

**Myanmar Post**  
**Ministry of Transport and Communications**  
**The Government of the Republic of the Union of Myanmar**

**REPUBLIC OF THE UNION OF MYANMAR**  
**POSTAL SERVICES CAPACITY**  
**IMPROVEMENT PROJECT**

**PROJECT COMPLETION REPORT**

**May 2019**

**Japan International Cooperation Agency (JICA)**

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**JP Media Direct Co., Ltd.**  
**Japan Post Co., Ltd.**

<b>EI</b>
<b>JR</b>
<b>19-054</b>

# Project Completion Report

**Project Title: Postal Services Capacity Improvement Project**

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**Submission Date: March 14, 2019**

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## Acronyms

CME	Central Mail Exchange (Yangon)
CPO	Central Post Office (Nay Pyi Taw)
DEMS	Domestic Express Mail Services
GPO	General Post Office (Yangon and Mandalay)
JCC	Joint Coordinating Committee
ME	Mail Exchange (Mandalay)
MP	Myanmar Post
MPT	Myanmar Posts and Telecommunications
PMO	Project Management Office
ODA	Official Development Assistance
OJT	On-the-Job Training
PDM	Project Design Matrix
PO	Post Office
UPU	Universal Postal Union

## **I. Basic Information of the Project**

### **1. Country**

The Republic of the Union of Myanmar

### **2. Title of the Project**

Postal Services Capacity Improvement Project

### **3. Duration of the Project (Planned and Actual)**

June 2016 – May 2019 (Both planned and actual periods)

### **4. Background (from Record of Discussions(R/D))**

Myanmar Post (MP), Ministry of Transport and Communications, is the sole public entity providing universal postal services with low costs to every corner of Myanmar. Postal services by MP is expected to be provided swiftly and certainly nationwide in order to expand logistic network, information network, financial network, to realize balanced national development and raise national welfare.

Myanmar economy has been boosting recently and is expected to continue doing so in coming decades. Under this circumstance, expansion of document delivery and parcel shipment is expected along with activation of economic activities and rapid increase of e-commerce. It can be said that postal services by MP would stimulate economic activities from aspects of logistics and communication.

However, the postal delivery network of MP is still underdeveloped, delivery delays and accidents such as misdelivery, loss and damage often happen, which hinder smooth logistics and active economy. Under this circumstance, MP requested a technical cooperation project to the government of Japan with the purpose to enhance its logistic capacity through improvement of delivery speed, delivery rate and delivery quality.

### **5. Overall Goal and Project Purpose (from Record of Discussions(R/D))**

**Overall Goal:** A variety of measures to improve postal services, which are developed by implementation of the Project started to disseminate all over the country of Myanmar.

**Project Purpose:** Postal services are improved in Nay Pyi Taw, Yangon Region, and Mandalay Region.

**6. Implementing Agency**

Myanmar Post

## II. Results of the Project

### 1. Results of the Project

1-1 Input by the Japanese side (Planned and Actual)

(1) Assignment of Experts

Plan		Actual	
1	Chief Adviser	1	Chief Adviser / Postal organizational operation 1
2	Network planning of mail transportation	2	Postal organizational operation 2 / Operational coordination
3	Mail delivery ledger and etc.	3	Postal services improvement planning1
4	Monitoring plan	4	Postal services improvement planning 2 / Project monitoring 2
5	Postal code and changing address system planning	5	Network planning of mail transportation / Deputy Chief Adviser
6	Business tool and call center planning	6	Postal code and changing address system planning / Mail delivery ledger and etc. 1
7	Postal services improvement planning	7	Postal code and changing address system planning / Mail delivery ledger and etc. 2
8	Consultant at the field	8	Monitoring plan1
9	Project monitoring	9	Monitoring plan 2
		10	Audiovisual materials
		11	Project monitoring 1

A list of experts and the periods of engagement are shown in ANNEX 1.

(2) Counterpart training in Japan

Plan	Actual
Three times, 12 persons each	[1 <sup>st</sup> training] - February 5-18, 2017 (14 days) - 12 participants [2 <sup>nd</sup> training] - February 4-17, 2018 (14 days) - 12 participants [3 <sup>rd</sup> training]

	<ul style="list-style-type: none"> <li>- September 2-11, 2018 (10 days)</li> <li>- 12 participants</li> </ul>
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The participants, objectives and contents of the training courses are shown in ANNEX 1.

(3) Provision of equipment for project operation

Plan	Actual
1) Postal cases and bags 2) Date stamps 3) Postal code books 4) Separate shelf for mail sorting 5) Information disclosure tool	1) Documents, etc. to promote efficiency of delivery operations 2) Tools/equipment (sample) to promote efficiency of work inside post offices 3) Postal code books for Nay Pyi Taw Region, Yangon Region and Mandalay Region 4) Information disclosure tool

Through discussions between the experts and counterparts during the project period, it was decided that 1) Postal cases and bags, 2) Date stamps and 4) Separate shelf for mail sorting were deleted as it was decided that the existing items would be utilized. Instead, 1) Documents, etc. to promote efficiency of delivery operations, that is, the delivery materials developed in the project, and 2) Tools/equipment (sample) to promote efficiency of work inside post offices, which were 6 roll-box pallets, were added as the equipment for more efficient postal services.

(4) Local consultants

Local consultants including interpreters were employed in Myanmar to liaise between the project experts and the counterparts.

(5) Local cost

The local cost was planned to be 47.9 million yen, and the actual expenditure of the local cost was 32 million yen, including the costs of 13 million yen for transportation, 2.7 million yen for the equipment, 12 million yen for interpretation and translation, and so on.



## 1-2 Input by the MP side (Planned and Actual)

### (1) Counterparts

In this project, four 'Unit Sections' (Transportation, Collection and Delivery, Works inside Post Offices, and Business Management) were established under the Project Management Office. Under the Project Director and the Project Manager, a total of 41 members were assigned to these unit sections. The names of the counterparts are shown in ANNEX 1.

### (2) Office space and equipment

The project office was not provided due to the implementation structure in which there were no long-term experts requiring permanent office space with equipment. Instead, meeting rooms at three locations (Nay Pyi Taw, Yangon and Mandalay) were made available during the visits of experts every time throughout the project period.

### (3) Local costs borne by MP for project implementation

Local costs such as the travel expenses of unit section leaders to Nay Pyi Taw were covered while the project covered some of the expenses of postmasters to travel to the training venues as necessary.

## 1-3 Activities (Planned and Actual)

The following table summarizes planned and actual activities. Some of the activities were cancelled or changed based on the actual situations.

For Output 1: Postal delivery networks of mail transportation are improved.

Planned Activities	Actual Activities
1-1 To establish a unit section on transportation under Project Management Office, PMO	The unit section was established in June 2016.
1-2 To conduct a survey on transportation network and necessary cost	Through joint seminars and training in the three regions in March 2018 and a total of 25 follow-up training sessions targeting 161 post offices in May 2018, the transportation network was surveyed and the Kessoku correlation diagrams were drawn. A survey on the necessary cost was not possible

	due to a lack of comprehensive information.
1-3 To develop a new network plan through reviewing the present network	The formulation of a new network plan was completed in July 2018 for the project area, which was agreed in the meeting between the experts and the MP in August 2018.
1-4 To assign staff in charge of transportation at each post office	After discussions among the project members, it was decided in November 2017 that postmasters at each post office would also be in charge of transportation, and they were assigned as decided.
1-5 To conduct trainings for the staff in charge of transportation	After the introduction of the new network plan, a seminar for the staff in charge of transportation was conducted in Nay Pyi Taw in August 2018. Before the completion of the project, wrap-up seminars were held in three cities in March 2019.
1-6 To apply the new network in the daily operation	The new network plan was agreed between the experts and the MP in August 2018, which was applied to 61 post offices in the same month, followed by monitoring activities by the experts till October 2018.

For Output 2: Collection and delivery of mails are improved.

Planned Activities	Actual Activities
2-1 To establish a unit section on collection and delivery under PMO	The unit section was established in June 2016.
2-2 To develop prescribed forms of delivery ledger and etc.	Based on the results of the baseline survey, post offices with difficulties have been picked up and the forms used were surveyed. The development of prescribed forms of delivery ledger and etc. was completed in March 2018.
2-3 To redevelop the delivery ledger	The model area was the Kyauktada township, where the delivery ledger etc. was developed. Delivery maps were also formulated in the Yankin township with the support from the

	experts and in the Botataung township solely by MP.
2-4 To develop the manuals for collection and delivery of mails	The collection and delivery guidebook was made in the form of a ring-folder, having the contents related to morning meetings for postmen and the delivery materials as listed in ANNEX 2.
2-5 To develop a plan of monitoring cycle	The collection and delivery guidebook including the delivery materials and the procedure of morning meeting was developed. The experts also prepared and distributed the implementation procedure guideline of morning meetings and the self-assessment sheet.
2-6 To conduct trainings on the manual of collection and delivery, and monitoring	Training was conducted in March 2018 on 'morning meetings'. Wrap-up seminars were held in three cities in March 2019 to review the activities during the project period and to confirm the efforts to be continued to ensure sustainability.

For Output 3: Works inside post offices are improved.

Planned Activities	Actual Activities
3-1 To establish a unit section on works of post offices under PMO	The unit section was established in June 2016.
3-2 To conduct a survey on the existing postal code	The existing postal code was surveyed since the project commenced and a new postal code system was proposed by the experts, but finally it was mutually agreed among the project members that the existing 5-digit postal code system, attached to each post office, would remain valid. In this project, editing work of postal codes in the project area was decided to be carried out.
3-3 To revise the postal code book	The editing/revising work of the postal code book was completed and 2,000 copies of the postal code book were printed.

	Based on the postal code book, seminars were conducted in the three cities in August 2018.
3-4 To make a plan to raise the public's awareness on the postal code	It was decided among the project members in February 2018 that a poster for the event to raise public awareness would be developed. Preparatory works were done for the event to be held soon after the postal code books have been produced.
3-5 To implement the awareness raising plan above	An event to disseminate the postal code including a session to make letters having postal codes was held at the Yangon GPO in September 2018.
3-6 To plan and introduce a system of changing address	<i>This activity was deleted in the second modification of PDM in July 2018. (The reason is described in '3. History of PDM Modification'.)</i>
3-7 To plan and introduce postal cases and bags	<i>This activity was deleted in the first modification of PDM in December 2017. (The reason is described in '3. History of PDM Modification'.)</i>
3-8 To make operation manuals on how to utilize postal code	<i>This activity eventually became 'Activity 3-6'.</i> A manual on 'How to use the Postal Code Book' was prepared and 200 copies were made.
3-9 To develop and utilize business tools	<i>This activity eventually became 'Activity 3-7'.</i> Following the plastic folder distribution campaign in June 2017, the result of the campaign particularly in terms of recognition levels of postal codes and sales volumes was examined and analyzed.
3-10 To plan and conduct monitoring cash handling	<i>This activity was changed to 'To plan and implement cash handling improvements at counters' in July 2018 and eventually became 'Activity 3-8'.</i> 2,000 acrylic sign holders to hold postage tables were presented to MP in December 2018, to be utilized at 162 post offices.
3-11 To make a plan to enhance the customer care	<i>This activity was changed to 'To make a plan to enhance service counters' in December 2017</i>

center	<p><i>and eventually became 'Activity 3-9'.</i></p> <p>To promote monitoring activities by MP, a self-assessment sheet was introduced to measure the effectiveness of customer service training at morning meetings.</p> <p>The self-assessment was conducted every month from August to November 2018.</p>
3-12 To conduct trainings on operation manuals and monitoring	<p><i>This activity eventually became 'Activity 3-10'.</i></p> <p>Seminars were held in March 2018 and March 2019 to review the activities during the project period and to confirm the efforts to be continued to ensure sustainability.</p>

For Output 4: Mid-long term plan for postal services improvement is examined.

Planned Activities	Actual Activities
4-1 To establish a unit section on business management under PMO	The unit section was established in June 2016.
4-2 To conduct a survey on business environment and market analysis	The experts and the counterparts tried to make an in-depth analysis of the data but no concrete figures could be found for the period prior to the separation from MPT. Therefore, the project members decided to change the details of the activities to the formulation of a plan to generate profits within the next three years.
4-3 To abstract the challenging issues on the postal services and to consider how to approach them	<p>Based on the available information, the experts proposed the following ideas on the development of new services in December 2017.</p> <ul style="list-style-type: none"> <li>- Direct Mail Business (Revitalization of Existing Postal Service)</li> <li>- Posting Business (Unaddressed Mail Distribution Service) (Extension of Postal Service)</li> <li>- Intercity Transportation Business (Simultaneous Business Development and</li> </ul>

	Improvement of Postal Infrastructure) - Real Estate Brokerage Service Offered at the Post Office (Utilization of the Post Office Site, Storage and Personnel) - Motor Vehicle Sales & Loan Business
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## 2. Achievements of the Project

### 2-1 Outputs and Indicators

The following table shows the achievement levels of the indicators for each output.

#### (1) Output 1: Postal delivery networks of mail transportation are improved.

Indicator (Planned)	Achievement Level	Details
1-1: A revised network plan is approved in MP.	100%	A revised network plan including transportation-related materials (route maps, network maps, Kessoku correlation diagrams, delivery date tables, inter-city diagrams and the Kessoku list of delivery post offices) for the 161 target post offices was formulated, and approved in August 2018.
1-2: On the basis of the new plan, new networks are introduced at more than 90% on the existing routes.	97%	Based on the agreement between the experts and MP, the new network was introduced to 87% of the routes (61 out of 70 routes) to be improved.

#### (2) Output 2: Collection and delivery of mails are improved.

Indicator (Planned)	Achievement Level	Remarks
2-1: More than 10 post offices reduce the time on preparatory works for mail collection by more than 50% than prior to the project. → <i>More than 2 post offices reduce the time on preparatory works for mail collection by more</i>	44%	The indicator was slightly changed reflecting the actual number of post offices where roll-box pallets would be introduced. (Three roll-box pallets were introduced to each of Yangon CME and Nay Pyi Taw CPO.) A survey conducted in January 2019 showed that the reduction rate of time for preparatory works was 22%. As the target level was 50%, the actual achievement was

<i>than 50% than prior to the project.</i>		judged to be 44% of the target. (It should be noted that the measurement of the reduction rate was conducted only once at Yangon CME toward the end of the project. Therefore, the data are not comprehensive)
2-2: More than 70% of information on delivering DEMS are visually confirmed with accurate date. → Deleted	-	It was agreed in July 2018 that this indicator would be deleted from the PDM in as the introduction of the IT-based tracking system was cancelled in this project as the system proposed by the experts did not match the existing system of Myanmar Post.
2-3: Manual of collection and delivery of mails is officially approved at MP.	100%	A guidebook for the skill-up meeting of postmen as well as the delivery materials was formulated through discussions between the experts and the counterparts. These documents, regarded as the 'manual' for this indicator, were approved by MP.

(3) Output 3: Works inside post offices are improved.

Indicator (Planned)	Achievement Level	Remarks
3-1: More than 30 post offices introduce sorting based on the postal code. → 'More than 30' was changed to 'More than 5'.	90%	The number of post offices was revised from 30 to 5 as it was revealed during the site survey conducted after the commencement of the project that only the five locations of Nay Pyi Taw CPO, Yangon GPO and CME, and Mandalay GPO and ME would require mail sorting based on postal codes. All the preparatory work for the new postal code-based sorting practice was done and it was introduced to all DEMS, registered letters and parcels. However, the implementation of new sorting system for ordinary letters depends heavily on whether senders have printed postal codes properly on them. There is still some room for further improvement in this regard.

3-2: Mails which return to senders decrease by more than 20% in comparison with prior to the Project. → <i>Changed to 'The percentage of mail items bearing postal codes increases'</i>	100%	The overall percentage of mail items bearing postal codes at the end of 2018 was 38%, up from 11% surveyed in 2016. The percentages for DEMS, registered letters, ordinary letters and parcels were 42%, 52%, 18% and 69% respectively.
3-3: More than 10 post offices introduce a cash handling procedure which closes accounts daily and monthly. → <i>Deleted</i>	-	This indicator was deleted from PDM because it was revealed soon after the commencement of the project that the cash handling procedure had already been introduced and operated at MP.
3-4: More than 90% of satisfaction status with the customer service center is confirmed.	100%	The customer satisfaction survey conducted in October – November 2018 revealed that the level had reached 92%.
3-5: Manual of works inside post office is officially approved at MP.	100%	The guides for morning meetings and the utilization of the postal code book for Nay Pyi Taw Region, Yangon Region and Mandalay Region were approved by MP. Based on this approval, the morning meeting guide and postal code book utilization guide was distributed to 51 post offices and 162 post offices, respectively.

(4) Output 4: Mid-long term plan for postal services improvement is examined.

Indicator	Achievement Level	Remarks
4-1: Draft Mid-long term plan for postal services improvement is drafted.	100%	Through the analysis of the administrative and market environment, a plan with ideas on the development of new services was proposed by the experts in December 2017.

2-2 Project Purpose and Indicators

The Project Purpose was 'Postal services are improved in Nay Pyi Taw, Yangon Region and Mandalay Region'. There were 4 indicators set to measure the



achievement levels, which are shown in the table below. Judging from the achievement of the indicators, the Project Purpose was mostly achieved as a whole.

Table: Indicators for the Project Purpose and Their Achievements

Indicator	Achievement Level	Remarks
1: DEMS are delivered within 2 days, and others (ordinary letters, registered letters and parcels) within 3 days in the targeted three sites.	100%	According to the survey conducted at the end of 2018, DEMS were delivered on an average of D+1.1 days (posting day + 1.1 days) among the 70 post offices whose networks were reviewed and D+1.5 days among the 161 post offices targeted in this project. The figures for others (ordinary letters, registered letters and parcels) were D+2.1 days and D+2.2 days respectively. These results indicate that Indicator 1 was achieved for both DEMS and non-DEMS among all targeted post offices.
2: The rate of delivery of mails in the targeted three areas reaches 99%, and the rate of delivery within the promised time by DEMS surpass 95%.	98% (100% among the 70 POs and 96% among all 161 post offices)	The rate of mail delivery at the 70 post offices whose networks were reviewed reached 99% and the rate of delivery within the promised time by DEMS was also 99%. While the equivalent figures for the entire project area, including the post offices whose networks were not reviewed, were 98% and 89% respectively, this indicator can be judged to have been mostly achieved as the 70 post offices focused in this project had made great improvements, reaching the target levels in terms of the delivery rates.
3: The rate of customer satisfaction in the targeted three sites surpasses 70%.	100%	The customer satisfaction survey conducted at the end of 2018 showed that the satisfaction level of customers with overall services was 86%.
4: Mid-long term Plan for Postal Services Improvement is drafted.	100%	Although some of the historical data were difficult to obtain (the ones prior to the separation from MPT) for analysis, the plan was drafted and presented to MP in December 2017.

### 3. History of PDM Modification

The PDM was modified once during the project period (from the 4<sup>th</sup> JCC to the 5<sup>th</sup> JCC) in consideration of MP's actual situations.

[At the 4<sup>th</sup> JCC]

Original	Modified	Key reason
(Indicator 3-4) More than 90% of satisfaction status with the customer service center is confirmed.	(Indicator 3-4) More than 90% of satisfaction status with the service counter is confirmed.	As the customer service center was not structured as an established section with several staff members, the project decided to focus on the improvements of service counters.
(Activity 3-11) To make a plan to enhance the customer care center	(Activity 3-11) To make a plan to enhance service counters	Same as above
(Input – Equipment) 1) Postal cases and bags 2) Date stamps 4) Separate shelf for mail sorting	(Input – Equipment) 1) Documents to promote efficiency of delivery operations 2) Tools / equipment (sample), to promote efficiency of work inside post offices	It was decided to delete the original 1) and 2) for the following reasons: The original 1) shape and size did not match the equipment used at MP, and 2) the rubber date stamps made in Japan would heavily deteriorate as they did not match the climate of Myanmar and the ink materials. It was decided among the project members that some documents and equipment to streamline delivery and handling operations would be provided instead.

		Regarding 4), the new shelves which were planned to be introduced, were not so different from the existing shelves. Therefore, it was decided not to provide new shelves as the existing shelves would be utilized.
(Activity 3-7) To plan and introduce postal cases and bags	(Activity 3-7) Deleted → <i>The activities from 3-8 to 3-1) were moved forward as 3-7, 3-8, 3-9, 3-10, 3-11.</i>	Through discussions among the project members, it was decided to delete the 'Input – Equipment 1) Postal cases and bags' shown above.

[At the 5<sup>th</sup> JCC]

Original	Modified	Key reason
(Indicator 2-1) More than 10 post offices reduce the time on preparatory works for mail collection by more than 50% than prior to the project.	(Indicator 2-1) More than 2 post offices reduce the time on preparatory works for mail collection by more than 50% than prior to the project.	The roll-box pallets, which were expected to make mail collection much more efficient at post offices, were decided to be introduced to Yangon CME and Nay Pyi Taw CPO as the effects would be visible only at these post offices. (Three roll-box pallets were introduced to each of these CME and CPO.)
(Indicator 2-2) More than 70% of information on delivering DEMS are visually confirmed with accurate date.	(Indicator 2-2) Deleted → <i>Indicator 2-3 was moved forward as Indicator 2-2.</i>	It was decided that the introduction of the IT-based tracking system would be cancelled in this project as the system proposed by the experts

		did not match the existing system of MP.
(Indicator 3-1) More than 30 post offices introduce sorting based on the postal code.	(Indicator 3-1) More than 5 post offices introduce sorting based on the postal code.	It was revealed during the site survey conducted after the commencement of the project that only the five locations of Nay Pyi Taw CPO, Yangon GPO and CME, and Mandalay GPO and ME would require mail sorting based on postal codes.
(Indicator 3-2) Mails which return to senders decrease by more than 20% in comparison with prior to the Project.	(Indicator 3-2) The percentage of mail items bearing postal codes increases.	It became evident after the commencement of the project that the mail transfer system was too early to be implemented as the registration of addresses with post office by residents had not been commonly done in Myanmar. Therefore, the project decided to focus on increasing the percentage of mails bearing postal codes, which could lead to the introduction of mail forwarding system in the future.
(Indicator 3-3) More than 10 post offices introduce a cash handling procedure which closes accounts daily and monthly	(Indicator 3-3) Deleted → <i>Indicators 3-4 and 3-5 were moved forward as Indicators 3-3 and 3-4.</i>	It became clear soon after the commencement of the project that the cash handling procedure had already been introduced and operated at MP.

<p>(Activity 3-6) To plan and introduce a system of changing address.</p>	<p>(Activity 3-6) Deleted → <i>The activities from 3-7 to 3-11 in Ver.2.0 were moved forward as 3-6, 3-7, 3-8, 3-9, 3-10.</i></p>	<p>It was decided that the mail forwarding system was too early to be implemented as the registration of addresses with post offices by residents had not been commonly done in Myanmar.</p>
<p>(Activity 3-10) To plan and conduct monitoring cash handling</p>	<p>(Activity 3-10) To plan and implement cash handling improvements at counters</p>	<p>This activity was deleted as it was related to Output Indicator 3-3. However, it was judged that instructions on the method of presenting postage tables at counters would lead to the achievement of Indicator 3-4.</p>

#### 4. Others

##### 4-1 Results of Environmental and Social Considerations

Not applicable

##### 4-2 Results of Considerations on Gender/Peace Building/Poverty Reduction

Not applicable

### III. Results of Joint Review

#### 1. Results of Review based on DAC Evaluation Criteria

##### (1) Relevance

[Consistency of the project with development policies]

The postal sector policy at the time of planning emphasized the importance of improving the quality of postal services to meet the needs of customers and the market. Myanmar Post, the only public entity providing universal postal services at lower tariffs, positioned the improvement of the quality, reliability and efficiency of postal services as one of the key programs, which was in the common strategies put up by UPU. These priorities have remained the same at the time of project completion.

The Notification No.15/2017, issued on 10 April 2017 by Myanmar Investment Commission, prescribes that the issuance of the national postage stamps, establishment and hiring of post office and post boxes can only be performed by Myanmar Post on behalf of the Union. This notification is an indication that the postal services by MP have remained important in providing universal postal services at the time of project completion.

Furthermore, MP has had the vision and mission which has been unchanged throughout the project period:

*Vision: Myanmar Post for everyone*

*Mission: Affordable prices*

*At all points in the territory*

*Quality-based postal services*

[Consistency of the project with development needs]

At the time of planning, it was expected that MP's fast and reliable postal services needed to be provided to accelerate the expansion of logistics networks throughout the country for balanced development and improvement of the people's life in Myanmar. In line with the rapid growth of economic activities and increased in e-commerce transactions throughout the project period, there have been increased needs for delivery services of various business documents and logistics services of parcels. These changes have consistently required the expansion and improvements in postal services provided by MP quantitatively and qualitatively.

[Japan's ODA policy]

At the time of planning, Japan had a focus on its ODA policy for Myanmar to

support the development of human resources and institutional arrangements as well as basic infrastructure development. This project is clearly in line with this priority in Japan's assistance for Myanmar.

In light of the above, it can be said that the relevance of this project is high both at the time of planning and completion.

## (2) Efficiency

While there were several modifications made to the PDM as described above, they were the changes reflecting the actual situations and did not affect the Project Purpose and Outputs.

In order to achieve the Project Purpose and its Outputs, it was planned that the project period would be three years after the first dispatch of experts, which took place in June 2016. As the project was implemented between June 2016 and May 2019, the actual period was within the planned period.

Regarding the project cost, the originally planned cost was 347 million Japanese yen. The actual cost contributed by the Japanese side was 313 million yen, which was within the plan. In addition, while the detailed costs from the Myanmar side could not be worked out, MP made financial contributions to the project activities through items such as transportation costs for participants to the seminars held in this project.

Therefore, the efficiency of the project is judged to be high.

## (3) Effectiveness

As analyzed in 2-1 and 2-2 above, the achievement levels of the indicators for Project Outputs were all over 90% except for Indicator 2-1, showing that the overall achievement level can be said to be over 80%. The indicators for the Project Purpose were almost 100% as a whole in the project area of Nay Pyi Taw, Yangon region and Mandalay region during the project period. The achievement of four Outputs, i.e. efficient operations in terms of transportation, collection, delivery and handling of mails at post offices, as well as the formulation of the mid to long-term plan, has led to the achievement of the Project Purpose with the indicators to achieve shorter delivery time, increased rate of delivery, high levels of customer satisfaction and the formulation of the business management plan.

Under the physical constraints in which infrastructural upgrading such as the

provision of additional trucks or the installation of a comprehensive IT system would not be possible, this project focused on the improvements in routine operations in terms of transportation, collection and delivery of mails and works inside post offices. As the economy grows, the volumes of mails and parcels are expected to increase further and there are more operators entering the market to transport goods. To get prepared for the expanding market and fierce competitions, project activities aimed at streamlining transportation routes and mail handling procedures (including the universality of postal codes for operational improvements) as well as improving customer satisfactions. The outcomes of these efforts, achieved at the high levels during the project period in the project area, will appear at a greater degree as the market environment mentioned above evolves.

In light of the above, the effectiveness of this project is high.

#### (4) Impact

As described in the next section 'IV. For the Achievement of Overall Goals after the Project Completion', MP has planned to continue the activities of the following items mainly at their training center and through OJT.

- Morning meetings for postmen
- Morning meetings for the counter staff
- Formulation of Delivery Maps
- Updating of transportation networks through understandings of Kessoku and the formulation of Kessoku Correlation Diagrams

The morning meetings for postmen and the counter staff were designed and implemented during the project period, which is assumed to have contributed to the high level of customer satisfactions at counters and as a whole. After the end of this project, MP plans to repeat training sessions by targeting other regions of the country.

Regarding the delivery maps, they were formulated in Kyauktada and Yankin townships with the support from the experts and in Botataung township solely by MP. Based on these experiences, it is planned at MP to expand the formulation of delivery maps to other regions.

MP has also indicated that efforts will be made to update and expand the formulation of new transportation networks through the utilization of Kessoku



Correlation Diagrams, Delivery Date Tables, etc.

In addition, the levels of recognition on postal codes increased during the project period as shown in the increase in mails bearing postal codes. MP will continue to put the postal code books and posters in each post office to disseminate the use of them throughout the country even after project completion.

In light of the above, it is evident that MP is planning to hold regular training sessions on the components introduced in this project through OJT and at MP's training center. Therefore, the impact of this project is tentatively high as there is a prospect that the Overall Goal will be achieved when the plan to disseminate the measures all over the country is regularly put into action.

#### (5) Sustainability

The following are the key elements regarding the sustainability of the project effects generated during the project period.

##### [Institutional Aspects]

- MP will continue to be the sole provider of universal postal services reaching out to all corners of the country at affordable charges to meet the needs of the people to send and receive mails and parcels. As seen in 'Relevance' above, this is prescribed in the Notification No. 15/2017, in which the issuance of the national postage stamps, establishment and hiring of post offices and post boxes can only be performed by Myanmar Post. This policy is expected to be effective for the foreseeable future.
- It is highly likely that the importance of postal services will remain high and the policy has been supportive (to keep MP's service to be competitive and beneficial to all).

##### [Technical Aspects]

- Technical capacities improved in this project especially among the unit section members and postmasters through training sessions in Myanmar and Japan.
- For example, technical methods of preparing Kessoku Correlation Tables, Delivery Date Tables and the transporting truck schedule were provided from the experts. It is essential to continue these efforts within MP to utilize and further formulate these materials.
- Some of the unit section members who played key roles are expected to

provide training on the formulation of Kessoku Correlation Diagrams, Delivery Date Tables and so on to expand to other regions in the country. Regarding the morning meeting, a number of postmasters can be the trainers for other regions when it is expanded to all post offices across the country.

- As MP has a long-time experience in providing postal services in Myanmar, the project effects can be expanded to other regions of the country provided that the unit section members become the core trainers for other regions.

#### [Financial Aspects]

- While it would be costly to print a number of additional copies of postal code books, MP will explore the options to enable the postal codes to be searched on the web and using mobile phones, etc.
- The skills transferred in this project are planned to be disseminated mainly at MP's training center as part of their training programs. Therefore, it is anticipated that the additional expenses will not be significant. However, some additional time and efforts will need to be devoted/made by almost all the staff on the training courses such as transportation networks, morning meetings, sorting practices and so on.
- Now that the postages have been increased, efforts to increase the handling volume are encouraged by enhancing marketing functions, partly by implementing the activities recommended by the unit section on management so that financial constraints of MP will be eased.

While there are few issues in terms of institutional, organizational and technical aspects, some financial challenges for nationwide dissemination are observed. Therefore, the sustainability of this project is considered to be fair.

## **2. Key Factors Affecting Implementation and Outcomes**

While the project activities were initially carried out only by the members of each unit section, non-unit section members also contributed to discussions and activities even though they were outside their routine duties. Through the collaboration with relevant staff members, transportation networks were more widely examined, and smooth on-site operations were enabled for 'Collection and Delivery'. Some staff members of the Unit Section on 'Works inside Post Offices' also cooperated closely with the experts in delivering training sessions in the region. There were some unit section leaders who suggested some ideas covering

the activities of multiple unit sections.

In this way, more comprehensive understandings and discussions became possible among the experts and the MP staff members who took part fully or partially in this project.

### **3. Evaluation on the results of the Project Risk Management**

The PMO was established at the beginning of this project. As there were delays in implementing various project activities, Managing Director of MP, who was also the Project Director, headed and oversaw the PMO to expedite the activities and the decision making process. The delays were recovered and all the activities were implemented by the completion of the project.

### **4. Lessons Learnt**

[Lessons learnt from the project experiences]

Particularly at the beginning of the project, the PDM was not fully understood by the project members. The key reason is considered to be:

- JICA's technical cooperation project was implemented for the first time for all the MP staff, most of the Japanese experts and local consultants. As a result, very few members were knowledgeable about the structure of the PDM (correlations between the activities, output and project purpose) as well as the significance of the indicators set to achieve the outputs and the project purpose.

The lack of sufficient understanding led to the slow progress of project activities and a lapse of time for fact finding instead of engaging in project activities. While the delays in many activities were rectified later during the project period, more could have been done if the activities had commenced much earlier. Therefore, in a similar project in the future, it would be essential for all those involved in the project to have mutual and comprehensive understandings of the project purpose and outputs and how the activities are related to the indicators set for them at the commencement of the project, especially when the majority of Japanese experts are engaged in the project for the first time.

[Actions taken for the lessons learnt during the past survey of a different project]

Lessons learned from JICA's survey of postal services in Mongolia were the measures to stimulate needs for postal services and increase the number of users of post offices through the restoration of reliability. These points were also

regarded essential for MP to provide universal services. In this project, efforts were made from both sides, and mail deliveries became quicker and high customer satisfactions have been achieved. It will be important that MP continue these efforts in the project area and also achieve the nationwide implementation of these activities so that there will be further improvements in postal services throughout the country.

## **IV. For the Achievement of Overall Goals after the Project Completion**

### **1. Prospects to achieve Overall Goal**

Overall Goal: A variety of measures to improve postal services, which are developed by implementation of the Project started to disseminate all over the country of Myanmar.

*Indicator 1: The manual of collection and delivery of mails and the manual of works inside post office are utilized at the training center of MP and/or at OJT occasions.*

*Indicator 2: Measures to improve postal services are introduced at post offices out of the targeted three areas.*

Toward the end of the project period, the project members discussed the activities to be continued after the completion of the project. While no detailed dissemination plan was drawn during the project period, it was agreed among the members that (1) the morning meetings for postmen as well as for the counter staff / post office clerks, (2) drawing of delivery maps would be carried out in other districts inside and outside the project area, and (3) transportation networks would be updated after acquiring the skills of key elements such as the Kessoku Correlation Diagrams and Date Tables, would be continued and expanded.

In detail, morning meetings were implemented at 51 post offices in the three target regions during the project period, and this will gradually be expanded to Grade 1 post offices in other parts of the country. The formulation of delivery maps will be started in urban areas outside the three regions. In addition, through training programs, concepts of kessoku will be understood, the formulation of Kessoku Correlation Diagrams, etc., will be introduced to other regions.

MP has expressed an intention and plan to carry out the above activities targeting the post offices including the ones outside the project area. The materials developed in this project can be utilized at the training center and by the leaders/members of unit sections.

Based on the above, it can be said that there is a prospect that MP will disseminate the outputs and outcomes generated to other areas of Myanmar.

## 2. Plan of Operation and Implementation Structure of the MP side to achieve Overall Goal

MP has set a plan to conduct training programs repeatedly over the next five years, as illustrated in the diagram below. After each training, the activities will be actually introduced in the areas of trainees and the progress will be monitored by the head office in Nay Pyi Taw.

Myanmar Post's plan to achieve the Overall Goal after the project completion																																																												
Activity	2019												2020												2021												2022												2023											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
1 Morning Meetings for Postman																																																												
2 Morning Meetings for Counter Staff																																																												
3 Delivery Maps																																																												
4 Transportation Networks																																																												
5 Concepts of Kessoku																																																												
6 Formulation of Kessoku																																																												

The training center will be utilized for the above activities. Postmen Course, Postal Clerk Course, Postmaster and Postal Account Course and Postal Inspection Course will be held.

## 3. Recommendations for the MP side

- In the project, a number of unit section members were engaged in project activities and a total of 36 members went to Japan for training, where they presented their action plans. Therefore, it is recommended that the above activities be led by the members actively involved in the project to train the postmasters and clerks in the post offices outside the project area.
- It is assumed that dissemination activities will not work in all regions at once. It is more realistic and desirable to start dissemination at a small scale first to make a success story, such as the delivery map preparation seen in the Unit Section on Collection and Delivery. Once the achievements are felt and the issues are rectified, the activity can be expanded to the next region especially during the initial stage.

## 4. Monitoring Plan from the end of the Project to Ex-post Evaluation

- It will be of crucial importance that the target levels are set in terms of the coverage areas, activities to be implemented, then the results including issues

are well recorded and documented for information sharing purposes.

- There could be an ex-post evaluation study to be conducted three years after project completion to follow-up with all the indicators and the achievement of the Overall Goal. In the ex-post evaluation study, the indicators for the Project Purpose and all the Outputs will be revisited. It will be important to measure and record the achievement levels annually, which can also be a meaningful learning mechanism for the staff of MP.

**ANNEX 1: Results of the Project**

(List of Dispatched Experts, List of Counterparts, List of Trainings, etc.)

**ANNEX 2: List of Products (Report, Manuals, Handbooks, etc.) Produced by the Project**

**ANNEX 3: PDM (All versions of PDM)**

**ANNEX 4: R/D, M/M, Minutes of JCC (copy) (\*)**

**ANNEX 5: Monitoring Sheet (copy, included as part of ANNEX 4) (\*)**

(Remarks: ANNEX 4 and 5 are internal reference only.)

**Separate Volume: Copy of Products Produced by the Project**

## Results of the Project

### 1. Input by the Japanese side

#### (1) Project cost

Planned project cost: 347 million yen

Actual project cost: 313 million yen

Of which

- Provision of equipment: 2.7 million yen
- Training in Japan: 13.7 million yen
- Transportation in Myanmar: 12 million yen
- Interpretation and translation: 13 million yen

#### (2) Dispatch of Experts

All the experts in this project were short-term experts, who visited Myanmar during the following periods.

Expert	Visited Periods	
Chief Adviser / Postal organizational operation 1	2016	6/19-7/2, 8/21-27, 10/19-25, 11/29-12/2, 12/11-21
	2017	3/5-12, 6/27-30, 7/24-27, 9/19-22, 10/15-18, 11/26-29, 12/19-22
	2018	2/21-24, 4/22-25, 5/23-27, 7/14-17, 9/22-26, 11/13-16
	2019	1/21-24, 3/10-15
Postal organizational operation 2 / Operational coordination	2016	6/19-7/2, 8/14-20, 10/16-22, 12/17-21
	2017	3/3-7, 3/14-18, 5/10-13, 6/25-30, 7/24-27, 9/12-15, 10/15-18, 11/26-12/1, 12/19-22
	2018	2/21-24, 3/13-17, 4/22-25, 7/10-18, 8/13-24, 9/21-26, 11/13-16
	2019	1/21-24, 3/10-19
Postal services improvement planning1	2016	6/20-7/9, 8/22-9/3, 10/16-29, 12/7-21
	2017	4/2-8, 5/15-19, 6/12-15, 6/27-30, 11/27-30, 12/19-22
Postal services improvement planning 2 / Project monitoring 2	2016	6/20-7/9, 8/22-9/3, 10/16-29, 12/7-21
	2017	4/2-8, 5/15-19, 6/12-15, 6/27-30, 11/27-30, 12/19-22



Network planning of mail transportation / Deputy Chief Adviser	2016	6/19-7/9, 8/14-9/3, 10/16-11/5, 12/8-21
	2017	3/1-18, 5/14-20, 6/4-8, 6/25-29, 9/17-22, 9/29-10/4, 10/15-18, 11/13-17, 11/27-30
	2018	3/11-20, 4/21-27, 5/13-6/5, 7/10-19, 8/13-27, 9/21-28, 11/13-16
	2019	3/4-15
Postal code and changing address system planning / Mail delivery ledger and etc. 1	2016	6/19-7/9, 8/14-27, 10/16-11/5, 12/8-21
	2017	3/1-16, 5/14-20, 6/26-30, 11/13-16, 12/19-22
	2018	1/22-26, 3/11-18, 5/27-6/3, 7/12-17, 10/29-11/7, 12/17-20
	2019	1/21-24, 3/4-15
Postal code and changing address system planning / Mail delivery ledger and etc. 2	2016	6/19-7/9, 8/14-9/3, 10/16-29, 12/8-21
	2017	3/3-16, 5/10-20, 6/26-30, 9/12-15, 10/30-11/2, 11/27-30, 12/19-22
	2018	1/22-26, 2/12-16, 5/27-6/3, 7/12-17, 9/22-27, 10/29-11/7
	2019	1/21-24, 3/4-15
Monitoring plan 1	2016	6/19-7/2, 8/28-9/10
Monitoring plan 2	2016	6/19-7/9, 8/21-9/12, 10/23-28, 12/18-21
Audiovisual materials	2016	6/19-24, 8/7-20, 10/19-28, 11/29-12/2, 12/18-24
	2017	2/17-20, 3/14-18, 4/18-21, 5/10-18, 6/4-8, 6/18-21, 6/25-30, 7/24-27, 9/17-22, 9/29-10/4, 10/15-18, 10/29-11/3, 11/26-12/1, 12/13-16, 12/19-22
	2018	1/22-26, 2/12-16, 2/21-24, 3/11-17, 4/21-28, 5/23-6/1, 7/10-19, 8/12-24, 9/12-27, 10/6-10, 12/16-19
	2019	1/21-24, 3/10-19
Project monitoring 1	2016	6/20-7/8, 12/7-23
	2017	6/21-30, 7/25-28, 11/27-30, 12/19-22
	2018	7/10-18
	2019	1/21-24, 3/10-16

The following table shows the names of experts and their periods of engagement in this project.

Position	Name	Period
Chief Adviser / Postal organizational operation 1	Mr. Hirofumi Yamamoto	June 2016 – March 2017
	Mr. Taku Kageshima	April 2017 – May 2019
Postal organizational operation 2 / Operational coordination	Ms. Shoko Kawaguchi	June 2016 – May 2019
Postal services improvement planning1	Mr. Mikio Yokoyama	June 2016 – May 2017
	Mr. Mitsuo Shimizu	June – December 2017
Postal services improvement planning 2 / Project monitoring 2	Dr. Hiroki Yoda	June 2016 – December 2017
Network planning of mail transportation / Deputy Chief Adviser	Mr. Tadashi Suzuki	June 2016 – February 2018
	Mr. Toshinari Kuwabara	February 2018 – May 2019
Postal code and changing address system planning / Mail delivery ledger and etc. 1	Mr. Tsutomu Nakagawa	June 2016 – September 2016
	Mr. Satoru Kaneko	October 2016 – April 2017
	Mr. Akira Kamioka	May 2017 – November 2017
	Mr. Shigenori Omori	November 2017 – May 2019
Postal code and changing address system planning / Mail delivery ledger and etc. 2	Mr. Masayuki Masuzawa	June 2016 – May 2019
Monitoring plan1	Mr. Shigeyuki Nemoto	June – October 2016
Monitoring plan 2	Mr. Koichiro Komatsu	June – October 2016
Audiovisual materials	Mr. Tomohiro Umino	June – September2016
	Ms. Masumi Sakuma	October 2016 – May 2019
Project monitoring 1	Dr. Keisuke Nishikawa	June 2016 – May 2019

### (3) Overseas Training

Three study missions were dispatched to Japan for training programs on postal service improvement.

Objective: The program was designed for participants to obtain knowledge and know-how of postal services and technologies at Japan Post in the field of transportation, collection and delivery, work inside post offices and business management.

Goal: Postal services will be improved in Nay Pyi Taw, Yangon Region, and Mandalay Region through a specific “Action Plan” developed by participants toward the improvement of postal services at Myanmar Post.

Each goal

#### (1) Transportation

- To get an overall picture of postal transportation in various areas and between cities at Japan Post
- To make the Kessoku correlation diagram of an ordinary post office

#### (2) Collection and Delivery

- To understand the responsibilities and work flow of delivery persons
- To understand Japan Post’s measures to promote the efficiency of collection and delivery
- To propose measures to promote the efficiency of collection and delivery in Myanmar

#### (3) Works inside post offices

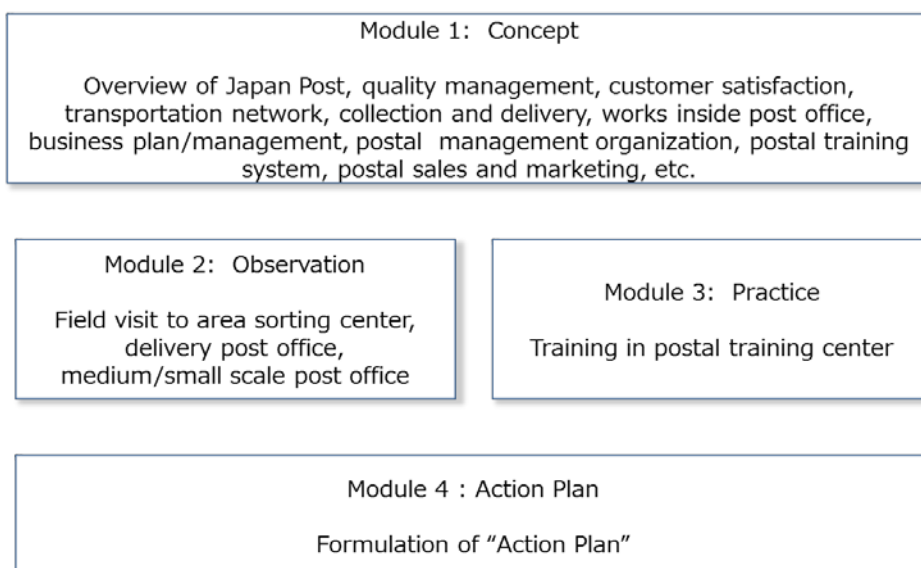
- To understand the responsibilities, work flow inside post offices and know-how for efficient operations
- To understand how postal codes promote efficient mail sorting and to carry out a plan to raise public awareness of the postal code
- To understand the role, function and know-how of sales and marketing at Japan Post

#### (4) Business management

- To understand the training system and methods to increase employee motivation for the development of a human resource support service
- To understand the management methods for post offices and branch offices and to propose management methods for postal service

Modules and Contents:

The program consisted of the following components.

Participants from MP

1 <sup>st</sup> mission: February 5-18, 2017		
Unit Section on Transportation	Mr. Thein Oo	Yangon
	Mr. Hlaing Moe Aung	Mandalay
Unit Section on Collection and Delivery	Ms. Tin Tin Htwe	Nay Pyi Taw
	Mr. Win Ko Ko	Mandalay
Unit Section on Work inside Post Offices	Mr. ShweTun Mg	Yangon
	Mr. Nay Tun Aung	Yangon
	Mr. Than Tun Tin	Mandalay
Unit Section on Business Management	Mr. Saw Lah Kapaw	Mandalay
Non Unit Section Members	Ms. Khin Sandar Oo	Yangon
	Ms. Thet Thet Mar	Nay Pyi Taw
	Ms. Su Su Han	Nay Pyi Taw
2 <sup>nd</sup> mission: February 4-17, 2018		
Unit Section on Transportation	Mr. Thet Tun Aung	Nay Pyi Taw
	Ms. Aye Myat Mon	Yangon
Unit Section on	Mr. Lin Zeyar	Mandalay

Collection and Delivery	Mr. Myo Min Thu	Yangon
	Mr. Ba Nyar Kyaw Kyaw	Nay Pyi Taw
Unit Section on Work inside Post Offices	Mr. Kyaw Sun	Nay Pyi Taw
Unit Section on Business Management	Mr. Myint Myint Htwe	Nay Pyi Taw
	Ms. Tin Nwe Hnin	Nay Pyi Taw
	Mr. Zaw Lin	Mandalay
Non Unit Section Members	Mr. Myo Myint Thein	Yangon
	Mr. Tin Mg Myint	Nay Pyi Taw
	Ms. Tint Tint Wai	Nay Pyi Taw
3 <sup>rd</sup> mission: September 2-11, 2018		
Unit Section on Transportation	Mr. Zin Min Htun	Mandalay
	Ms. Aye Nyein Phyo	Mandalay
Unit Section on Collection and Delivery	Mr. Myo Myat Khaing	Yangon
Unit Section on Work inside Post Offices	Ms. Thida	Yangon
Unit Section on Business Management	Mr. Tin Kyaw Kyaw	Yangon
	Mr. Ye Myint Oo	Yangon
Non Unit Section Members	Mr. Zaw Min	Nay Pyi Taw
	Ms. Theingi Tun	Nay Pyi Taw
	Mr. Aung Myat Thu	Nay Pyi Taw
	Mr. Hla Moe	Mandalay

## (4) Equipment provided to MP

- 1) Documents, etc. to promote efficiency of delivery operations
- 2) Tools/equipment (sample) to promote efficiency of work inside post offices
- 3) Postal code books for Nay Pyi Taw Region, Yangon Region and Mandalay Region
- 4) Information disclosure tool

## 2. Input by the Myanmar side

## (1) Project Counterpart

A total of 41 counterparts were assigned to this project, as shown in the table below.

	Unit Section	Position	Name	Period
1	Head Quarter	Project Director	Mr. Kham Aung	June 2016 - May 2019
		Project Manager	Ms. Ngu Thida	June 2016 - May 2019
		Member	Ms. Su Su Han	June 2016 - May 2019
		Member	Ms. Thin Thin Aye	June 2016 - May 2019
		Member	Ms. Tint Tint Wai	June 2016 - May 2019
		Member	Mr. Tin Maung Myint	June 2016 - Nov2018
2	Transportation	Leader	Mr. Thet Tun Aung	June 2016 - May 2019
		Member	Mr. Thein Oo	June 2016 - May 2019
		Member	Mr. Tayzar Lin	June 2016 - Dec 2016
			Mrs. Aye Myat Mon	Dec 2016 - May 2019
		Member	Mrs. Saw Thandar Tun	June 2016 - Dec 2016
			Mrs. Hlaing Moe Aung	Dec 2016 - May 2019
		Member	Mr. Zin Min Tun	June 2016 - May 2019
		Member	Mrs. Toe Toe Hla	June 2016 - May 2019
Member	Mr. Aye Ko	June 2016 - May 2019		
3	Collection and Delivery	Leader	Mr. Lin Zeyar	June 2016 - May 2019
		Member	Ms. Ni Lar Win	June 2016 - Dec 2016
			Mr. Myo Myat Khaing	Dec 2016 - May 2019
		Member	Mrs. Moe Sabai Aung	June 2016 - Jan 2017
			Mr. Myo Min Thu	Jan 2017 - May 2019
		Member	Mr. Win Ko Ko	June 2016 - May 2019
		Member	Ms. Thin Thin Aye	June 2016 - June 2018
		Member	Mrs. Tin Tin Htwe	June 2016 - May 2019
Member	Mr. Banyar Kyaw Kyaw	June 2016 - May 2019		
4	Work at Post Office	Leader	Mr. ShweTun Aung	June 2016 - Mar 2017
			Mrs. Thida	Mar 2017 - May 2019

		Member	Mr. Nay Htun Aung	June 2016 - May 2019
		Member	Ms. Khin Hnin Thet	June 2016 - May 2019
		Member	Mr. Than Tun Tin	June 2016 - May 2019
		Member	Ms. Aye Nyein Phyo	June 2016 - May 2019
		Member	Mr. Kyaw Sun	June 2016 - May 2019
		Member	Mrs. Khine Swe Swe Tun	June 2016 - Feb 2018
		Member	Ms. Thet Thet Mar	June 2016 - May 2019
5	<b>Business Management</b>	Leader	Mr. Thaung Naing Soe	June 2016 - Dec 2018
		Member	Mr. Ye Myint Oo	June 2016 - May 2019
		Member	Mr. Tin Kyaw Kyaw	June 2016 - June 2018
		Member	Mr. Saw Lah Kapaw	June 2016 - May 2019
		Member	Mr. Zaw Lin	June 2016 - May 2019
		Member	Ms. Htay Htay Kyi	June 2016 - Dec 2016
			Ms. Myint Myint Htwe	Dec 2016 - May 2019
Member	Ms. Tin Nwe Hnin	June 2016 - May 2019		

### (2) Office space

The project team did not require permanent offices in the project area. Meeting rooms were always provided to the project experts every time they visited the project sites.

### (3) Necessary facilities and equipment

In addition to the meeting rooms, projectors, sorting shelves and so on were provided to the project members.

## List of Products (Report, Manuals, Handbooks, etc.)

Produced by the Project

Name		Remarks	
Unit Section on Transportation	Route map (Diagram)	161 post offices	
	Kessoku correlation diagram		
	Network map		
	Delivery date table (Data)		
	Kessoku list of 161 delivery Post Office		
	Kessoku 3 Articles		
	Kessoku rules for irregularity	2 post offices	
Unit Section on Collection and Delivery	Creation of delivery materials	Guide for making delivery materials	Guide book for collection and delivery
		Delivery ledgers/delivery map (Kyauktada district)	
		Delivery ledgers / delivery map (Yankin district)	
	Morning meeting for postmen	Implementation of morning meeting	Guide book for collection and delivery
		Procedures of morning meeting	
		Skill-up sheets	
		3M extermination sheet	
		Greeting words sheet	
		Meeting record	
		Self-evaluation sheet	
		Procedure manual	
	Week of emphasizing important measures		
	Roll-box pallet	Procedure manual of roll-box pallet	



Unit on Work inside Post Offices	Section	Postal code book	Postal code book utilization guide	Guide book for work inside post offices
			Dissemination materials (plastic folders, posters and calendars)	Plastic folders for 8 universities in Yangon Posters and calendars for 161 post offices and clients
		Postage table	Postage table and acrylic folder	For 161 post offices
	Training of sorting by postal codes	Training procedures		
		Training text		
	Morning meeting for counter staff	Implementation of morning the meeting		Guide book for work inside post offices
		Procedures of morning meeting		
		Skill-up sheets		
		Greeting words sheet		
		Meeting record		
Self-evaluation sheet				
Procedure manual				
Unit on Business Plan	Section	Mid-long term plan		

**Project Design Matrix**

ANNEX 3

**Version 1.0**

**Dated: June 23, 2016**


**Project Title:** Postal Services Capacity Improvement Project

**Implementing Agency:** Myanmar Post, Ministry of Communications and Information Technology

**Target Group:** Staff of Myanmar Post in the target areas

**Period of Project:** Three (3) years

**Project Site:** Nay Pyi Taw, Yangon Region, Mandalay Region (All the post offices in these regions, 162 post offices as of June, 2016)

Overall Goal	Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p>A variety of measures to improve postal services, which are developed by implementation of the Project started to disseminate all over the country of Myanmar.</p>	<p>1. The manual of collection and delivery of mails and the manual of works inside post office are utilized at the training center of MP and/or at OJT occasions. 2. Measures to improve postal services are introduced at post offices out of the targeted three areas.</p>	<p>1. Interview survey at MP 2. MP training center record, interview survey at MP training center, and post offices selected by MP 3. Record of MP (MP needs to keep recording the rate of delivery of mails at post offices).</p>	<p>DEMS and parcel market is not dominated by private companies.</p>			
<p><b>Project Purpose</b> Postal services are improved in Nay Pyi Taw, Yangon Region, and Mandalay Region.</p>	<p>1. DEMS are delivered within 2 days, and others (ordinary letters, registered letters and parcels) within 3 days in the targeted three sites. 2. The rate of delivery of mails in the targeted three areas reaches 99%, and the rate of delivery within the promised time by DEMS surpasses 95%. 3. The rate of customer satisfaction in the targeted three sites surpasses 70%. 4. Mid-long term Plan for Postal Services Improvement is drafted.</p>	<p>1. Delivery quality survey (Conducts at the middle of the Project period and 6 months before the Project termination. Target 10 post offices at each city) 2. Delivery quality survey and statistical survey of tracking data of delivery (Ditto) 3. Survey of customer satisfaction (Ditto) 4. Project report</p>	<p>Application of newly developed postal services by the Project does not conflict with newly revised postal law. (e.g., market environment, and business forms) Training budget is secured for expanding the postal business process which the Project introduces.</p>			
<p><b>Outputs</b></p>	<p>1-1 A revised network plan is approved in MP. 1-2 On the basis of the new plan, new networks are introduced at more than 90% on the existing routes.</p>	<p>1-1 Project report 1-2 Network chart in the targeted three sites and the chart of necessary days for delivery</p>	<p>Procedures of development of new networks are not delayed by law/regulation which is not under jurisdiction of the Project's line ministries. Counterparts do not resign MP Basic business information of MP is open to the Project</p>			
<p>2. Collection and delivery of mails are improved.</p>	<p>2-1 More than 10 post offices reduce the time on preparatory works for mail collection by more than 50% than prior to the project. 2-2 More than 70% of information on delivering DEMS are visually confirmed with accurate date. 2-3 Manual of collection and delivery of mails is officially approved at MP.</p>	<p>2-1 Project report 2-2 Daily report of delivery data 2-3 Project report</p>				
<p>3. Works inside post offices are improved.</p>	<p>3-1 More than 30 post offices introduce sorting based on the postal code. 3-2 Mails which return to senders decrease by more than 20% in comparison with prior to the Project. 3-3 More than 10 post offices introduce a cash handling procedure which closes accounts daily and monthly. 3-4 More than 90% of satisfaction status with the customer service center is confirmed. 3-5 Manual of works inside post office is officially approved at MP. 4-1 Draft Mid-long term plan for postal services improvement is drafted.</p>	<p>3-1 Project report 3-2 Daily report of delivery data 3-3 Daily and monthly cash management record 3-4 Project report 3-5 Survey of customer satisfaction 3-6 Project report 4-1 Project report</p>				
<p>4. Mid-long term plan for postal services improvement is examined.</p>	<p><b>Activities</b></p>	<p><b>Inputs</b></p>	<p><b>Important Assumption</b></p>			
<p>1-1 To establish a unit section on transportation under Project Management Office, PMO 1-2 To conduct a survey on transportation network and necessary cost 1-3 To develop a new network plan through reviewing the present network 1-4 To assign staff in charge of transportation at each post office 1-5 To conduct trainings for the staff in charge of transportation 1-6 To apply the new network in the daily operation</p>	<p><b>The Japanese Side</b> 1. Assignment of experts: 1) Chief Adviser 2) Network planning of mail transportation 3) Mail delivery ledger and etc. 4) Monitoring plan 5) Postal code and changing address system planning 6) Business tool and call center planning 7) Postal services improvement planning 8) Consultant at the field 9) Project monitoring 2. Counterpart training in Japan Three times, 12 persons per each 3. Provision of equipment for the Project operation 1) Postal cases and bags 2) Date stamps 3) Postal code books 4) Separate shelf for mail sorting 5) Information disclosure tool 4. Local consultants 5. Local cost</p>	<p><b>The Myanmar Side</b> 1. Assignment of counterparts 2. Arrangement of the office space for the Project 3. Necessary facilities and equipment for the Project activities</p>	<p>Implementation structure, which gains support and cooperation of MP, is established</p>			
<p>3-1 To establish a unit section on works of post offices under PMO 3-2 To conduct a survey on the existing postal code. 3-3 To revise the postal code book 3-4 To make a plan to raise the public's awareness on the postal code 3-5 To implement the awareness raising plan above 3-6 To plan and introduce a system of changing address. 3-7 To plan and introduce postal cases and bags. 3-8 To make operation manuals on how to utilize postal code. 3-9 To develop and utilize business tools. 3-10 To plan and conduct monitoring cash handling. 3-11 To make a plan to enhance the customer care center. 3-12 To conduct trainings on operation manuals and monitoring.</p>	<p>4-1 To establish a unit section on business management under PMO. 4-2 To conduct a survey on business environment and market analysis. 4-3 To abstract the challenging issues on the postal services and to consider how to approach, them</p>	<p><b>Pre-Conditions</b> Related ministries and organizations promote MP to implement the Project smoothly</p>	<p align="center"></p>			
<p>&lt;Issues and countermeasures&gt;</p>						



**Project Design Matrix**

ANNEX 3

**Project Title:** Postal Services Capacity Improvement Project  
**Implementing Agency:** Myanmar Post, Ministry of Transport and Communications  
**Target Group:** Staff of Myanmar Post in the target areas  
**Period of Project:** Three (3) years  
**Project Site:** Nay Pyi Taw, Yangon Region, Mandalay Region (All the post offices in these regions, 162 post offices as of June, 2016)

**Version 2.0**  
**Date: August 10, 2018**

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p><b>Overall Goal</b> A variety of measures to improve postal services, which are developed by implementation of the Project started to disseminate all over the country of Myanmar.</p>	<p>1. The manual of collection and delivery of mails and the manual of works inside post office are utilized at the training center of MP and/or at CJT occasions. 2. Measures to improve postal services are introduced at post offices out of the targeted three areas.</p>	<p>1. Interview survey at MP 2. MP training center record, interview survey at MP training center, and post offices selected by MP 3. Record of MP (MP needs to keep recording the rate of delivery of mails at post offices).</p>	<p>DEMS and parcel market is not dominated by private companies.</p>		
<p><b>Project Purpose</b> Postal services are improved in Nay Pyi Taw, Yangon Region, and Mandalay Region.</p>	<p>1. DEMS are delivered within 2 days, and others (ordinary letters, registered letters and parcels) within 3 days in the targeted three sites. 2. The rate of delivery of mails in the targeted three areas reaches 99%, and the rate of delivery within the promised time by DEMS surpasses 95%. 3. The rate of customer satisfaction in the targeted three sites surpasses 70%. 4. Mid-long term Plan for Postal Services Improvement is drafted.</p>	<p>1. Delivery quality survey (Conducts at the middle of the Project period and 6 months before the Project termination. Target 10 post offices at each city) 2. Delivery quality survey and statistical survey of tracking data of delivery (Ditto) 3. Survey of customer satisfaction (Ditto) 4. Project report</p>	<p>Application of newly developed postal services by the Project does not conflict with newly revised postal law. (e.g., market environment, and business forms) Training budget is secured for expanding the postal business process which the Project introduces.</p>		
<p><b>Outputs</b> 1. Postal delivery networks of mail transportation are improved. 2. Collection and delivery of mails are improved. 3. Works inside post offices are improved. 4. Mid-long term plan for postal services improvement is examined.</p>	<p>1-1 A revised network plan is approved in MP. 1-2 On the basis of the new plan, new networks are introduced at more than 90% on the existing routes. 2-1 More than 2 post offices reduce the time on preparatory works for mail collection by more than 50% than prior to the project. 2-2 Manual of collection and delivery of mails is officially approved at MP. 3-1 More than 5 post offices introduce sorting based on the postal code. 3-2 The percentage of mail items bearing postal codes increases. 3-3 More than 90% of satisfaction status with the service counters is confirmed. 3-4 Manual of works inside post office is officially approved at MP. 4-1 Draft Mid-long term plan for postal services improvement is drafted.</p>	<p>1-1 Project report 1-2 Network chart in the targeted three sites and the chart of necessary days for delivery 2-1 Project report 2-2 Project report 3-1 Project report 3-2 Daily report of delivery data 3-3 Survey of customer satisfaction 3-4 Project report 4-1 Project report</p>	<p>Procedures of development of new networks are not delayed by law/regulation which is not under jurisdiction of the Project's line ministries. Counterparts do not resign MP Basic business information of MP is open to the Project.</p>		
<p><b>Activities</b> 1-1 To establish a unit section on transportation under Project Management Office, PMO 1-2 To conduct a survey on transportation network and necessary cost 1-3 To develop a new network plan through reviewing the present network 1-4 To assign staff in charge of transportation at each post office 1-5 To conduct trainings for the staff in charge of transportation 1-6 To apply the new network in the daily operation 2-1 To establish a unit section on collection and delivery under PMO 2-2 To develop prescribed forms of delivery ledger and etc. 2-3 To redevelop the delivery ledger 2-4 To develop the manuals for collection and delivery of mails 2-5 To develop a plan of monitoring cycle 2-6 To conduct trainings on the manual of collection and delivery, and monitoring</p>	<p><b>The Japanese Side</b> 1. Assignment of experts: 1) Chief Adviser 2) Network planning of mail transportation 3) Mail delivery ledger and etc. 4) Monitoring plan 5) Postal code and changing address system planning 6) Business tool and call center planning 7) Postal services improvement planning 8) Consultant at the field 9) Project monitoring 2. Counterpart training in Japan Three times, 12 persons per each 3. Provision of equipment for the Project operation 1) Documents etc. to promote the efficiency of delivery operations 2) Tools/equipment (sample), to promote the efficiency of work inside post offices, 3) Postal code books 4) Information disclosure tool 4. Local consultants 5. Local cost</p>	<p><b>The Myanmar Side</b> 1. Assignment of counterparts 2. Arrangement of the office space for the Project 3. Necessary facilities and equipment for the Project activities</p>	<p><b>Important Assumption</b> Implementation structure, which gains support and cooperation of MP, is established</p>		
<p>3-1 To establish a unit section on works of post offices under PMO 3-2 To conduct a survey on the existing postal code. 3-3 To revise the postal code book 3-4 To make a plan to raise the public's awareness on the postal code 3-5 To implement the awareness raising plan above 3-6 To make operation manuals on how to utilize postal codes 3-7 To develop and utilize business tools. 3-8 To plan and implement cash handling improvements at counters. 3-9 To make a plan to enhance service counters 3-10 To conduct trainings on operation manuals and monitoring</p>			<p><b>Pre-Conditions</b> Related ministries and organizations promote MP to implement the Project smoothly</p>		
<p>4-1 To establish a unit section on business management under PMO. 4-2 To conduct a survey on business environment and market analysis. 4-3 To abstract the challenging issues on the postal services and to consider how to approach, them</p>			<p align="center"><b>➔</b></p>		<p align="center"><b>&lt;Issues and Countermeasures&gt;</b></p>

