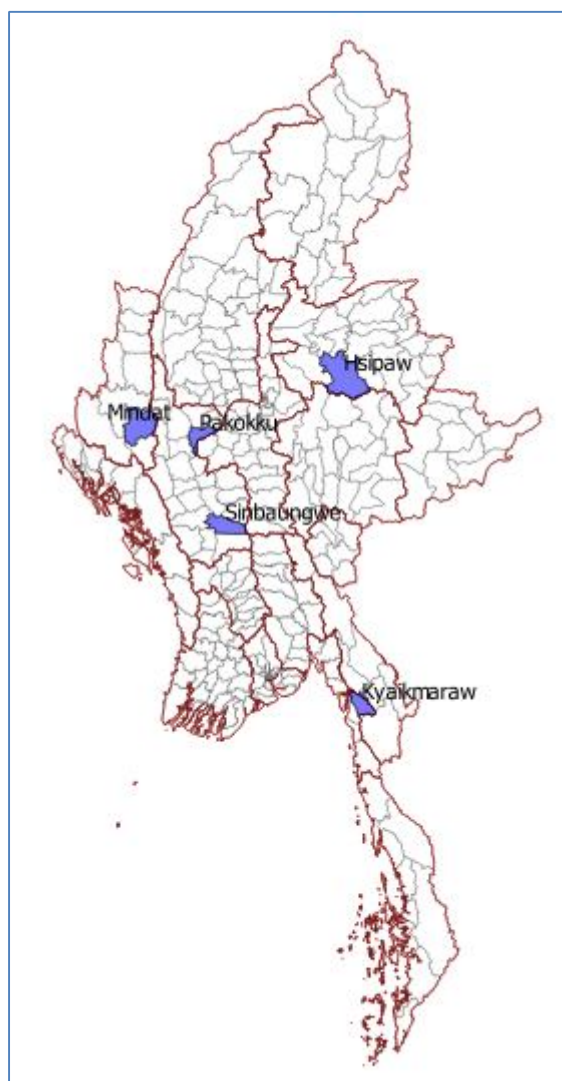
- Were the stated outputs of the project achieved?
- What factors have contributed to achieving or not achieving the outputs?
- What factors contributed to effectiveness or ineffectiveness of the project?
- What impact was there from the project?
- To what extent did the benefits of the project continue after the project ceased (sustainability)?
- How effective equality and gender mainstreaming have been incorporated in the design and execution?

Methodology

The evaluation employed a qualitative approach using Focus Group Discussions (FGDs) and Case Studies in support of the evaluation as well as field observation in the studied areas. It was also conducted by analysis of relevant project documentation, appraisal of materials related to the project and semi-structured interviews those associated with the CFRM project at the Yangon HDI projects, areas, Townships and local levels. The primary data collection included interviews with stakeholders from UNDP, HDI Projects and NGOs². On the other hand, computerized text analysis was conducted for the randomly selected feedback letters. The 20% of them were randomly selected and computerized text analysis mechanism was applied using MS Excel. Geographic area (Dry, Shan, Delta, Chin and Mon/Kayin) was used as key analysis variable to understand the perception and feedback of the people with different cultural background. The map of study townships is presented below for better visualization.

² The lists of stakeholders and partners met during the study are presented in the appendix.

Map showing 5 Study Townships in the CFRM End Project Evaluation



It solely adopted a qualitative approach using Focus Group Discussions (FGDs) and Case Studies in support of the evaluation as well as field observation in the studied areas. First, a pilot test was carried out in Kyaiklat Township in Ayeyarwady Region with the support of UNDP staff, in order to assure the methodology and research instruments to be used so that quality product will be delivered from this evaluation exercise.

Two villages per Sample Township were selected resulting in a total of 10 villages in 5 States and Regions. At least one case study per selected Township was undertaken to support the qualitative study. The villages were selected in consultation with CFRM project management and Township coordinator. A total of 30 FGDs and 5 Case Studies were conducted – 3 FGDs per village (one village elder group, one young male group and one young female group) and 1 Case Study per Township (see Table 1). One FGD lasted about 1 hour 30 minutes. On the other hand, though the case studies were conducted to get specific in-depth regarding CFRM, the respondents own interest was how they had been supported by the HID projects.

Therefore, a few letters from the CFRM were also translated into English and presented in the Annex of this report.

The qualitative field evaluation started on 11 June 2013 and ended on 28 June 2013. Please also see Table 1 for details. The evaluation team had Burmese interpretation in Chin and Shan villages. The evaluation team extensively considered field observation in support of the qualitative study.

Table 1. Selected Townships and Fieldwork Schedule for the Study						
No.	States/ Regions	Townships	FW period	Villages	FGDs	Case Studies
1	Mon	Kyaikmaraw	11-12 Jun 13	1. Tinyaing Chaung 2. Methway Gone	6	1
2	Shan	Thipaw	16-17 Jun 13	1. Kyinthe 2. Zinpaing	6	1
3	Magway	Pakokku	20-21 Jun 13	1. East Chaukkan 2. Moenatkone	6	1
4	Chin	Mindat	23-24 Jun 13	1. Htin Chaung 2. Pann Aw	6	1
5	Magway	Sinpaungwe	27-28 Jun 13	1. Latpanngo 2. Ngan Pya	6	1
Total				10	30	5

Pilot roll out Townships consisted of Pakokku (ICDP project area). Sinpaungwe (ICDP project area), Kyaikmaraw (CDRT project area) and Mindat (CDRT project area) were from the Phase 1 roll out townships. Phase 2 roll out was undertaken in Thipaw Township (ICDP project area). The qualitative analysis in the end-line evaluation processed a total of 3,757 responses from 30 Townships by feedback providers which was conducted in December 2012.

The evaluation looked at the two specific outputs as described in the project background in order to measure whether the expected outputs were matched by the end of the project implementation. Essentially, the evaluation team adhered to follow the UNEG Ethical Guidelines during the study.

Evaluation Findings

UNDP Myanmar received a USD 400,000 funding from the Democratic Governance Thematic Trust Fund (DGTTF) for a project on Community Feedback & Response Mechanism (CFRM) to work on the HDI project townships (areas) starting from 1 March 2011. UNDP Myanmar had delivered USD 283,049.92 (71%) up to end of February 2013³.

The evaluation has been conducted in line with the DGTTF evaluation standards that included (1) Relevance, (2) Effectiveness, (3) Impact, and (4) Sustainability. These criteria were chosen in line with evaluation questions as laid out in the Terms of Reference. Each section attempted to seek to answer questions presented under each topic.

Analysis of Feedback Letters

The research team conducted computerized text analysis to the feedback letters as described in the methodology. The team registered 3410 feedback letters from 23 townships which sent their feedback letters to the UNDP Myanmar head office. One fifth of those letters were randomly selected using Simple Random Sampling. The worksheet of the random letter selection is presented in the Annex. The following table shows how many letters were registered and how many letters were selected from each township.

It was found that Dry, Shan and Delta area could provide much more feedback letters compared to Chin and Mon/ Kayin. Regardless of number of CFRM project life in respective township, Naung Cho, Magway, Thayet, Ngaputaw and Kyeiklat should be noted as outstanding townships for the CFRM Project.

³ <http://open.undp.org/#project/00061319>

Table 1: Number of feedback letters registered and number of letters selected by township

Area/ CFRM roll out phase/ Townships	Registered	Selected
Dry	1425	286
Pilot	197	41
Pakkoku	197	41
Phase I	1228	245
Chaung U	80	14
Kanma	52	7
Magway	489	103
Sin Baung We	128	26
Thayet	479	95
Shan	1078	212
Phase I	529	103
Naung Cho	529	103
Phase II	549	109
KaLaw	30	7
Kyauk Me	87	16
Loikaw	43	9
Nyaung Shwe	141	26
Pindaya	117	24
Thibaw	77	15
Ywarngan	54	12
Delta	588	126
Pilot	230	50
Kyaiklat	230	50
Phase I	358	76
Ngapuadaw	269	56
Yekyi	89	20
Chin	147	21
Phase I	54	7
Mindat	54	7
Phase II	93	14
Falam	36	8
Harkhar	40	3
Matupi	17	3
Mon/Kayin	172	37
Pilot	107	24
Hpa An	107	24
Phase I	65	13
Kyaikmaraw	65	13
Grand Total	3410	682

Moreover, it was found that the feedback letters were received from both female and male but nearly one fifth (18%) of them cannot be categorized by gender.

Table 2: Number of feedback letters registered and number of letters selected by Gender

Gender/ CFRM roll out phase	Registered		Selected	
	Count	Percent	Count	Percent
Female	1362	40%	277	41%
Pilot	127	4%	26	4%
Phase I	886	26%	185	27%
Phase II	349	10%	66	10%
Male	1418	42%	281	41%
Pilot	193	6%	41	6%
Phase I	992	29%	189	28%
Phase II	233	7%	51	7%
Cannot specify	630	18%	124	18%
Pilot	214	6%	48	7%
Phase I	356	10%	70	10%
Phase II	60	2%	6	1%
Grand Total	3410	100%	682	100%

The sample feedback letters were reviewed and decided to categorize as based on its content. The categories were 1) Present previous conditions, 2) Request for assistance/ help, 3) Mention the development due to the HDI, 4) Complaints on HDI project, 5) Complaints (within village concerns), 6) Present current conditions and 7) other. The summary of the letters by category were presented in the following table.

Table 3: Summary of the letters by category

Row Labels	Dry	Shan	Delta	Chin	Mon/ Kayin	Grand Total
2. Request for assistance/ help	179	106	68	16	25	394
3. Mention the development due to the HDI	70	75	54	13	13	225
6. Present current conditions	75	34	35	1	8	153
5. Complaints (within village concerns)	23	6	13		2	44
7. Others	26	15	3			44
(blank)	15	18	8	1	1	43
1. Present previous conditions	9	10	5	2	1	27
4. Complaints on HDI project	11	2	1			14
Grand Total	408	266	187	33	50	944
Number of letters	286	212	126	21	37	682

It was found that “request for assistance/ help” to be the top category followed by “mentioning the development due to the HDI” and “presenting the current conditions”.

Relevance of the Project

- *Are the activities of the programme consistent with the intended impacts and effects?*
- *Are the stated outputs were achieved?*

It's assessed that the activities of the CFRM programme were consistent with the initial intended impacts and effects to the extent that it has strengthened a communication channel among the HDI beneficiaries and the community members and the UNDP staff, and hence fostering transparency and accountability. In this sense the stated outputs have been achieved in general. The community also reported that UNDP informed the community regarding the CFRM program and asked for suggestions making the community feel that their suggestions were taken into consideration by UNDP in addressing their needs. In this regards, it is assessed that the UNDP assistance has matched the needs of local community or beneficiaries. The CFRM project has been relevant as an intervention giving the community a better idea, clearer, transparent way and safe manner in which their feedbacks were heard especially presented at the monthly meeting held in the village, using suggestion box and by phone as well as within each of SRG group meetings held every week, which was incorporated in the project design and execution.

The community members and beneficiaries were well informed about the CFRM program through the introduction of various feedbacks that could be used in relation to UNDP such as written feedback such as postal feedback, suggestion/feedback box including through email, and verbal/oral feedback that included giving feedback through UNDP staff via telephone, in person, in village mass meetings, SRGs/CBOs meetings. In the beginning of the CFRM program, the UNDP called for a village mass meeting in which both men and women from each household were invited to attend the meeting. During that time, the designation of the suggestion box to be placed in the village was decided with majority agreement in a visible place which was safe and easy accessibility for villagers. A large number of the community members/beneficiaries stated that the CFRM project was implemented in line with the community needs as they could give feedback regarding UNDP activities in their respective communities that made them feel relief as their voices were heard directly related to the UNDP activities such as SRG, rice bank etc.

The summary of the overall expressions of the feedback letters are presented in the Table 4. Top expressions were found as general expressions, words related to UNDP and/or project and requesting for something. Apart from that, livelihood and finance related issues came out as top followed by health, transportation and education issues. There are a few

differences in their concerns according to the geographic area – Livelihood stood first in Chin and Shan while finance was in Dry and Delta area and transportation for Mon/Kayin.

Table 4: Overall expressions in the feedback letters by geographic area

Main area	Dry		Shan		Delta		Chin		Mon/Kayin		Grand Total	
	Count	Rank*	Count	Rank*	Count	Rank*	Count	Rank*	Count	Rank*	Count	Rank*
UNDP/ Project	206		160		117		24		21		528	
General	246		216		120		23		23		628	
Request	148		121		97		20		15		401	
SRG	49	9	49	9	32	8	8	4	8	7	146	9
Skill and training	73	8	54	8	30	9	5	6	15	3	177	8
Food, clothing and shelter	98	7	58	7	52	5	4	8	5	8	217	7
Livelihood	151	2	121	1	49	6	14	1	11	4	346	1
Finance	156	1	82	5	85	1	4	8	9	5	336	2
Transportation	136	5	85	3	81	2	8	4	18	1	328	4
Watsan and electricity	121	6	61	6	43	7	12	2	4	9	241	6
Education issues	146	3	83	4	67	3	5	6	9	5	310	5
Health related issues	138	4	98	2	66	4	11	3	17	2	330	3
Social	30	10	8	10	10	10	-		4	9	52	10
Total	1,698		1,196		849		138		159		4,040	

* Ranks are provided for more specific expressions.

Source : Sample feedback letters of CFRM Project, UNDP

It was reported that the practice of verbal/oral feedback was more common than the feedback/suggestion box in all the study areas. Although the verbal feedback was seen previously in their communities, the introduction of CFRM has benefited the communities especially for women who could now raise issues concerned to them in the village meeting. There has also been a feeling in the communities that the project was implemented in a transparency way and the community members were well informed of the purpose of the activity that had a motivating factor since their voices were heard through verbal feedback as well through the use of suggestion box. In short, the CFRM project has been relevant in a sense that the community members came to have a habit of providing written feedbacks thus bridging a community between the community members, beneficiaries and the UNDP. The introduction of the suggestion box was also found to have fostered communication in a more systematic way. Table 5 and Table 6 could provide the evidence of the how community used the CFRM mechanism to mention the relevancy of the UNDP HDI project and what are their needs in the community for future programming.

Table 5 summarized the expressions on developments due to the HDI by geographic area. In general health, education and livelihood, finance and transportation were found to be top improved areas due to the HDI project. There are a few differences in their concerns

according to the geographic area but not much difference based on their expressions. E.g. Livelihood and finance are top improved areas for Shan and Delta not like the rest areas.

Table 5: Expressions on developments due to the HDI by geographic area

Main area	Dry		Shan		Delta		Chin		Mon/Kayin		Grand Total	
	Count	Rank*	Count	Rank*	Count	Rank*	Count	Rank*	Count	Rank*	Count	Rank*
UNDP/ Project	60		75		54		17		8		214	
General	73		96		57		15		9		250	
Request	40		57		40		13		3		153	
SRG	14	9	23	9	17	8	5	2	3	4	62	9
Skill and training	21	7	27	6	13	9	4	3	4	2	69	7
Food, clothing and shelter	21	7	24	8	23	6	-		1	8	69	7
Livelihood	36	3	45	1	22	7	3	6	3	4	109	3
Finance	26	6	41	2	32	1	2	7	3	4	104	5
Transportation	34	4	36	5	31	2	4	3	2	7	107	4
Watsan and electricity	29	5	25	7	25	4	4	3	1	8	84	6
Education issues	42	1	41	2	24	5	2	7	5	1	114	2
Health related issues	39	2	41	2	29	3	7	1	4	2	120	1
Social	12	10	5	10	2	10	-		1	8	20	10
Total	447		536		369		76		47		1,475	

* Ranks are provided for more specific expressions.

Source : Sample feedback letters of CFRM Project, UNDP

Table 6 summarized the expressions on request for assistance/ help by geographic area. In general livelihood, transportation, education, Watsan and electricity and finance were the areas that still need to provide the assistance/ help. There are differences in their concerns by the geographic area. E.g. Livelihood came out as top area in Chin and Shan, Transportation stood first in Delta and Mon/ Kayin while education was top priority area for Dry zone.

Table 6: Expressions on request for assistance/ help by geographic area

Main area	Dry		Shan		Delta		Chin		Mon/Kayin		Grand Total	
	Count	Rank*	Count	Rank*	Count	Rank*	Count	Rank*	Count	Rank*	Count	Rank*
UNDP/ Project	76		50		30		6		9		171	
General	71		53		27		8		8		167	
Request	71		47		36		6		11		171	
SRG	10	9	10	9	7	9	2	5	2	6	31	9
Skill and training	25	8	14	8	8	7	1	9	9	1	57	8
Food, clothing and shelter	33	7	24	4	12	6	2	5	2	6	73	7
Livelihood	54	3	47	1	15	4	10	1	6	4	132	1
Finance	49	4	22	5	23	2	2	5	1	10	97	5
Transportation	48	5	20	6	26	1	3	3	9	1	106	2
Watsan and electricity	56	2	28	3	8	7	7	2	3	5	102	4
Education issues	62	1	17	7	20	3	3	3	2	6	104	3
Health related issues	39	6	29	2	13	5	2	5	9	1	92	6
Social	9	10	1	10	3	10	-		2	6	15	10
Total	603		362		228		52		73		1,318	

* Ranks are provided for more specific expressions.

Source : Sample feedback letters of CFRM Project, UNDP

With regards to the above mentioned, the first intended output of the project was achieved in a way that the project developed IEC and advocacy materials implemented in the UNDP project area, carried out sensitization in project areas among community members and local stakeholders, properly trained UNDP project staff which ensured the community members and beneficiaries being able to provide feedbacks there were responded by UNDP appropriately. The mechanism project has been effective and systematic by allowing the community members to provide both verbal feedbacks and written feedbacks in relation to UNDP project activities directly affected to the communities. Not only appropriate responses to feedbacks received from both verbal and written were undertaken by UNDP as well as properly documentation of feedbacks were done, but also the conducting of CFRM's mid-term review and end-line evaluation have been carried out which were the indicative activities of the project output.

Presentation and discussion about lessons learned regarding CFRM project among various stakeholders including SRGs and dissemination and explanation of feedbacks received from feedback providers were found to have taken place in the HDI project areas, and fostered a better understanding of the development actors especially due to the friendly nature of the UNDP staff who instructed the community members the use of suggestion box, and their explanation of feedbacks related to UNDP activities the community members engaged with. Feedbacks were usually responded by UNDP staff on case by case but focused on more

important issues related to UNDP activities. This has proven to have achieved the second output of the project which was beneficiary accountability. However, there has been still weakness on the promotion of feedback and response mechanism with regards to other development actors, NGOs, CBOs and government institutions partly due to limited time of the project implementation. However, the overall output can be said to have achieved the second output if looked at a broader lens. Thipaw Township has committed to continuously using the feedback and response mechanism which was built based on the UNDP CFRM model.

Effectiveness of the Project

- *To what extent were the objectives achieved?*
- *What were the major factors influencing the achievement or non-achievement of the stated objectives?*
- *What factors made the programme effective or ineffective of the project?*
- *How effective equality and gender mainstreaming have been incorporated in the design and execution?*

The CFRM project is generally assessed to have been effective as was planned. Some of the main factors that influenced the achievement of the initial stated objectives can be drawn included that the community members and beneficiaries were given the right to be informed about the UNDP support activities where their voices were heard through both written and verbal feedbacks, then responses were made based on the community feedbacks. This led to the adjustment of the program where the community's issues and viewpoints were incorporated in the project designed. The study found that the majority in the UNDP HDI project areas tended to be more accustomed to using the verbal feedback more than the written feedback especially the suggestion box. But the verbal feedback recording was not practiced in most townships since only Kyeiklat Township follows the instruction feedback database.

There was a different viewpoint on the putting of suggestion box among younger groups and elder group in which the latter thought the box is not necessary because they mostly used another method which is direct/verbal feedback to the UNDP staff whom they said were quite frank, open and easy to be approached when it comes to the villager's concern. But for younger group, the box tended to be more useful in the sense that it's safe, non-threatening and hence protecting privacy stating that villagers now tend to avoid wrong doing as the box contributed to a more transparent way of communication not only with the UNDP personnel but also among the beneficiaries such as repayment of the loan which is common among the various committees such as SRG.

With the agreement of the community, the box was placed in the middle of the village which is easily accessible for everyone. The younger male group also pointed out that using the suggestion box for giving feedback made them much freer than using verbal feedback which is more comfortable for elder group. The young female group stated that giving

feedback through the phone was more common than using the box partly due to long distance of the box to their homes and partly due to the nature of the village accessible to the phone. Due to the UNDP staff's explanation of the objective of CFRM, the majority were aware of CFRM activities and intention. Despite the fact that the community has already been providing feedback to the UNDP regarding UNDP activities, the CFRM initiative was found to promote the practices of providing feedback more broadly as they could now openly write their needs and concern which was not possible to do so in the public. It made the community feel they are stakeholders and sense of responsibility with regards to the UNDP support activities. It was learned that most feedback letters were related to gratitude letters with some complaint letters but less common the latter. The project has been effective in a way that all the feedback letters were properly documented. And there was a transparency in checking the number of the letters as only one member of the CFRM committee was not allowed with the presence of other members (UNDP staff) including a key holder (non-UNDP staff).

Another reason the communities tended not to use the box was that the UNDP staff very often frequently went to their village which gave them the opportunities to give verbal feedback to the staff directly mostly in the monthly meeting. In some cases, members of SRGs discussed issues concerned to them such as loan repayment and other UNDP-initiated activities and each of their representatives then conveyed the feedback to the monthly meeting in the presence of the UNDP staff who maintain good social relationships with the beneficiaries. The community also reported that the confidence level has significantly increased during the past two years due to training provided by UNDP. This is particularly true for women whom the male groups stated that women could now raise issues and ask questions at the meeting which was not the case in the previous times. In addition, there has been now women auditors and some SRGs are led and owned by women alone. It was also found that two women are involved in the CFRM committee which also included UNDP staff and a woman key holder – to open the suggestion box in the presence of the committee members. Non-sensitive issues were the most common feedback such as gratitude, and addition assistance (especially road). Thus the project acted as a deterrent as it discouraged corruption and abuses since anybody could identify and complain to the UNDP staff in the village mass meeting as well as through the suggestion box.

Another factor that made the project effective was that it supported the UNDP programme by identifying the community needs and action taken thus the community suggestions were heard. For instance, the community reported that the request letters put in the suggestion box produced a final building of the bridge in Moenatkone village and the drilling of a well in East Chaukkan village in Pakkoku Township. In addition, there was a feeling of inequality among the beneficiaries regarding the wealth ranking exercise in the village, which the case was given feedback in the box and the UNDP staff called for a village meeting and after discussion with the community, a one category was changed into another. This incidence proved that the suggestion box provided an early warning system for the UNDP to take

actions in line with the community's request. This improved the accurate identification of inclusion and exclusion strengthening a better selection process of the UNDP support activities. This was a significant factor that made the project effective.

Moreover, the CFRM project allowed the beneficiaries to question the UNDP actions, and by taking responses the UNDP increased trust and understanding of the program through adopting a corrective action of the interventions. There were cases related to this found during the study. For example, some villagers in East Chaukkan village who suspected over the UNDP activity in the area and requested to show the profile of the UNDP program including budget and specific activities actually implemented. The UNDP staff willingly showed such request that finally solved the misunderstanding that promoted a better trust building in the community. This showed that the community had full access to voicing their concerns and issues related to their community and quick response from the UNDP staff has been seen which in fact made the CFRM project effective.

The project has been effective in a way that equality and gender mainstreaming factors were taken into account in the project design and execution as mentioned above. In all the study areas, women were included in the CFRM committee as key holders to open the suggestion box together with the UNDP staff as well as women became more active in the community work taking even management role and accounting tasks in different groups formed. The majority felt that the CFRM project was useful for the communities since it gave them courage to speak up in the village meeting with regards to SRG-related issues, also mentioning that women now felt more comfortable and confident in dealing with the government departments. Most letters in the box were gratitude letters and request for further assistance. Respondents said UNDP immediately took actions with regards to their feedbacks by way of explanation in the meeting which in fact supported early warning system before anything became serious.

Impact of the Project

- *What has happened as a result of the project?*
- *What real difference has the activity made to the beneficiaries?*
- *How many people were affected?*
- *Positive and negative changes, directly or indirectly, intended or unintended?*

The CFRM project has an overall impact on the transparency in various UNDP activities ranging from infrastructure (roads and bridges), food security and enhancing saving habit through the mechanism response adopted by UNDP. For example, questions, feedback letters and verbal feedback received from the beneficiaries enabled the UNDP staff to explain case by case and took the chance to encourage them to systematically adapt knowledge gained through the provision of training, accountability on the activities such as livestock breeding, use of agricultural equipment accessible to a wider population transparently. This eventual attributed to social harmony building as beneficiaries became

to learn to know others' issues, the ability of working in group was also pointed out by the male group in FGDs.

The CFRM mechanism was widely acknowledged by the community that they felt their concerns and voices were better heard which was explained in a monthly meeting by the UNDP staff that fostered a faster response enhancing early warning management of the projects. For example, young female group stated that UNDP tried to solve the repayment of the loan taken by one SRG's member to the group when the issue was raised to the UNDP staff. This has a positive impact on other activities such as agriculture, livestock, and activities of road and bridge construction. Very few complaints and dissatisfactions were mentioned in the letters compared to improvements due to the project and request for assistance. Table 7 and Table 8 summarized the expressions regarding their concerns within their village and to the project. Finance came out as main issues in the village as well as to the project and it was prioritized as first in all geographic areas.

Table 7: Expressions regarding complaints within the village by geographic area

Main area	Dry		Shan		Delta		Chin		Mon/Kayin		Grand Total	
	Count	Rank*	Count	Rank*	Count	Rank*	Count	Rank*	Count	Rank*	Count	Rank*
UNDP/ Project	13		1		9		-		1		24	
General	13		2		6		-		1		22	
Request	7		3		8		-		-		18	
SRG	9	2	2	1	4	5	-		1	2	16	4
Skill and training	4	9	1	6	-		-		1	2	6	9
Food, clothing and shelter	8	4	1	6	2	7	-		-		11	8
Livelihood	8	4	2	1	2	7	-		-		12	7
Finance	25	1	2	1	15	1	-		1	2	43	1
Transportation	9	2	-		7	2	-		2	1	18	2
Watsan and electricity	8	4	1	6	4	5	-		-		13	6
Education issues	7	8	2	1	5	4	-		1	2	15	5
Health related issues	8	4	2	1	6	3	-		1	2	17	3
Social	1	10	-		1	9	-		-		2	10
Total	120		19		69		-		9		217	

* Ranks are provided for more specific expressions.

Source : Sample feedback letters of CFRM Project, UNDP

Table 8: Expressions regarding complaints to the HDI project by geographic area

Main area	Dry		Shan		Delta		Chin		Mon/Kayin		Grand Total	
	Count	Rank*	Count	Rank*	Count	Rank*	Count	Rank*	Count	Rank*	Count	Rank*
UNDP/ Project	13		1		-		-		-		14	
General	8		1		-		-		-		9	
Request	4		2		-		-		-		6	
SRG	1	8	-		-		-		-		1	8
Skill and training	1	8	-		-		-		-		1	8
Food, clothing and shelter	4	3	-		-		-		-		4	3
Livelihood	2	6	-		-		-		-		2	6
Finance	7	1	1	1	-		-		-		8	1
Transportation	3	5	1	1	-		-		-		4	3
Watsan and electricity	4	3	-		-		-		-		4	3
Education issues	2	6	-		-		-		-		2	6
Health related issues	5	2	-		-		-		-		5	2
Social	-		-		-		-		-		-	
Total	54		6		-		-		-		60	

* Ranks are provided for more specific expressions.

Source : Sample feedback letters of CFRM Project, UNDP

The community also reported that swift action was taken with thorough consultation with the community. Therefore, the project has seen the early warning with regards to the HDI activities. In addition, the incorporation of women involvement in the project activities such as their inclusion in village committees, SRG, VDC etc promoted the adoption of gender mainstreaming and design which in fact motivated women in the community development participation. Their participation was then more acceptable to the community where women participation in community work was less visible in the past.

It has also an impact to the extent that there has been more social harmony improvement through community participation. The friendliness of the UNDP staff also encouraged the community to speak up in the meeting that has an impact on the increased of confidence among the beneficiaries due to the project. Women capacity has significantly developed due to various UNDP activities taken place including SRGs and CFRM mechanism. Although the method of using the suggestion box which arrived quite late in villages in Thipaw, the common use of other CFRM methods such as provision of feedback directly to the UNDP staff in the meeting and sometimes by phone was found to have had a positive impact. Women largely acknowledged that they could now bravely give feedback on HDI projects such as loan and interest repayment among SGR members at the presence of a large meeting attendees organized by the UNDP staff frequently.

Sustainability of the Project

- *To what extent did the benefits of the project continue after the project ceased?*
- *What were the major factors which influenced the achievement or non-achievement of sustainability of the project?*

The community expressed that the CFRM model could be possible in their respective communities only if the government and other organizations (NGOs) take the lead. While the younger group viewed that the mechanism is not necessary, the elder group felt it should be continued but they didn't have idea how and who will do it like the UNDP has carried out. Overall, there is a wide feeling of reliance on the UNDP or other NGOs to continuously implement the mechanism partly because of mistrust of the government if they are to do it – worrisome that there could not be transparency and accountability and sense of slow responses to their feedback and suggestion. It is still early to assess how the CFRM model could be adopted in the community.

Although there was a large support of the continuation of the CFRM model in the community, there has not been enough evidence whether the CFRM model will be adopted any time soon given the lack of initiative taken by other organizations like the UNDP has done. Therefore, it is assessed that the CFRM model could be sustainable if other agencies take initiative which could take actions efficiently with regards to their feedbacks whether it is through the meeting as well as the suggestion box if reintroduced. The community also raised the question on how actions will be taken if the CFRM model exists without external support. There was a worrisome over the handling of the letters put in the suggestion box if the community is to use the CFRM model whether in cooperation with the government and other organizations.

However in Thipaw Township, a village administrator of Sinpaing was positive regarding the continuation of the CFRM model that they can make things changed for the betterment of the village which was still using the suggestion box which is their own initiative mimicking the CFRM model. Thus there is a possibility that the CFRM model is likely to be more sustainable in this area than other townships. One elder group basically believed that the CFRM project is democratic rights which allowed the community members to express themselves and concerns.

Respondents in other townships however expressed the usefulness of the continuous adoption of the suggestion box some even went on to comment that after the suggestion box was removed at the end of the CFRM project, they felt sorry that they could no longer give feedback with regards to SRG activities and issues around the village whenever they would like to do so. The community thus recommended that the CFRM model could be useful for the government, but suggested the committee, including key holders, should be comprised among Township residents rather than villagers over some mistrust among themselves. Although there has not been own initiative of continuing the use of the CFRM model, the community members suggested this should be continued especially between

village administrator and villagers expressing that they could openly write letters for issues they are afraid of telling the village administrator in verbal term. In general, the sustainability of the CFRM model is still far from realization at the time of the study.

Conclusions

1. Achievements against the expected outcomes

The research team conducted computerized text analysis to the feedback letters. The team registered 3410 feedback letters from 23 townships which sent their feedback letters to the UNDP Myanmar head office. One fifth of those letters (i.e. 682 letters) were randomly selected using Simple Random Sampling. The feedback letters were received from both female and male but nearly one fifth (18%) of them cannot be categorized by gender.

According to the summary of the overall expressions of the feedback letters top expressions were found as general expressions, words related to UNDP and/or project and requesting for something. Further, it showed livelihood and finance related issues came out as top followed by health, transportation and education issues. There are a few differences in their concerns according to the geographic area – Livelihood stood first in Chin State and Shan State while finance was in Dry area and Delta area and transportation for Mon State/Kayin State.

Regarding expressions on developments due to the HDI showed health, education, livelihood, transportation and finance were found to be top improved areas due to the HDI project. On the other hand, the request for assistance/ help livelihood, transportation, education, Watsan and electricity and finance were the areas that still need to provide the assistance/ help.

It's found that the activities of the CFRM project were consistent with the initial intended impacts and effects to the extent that it has strengthened a communication channel among the HDI beneficiaries and the community members and the UNDP staff. Presentation and discussion about lessons learned regarding CFRM project, and dissemination and explanation of feedbacks received from feedback providers had taken place in the HDI project areas. They fostered a better understanding of the development actors especially due to the friendly nature of the UNDP staff. Feedbacks were usually responded by UNDP staff on case by case but focused on more important issues related to UNDP activities. This has proven to have achieved the second output of the project which was beneficiary accountability.

2. Problems encountered during the project implementation and reasons

It was found that the practice of verbal/oral feedback was more common than the feedback/suggestion box in all the study areas. The reason why the communities tended not to use the box was that the UNDP staff frequently went to their village, especially in the not remote townships, which gave them the opportunities to give verbal feedback to the staff directly mostly in the monthly meeting.

There still is a weakness on the promotion of feedback and response mechanism with regards to other development actors, NGOs, CBOs and government institutions partly due to limited time of the project implementation.

3. Effectiveness of the project

The suggestion box provided an early warning system for the UNDP to take actions in line with the community's request. This improved the accurate identification of inclusion and exclusion strengthening a better selection process of the UNDP support activities. This was a significant factor that made the project effective.

The community members and beneficiaries were given the right to be informed about the UNDP support activities where their voices were heard through both written and verbal feedbacks. Then the responses were made based on the community feedbacks. This led to the adjustment of the program where the community's issues and viewpoints were incorporated in the project designed. These factors reflect the effectiveness of the project.

The women could now raise issues and ask questions at the meeting which was not the case in the previous times. In addition, there has been now women auditors and some SRGs are led and owned by women alone.

The facts show the project has been effective in a way that equality and gender mainstreaming factors were taken into account in the project design and execution.

Lessons learned

- The suggestion box placed in the village of Sinpaungwe was considered by non-beneficiaries meant only to the UNDP beneficiaries. For them, the CFRM project was not beneficial according to responses from the FGDs. A better coordination and outreaching to other community members could improve future programme.
- In general, the community stated that due to the presence of the suggestion box in which people could give feedback including reports and complaints, people tended to avoid wrongdoings regarding the use of finance among SRG members.
- In Thipaw Township, the duration of exercising the suggestion box was so short (two and half months only) that the community members and beneficiaries were not able to make use of it was quite nominal compared to other townships. The CFRM project could have been much more effective if the suggestion box was introduced at the beginning of the project.
- In Mindat Township, there was a feeling of mistrust among feedback providers regarding the letters in the box as the communities were not sufficiently informed about what kind of suggestion letters were in the box. Performing the explanation of what are in the suggestion boxes, therefore, could have increased a better trust building among the community members.

- A good lesson learned from using the suggestion box was witnessed in Pakkoku area such as a new building of bridge, well drilling and the provision of school equipment for children which in fact improved the UNDP activities which met the local needs.
- Prior consultation with the community members promoted trust between UNDP and the community enhancing transparency and accountability which eventually strengthened the programme. This practice deserved for continuity in future program.
- Due to CFRM initiative, the confidence level of the community increased especially for women through conducting training such as leadership which lead women to speak out and give feedback directly in the meeting held every month, and every week in SRG meeting.
- The inclusion of women in various groups including in the CFRM committee has promoted gender awareness in the local communities, which should be continuously incorporated in future programme design.

Recommendations

- The suggestion boxes should be placed after discussion with community in a convenient way for accessing.
- Verbal feedbacks should be systematically recorded and registered and revised manual should clearly state how to record the verbal feedbacks.
- Identify existing CFRM model and help technical support and finance in cooperation with stakeholders including Township authorities and village administrators for sustainability.

Annexes

Terms of reference

TERMS OF REFERENCE FOR NATIONAL CONSULTANT Community Feedback and Response Mechanism Project

I. POSITION INFORMATION

Contract Title : National Consultant - Project Evaluator
Duration : Eight weeks
Duty Station : Yangon with travel to selected HDI/CFRM townships

II. BACKGROUND AND CONTEXT

The title of the project to be evaluated is Community Feedback and Response Mechanism (CFRM) funded by the Democratic Governance Thematic Trust Fund (DGTTF). The project was officially launched in March 2011 and is due to be completed in February 2013.

UNDP Myanmar recognizes the right of beneficiaries and community members to give feedback and seek response from projects affecting them. The Community Feedback and Response Mechanism (CFRM) delivered a mechanism that enables the beneficiaries and community members to provide feedback and seek responses in relation to activities of UNDP and other development actors interventions in their communities, in a manner that is safe, non-threatening and accessible. The initiative also promotes beneficiary accountability and feedback and response mechanism to other development actors.

The mechanism was developed in consultation with UNDP Country Office Units and two UNDP's Human Development Initiative (HDI) projects –Integrated Community Development Project (ICDP) and Community Development for Remote townships (CDRT).

The information and lessons will be analyzed systematically on a to gain better understanding on frequency of different types of feedback, lessons in handling feedback and implications for programme and project management.

The specific outputs of this project were:

- Targeted communities/villages have systematic and effective mechanism to provide their feedback and seek responses
- Beneficiary accountability and community feedback and response mechanism promoted to other Development actors-UN agencies, NGOs, CSOs and government institutions

The CFRM had three system components; (a) Information to beneficiaries and communities, (b) Receiving feedbacks and documenting it systematically, and (c) Responding to feedbacks.

CFRM was a tool which fosters transparency by establishing two way interactions between the community and the project team. It enhances the abilities of communities to spot out

pros and cons of programmes / projects from their perspective. If these forwarded information / feedbacks are incorporate in the project, then it becomes more adaptable to the beneficiaries / communities.

The project has been operationally completed and reported its results on the development of a community feedback mechanism through consultation. These include:

- Training and information dissemination
- Training and community sensitization of CRFM in 1,473 villages
- Ensuring of quick responses to feedback

CFRM had rolled out to the project townships on phase by phase to ensure sufficient support and monitoring capacity from country office and project management. The mechanism had been successfully practiced in 30 project townships (1,473 villages) so as to get the suggestions from all stakeholders particularly from the village level so as to improve the accountability towards beneficiaries.

As of December 2012, a total of 3,757 responses by feedback providers were received from 30 townships. The most common feedback categories were: request for (additional) assistance, which is in the scope of project intervention (32%); expression of thanks (24%); request for assistance, which is outside of the scope of project intervention (10%); feedback about non-UNDP personnel, such as community group leaders and committee members (9%); Suggestion on the future programme (6%); and suggestions to improve the current programme (4%).

The mechanism was concluded in December 2012 in line with village hand over and transition to UNDP new programme (2013-2015).

iii. EVALUATION PURPOSE

Under the DGTTF evaluation, lesson learning and knowledge management framework of all projects are required to conduct end of project evaluation. The evaluation report and management report must be completed in time for submission to DGTTF.

IV. EVALUATION SCOPE AND OBJECTIVES

The assignment will consist of assessment of Community Feedback & Response Mechanism project funded by DGTTF in selected HDI townships in Myanmar with focus on the extent to which project activities were innovative and catalytic in the context of the HDI projects concerned, what has made them succeed or fail, and why. The ultimate goal of the assessments is to inform future strategic policy and programme planning processes in democratic governance focus areas.

The evaluation must address the entire project from inception to completion and should embody a strong results-based orientation.

V. EVALUATION QUESTIONS

The evaluation should assess:

- Whether stated outputs were achieved
- What factors have contributed to achieving or not achieving outputs
- What factors contributed to effectiveness or ineffectiveness of the project
- The impact of the project
- The sustainability of the project impact
- How effective equality and gender mainstreaming have been incorporated in the design and execution

VI. METHODOLOGY

Based on a desk review of all documents produced by the project and other relevant knowledge products, interviews, focus groups, site visits and other research conducted, the Evaluator will produce an evaluation that will:

- Identify outputs produced by the project
- Elaborate on how outputs have or have not contributed to outcomes, and
- identify results and transformation changes, if any that have been produced by the project

VII. EVALUATION PRODUCTS (DELIVERABLES)

The Evaluator will produce for approval by UNDP:

- An evaluation inception report
- A draft evaluation report, and
- A final evaluation report with lessons learned and recommendations

The Evaluator will also facilitate in at least one knowledge sharing event or produce an evaluation brief or similar knowledge product.

VIII. EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES

QUALIFICATIONS

- Advanced degree preferably in International Relations, Political Science, Law, or other Governance or development related field
- Minimum 5 years relevant professional experience in the area of democratic governance
- Minimum 5 years' experience in project or programme evaluation in country context
- Knowledge of and experience with UNDP or other donor or developing country governance programming is considered an asset
- Experience in project management is considered an asset

- Familiar with result-based monitoring and outcome/impact studies
- Fluency in Myanmar and English languages
- Solid English writing skills

COMPETENCIES

- Excellent analytical and statistical skills
- Excellent communication skills including ability to engage stakeholders in open and exploratory discussions

IX. EVALUATION ETHICS

The evaluation must be conducted in line with the UNEG “Ethical Guidelines for Evaluation”.

X. IMPLEMENTATION ARRANGEMENT

Consultant’s work will be facilitated directly by the UNDP Monitoring & Evaluation Unit. The unit will make arrangements for the consultant to have consultations with other units in the UNDP country office and HDI Transition Team. The consultant will be required to undertake extensive travel to field locations of the selected CFRM townships (2 townships each from CDRT and ICDP project areas based on the fair representation of townships), to monitor, data collection and group discussions.

Consultant will carry out his/her assignment under the direct supervision of the Officer-In-Charge of the Monitoring & Evaluation unit.

XI. TIME FRAME FOR THE EVALUATION PROCESS

The duration of consultancy service is eight weeks commencing first week of March 2013.

XII. TOR ANNEXES

The following annexes are available on request for providing additional detail about evaluation background and requirements to facilitate the work of evaluators.

1. CFRM Project document
2. A list of Key stakeholders and partners (including suggested townships to be visited)
3. Documents to be consulted (CFRM database, feedback letters etc.)
4. CFRM Annual Progress Reports and review report
5. UNEG norms and standards

Number of CFRM Villages by Township

Number of villages covered in the HDI Townships by CFRM implementation phase

#	Township	Village covered	Phase	Project
1	Pakokku	59	Pilot	ICDP
2	Kyaiklat	50	Pilot	ICDP
3	Magway	174	Phase 1	ICDP
4	Chaung U	51	Phase 1	ICDP
5	Sinbaungwe	60	Phase 1	ICDP
6	Thayet	60	Phase 1	ICDP
7	Kanma	28	Phase 1	ICDP
8	Naung Cho	41	Phase 1	ICDP
9	Ngputaw	53	Phase 1	ICDP
10	Yekyi	38	Phase 1	ICDP
11	Thibaw	30	Phase 2	ICDP
12	Kyaukme	28	Phase 2	ICDP
13	Ywar Ngan	24	Phase 2	ICDP
14	Nyaung Shwe	30	Phase 2	ICDP
15	Pindaya	30	Phase 2	ICDP
16	Kalaw	37	Phase 2	ICDP
17	Loikaw	20	Phase 2	ICDP
18	Paletwa	57	Pilot	CDRT
19	Hpa-an	62	Pilot	CDRT
20	Mindat	66	Phase 1	CDRT
21	Kyauktaw	59	Phase 1	CDRT
22	Minbya	47	Phase 1	CDRT
23	Mrauk Oo	49	Phase 1	CDRT
24	Maungtaw	134	Phase 1	CDRT
25	Bilin	51	Phase 1	CDRT
26	Kyaikmaraw	55	Phase 1	CDRT
27	Falam	30	Phase 2	CDRT
28	Hakha	15	Phase 2	CDRT
29	Tedim	15	Phase 2	CDRT
30	Madupi	20	Phase 2	CDRT
	Total 30 Townships	1473		

ICDP Integrated Community Development Project
CDRT Community Development for Remote Townships

List of officials met during the study

Sr	Name	Title
1	Ms Dania Marzouki	Head, M&E Unit
2	U Thin Khaing	OIC, M&E Unit
3	U Min Sann	Programme associate, M&E Unit
4	U Win Htin	NPC
5	U Saw Win Aung	NPC
6	Daw Nilar Swe	M&E Unit
7	Daw Aye Pearl Hlaing	Data Unit
8	U Myat Thu	Area Manager, Shan
9	U Steven Van Bik	Area Manager, Chin (South)
10	U Khaine Kyaw Htoo	
11	Daw Nyo Nyo Tun	Township Manager, Pakokku
12	U Naing Lin Aung	Technical Specialist, Kyaiklat
13	U Ko Ko Aung	Township Manager, Sinbaungwe
14	Daw Ni Ni Lwin	Township Manager, Thibaw
15	U Tin Nyein	Township Manager, Mindat
16	Daw Nu Nu Htwe	Township Manager, Kyaikmaraw

Discussion guideline

Outlines for Discussion Guide – Community Feedback and Response Mechanism

Discussion Guide for CFRM		
Warming Up and Introduction	Minglabar! Our team comes here to observe the current situation of your village and the status of organizations helping development of your village. You can discuss freely and there will be no right or wrong in what you said, as we are an observation team. Let's discuss actively. My name's Could you tell us your name?	
Section1	General Knowledge of Village – 15 Minutes	
General knowledge of other NGOs at society	<ul style="list-style-type: none"> a. What's happening at your village at present? What would you like to say? What are you doing? b. Are there any significant changes in your village compared to last five years? c. Do you have social assistance groups in your village? Could you tell us about them? d. What do these groups work for your village? e. What changes have occurred in your village? And why? f. Are there any self-reliance groups in your village? What are the activities of them? 	General knowledge, current situation of society, basic knowledge of supportive process at society
Section 2	Discussion Before CFRM at Society – 30 Minutes	
Situation before CFRM	<ul style="list-style-type: none"> a. When did UNDP team come here for the first time? b. Recalling that time _ what did the village need? c. What were the difficulties of the village? d. How did the villagers solve the difficulties and needs? e. What did UNDP team do when they start to work here? f. Were UNDP team's works in line with the needs of the village? g. What type of villagers could enjoy the benefits offered by the UNDP team? h. What were the criteria in selecting beneficiaries? How do you think of the selection? Did they use fair and transparent? i. What kind of groups did the UNDP team form with the villagers? j. What did those groups work for the development of the village? 	How they understand the differences between before CFRM and After CFRM

	<ul style="list-style-type: none"> k. On which basis had those groups been formed? l. How did the UNDP project staff advise those groups? m. How did the UNDP staff help and cooperate in solving difficulties and needs presented by the villagers? n. What are positions of the UNDP staff who help and cooperate with those groups? o. How do you see relations between UNDP staff and the villagers? p. With which NGO did UNDP work as a joint action? For which projects? And why? q. What are the advantages of working as such groups? r. Then what are the disadvantages? s. How did you advise UNDP in solving needs or problems of the village? By which means do you advise? Why? t. Were those groups supportive in solving villagers' difficulties? u. Was there gender discrimination in formation of those groups? v. How about the extent of women's role in those groups? w. To what extent did the activities of those village groups including UNDP in line with local customs and traditions? In what instances are they in line with local traditions? 	
Section (3)	Discussion After CFRM at Society – 30 Minutes	
Situation after CFRM	<ul style="list-style-type: none"> a. Now I would like to explain the CFRM. What do you know about it? Could you share? b. When did suggestion boxes appear in your village? c. For what purpose were they placed? Why? d. Which part of the village was it placed? Why? What do you think? e. For which problems did villagers put letters into the suggestion box? f. What are the constraints for those who did not put letters? How do you think? g. Have you noticed any improvements as a consequence of putting letters into the suggestion box? h. Could you tell me what are the routine performance concerning suggestion box? i. What significant improvements appeared in the village over the last two years when the suggestion box was available? j. How this practice is beneficial to the villagers? To what extent was it effective? 	How they understand about CFRM process, How they utilized this mechanism,

	k. Has this practice been followed in other community development affairs? If yes? What are the activities? If not? Why?	
Section (4)	Suggestion and Recommendation – 10 Minutes	
	<ul style="list-style-type: none"> a. Right now the assistance going to be stopped. What are the needs to be provided for the village? b. Should the project had been terminated, what would be the advantages and disadvantages? c. What would be your advice for future improvements? 	

Random Number and Selected Letter Number for the Text Analysis

Sr	Random No. ⁴	Selected Letter Sr.	Final Sr
1	4780	1370	1
2	1216	1216	2
3	3751	341	3
4	5958	2548	4
5	2033	2033	5
6	9079	2259	6
7	6828	8	7
8	0611	611	8
9	0884	884	9
10	3841	431	10
11	6859	39	11
12	8487	1667	12
13	8281	1461	13
14	2277	2277	14
15	2939	2939	15
16	3590	180	16
17	3408	3408	17
18	3789	379	18
19	5661	2251	19
20	4244	834	20
21	9877	3057	21
22	3727	317	22
23	2008	2008	23
24	9549	2729	24
25	5991	2581	25
26	3101	3101	26
27	5571	2161	27
28	2435	2435	28
29	1967	1967	29
30	1591	1591	30
31	5802	2392	31
32	0487	487	32
33	4559	1149	33
34	6658	3248	34
35	8800	1980	35
36	2345	2345	36
37	4499	1089	37
38	3773	363	38
39	4951	1541	39
40	3273	3273	40
41	3291	3291	41

⁴ The random numbers were drawn without replacement from the random number table provided in the "The power of survey design". Giuseppe Iarossi. The World Bank. 2006. p.p 251-252. It gave the source as "Kish 1965". The starting random number "4780" located at the row 23 and column 11-14. The rest random numbers are continuation of it.

Sr	Random No. ⁴	Selected Letter Sr.	Final Sr
42	4897	1487	42
43	8917	2097	43
44	4200	790	44
45	6078	2668	45
46	8472	1652	46
47	9768	2948	47
48	7167	347	48
49	6752	3342	49
50	2831	2831	50
51	7805	985	51
52	2166	2166	52
53	7518	698	53
54	9586	2766	54
55	0332	332	55
56	0796	796	56
57	8286	1466	57
58	6118	2708	58
59	8849	2029	59
61	8593	1773	60
62	4870	1460	61
63	2813	2813	62
64	2773	2773	63
65	9392	2572	64
66	5902	2492	65
67	4089	679	66
68	7892	1072	67
69	6613	3203	68
70	2448	2448	69
71	8772	1952	70
72	7275	455	71
73	0089	89	72
74	5491	2081	73
75	9919	3099	74
76	1014	1014	75
77	5711	2301	76
78	4353	943	77
79	9670	2850	78
80	5913	2503	79
81	8022	1202	80
83	5599	2189	81
84	6588	3178	82
85	8001	1181	83
86	3450	40	84
87	4993	1583	85
88	7739	919	86
89	9513	2693	87
90	2737	2737	88
91	2914	2914	89
92	8977	2157	90
93	9173	2353	91
95	0788	788	92

Sr	Random No. ⁴	Selected Letter Sr.	Final Sr
96	4726	1316	93
97	7684	864	94
98	1672	1672	95
99	7527	707	96
100	8316	1496	97
101	8056	1236	98
102	1662	1662	99
104	5868	2458	100
105	3326	3326	101
106	7967	1147	102
107	2864	2864	103
108	1180	1180	104
109	8494	1674	105
110	4119	709	106
111	5939	2529	107
112	8709	1889	108
114	7735	915	109
115	3924	514	110
116	9027	2207	111
117	0892	892	112
118	8928	2108	113
119	6138	2728	114
120	4484	1074	115
121	7729	909	116
122	2753	2753	117
123	0891	891	118
124	4913	1503	119
125	9192	2372	120
126	0146	146	121
127	7113	293	122
128	3533	123	123
129	6707	3297	124
130	9133	2313	125
131	0223	223	126
132	8706	1886	127
133	5994	2584	128
134	5880	2470	129
135	0015	15	130
136	4503	1093	131
137	9936	3116	132
138	7397	577	133
139	5134	1724	134
140	7378	558	135
141	9140	2320	136
142	9774	2954	137
143	1739	1739	138
144	0080	80	139
145	7882	1062	140
146	7265	445	141
147	6848	28	142
148	6724	3314	143
149	5270	1860	144

Sr	Random No. ⁴	Selected Letter Sr.	Final Sr
150	3169	3169	145
151	0560	560	146
152	6622	3212	147
153	1834	1834	148
154	8685	1865	149
155	3261	3261	150
156	9676	2856	151
157	8643	1823	152
158	1801	1801	153
159	4941	1531	154
160	1191	1191	155
162	7092	272	156
163	1364	1364	157
164	7351	531	158
165	9249	2429	159
166	0271	271	160
167	8923	2103	161
168	9284	2464	162
169	1385	1385	163
170	4845	1435	164
171	7295	475	165
172	7536	716	166
173	8911	2091	167
174	9132	2312	168
175	1925	1925	169
177	1139	1139	170
178	5331	1921	171
179	7078	258	172
180	1333	1333	173
181	2238	2238	174
182	7060	240	175
183	9944	3124	176
184	8808	1988	177
185	0156	156	178
186	5030	1620	179
187	9361	2541	180
188	3972	562	181
189	1346	1346	182
190	3783	373	183
191	1402	1402	184
192	7741	921	185
193	7398	578	186
194	0807	807	187
195	8822	2002	188
196	2658	2658	189
197	8486	1666	190
198	7243	423	191
199	2701	2701	192
200	1697	1697	193
201	5600	2190	194
202	6221	2811	195
203	8345	1525	196

Sr	Random No. ⁴	Selected Letter Sr.	Final Sr
204	6858	38	197
205	2617	2617	198
206	6768	3358	199
207	6435	3025	200
208	8017	1197	201
209	9410	2590	202
210	1919	1919	203
211	3925	515	204
212	0925	925	205
213	3645	235	206
214	3512	102	207
216	2711	2711	208
217	9237	2417	209
218	2846	2846	210
220	8451	1631	211
221	2955	2955	212
222	5367	1957	213
223	9111	2291	214
224	1321	1321	215
225	9253	2433	216
226	4605	1195	217
227	1393	1393	218
228	3319	3319	219
229	0787	787	220
230	3330	3330	221
231	2387	2387	222
232	0601	601	223
233	9440	2620	224
234	8081	1261	225
235	1563	1563	226
236	0301	301	227
237	3617	207	228
238	9724	2904	229
239	3469	59	230
240	7832	1012	231
241	4024	614	232
242	7416	596	233
244	8076	1256	234
245	8223	1403	235
246	6589	3179	236
247	4868	1458	237
249	7015	195	238
250	6974	154	239
251	6007	2597	240
252	2211	2211	241
253	3455	45	242
254	8588	1768	243
255	6177	2767	244
256	7681	861	245
257	4354	944	246
258	0173	173	247
259	4109	699	248

Sr	Random No. ⁴	Selected Letter Sr.	Final Sr
260	9193	2373	249
261	9257	2437	250
262	9259	2439	251
263	6452	3042	252
264	5124	1714	253
265	4927	1517	254
266	7119	299	255
267	2378	2378	256
268	8466	1646	257
269	8550	1730	258
270	4511	1101	259
271	9554	2734	260
272	3679	269	261
273	1114	1114	262
274	3218	3218	263
275	2532	2532	264
276	6058	2648	265
277	3933	523	266
278	3196	3196	267
279	7875	1055	268
280	3302	3302	269
281	3870	460	270
282	6014	2604	271
283	4404	994	272
284	0816	816	273
285	5635	2225	274
286	3016	3016	275
287	6175	2765	276
288	7240	420	277
289	4697	1287	278
290	8320	1500	279
291	0247	247	280
292	4166	756	281
293	9880	3060	282
294	0764	764	283
295	2237	2237	284
296	5899	2489	285
297	8683	1863	286
298	4337	927	287
299	0157	157	288
300	9746	2926	289
301	0071	71	290
302	2119	2119	291
303	4558	1148	292
304	5882	2472	293
305	1776	1776	294
306	6811	3401	295
307	3548	138	296
308	1738	1738	297
309	1097	1097	298
310	1930	1930	299
311	2570	2570	300

Sr	Random No. ⁴	Selected Letter Sr.	Final Sr
313	4527	1117	301
314	1245	1245	302
315	9273	2453	303
318	4668	1258	304
319	5505	2095	305
320	5118	1708	306
321	5549	2139	307
322	6799	3389	308
323	1146	1146	309
324	2182	2182	310
325	5320	1910	311
326	0589	589	312
327	9331	2511	313
328	1969	1969	314
329	8752	1932	315
330	3022	3022	316
332	0145	145	317
333	4047	637	318
334	8169	1349	319
335	6354	2944	320
336	0168	168	321
337	1751	1751	322
338	2406	2406	323
340	3201	3201	324
341	2477	2477	325
342	1665	1665	326
343	8809	1989	327
344	7640	820	328
345	2370	2370	329
346	8997	2177	330
347	6830	10	331
348	3376	3376	332
349	1575	1575	333
350	7463	643	334
351	0710	710	335
353	5582	2172	336
354	8823	2003	337
356	8110	1290	338
357	5483	2073	339
358	7384	564	340
359	0974	974	341
360	9305	2485	342
361	5705	2295	343
362	5904	2494	344
363	5277	1867	345
364	2452	2452	346
365	2731	2731	347
366	1973	1973	348
367	7838	1018	349
368	6684	3274	350
369	5052	1642	351
371	5495	2085	352

Sr	Random No. ⁴	Selected Letter Sr.	Final Sr
372	7999	1179	353
374	1828	1828	354
375	3208	3208	355
376	5893	2483	356
377	3310	3310	357
378	9694	2874	358
380	0225	225	359
381	7094	274	360
382	1453	1453	361
384	1696	1696	362
385	3541	131	363
386	1683	1683	364
388	4066	656	365
389	9743	2923	366
390	2017	2017	367
391	4770	1360	368
392	6654	3244	369
393	8096	1276	370
394	6408	2998	371
396	9972	3152	372
397	8305	1485	373
398	3760	350	374
399	5759	2349	375
400	4631	1221	376
401	7106	286	377
402	1976	1976	378
403	5821	2411	379
404	8231	1411	380
405	7634	814	381
406	1105	1105	382
407	4832	1422	383
408	3848	438	384
410	3055	3055	385
411	7057	237	386
412	9040	2220	387
413	2779	2779	388
414	4528	1118	389
415	7312	492	390
416	9736	2916	391
417	8386	1566	392
418	6847	27	393
420	1818	1818	394
421	4955	1545	395
422	9992	3172	396
423	4662	1252	397
424	8285	1465	398
425	2086	2086	399
426	8936	2116	400
427	3107	3107	401
428	6941	121	402
429	5297	1887	403
431	0941	941	404

Sr	Random No. ⁴	Selected Letter Sr.	Final Sr
432	4531	1121	405
433	4758	1348	406
434	6969	149	407
435	5414	2004	408
437	5198	1788	409
438	0663	663	410
440	0178	178	411
441	7703	883	412
442	6546	3136	413
443	0969	969	414
444	4088	678	415
445	7038	218	416
446	9721	2901	417
447	3052	3052	418
449	7596	776	419
450	6312	2902	420
451	1061	1061	421
452	9766	2946	422
453	8210	1390	423
454	2318	2318	424
456	1050	1050	425
457	8325	1505	426
460	0554	554	427
461	0570	570	428
462	0403	403	429
463	7795	975	430
464	5280	1870	431
465	3129	3129	432
466	7367	547	433
467	3866	456	434
469	5234	1824	435
471	9555	2735	436
472	9926	3106	437
473	6626	3216	438
474	2858	2858	439
475	0867	867	440
476	9364	2544	441
477	1073	1073	442
478	9411	2591	443
479	2977	2977	444
480	2595	2595	445
482	5311	1901	446
483	7589	769	447
484	9695	2875	448
485	4142	732	449
486	8358	1538	450
487	1987	1987	451
488	6632	3222	452
489	4312	902	453
490	1782	1782	454
491	7031	211	455
492	5460	2050	456

Sr	Random No. ⁴	Selected Letter Sr.	Final Sr
495	0384	384	457
496	7211	391	458
497	0527	527	459
498	6073	2663	460
499	5961	2551	461
500	3127	3127	462
501	0617	617	463
502	7663	843	464
503	2101	2101	465
504	3186	3186	466
505	3497	87	467
506	0505	505	468
507	3254	3254	469
508	4855	1445	470
509	4638	1228	471
510	5546	2136	472
511	5703	2293	473
512	4033	623	474
513	7955	1135	475
514	2806	2806	476
515	1294	1294	477
517	8668	1848	478
518	4722	1312	479
519	2347	2347	480
520	1807	1807	481
521	5555	2145	482
522	9267	2447	483
524	8584	1764	484
525	8675	1855	485
526	3644	234	486
527	0730	730	487
529	9772	2952	488
530	5959	2549	489
531	4112	702	490
532	3110	3110	491
533	5896	2486	492
534	6953	133	493
535	1427	1427	494
537	9873	3053	495
538	6329	2919	496
539	3128	3128	497
540	7821	1001	498
541	0312	312	499
542	4606	1196	500
543	6944	124	501
544	8842	2022	502
548	0738	738	503
549	9618	2798	504
550	1272	1272	505
551	6174	2764	506
552	6633	3223	507
553	1010	1010	508

Sr	Random No. ⁴	Selected Letter Sr.	Final Sr
555	4972	1562	509
556	5054	1644	510
559	6386	2976	511
560	5464	2054	512
561	7036	216	513
562	0338	338	514
564	8060	1240	515
565	2949	2949	516
567	6680	3270	517
568	7220	400	518
569	3479	69	519
570	8071	1251	520
571	5552	2142	521
572	2673	2673	522
573	2609	2609	523
574	5841	2431	524
575	6751	3341	525
576	6441	3031	526
577	7302	482	527
578	1176	1176	528
579	7721	901	529
580	9592	2772	530
581	1122	1122	531
582	1106	1106	532
583	8969	2149	533
584	9533	2713	534
585	4272	862	535
587	8734	1914	536
588	3290	3290	537
589	1286	1286	538
590	8211	1391	539
591	3120	3120	540
592	6066	2656	541
593	9445	2625	542
594	8426	1606	543
595	8480	1660	544
596	1169	1169	545
598	7383	563	546
599	6186	2776	547
600	2727	2727	548
601	1749	1749	549
604	8605	1785	550
605	9727	2907	551
606	0546	546	552
608	5584	2174	553
609	3863	453	554
611	0360	360	555
612	3384	3384	556
613	5542	2132	557
614	0603	603	558
615	9497	2677	559
616	7991	1171	560

Sr	Random No. ⁴	Selected Letter Sr.	Final Sr
617	6808	3398	561
619	4794	1384	562
620	0719	719	563
621	5522	2112	564
622	6734	3324	565
623	6096	2686	566
624	8419	1599	567
626	4414	1004	568
627	3021	3021	569
628	1760	1760	570
629	7219	399	571
630	5923	2513	572
631	1220	1220	573
632	1065	1065	574
635	2725	2725	575
636	8399	1579	576
637	7349	529	577
638	2908	2908	578
639	2860	2860	579
640	2118	2118	580
641	1208	1208	581
642	0669	669	582
643	4450	1040	583
644	4264	854	584
645	4806	1396	585
646	1699	1699	586
647	7532	712	587
648	3834	424	588
650	7274	454	589
651	7497	677	590
652	3334	3334	591
653	1028	1028	592
654	6057	2647	593
657	4838	1428	594
658	5844	2434	595
659	8632	1812	596
660	6468	3058	597
661	3606	196	598
662	3847	437	599
663	5422	2012	600
664	6033	2623	601
665	4971	1561	602
667	8089	1269	603
668	2070	2070	604
669	7945	1125	605
671	5225	1815	606
672	7346	526	607
673	0965	965	608
674	4190	780	609
675	5181	1771	610
677	0215	215	611
678	7604	784	612

Sr	Random No. ⁴	Selected Letter Sr.	Final Sr
679	2194	2194	613
681	2202	2202	614
682	0657	657	615
683	6950	130	616
684	3317	3317	617
686	3998	588	618
687	3493	83	619
688	9086	2266	620
691	2088	2088	621
692	6695	3285	622
693	4509	1099	623
694	2641	2641	624
695	8069	1249	625
697	5327	1917	626
698	8341	1521	627
699	8670	1850	628
700	2743	2743	629
701	4970	1560	630
702	3343	3343	631
703	0289	289	632
704	0572	572	633
705	2738	2738	634
706	4648	1238	635
707	8389	1569	636
708	8443	1623	637
709	6323	2913	638
711	6062	2652	639
712	8477	1657	640
713	4223	813	641
714	0333	333	642
715	9710	2890	643
717	0896	896	644
718	0701	701	645
719	9451	2631	646
720	1996	1996	647
722	3463	53	648

Sr	Random No. ⁴	Selected Letter Sr.	Final Sr
723	9657	2837	649
726	1407	1407	650
727	2159	2159	651
728	6048	2638	652
729	1941	1941	653
731	2020	2020	654
732	6570	3160	655
734	3176	3176	656
735	2582	2582	657
736	9988	3168	658
737	4938	1528	659
738	0866	866	660
740	1804	1804	661
741	0882	882	662
742	6954	134	663
743	5099	1689	664
744	6412	3002	665
746	9932	3112	666
747	3271	3271	667
748	3413	3	668
749	6703	3293	669
750	7436	616	670
751	9702	2882	671
752	3431	21	672
753	2898	2898	673
754	5726	2316	674
755	7389	569	675
756	6488	3078	676
757	3895	485	677
758	4431	1021	678
759	3238	3238	679
761	0626	626	680
763	2236	2236	681
764	3338	3338	682

Text Analysis Data Dictionary

Main area	Key issues	Key words
UNDP/ Project	UNDP and/or Project	UNDP, project
	Project staff	project staff
General	Thank	thank
	Lack of (something)	no, not have
	Difficult	difficult ...
	Easy	easy ...
Request	Help	help
	Support	provide support
SRG	About SRG	like-minded, member, SRG, discussion session
Skill and training	Training and technical skill	education, skill, knowledge, accounting, technology, training
Food, clothing and shelter	House and housing materials	construct, cement, house, corrugated iron sheet
	Food and basic needs	Livelihood, food, nourishment
Livelihood	Livelihood	economy, capital, job, household chores, living standard
	Shop and stall	stall, shop
	Agricultural inputs and land	grow, ditch, village land, arable land, fertilizer, seed, compound fertilizer, CP, pearl fertilizer (nitrogen), fertile topsoil, insecticide, tractor, contour plough
	Draught animal	buffalo, cattle
	Livestock breeding	livestock breeding, vaccine, fowl, goat, pig, goral
Finance	Money	cash, finance
	Loan and interest	loan, interest, interest in Kyat
	Saving	saving
Transportation	Road, bridge and access to road	road, bridge, road, far, near
	Vehicle for transport	boat, bicycle, motorcycle with a carriage, mechanized carriage, ox cart, transport vehicle for transport
Watsan and electricity	Water sources, storage and usage	water pump, artesian well, well with brick wall, well with a pump, well, water tank, pipe, lake/ pond, water, purified drinking water, water for household use, piped water, clean, water linkage for agriculture
	Latrine	Latrine, fly-proof latrine
	Electricity and lighting	electric power, to have electric lighting, generator, hydroelectric power

Main area	Key issues	Key words
Education issues	School, teacher and learning	education, school, library, teacher, three Rs, pre-school, school
	School furniture and stationery	chair/ bench, table/ desk, blackboard, cupboard, school furniture, book, pencil
Health related issues	Disease and health issues	Health, the disabled, the aged, disease, loose motion, suffering, dental health, laboratory, medicine, clinic, midwife
Social	Social and religious	Social, social life, religion, spirit, funeral

Summary of Findings from Sample Township

Tinyaing Chaung and Methway Gone villages, Kyaikmaraw Township, Mon State

Background

Residents of the study areas in Mon State practice both Buddhism and Christianity living in harmony. People in Mon State cultivate rubber plantation, home gardening and young people perform manual work to provide their families. Respondents stated that they encountered difficulties in agriculture, livestock, financial capacity and living conditions compared to pre-project implementation conducted by development organizations including UNDP which provided education, road construction, livelihood activities and CFRM activity. UNDP commenced the HDI project activities in 2006

Apart from UNDP, Save the Children, MSI, IOM, AZG, BAJ and UNICEF were operating in the study areas helping children education, orphanage, construction of latrines and wells, distribution of mosquito nets, malaria prevention through raising awareness, condom distribution and birth spacing knowledge.

Relevancy

The communities reported that the provisions of both UNDP and other organizations met their needs implemented in a timely manner. Although the practice of using verbal feedback was seen previously, the introduction of CFRM provided by UNDP has benefited the communities especially for women who could now raise issues concerned to them in the meeting which was the most common method used in addition to the use of suggestion box. Due to the CFRM activity, there has been a feeling in the community that project activities were implemented in a transparent way and the communities were well informed of such activities and a feeling of their voices heard through verbal feedbacks, feedbacks in person directly to the UNDP staff and use of suggestion box.

Effectiveness

The CFRM project has been effective in a way that it strengthened a more systematic feedback provision and the communities felt their voices heard, which is one of the project's objectives. The UNDP initiated SRG, carried out the formation of rice banks, agricultural group, livestock group and provided training related to such activities. The communities reported that they were quite satisfied on these provisions as well as the CFRM project which allowed them to give feedbacks to the UNDP staff through a monthly meeting held by

the UNDP staff. They cited that everything could be discussed in the meeting at the presence of the villagers, could give feedback in person directly as well as through the suggestion box.

The local communities were well aware of the CFRM's objective and most of the feedbacks were gratitude letters as well as requesting further assistance. They were asked to write NRC number, address and name when putting feedback in the suggestion box. Gender mainstreaming was also seen to be considered in the formation of various groups such as rice banks, SRGs taking the roles of accounting tasks. The CFRM committee was comprised of women key holders and UNDP staff who together collect the letters in the box in a transparent way. The committee members were chosen in rotation transparently and equally according to respondents. It was found that UNDP put up three posters, distributed IEC materials. It was also learned that most feedbacks were gratitude letters. The reason some people did not use the suggestion box was reported to be related to illiteracy – for people who don't know how to write. The suggestion box was placed in front of the church which is in the middle of the village in agreement with the communities.

The community also pointed out that there has been significant improvement due to the suggestion box because verbal feedback in the meeting and practice of giving feedback directly to the UNDP staff were more common than using the box. Every month after the letters were collected by the CFRM committee, the UNDP staff explained to the communities regarding their feedbacks and the communities pointed out that the mechanism is quite useful. According to respondents, there has been improvement in transportation, primary school, financial security, knowledge increased and the overall living situations. There was a sense in the community that the UNDP has carried out all the community needs except a few more to be done on road construction and electivity which could be considered to be further request assistance.

Impact

The CFRM project has been impactful fostering transparency in the UNDP activities ranging from livelihood activities, education and road constructions to vocational training, SRGs especially for women who now increased their confidence level. Feedback letters received from the community enabled the UNDP staff to explain them in the presence of the local people one by one which in fact promoted transparency in the activities provided by the UNDP. The friendliness of the UNDP staff also encouraged the community to speak up in the meeting that has an impact on the increased of confidence among the beneficiaries.

The community reported that the UNDP took actions immediately with regards to the community's issues raised in the meeting and suggestion letters which has a direct impact on various project activities such as livelihoods, infrastructure, SRGs in the area of loan taking and repayment issue. This has contributed to the early warning system envisioned in

the CFRM project's objective. In addition, the gender consideration in various groups formed such as SRG, CFRM committee, rice bank and so on encouraged the community the needs of women (not only men) to be included in local social organizations. This has eventually encouraged women in the community participation. Transparency in the activities provided by the UNDP created in the CFRM in broader way has strengthened social harmony, which the respondents stated that they now better know how to work in groups. In short, group cooperation has been improved in the community since the CFRM project allowed the beneficiaries to know each other's concerns and issues presented in the meeting as well as from the suggestion letters in the box which was not possible in the past.

Sustainability

In general, the community reported that the suggestion box was useful but other CFRM's methods such as giving feedbacks in the monthly meeting, and verbal feedback to the UNDP staff were more common. The elder groups stated however that the suggestion box should be continued and would be useful for the government departments, without their own plans to do so. They suggested that the box should be placed at the house of village administrator is possible.

The younger groups however felt that the suggestion box was not very useful as giving feedbacks in the monthly meeting was more comfortable for them. This in fact fell under the mechanism's methods. In addition, the community reported that the activities provided to them by the UNDP have created self-dependency. For example, there are now religious groups that provide financial loans to villagers which have been designed on the SRG model. The continuation of CFRM activity in practice is not possible yet in the community without external initiation and support.

Lessons learned

The CFRM project has encouraged the community to speak up in the meeting regarding issues related to the UNDP activities. It is a good practice in a sense that women have increased their confidence level. Consultation with the community by the UNDP staff regarding CFRM activity has seen better trust between the UNDP and the beneficiaries and the inclusion of women in various groups including in the CFRM committee has promoted gender awareness in the local communities. This good practice should be adopted in future UNDP projects.

Background

UNDP entered into the Thipaw Township in 2006 under ICDP project. The livelihood activities in Thipaw area mainly comprise of agriculture, livestock breeding, and home gardening. An Italian NGO CESVI has been present in the study areas providing malaria prevention while UNDP supported the construction of road, bridge and rain water collecting tank. Before UNDP entered into the area, there was reported to be critical lack of financial access, children education, livelihood hardships which were later addressed by UNDP in the form of food security activity, establishment of SRGs that paved financial accessibility.

Relevancy

The beneficiaries and the UNDP staff were found to be socially integrated and friendly that made the CFRM project relevant in a broader sense. The community reported that this friendly nature of the UNDP staff has improved their confidence level through the active participation in the community work. Although the introduction of the village suggestion box, as part of the CFRM project, the CFRM methods such as provision of verbal feedbacks and through direct contact to the UNDP staff were present. With this regards, the CFRM project in the area is assessed to be relevant in the context of the local community which gave them the opportunity broadly engaged with the UNDP staff through giving feedback in the monthly meetings and direct contact in persons. However, the use of suggestion box was not common compared to other study Townships as it lasted only about two and half months.

Effectiveness

According to the UNDP staff in Thipaw Township, the suggestion box was put rather late in the village (only about two and half months) which some people didn't have a chance to use the box which was placed in the middle of the village in agreement among the community members. The reason was that TOT was conducted in July 2012 and started collecting the letters in the box in October and November. Some community members reported that by the time they went to put their letters in the box, the box has been removed. Although this incidence was found in this area, it did not have a major negative impact on the overall CFRM project as other methods apart from the suggestion box was found to have been used. CFRM posters were clearly put up in the hall located in the middle of the village which let the community better understand how to use the box and other methods.

It is common in Thipaw area that first SRG members held a meeting, usually once a week, to discuss issues related to the UNDP activities associated to them and the SRG main leaders then submitted the letters coming out the weekly meetings at the monthly meeting at the presence of the UNDP staff, and sometimes also put the letters in the suggestion box. The community reported that such feedback letters were handled and taken action by the UNDP staff. Most letters are expression of gratitude, request for additional assistance which lies under the UNDP area of intervention. More women than men were found to have used the suggestion box, also suggested the box should be continuously used in possible. All the feedback letters in Thipaw Township were non-sensitive issues and can be categorized as normal situation rather than urgent issue. In general, the use of suggestion box was rare as mentioned above; therefore explanation from UNDP staff was not common.

Male groups didn't have much knowledge on the purpose of putting the suggestion box due to farm work swamped with them thus unable to participate in the community work compared to women who are socially active and taking care of SRG activities. The female group also gave feedback that the box is useful and should be continued while the male group pointed out that it's important to make sure using the box is safe especially for the government agencies (especially financial loan issue) if they are to be re-introduced like the UNDP has done. There was also a general acceptance among the women group commenting that a significant change was seen after UNDP project as the box could be used to hand letters concerned to them instead of directly presenting in the meeting. The majority felt that the CFRM project was good for the village since it gave them courage to speak up in the village meeting with regards to SRG-related issues, also mentioning that women now feel more comfortable in dealing with the government departments anymore thanks to training/knowledge provided by UNDP.

The community also stated that they were fully satisfied over the UNDP activity including the formation of the CFRM committee where gender issue was considered in the membership making up of UNDP staff and woman key holder having one key each. Most letters in the box were gratitude letters and request for further assistance. Respondents said UNDP immediately took actions with regards to their feedbacks by way of explanation in the meeting which in fact supported early warning system before anything became serious. SGR members are all made up of women who take the leading role as well as a few male members. Most accounting roles were taken over by women, but also a key holder in the CFRM committee.

Impact

Women capacity has significantly developed due to various UNDP activities taken place including SRGs and CFRM mechanism. Although the method of using the suggestion box which arrived quite late in villages in Thipaw didn't know significant impact, the common

use of other CFRM methods such as provision of feedback directly to the UNDP staff in the meeting and sometimes by phone was found to have had a positive impact. Women largely acknowledged that they could now bravely give feedback on HDI projects such as loan and interest repayment among SGR members at the presence of a large meeting attendees organized by the UNDP staff frequently.

Sustainability

Village administrators in the study area were positive regarding the continuation of using box so that they can make things changed for the betterment of the village according to them. In fact Zinpaing village still use the box which is their own initiative mimicking the CFRM model. The elder group encouraged the activities of SRGs to be continued and had a firm commitment to support them. Thus there is a possibility that the CFRM model is likely to be more sustainable in this area than other Townships. One elder group basically believed that the CFRM project is democratic rights which allowed the community members to express themselves and concerns, therefore were positive on the continuation of the CFRM model.

Lessons learned

Although other CFRM methods including use of phone and feedback provision in person directly was seen to be useful for the community, the introduction of the suggestion box was late that didn't allow a larger population to give their feedbacks as the duration of the box put in the village lasted only less than three months. In addition, a large number of the UNDP HDI project villages have not been covered, only 30 villages covered out of 68 project villages among 476 villages in Thipaw Township. Thus it can be assumed that the CFRM project didn't also benefit the majority of villagers in Northern Shan State including Thipaw area which merits a good lesson learned for future UNDP project.

Background

The UNDP project commenced in 2008 under ICDP project and implemented project related to livelihoods, infrastructure, and school and road construction. The community members largely rely on agriculture especially sesame, beans as well as opening small shops. Other development actors such as Save the Children and Pact Myanmar implemented projects such as financial loans, drilling wells, Tuberculosis and health for children and women. The UNDP projected agricultural equipment, formed SRGs and provided various trainings.

Relevancy

As a pilot township, The CFRM project in Pakkoku was implemented throughout the whole two years and the communities were found to have been well informed of the mechanism. It is assessed that the project was relevant to the extent that mainly the SRG members were active in using the suggestion box and giving feedbacks in the meeting were quite common. The use of suggestion box was not relevant for non-SRG members (for people outside of UNDP beneficiaries) since it's considered for only SRG members despite the fact that the UNDP staff called all households (both beneficiaries and non-beneficiaries during the introduction of the CFRM project). However, the general response from the community proved that the CFRM project has been very useful and relevant in bridging the UNDP activity and the community needs.

Effectiveness

The CFRM project in Pakokku area has been effective in many ways and satisfactory matching the initial objectives especially through the use of the suggestion box. For instance, the community reported that the request letters put in the suggestion box produced a bridging building in Moenatkone village and the drilling of a well in East Chaukkan village. In addition, there was a feeling of inequality among the beneficiaries regarding the wealth ranking, which the case was given feedback in the box and the UNDP staff called for a village meeting and after discussion with the community, a beneficiary 2 was changed into beneficiary 3. This incidence proved that the suggestion box provided an early warning system for the UNDP to take actions in line with the community's request.

The UNDP staff frequently visited the villages about four times a month explaining the use of CFRM project including the suggestion box. The community stated that giving direct feedback verbally to the UNDP staff was more common and in general the suggestion box was still useful for the villages. Another case in point was through putting a letter in the box

requesting school equipment for children occurred. In this sense, the use of suggestion box in this area was far more effective compared to other Townships where the practice of using suggestion box was not very common. Giving feedback to the UNDP staff in the monthly meeting was also common in this area. Most feedbacks were oriented to further assistance, complaints and challenges encountered related to livelihood activities of the beneficiaries.

There was also once case in the Pakokku area that a villager suspected over the UNDP activity and requested to show him the profile of the UNDP activity in East Chaukkan village. The UNDP staff willingly complied with the request by showing their profile including budget and activities in the area which finally solved the misunderstanding. This showed that the community has full access to voicing their concerns and issues related to their community and quick response from the UNDP staff has been seen which in fact made the CFRM project effective. Women were included in the CFRM committee as key holders to open the box together with the UNDP staff as well as women became more active in the community work taking even management role and accounting tasks in different groups formed.

Impact

The CFRM project has had a very positive impact on the community in a way that through the use of the suggestion box informed the needs of the community to the UNDP staff who responded efficiently leading to strengthen trust building with the community members.

Sustainability

All respondents the evaluation team met held a positive view of the CFRM project and suggested the continuation of the suggestion box in particular. The suggestion box was cited as useful for the village and would make the government department effective if it's adopted, as well as for other organizations. However, the community has not made own initiative to use the suggestion box. Instead, they raised a question how actions will be taken if the box exists without external support. There was a worrisome over the handling of the letters put in the suggestion box if the community is to use the CFRM model whether in cooperation with the government and other organizations.

Lessons learned

Taking actions in practical terms on the part of the UNDP over suggestion letters received from the box such as the building of bridge, well drilling and the provision of school equipment for children is assessed to be a good lesson learned during the implementation of the CFRM project. However, the exclusive/isolated feeling around the community

especially among the non-UNDP beneficiaries with regards to the suggestion box meant that the population as a whole did not gain the benefit of the CFRM project compared to UNDP beneficiaries.

Background

The UNDP HDI project was implemented in Mindat Township under CDRT project since 2005. It provided schools, roads and bridge constructions, formed village development committees, SRGs, rice banks for the purpose of livelihood improvement, drilled well and connect pipes from the springs/ponds for providing water. CARE Myanmar was also present in Mindat area providing agricultural activities.

Relevancy

The CFRM project was implemented throughout the whole two years as planned in Mindat Township and the communities were well aware of the purpose of the project including the use of the suggestion box. The UNDP staff in the beginning called for a village meeting in which both men and women from households attended in which they were explained about the suggestion box, putting up of the posters and distribution of IEC materials. At the meeting, the designation of the suggestion box to be placed was decided with majority agreement in a visibly place. The community reported that the CFRM project was relevant to the community needs as they could now gave feedback in the meeting as well as through the suggestion box giving them feel relief as their voices were heard directly related to the UNDP activities they were involved with such as SRG and VDC.

Effectiveness

It was found that the UNDP staff frequently visited the project areas and handled problems arisen from the meeting. Questions and answers session were taken place where the beneficiaries brought issues related to the HDI activities and the UNDP staff explained them case by case basis. The community reported that there has been frankness among the villagers in expressing their voices in the meeting and used the suggestion box where they put feedbacks after the CFRM project was implemented. The box was opened once a month transparently at the presence of both the key holder and UNDP staff. The community used the suggestion box but not as common as giving feedback in the meeting as they felt it was easier since the UNDP staff frequently went to the villages.

Therefore it was common that the UNDP staff called a meeting and asked questions to the participants regarding issues going around their communities and gave explanation to their questions which was regarded by the community a good practice. However, there was a feeling of mistrust among feedback providers regarding the letters in the box as the communities were not sufficiently informed about what kind of suggestion letters were in

the box. This is slightly different from the practice in other townships, one possible reason might be due to the remote area. Nevertheless, women inclusion in the CFRM project was also evident in the project areas such as women membership in the CFRM committee as key holders. In some cases, women even take the roles of secretary and accounting in various groups formed by UNDP such as rice bank, SRG and VDC (sometimes called as Livelihood Development Committee (LDC) and Food Bank Committee).

Impact

Although the community felt there was a weakness with regards to the suggestion box, the overall CFRM project has a positive impact on the community as a whole since they still could give feedback in the meeting which was the most frequent incident. It has also an impact to the extent that there has been more social harmony improvement through community participation especially in the meetings held by the UNDP staff in villages where the community gave feedbacks at the meeting in front of UNDP staff. In addition, all respondents were in favour of the continuation of the use of the suggestion box pointing out that this CFRM model could be useful which could link a communication between other organizations and government agencies and the local community and hence promoting trust building among stakeholders.

Sustainability

Although there was a large support of the continuation of the CFRM model in the community, there has not been enough evidence whether the CFRM model will be adopted any time soon given the lack of initiative taken by other organizations like the UNDP has done. In fact, the community felt being able to give feedback in their own villages was much easier instead of going to Mindat Township to do so. Therefore, it is assessed that the CFRM model could be sustainable if other agencies take initiative which could take actions efficiently with regards to their feedbacks whether it is through the meeting as well as the suggestion box if reintroduced.

Lessons learned

Like other Townships, the communities in Mindat expressed that there has not been significant improvement regarding the HDI activities only due to the box, and the elder group felt that UNDP staff need to be taught regarding the box it is simply because the feedback providers were not explained them what were in the box as they would like to know what other people's feedback. However, the practice of giving feedback in the

meeting directly to the UNDP staff in front of the presence of the villagers was a good lesson learned as well.

Latpanngo and Ngan Pya villages, Sinpaungwe Township, Magway Region

Background

The UNDP project started in Sinpaungwe under ICDP project in 2005 providing financial loans and implemented livelihood activities especially in the agricultural area as well as social infrastructure including education such as school buildings and roads.

Relevancy

The CFRM project in Sinpaungwe has been relevant to the extent that it bridged a better communication between the community and the UNDP. It is relevant in a sense that the community members came to have a habit of writing feedbacks and hence the suggestion box was useful for the community. Although verbal feedback to the UNDP office and its staff have existed even before the introduction of the CFRM project, the existence of suggestion box was found have fostered communication in a more systematic way.

Effectiveness

The project has been effective particularly the use of the suggestion box. A case in point was that when the project conducted the wealth ranking exercise in the community, some people were wrongly given such as to a beneficiary category and through giving feedbacks from the community, it was changed into another beneficiary category after the UNDP staff held a village meeting in which the letters from the box were discussed and explained between the UNDP staff and the meeting attendees. This has also created a better interaction with the community and took actions responsibly. Responses from the UNDP were found to be swifter than Pakokku Township. The UNDP staff also made a frequent visit to the project area and explained feedbacks received from the suggestion box, but only important issues not all feedback letters. The CFRM-related IEC material was also distributed that informed a wider population about the CFRM's initiative.

Like other Townships, women key holders to open the suggestion box were included in the CFRM committee. The communities were well aware of the use of suggestion box and the CFRM project as a whole. Since the suggestion box was also placed in a visible area, it made easy for the community members to give feedback more frequently. It was also common in the area the method of giving feedback directly to the UNDP staff in person as well as presenting at the village meeting held by UNDP. However, the suggestion box placed in the village was considered by non-beneficiaries meant only to the UNDP beneficiaries. For them, the CFRM project was not beneficial according to responses from the FGDs. In general, the community stated that due to the presence of the suggestion box in which people could give feedback including reports and complaints, people tend to avoid wrongdoings regarding the use of finance among SRG members.

Impact

The CFRM project especially the suggestion box has impacted on the community members motivating them to give feedback in writing letters which has become a habit in the area. In a broader term, the suggestion box has created democratic practices in various activities such as SRGs and SRG members were found to have been more accountable including financial loan and repayment issue.

Sustainability

All the respondents from the FGDs expressed the continuous use of the suggestion box some even went on to comment that after the suggestion box was removed at the end of the CFRM project, they felt sorry that they could no longer give feedback with regards to SRG activities and issues around the village. The community thus recommended that the CFRM model could be useful for the government, but suggested the committee, including key holders, should be comprised among Township residents rather than villagers over some mistrust among them. Although there has not been own initiative of continuing the use of the CFRM model, the community members suggested this should be continued especially between village administrator and villagers expressing that they could openly write letters for issues they are afraid of telling the village administrator in verbal term.

Lessons learned

Lessons learned from Sinpaungwe were found to be similar to Pakokku with regards to the CFRM project. One significant however was a swifter response taken by the UNDP staff regarding feedback letters received from the community.

U Tuan Uan Han (age 42), Tin Chaung Village, Mindat Township

U Tuan Uan Han has been living in Tin Chaung village for about 20 years. He married in this village and he is a farmer. According to him, UNDP has done a variety of good development activities in the village which did not exist before such as building bridges and the project improved communication channels.

Especially, the formation of SRG was very satisfactory which has uplifted the living conditions of villagers. The community members became to have a practice of taking responsibility out of the UNDP activities. For example, the beneficiaries took responsibility for the activities they got involved that could be seen in the village mass meeting organized by UNDP staff. The community members were willingly contributing money for community. The community members became adapted to the social dealing which came out of various trainings provided by UNDP. The villagers now could speak up bravely and had confidence. The weakness part he said was the use of financial loan which was sometimes complicated. Loan takers were not sometimes honest.

With regards to the CFRM project, he thought the villagers still needed to have a better understanding of the usage of the feedback provision stating that the community members were not able to fully use of the project. According to him, the UNDP was somehow weak in the explanation of the CFRM project and activities. He suggested that the UNDP could have shown examples of how to practice the CFRM project also stating that taking action was still needed from the part of UNDP. For example, the UNDP attempted to solve the digging of land for agricultural use, but they did not consider looking at the whole detail from the beginning to the end but only tried to solve a small part not in detail. However, it was fine suggesting that the UNDP to oversee the whole picture of the project and solved based on detail assessment of the situation on the ground. It could have been more effective.

Not only UNDP, but also for the government the CFRM project was relevant and should be adopted by the government as well. However, the use of CFRM should be systematic, response mechanism be systematic that should encourage the villagers to be able to bravely provide feedback. The important thing is **the villagers have to be brave enough to give feedbacks concerned to them.**

Daw Sein Tin (age 52), Miethway Kone Village, Kyeikmaraw Township, Mon State

Daw Sein Tin has six children. Among them, three had got married and she is take care of the remaining three children who are attending middle school in the village. Her husband's name is U Wine (age 56) and a casual worker in the village working in agriculture. They breed a pig at home. She got married when she was about 25 year living in Bago. Before getting married, her family situation was difficult working on casual works not regularly available.

When she turned to a marriage life of five years, they moved to Kyan Taw village. However, their living condition did not have significant improvement. After that they moved again to Miethway Kone village (the village they are living now). It has been now about 20 years. They moved here as they heard the living condition would be better in this area. Economic situation was more or less the same in this village compared to the Kyan Taw village. They had difficulty raising their children. Sometimes, they did not have enough food so they ate vermicelli sometimes.

About two and three years ago, UNDP came to their village providing almost every household. They implemented various projects needed in the community. With the leadership and supervision of the UNDP staff, they formed SRG. Her group's name is Sein Ya Tar Nar. She became a member and together with our members they had a saving and became to have a practice of providing financial loans among other members. She joined the SRG because She was interested in it. Her husband would not have agreed if she consulted with him. He didn't have any idea whether she should join. She was impressive of the previous members who encouraged her to join them as well since she understood they had a better life condition after they joined the SRG.

She usually attended the trainings provided by UNDP in the village where she gained knowledge, increased her confidence level and able to speak out before the community members which was not possible before she joined SRG. She also advised her elder children who worked in Thailand to save money [based on SRG practice]. They even now built a house. The habit of saving money was hugely attributed by the trainings she attended given by UNDP. Compared to the previous life, their situation has improved significantly. She wishes the UNDP to provide more training because she has tasted the benefit of those trainings which she did not know of before UNDP project.

She could not associate with CFRM since HDI project contributed her life significantly. So, she does not need the mechanism for complaint in her view.

Ma Myint Myint San (47), Ngan Pya village, Sinpaungwe Township, Magway Region

I am a grocery seller. My father is a civil servant. I open this grocery store after I got married. This is our life line. We have been living in this village for about 20 years. Life was difficult before the UNDP started project intervention in this area. The UNDP provided what was needed for the community; especially the formation of SRG has been effective. From the start, I did not join the SRG since I was busy with this grocery work. I understood the women had also difficulty with the living conditions. After the SRG was formed, they could take loan from the group and now their living situation has significantly improved.

Based on the model of SRG, I became to learn saving money. And now I have saved money for three times. After saving money, I got 50000 Kyats. Other SRG members also saved money and breed piggery, and then bought motorbike out of the saving money. Our SRG members are 10. Most members entering into the group are economically difficult and mostly casual workers. Regarding the financial loan taking, there has not been any problem encountered. If the saving account is about one lakh, it's better for the group to take loan. As we are only 10 members, the loan process is faster and has harmony among our members.

I was very encouraged of the UNDP's SRG formation and got involved in it as much as I could. The suggestion box was placed just in front of my store and I think it's useful. The UNDP has been helpful for our community. Because of their project activities, we improved knowledge through the provision of trainings. I always want to work with this SRG and wish it to exist in the future.

Mg Aye Ko Ko, Kywel Talin Village, Kanma Township (Feedback letter KMA-Jan-011)

The local populace appreciates the UNDP like I do. UNDP's public welfare programme, i.e. construction of bridges, ponds, streets, cement water containers, pumps, etc meets the people's needs. I send good wishes to UNDP who help the poor. The water pumps provided by the UNDP are very useful in the summer. I think we should keep profit income from sales of water to the village as a fund for repair & maintenance of the water pumps. Now we don't know how much is the profit earned and how it has been used. A single person is managing the fund. On 12 Jan they pumped the water into a large cement tank and sold water starting from 13 Jan and continued to sell 4-5 days. Then they kept the profit without explaining the local people. I don't think it's right. That's why I would like the Team to explain about the issue to the water-pump operator. When we buy water it cost K1000 for a cement water container. And the cost has become K500 when supplied (through a pipe to the home) by the pump and the villagers like it. However when the villagers complained about management of the profit the operator has stopped the water supply.

I also help in water supply. When a house is far from water source we don't have long enough pipe and we couldn't sell water to the house. So we need more water pipe to be provided (by UNDP).

The main street of our village approaching a monastery is getting worse and we need assistance and help of the UNDP to improve the street. I believe UNDP would help us.

I would like to ask UNDP _ how frequently I can I put letters into the suggestion box within a month. I will continue to take part in CFRM by sending suggestion letters. If there's any mistakes in my letters excuse me. I wish UNDP would help to improve mankind in the coming years.

Daw Moe Thidar, Pyin Aine Village, Thayet Township (Feedback letter TYT/Mar/023)

I have attended a training for Teachers with other three friends. The programme bought necessary things to launch a basic learners group. They bought fluorescent light (tube), inverters, batteries, solar panels to run night classes.

The basic learning classes were held two hours per night, and five nights in a week, for a period of five months. During the period an inverter became out of order and got repaired using the programme fund.

Now, after completion of the basic learning classes we have four items _ two 2-ft fluorescent tubes, one inverter, one battery, and one solar panel. All of them are in possession of AKL who is one of (our group of) teachers. He's a member of the richest family of our village, though they don't allow the poor to share using those things provided by the programme. Such case shouldn't be allowed. That's why now I'm reporting the incidence to the responsible persons of the programme. Moreover they (AKL family) don't encourage us (teachers). If they handed over those things to us (teachers) we can solve our lighting problem we were facing for our meeting.

U Khin Ngwe, Pann Kone Village, Kyaikmaraw Township (Feedback letter KMR/ Apr / 027)

We _the villagers _have got help and assistance from UNDP and we have more responsibility to make the help sustainable. We need to use development as a basis towards realization of unity. We had received aid and assistance from UNDP for more than five years, though we couldn't enjoy concrete result. That's why we took part actively in unity for the development of the village in order to avoid such bad thing. At present when we are united and active, we are requested to suspend village development works, and we villagers and committees don't want to agree. It would slow down the development and affect unity and moral strength. So we would like to let you know that we will resume village development immediately.

We would like to suggest:

- ◇ UNDP staff at our village should inform all committees' suggestions to their superior officers precisely,
- ◇ UNDP should negotiate if there is a complaint with strong evidence that either UNDP staff or the committees is working not in line with UNDP's guidance,
- ◇ Both UNDP staff and the committee should be open and frank towards villagers, and all village development activities should be implemented only after getting approval of all involved,
- ◇ Openness and welfare should not be targeted towards a single person but for all
- ◇ Villagers should not be intimidated, only when they are courageous enough they can understand UNDP staff can discuss (with villagers) about development and unity of the village,
- ◇ Village affairs should not be decided by a will of a single person, without discussing with committees and members. If UNDP staff do like this it would be against the rules.

You can come and discuss if my points are not clear to you.

I would like to have responses of senior staff of UNDP concerning my suggestions.

List of documents reviewed for the study

Community Feedback and Response Mechanism (CFRM) Project Document

Community Feedback and Response Mechanism, UNDP (Myanmar)

Community Feedback and Response Mechanism Pilot, UNDP (Myanmar), September 2011

CFRM Annual Progress Reports and review report

UNEG (April 2005), *Standards for Evaluation in the UND System*

UNEG (March 2008), *UNEG Code of Conduct for Evaluation in the UN System*

UNEG (March 2008), *UNEG Ethical Guidelines for Evaluation*