Call for Proposals from NGOs

INSTRUCTIONS

I.   BACKGROUND

UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in 177 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations

This Call for Proposals (CFP) is specifically related to the UNDP Township Democratic Local Governance Project [TDLG] which will support the Government of Myanmar [GoM] to achieve its aim to develop and support participatory annual planning, organizational, institutional and operational processes and enhance public service delivery capacity as well as to learn and generate lessons for policy dialogue and development with regard to democratic local governance and fiscal decentralization more generally. The target area for the TDLG project is Mon State, and its 10 townships in two districts [Mawlamyine District with 6 townships and Thaton District with 4 townships], three of which have some contested areas where Ethnic Armed Groups (EAOs) are partly in control and under the interim arrangements under the Peace process responsible for providing public services.

The first phase of the TDLG project will run from July 1st 2017 to December 31st 2020 [44 Months] will provide the Mon state government with a discretionary development grant for each township as its central feature, and views the following as key entry points into a participatory and inclusive planning, budgeting and budget execution process:
- Ward and tract level consultative meetings with a key role for the elected W/VTA
- The regular meetings of all Ward/Village Township Authorities and Head of Department at Township level under the TA as chair
- The meeting of the township head of departments (Township Management Committee meetings)
- The Township Plan Formulation and Implementation Committee (TPIC)

II.   OBJECTIVES AND EXPECTED OUTPUTS/ DELIVERABLES

The objective of this Call for Proposals is to contract a non-governmental organisation as an Implementing Partner to support the implementation of the project in the period 1st July 2017 to 31st December 2019, through supporting and facilitating the township planning process and implementation of resulting projects as well as to help pilot, establish and reinforce ways in which people can engage, gain voice and influence accountability with regards to public service delivery. The Implementing Partner will particularly focus on supporting information flows, participation and accountability, the role of elected representatives at sub township levels and facilitation of inclusiveness, thereby enhancing and strengthening both democratic and social accountability.

The Implementing Partner which this CFP aims to identify and contract, will provide a Project Manager and a team of 10 Township Facilitators, one for each township to be stationed in that township and who will take responsibility for two separate but related sets of deliverables:

1. To assist in the facilitation of the planning, budget and implementation cycle for the grant, activities for which UNDP is in the lead and for which the design is largely completed;
2. To pilot, once the grant is operational, activities around social accountability, that are to be both designed and implemented by the Implementing Partner.

The first set of deliverables relates directly to the Township Planning Process as developed by UNDP and described in the Grant Manual [Attached]. For the second category of activities, the Implementing Partner will design and deliver a set of activities for enhanced civic engagement and social accountability, to be proposed under this CFP, which fit with the project's core theme of promoting inclusive service delivery through a more participatory and transparent planning and budgeting process. The Implementing Partner will therefore be required to provide and manage a team of 10 facilitators and also design and deliver [through the 10 facilitators in addition to their work around the planning and budget cycle] a set of activities around civic engagement and social accountability.

Detailed objective and related outputs and deliverables are provided in the Terms of Reference [Annex 1] and further information on the project is contained in Annex 3 'About The TDLG Project'.

III.   TARGET GROUPS

The primary target group for the project is the elected Ward and Village tract representatives (98 ward and 369 village tract administrators totaling 466 persons for 10 townships) as well as the township administrator and senior sector staff as well as heads of line departments and other senior staff of the most relevant township departments that play a role in basic service delivery. It also includes the members of the Township Planning and Implementation committee, Hluttaw representatives, CSOs and interested citizens. Through its engagement with the township administrations under the mandate and endorsement of the Mon State Government, the project will also seek to use the lessons learned from this to engage with and develop capacity of the state government. The experiences of the project at the various levels (township and State) will be also shared with the Union government, and the latter is therefore an additional target group and beneficiary of the project. Annually, as part of the project, a state and also a national local governance forum will also be organised that will, apart from providing a space for facilitated and informed policy dialogue, also serve as the forum to assess and monitor progress and get feedback from these target groups and a wide range of stakeholders. The project will also directly target EAOs [in relevant townships] in engaging with Township administrations in the Township planning cycle and improving coordination and responsiveness in service delivery.

IV.   ELIGIBILITY & QUALIFICATION CRITERIA

The eligibility and qualification of the NGOs for the assignment shall be assessed based upon the information furnished in the Request for Information (RFI) questionnaire and the Capacity Assessment Checklist (CACHE), which are attached to this Call for Proposal (CFP). NGOs, submitting proposal in response to this CFP, are required to fill out the RFI questionnaire and CACHE, attaching all supporting documentation where specifically requested. International NGO are required to provide information and documentation relating to their permits and licenses for their local presence in this country. Attachments should be provided to support each answer to the questions in RFI questionnaire and CACHE. All questions must be answered directly and clearly. Extraneous information that are not directly

responding to the questions will only constrain the ability of UNDP to positively assess the NGO's alignment with UNDP requirements.

V. THE PROPOSAL

<u>Proposed Methodology, Approach, quality assurance plan and Implementation Plan</u> – this section should demonstrate the NGO's response to the Terms of Reference by identifying the specific components proposed, how the outputs/ delivery shall be addressed, as specified, providing a detailed description of the essential performance characteristics proposed. A template for this proposal is provided as Annex 2. The proposal should also demonstrate how the proposed methodology meets or exceeds the TOR, while ensuring appropriateness of the approach to the local conditions and the rest of the project operating environment. This methodology must be laid out in an implementation timetable and a quality assurance.

The proposal should also include a section on <u>Management Structure and Resources (Key Personnel)</u> and should include the comprehensive description of the management structure and information regarding required resources including curriculum vitae (CVs) of key personnel that will be assigned to support the implementation of the proposed methodology, clearly defining the roles and responsibilities vis-à-vis the proposed methodology. CVs should establish competence and demonstrate qualifications in areas relevant to the TOR.

VI. EVALUATION CRITERIA & METHODOLOGY

a) Proposals will be evaluated based on the following criteria:

1) A sound technical proposal that includes innovative and replicable inclusion mechanisms to maximize the value transfer to the stakeholders and beneficiaries.
2) High impact interventions directly targeting and responding to the needs established in the ToR.
3) A proposed budget which is clearly commensurate with the organization's proven administrative and financial management capacity and demonstrates good use of resources and value for money.
4) Participatory monitoring and evaluation mechanisms that will contribute to building a sense of ownership among the stakeholders to promote the sustainability of the interventions.

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	NGO Eligibility and qualifications	20%	200
2.	Proposed Methodology, Approach and Implementation Plan	30%	300
3.	Management Structure and Key Personnel	20%	200
4.	Utilization of Resources and Value for Money	30%	300
Total			**1000**
Technical Proposal Evaluation			

Form 1		Points obtainable
NGO Eligibility and qualifications		
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	30
1.2	General Organizational Capability which is likely to affect implementation - Financial stability - loose consortium, holding company or one firm - age/size of the firm - strength of project management support - project financing capacity - project management controls	30
1.3	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialised skills.)	10
1.4	Relevance of: - Specialised Knowledge - Experience on Similar Programme / Projects - Work with UNDP/ major multilateral/ bilateral programmes	100
1.5	Established, registered and operational presence in Myanmar Knowledge and experience of social accountability, civic engagement and policy dialogue in public sector management in Myanmar	30
		200

Technical Proposal Evaluation Form 2		Points Obtainable
Proposed Methodology, Approach and Implementation Plan		
2.1	To what degree does the Proposer understand the task?	20
2.2	Have the important aspects of the task been addressed in sufficient detail?	15
2.3	Are the different components of the project adequately weighted relative to one another?	10
2.4	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	30
2.5	Is the conceptual framework adopted appropriate for the task?	40
2.6	Is the scope of task well defined and does it correspond to the TOR?	100
2.7	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	85
	Total Part 2	300
Technical Proposal Evaluation Form 3		Points Obtainable

			Sub-Score	Points obtainable
	Management Structure and Key Personnel			
3.1	Project Manager			100
			Sub-Score	
	General Qualifications		90	
	Suitability for the Project			
	- International Experience	10		
	- Training Management & Mentoring Experience	15		
	Professional Experience in: - Leading teams on Social Accountability and Civic Engagement - Public sector management or Local Governance	45		
	- Knowledge of the country	20		
	- Language Qualifications		10	
			100	
3.2	Township Facilitators		100	100
			Sub-Score	
	General Qualifications		90	
	Suitability for the Project			
	- International Experience	10		
	- Training & Mentoring Experience	15		
	Professional Experience in: - Leading on Social Accountability and Civic Engagement - Public sector management or Local Governance	45		
	- Knowledge of the state/region	20		
	- Language Qualification		10	
			100	
	Total Part 3			200

	Financial Proposal Evaluation **Form 4**	Points obtainable
	Utilization of Resources and Value for Money	
4.1	To what extent the proposal transfers value to the beneficiary within the given budget (the ratio between the NGO operational cost, including capital and recurring cost, versus the cost of implementation of the activity/output) – 15%	150

4.2	Value for money assessed in terms of quantity of proposed inputs within the prescribed fixed budget – 15%	150
	Total Part 4	300

b) Evaluation methodology: Quality based under Fixed Budget Selection (QB-FBS)

QB-FBS methodology implies that all proposals have the same maximum overall price (which cannot exceed a known fixed budget amount), focusing the selection on the quality of the proposal and the CSO/ NGO proposed approach and methodology, coupled with an assessment o value for money and good utilization of resources in the financial proposal. CSOs therefore have to provide their best technical proposal and financial breakdown (within the budget) in one single envelope (clearly stating proposed overheads). Evaluation of all technical proposals shall be carried out, in accordance with below outlined evaluation criteria, and the institution which obtains the highest technical score shall be selected. CSOs/ NGOs exceeding the established fixed budget in their financial proposals will be rejected

Under QB-FBS, assessment focuses on maximizing transfer of value to the beneficiary user within a given budget.

c) Budget size and duration

Proposals amounts are to a maximum of USD$1.9 million. The amount requested in the proposal should be commensurate with the organization's administrative and financial management capabilities. In principle, project duration will not exceed 30 months/ 2.5 years from July 1st 2017 - Dec 31st 2019.

VII.   SELECTION PROCESS:

The UNDP will review proposals through a four-step process: (i) technical review of eligible proposals; (ii) scoring and ranking of the eligible proposals based on the assessment criteria outlined in the previous section to identify highest ranking proposal; (iii) a round of clarification (if necessary) with the highest scored proposal; and (v) Responsible Party Agreement (RPA) signature.

VIII.   SUBMISSION PROCESS

Applicants shall bear all costs related to proposal preparation and submission.

Applicants must submit their proposals in one envelope to:

United Nations Development Programme

No. 6, Natmauk Road, Tamwe Township,
Yangon 11211, Myanmar
bids.mm@undp.org
Reference: Call for Proposals (NGO)

Number of copies: Original: 1
                            Copies: 2

The following documents must be submitted in order for the submission to be considered:

1) Proposal according to the Template – Annex 2
2) Audited financial statements for past two years, including management report and footnotes that accompany the financial statements.

Only one submission per organization is allowed. Once the application is complete and submitted, revised versions of proposal documents will not be accepted.

Submission Deadline
Proposals, with supporting documents, should be submitted by **17:00 [Yangon time]** on **17th May 2017**

For additional questions about the Call for Proposals Guidelines or application forms, please e-mail Moung Kee Aung (Procurement Analyst), **moung.kee.aung@undp.org** and Anki Dellnas (Local Development Specialist), **anki.dellnas@undp.org**

Note: UNDP reserves the right not to fund any proposals arising from this Call for Proposals

Estimate Competition Timeline
Below is an estimated timeline for this Call for Proposals:
* 11th April 2017: Call for Proposal opens and relevant documents are posted online.
* 17th May 2017: Deadline for organizations to submit proposals [including RFI and CACHE attached] under this Call.
* May – June 2017: Assessment and selection processes will take place.
* June 2017: Selected applicants will be notified.
* July 1st 2017: Contract will begin

IMPORTANT ADDITIONAL INFORMATION

UNDP implements a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical practices, and obstruction. UNDP is committed to preventing, identifying and addressing all acts of fraud and corrupt practices against UNDP as well as third parties involved in UNDP activities. (See
http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP_Anti_Fraud_Policy_English_FINAL_june_2011.pdf and
http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/ for full description of the policies)

In responding to this Call for Proposals, UNDP requires all Proposers to conduct themselves in a professional, objective and impartial manner, and they must at all times hold UNDP's interests paramount. Proposers must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. All Proposers found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Proposers, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:

* Are or have been associated in the past, with a firm or any of its affiliates which have been engaged UNDP to provide services for the preparation of the design, Terms of Reference, cost analysis/estimation, and other documents to be used in this competitive selection process;

* Were involved in the preparation and/or design of the programme/project related to the services requested under this Call for Proposals; or

* Are found to be in conflict for any other reason, as may be established by, or at the discretion of, UNDP.

In the event of any uncertainty in the interpretation of what is potentially a conflict of interest, proposers must disclose the condition to UNDP and seek UNDP's confirmation on whether or not such conflict exists.

Nasantuya Chuluun

Operations Manager

CALL FOR PROPOSALS
Township Democratic Local Governance Project [TDLG] in Mon State (1 July 2017 – 31 Dec 2019)

1. Background
With the overall goal of "participatory, inclusive, transparent and accountable local governance processes are strengthened, leading to higher satisfaction with public service delivery", UNDP has developed a Township Democratic Local Governance Project [TDLG] which will support the Government of Myanmar [GoM] to achieve its aim to develop and support participatory annual planning processes, organizational, institutional and operational processes and enhance public service delivery capacity as well as to learn and generate lessons for policy dialogue and development with regard to democratic local governance and fiscal decentralization more generally. The project is therefore addressing the interface between the citizens and the state, represented by the township administration and line ministry departments and in doing so it is targeting improved democratic [participatory, transparent, accountable] governance processes as well as supporting improved efficiency in public service delivery at the local level. The project has four outcomes as follows:

- Outcome 1: Township administrations foster democratic processes and provide services in a responsive and inclusive manner
- Outcome 2: Citizens have a voice to influence planning processes and are satisfied with service delivery
- Outcome 3: TAs and S/R governments engage with EAOs to promote responsive and inclusive service delivery
- Outcome 4: Lessons learned inform national policy on local governance

2. Objective
This Terms of Reference (TOR) seeks an INGO as Implementing Partner to support the implementation of the project, and to help pilot, establish and reinforce ways in which people can engage, gain voice and influence accountability with regards to public service delivery. The Implementing Partner will particularly focus on supporting information flows, participation and accountability, the role of elected representatives at sub township levels and facilitation of inclusiveness, thereby enhancing and strengthening both democratic and social accountability.

3. Target Groups
Target groups of the project include:

- Elected Ward and Village tract representatives (98 ward and 369 village tract administrators totaling 466 persons for 10 townships), the township administrator and senior sector staff, heads of line departments and other senior staff of the most relevant township departments that play a role in basic service delivery.

- Members of the Township Planning and Implementation committee, Hluttaw representatives, CSOs and interested citizens.

- Mon State Government (concerned technical departments and cabinet: Chief minister, Minister for planning and finance, other ministers as appropriate) and the Union government.

- EAOs [in relevant townships] in engaging with Township administrations in the Township planning cycle and improving coordination and responsiveness in service delivery.

During implementation of the project particular attention will be given to gender and women's participation. At present only 84 of over the 17,000 W/VTAs in Myanmar are women, and apart from actions to promote women standing for the 10 Households and W/VTA elections, the project will promote the participation of women in all significant meetings and structures. The Implementing Partner will therefore also be requested to formulate a strategy for promoting the inclusion and participation of women, including, but not limited to a training module on Women's Leadership Training for identified potential and current women leaders at Township Level

4. Project Approach

The project is process oriented and based around the township annual planning process which includes participatory planning processes already developed and piloted by UNDP as well as ongoing participatory monitoring and social accountability mechanisms to be designed and delivered by the Implementing Partner. This will include targeted training workshops and on-the-job mentoring, each with a focus on 'learning by doing', where all stakeholders are facilitated in identifying, capturing and disseminating that learning. It is therefore 'process' as well as outcome-oriented, with the entry point being the annual township planning and budgeting process, to which access is gained by providing a discretionary grant [at the rate of approx. $1 per capita] which aims to actively engage all relevant stakeholders in the planning process and in subsequent monitoring and accountability processes. The grant, provided by UNDP, through the Mon state government, will provide momentum for a genuine planning process where partnership is developed between government and the people, building mutual confidence and trust over time. For a detailed description of the Township grant conditions, criteria and process, please refer to Annex 1: Township Development Grant Standard Operating Procedures / Grant Manual (FY 2017/18). This 'learning by doing' will continue each year, following the governments planning cycle and financial year [FY] with associated activities which are the responsibility of the Implementing Partner as well as activities which are under the ambit of UNDP.

Initial activities in year one [from 1 July 2017] will focus on induction and preparatory activities [both training and mentoring], preparing the ground for the township annual planning process, including preparatory workshops at both State-level [provided by UNDP] and at township level [provided by the Implementing Partner] covering the TDLG project purpose outcomes and activities, the roles of key stakeholders, key topics from the Grant Manual including the planning process itself as well as township financial management, budget monitoring, procurement and an introduction to key democratic governance concepts such as inclusiveness, participation and accountability. It will also require mentoring and support by the Implementing Partner to the Township Administration in logistics and scheduling of the planning workshops. In years 2 and 3 both training workshops and mentoring will need to incorporate the lessons learned from the previous years implementation, with identification and reporting of results and lessons learned being used to identify and gain agreement with stakeholders on mentoring priorities and training needs for the next preparation phase and so on.

The Township Planning process, which starts in mid-August and ends in the beginning of November of each year, is covered more fully in the Grant Manual in Annex 1.

It is recognised that the institutional situation for townships administrations may vary [particularly in townships with EAOs] and are also evolving and arrangements for project implementation will have to be defined on a project-by-project basis, so the above is meant as general guiding principles which will have dependent variables in each township. On-going responsive and reflexive mentoring by the

Township Facilitators, to be recruited by the Implementing Partner, will therefore be key to this period particularly. The respective township department, as budget holder, is expected to monitor the contractor, but can make an agreement with 'parties on the ground' (such, as for an education project, the parent teacher association for example) to take care of day-to-day supervision on its behalf, with the W/VTA as the communication channel. The (bi weekly) meeting of the township administrator with the heads of departments and the W/VTAs will be key to this with progress on projects a recurring item on the agenda. It should also be noted that as the funds originate from the Mon state government, the respective State departments will have their own oversight role to play as will the state *Hluttaw* although not its use and allocation but rather to flag any anomalies and request remedial action where required.

During implementation of projects under the Township Plans (funded by UNDP), the office of the township administrator/GAD with assistance from the concerned heads of departments will need to prepare progress reports [with mentoring from the Township Facilitators] on a half yearly basis, to be presented to the state government within two weeks after the end of the semester (15th October and 15th of April, with the second report doubling up as annual report). Mon State government will then approve and submit a consolidated report to UNDP in order to trigger the release of funds if approved. The TDLG project also aims to provide input into policy dialogue around democratic local governance and public administration reform at the township level, in order to be able to respond to increasing demands for better service delivery. It will therefore need to elicit and use the lessons learnt in Mon State during project implementation, in discussions with the State Government and also to engage with the Union government on local governance policy development, which is considered a significant gap.

5. Implementation & Institutional Arrangements

In terms of responsibility for the Outcomes above, GoM will have responsibility for the 'supply side' of local governance [through UNDP as the Implementing partner] and an (I)NGO will be contracted under this Terms of Reference as a Implementing Partner which will both support UNDP in specified activities on the 'supply side' [the township planning process and related activities] as well as propose and implement activities on the 'demand side' which enhance voice, inclusion and accountability. UNDP will be responsible for grant management as well as contract and policy dialogue with government and will act as the overall project manager responsible for project execution and quality assurance in relation to completion of the outcomes. Through its local governance project, it has developed excellent relations with government, notably GAD, Budget and Planning departments and has also already developed the engagement model through implementing a first pilot [with grants] focused on township planning in Bilin township in Mon state.

UNDP is the client organization and as such will ensure technical and financial monitoring of all actions taken by the Implementing Partner in accordance with the contract. UNDP will be responsible for releasing payments to the IP, according to a schedule of payments agreed and detailed below. Bi-Monthly Project Management Meetings, convened by UNDP, will provide guidance on implementation. In addition to its project management role, UNDP will also contribute substantially with its expertise and comparative experience in implementing the project, in addition to the human resources already mobilized by the contractor. UNDP will also ensure that project activities are well coordinated with other UNDP-implemented activities.

The Implementing Partner, which this CFP aims to identify and contract, will provide a Project Manager and a team of 10 Township Facilitators, one for each township to be stationed in that township. The task of these facilitators is twofold:

- o assist in the facilitation of the planning, budget and implementation cycle for the grant, activities for which UNDP is in the lead and for which the design is largely completed;

- o pilot, once the grant is operational, activities around social accountability, that are to be both designed and implemented by the contractor.

The first set of activities relates directly to the Township Planning Process as developed by UNDP and described in the Grant Manual [Attached]. For the second category of activities, the Implementing Partner will design and deliver a set of activities for enhanced civic engagement and social accountability, to be proposed as part of this CFP, that fit with the project's core theme of promoting inclusive service delivery trough a more participatory and transparent planning and budgeting process.

In that sense the task of the Implementing Partner is also two fold : (i) provide and manage a team of 10 facilitators and (ii) design and deliver -through the 10 facilitators in addition to their work around the planning and budget cycle, a set of activities around civic engagement and social accountability.

The contract for the Implementing Partner will commence on 1st July 2017 and terminate on 31st December 2019 and planning of activities will be guided by the annual planning, budget and implementation cycle of government (that runs from 01 April to 31 March). The project will adopt a somewhat phased approach with 4 townships in Thaton District [Thaton, Paung, Kyaikto, and Bilin Township] being supported in year 1 [grant for FY 2018/19], whilst a year later [grant FY 2019/20, planning for which starts in July 2018], the 6 townships of Mawlamyine District [Mawlamyine, Kyaikmaraw, Chaungzon, Thanbyuzayat, Mudon, and Ye Township) will be added.

This means that for the first year of the contract, the INGO will provide - on a standard full-time basis- a project manager and 4 township facilitators the remaining 6 to come on board from 1st July 2018 until the end of the contract (31/12/2019).

The Implementing Partner is responsible for managing and implementing the deliverables specified below according to the agreed contract and will be responsible for:

- Providing a Project Manager and 10 Township Facilitators (4 starting 01/07/17 and a further 6 starting 01/07/2018) with the capacity to implement the deliverables under the two categories specified above: (A) organizing, facilitating, mentoring and supporting the township planning, budgeting and implementation cycle and (B) pilot activities of civic engagement and social accountability;
- Design the activities under (B) above in a way that they are complementary to the activities under (A) above.
- Locating the Township Facilitators in the relevant Townships, with appropriate and relevant office space, technical and administrative support and logistical arrangements including transport, equipment and relevant consumables;
- Logistics [transport, venue and all administrative arrangements], financial and technical management of the various workshops and training events.
- Developing capacities of project target groups through both targeted training and planning workshops as well through day-to-day on the job support, mentoring and advice. This will both compliment and be complimented by directly provided UNDP technical support;
- Preparing work plans, curricula [including training materials] awareness raising materials, and bi-monthly update Reports [in advance of the bi-monthly project meetings;
- Developing an M&E framework and tools to collect all necessary data so as to measure achievement of the relevant project outputs and outcomes agreed with UNDP;
- Document observations and lessons learnt that can provide input to the policy dialogue;

- Preparing and finalizing mid-term and end of contract reports in accordance with UNDP reporting formats;
- Maintaining a complete file of all media coverage of activities under the outputs for which the Implementing Partner is responsible
- Ensure visibility of UNDP and donor support across all activities implemented

As stated above the project will be implemented in 10 Townships in Mon State and it is expected that the 10 Township Facilitators will be located in offices in the township administration offices and working standard full-time weekly working hours for the duration of the project, travelling to villages, tracts, wards and Township Administration offices as required. The project manager and any administration staff may be located in Yangon if desired, but the project manager will be expected to travel to Mon Sate on a regular [monthly basis to manage staff and plan and monitor activities. All staff will be expected to attend the Monthly Project Management meeting which may be held in Yangon or Mon State as required.

6. Deliverables

The contractor is providing the project with 4 and later 10 township facilitators and their manager together with management and backstopping structures.

The table below shows the activities for the facilitators from July 2017 to December 2019 in relation to the planning, budget and implementation cycle, to which activities for social accountability are to be gradually added.

6 A. Tasks of the Township facilitators in relation to the planning and budget cycle

Period			Activities	Comments
2017	FY 2017/18	July	• Deliver a TDLG introductory course for HoDs, W/VTAs, Hluttaw members and CSO representatives	• 4 townships - Thaton District • Broad outline available
		August	• Facilitate the annual Township planning process using the format prescribed in the Township Grant Manual (para 2.6). It will consist of four 2-Day workshops • Assist the township administration in preparing a TS plan as per the requirements of the grant manual	• 4 townships Thaton District • Outline for courses available • Grant manual available
		September		
		October		
		November		

		December	• Assist in the organization and facilitation of
			  o An open budget meeting to present the proposed draft plan (notably for the grant - which has an already known budget envelop) to the population
			  o A presentation of the same to the State government
				• 4 townships Thaton District

2018		January		•
		February		•
		March	• Assist in the organization and facilitation of a planning and budget conference for the total approved Township plan & budget for the next FY	• 4 townships Thaton District
	FY 2018/19	April		
		May	• Assist in the organization and facilitation of ward/tract development fora (sub-township consultative meetings)	• All wards/tracts in the 4 townships
		June		
		July	• Deliver a TDLG induction course for HoDs, W/VTAs and Hluttaw - and CSO representatives	• 6 additional township • Broad outline available

		August	From here the same *annual schedule* as above starts:	For 10 townships
		September	• Facilitate the annual Township planning process	• All ten townships in Mon State
		October	• Assist the township administration in preparing a TS plan as per the requirements of the grant	
		November		
		December	• Assist in the organization and facilitation of the TS public meeting and consultations with State Government	All ten townships in Mon State
2019		January		
		February		
		March	• TS planning and budget conferences for the total approved Township plan & budget coming FY	• 10 townships
	FY 2019/20	April		
		May	• Ward/tract development fora	• All wards/tracts in Mon State
		June		
		July		
		August	• Facilitate the annual Township planning process for FY 20/21 (assuming continued grant funding is assured)	• All ten townships in Mon State
		September		
		October		
		November		
		December	Assist in the organization and facilitation of the TS public meeting and consultations with State Government	All ten townships in Mon State
Continuous: Activities related to the planning, budget and implementation cycle on a permanent basis			• Support the bi-weekly meetings of TA, HoDs and W/VTAs and promote adequate information flows • Follow up on the implementation of the TS development plan • Support smooth implementation of the grant funded activities, and mentor TA, HoDs, W/VTAs as required.	

6. B Indicative Activities to Support Civic Engagement in Social Accountability

The other main task of the contractor, next to facilitation of the annual planning, budget and implementation cycle in each township, is to pilot additional mechanisms of civic engagement and social accountability. Proposals should therefore include detailed plans for both repeated and one-off activities and events to promote inclusive civic engagement in social accountability, aligned with the schedule in Part A. above. They should therefore apply to 4 Townships in Thatun District from July 2017 and to all 10 Townships [which include EAOs] from July 2018 onwards.

The proposed activities may include any or all of the three sub topics tentatively described below (under B1-B3) as well as other activities:

B. 1   Civic Engagement in Social Accountability
- Design appropriate / potential social accountability mechanisms complementary to the Township Planning process, including but not limited to information sharing mechanisms, citizen/community scorecards, public hearings, participatory planning and budgeting etc;
- Workshops for TS Administrator, HoDs, W/VTAs, Hluttaw representatives and CSO reps to develop township level Social Accountability strategies
- Operationalization of the selected social accountability mechanisms [based on the Social Accountability strategies].

B.2   Gender & Women's Empowerment
- Formulate a strategy for promoting the inclusion and participation of women, including training workshops on Women's Leadership for identified potential and current women leaders at Township Level;
- Workshop for HoDs, W/VTAs and Hluttaw representatives and CSO representatives on Social Accountability & Gender to result in a Township gender action plan
- Mentor TS Administrations in implementation of the Township Gender Action Plan.

B.3   Ethnic Armed Organisations
- Conflict analysis and mapping of EAO service delivery and governance structures and processes in Bilin, Ye and Kyaikmaraw.
  - Development of an engagement strategy for mixed Townships including testing assumptions with regard to feasibility of government – EAO - township coordination arrangements.
  - Specific risk analysis and mitigation measures designed, including the possibility of delivering separate workshops/mentoring if necessary.
- Measures [including meetings, workshops, mentoring etc] which will engage EAOs in township planning processes and in developing capacities for accountable and inclusive service delivery;
- Measures to ensure participation of EAOs [or at a minimum the facilitation and inclusion of their priority lists] in the township planning process and how [joint] implementation and monitoring can be supported, including [if possible] mechanisms which will allow EAOs to engage with the bi-weekly TA, HoDs and W/VTAs meetings under A. above

7. Qualifications of the Successful Implementing Partner

In order for the facilitators to be able to support both the supply and the demand side of township level planning and implementation, and given that the Implementing Partner is to take full responsibility for designing the activities on the demand side, which will require facilitating citizen engagement for social accountability at Township level, the Implementing Partner will be an (I)NGO which:

- Is already well established in Myanmar with organisational infrastructure, including a team and office set-up which can manage this contract effectively and mobilize a highly capable team of Township Facilitators quickly, able to begin implementation on 1st July 2017;
- Can provide evidence of technical leadership, extensive relevant project management experience and existing financial management capacity suitable to a project of this scale;
- Has a profile [evidenced by its track record and personnel] which will provide for credibility with both government and non-government actors in Myanmar and a track record in supporting evidence-based policy making and policy dialogue on topics immediately relevant to local governance, PAR or PFM;
- Can provide evidence of having developed and implemented social accountability mechanisms in Myanmar which constructively engaged both government and people in exacting accountability, including producing training materials and publications;
- Has significant experience working on or with EAOs and in conflict affected areas, including applying Do No Harm principles/frameworks and conflict analysis tools;
- Has demonstrated experience in approaches and tools which can be used to increase marginalized groups and women's participation in governance as well as promote inclusion and gender equity in service provision;
- Is a highly experienced provider of capacity development at multiple levels and across multiple target groups, including curriculum design, training delivery, training of trainers, mentoring and coaching;
- Has a proven track record in supporting citizen engagement in local governance and/or public sector management/PFM, including developing innovative approaches to providing people with access to information and increased transparency;
- Can demonstrate proven capacity to work constructively with both government actors, citizens, CSOs and bi-lateral/multilateral organisations.
- Is officially registered in Myanmar with a Memorandum of Understanding or a Letter of Agreement with a relevant Ministry, with a Bank Account in Myanmar in the organisation's name and be able to provide previous years audited accounts on request

Key Qualifications of Team Members:
Project Manager [National/International]:
- Minimum of a Bachelor's degree in an area relevant to the project;
- At least 5 years experience in project management in a relevant area in the Myanmar context including significant financial and staff management experience;
- Experience of facilitating constructive engagement between government and people/CSOs, with a strong understanding of the role of policy dialogue in governance reforms;

- Well developed analytical skills demonstrated by research/report writing in areas relevant to democratic local governance and experience or knowledge of international democratic governance, local governance and civic engagement initiatives;
- Management experience of mentoring, training programme design & delivery and significant curriculum development experience in the Myanmar context;
- Professional Experience in Social Accountability and Civic Engagement in Public sector management particularly local governance and participatory planning and monitoring.
- Deep Knowledge of Myanmar context including contested areas, EAOs and their current and potential role in local governance processes;
- English Fluency – Myanmar languages a strong advantage

Township Facilitators:
- Minimum of a Bachelor's degree in an area relevant to the project;
- Professional Experience in social accountability and civic engagement in local governance or Public sector management;
- Direct experience of facilitating constructive engagement between government and people/CSOs, with a strong understanding of the role social accountability and participatory planning in improving service delivery as well as supporting policy dialogue on governance issues;
- Significant Experience in democratic local governance and civic engagement in Myanmar including supporting access to information and participatory processes;
- Minimum of 5 years training & curriculum development experience and strong experience in mentoring and facilitating learning among local governance actors
- Native Myanmar language speaker - English language a strong advantage

Note: Senior management oversight, financial and administrative support for contract implementation may be included as a % proportion of existing staff.

8. Budget & Schedule of Payments
The total budget over the contract will be $1.9m regardless of an extension of the specified duration [30 months]. The following cost components headings should be included [as a minimum] in the budget which should providesa breakdown of each of the following:
- Yangon staff: Salaries & operational costs
- Field staff (1+10 TS facilitators)
- Management and Operational Costs
- Workshops, materials
- Communication, workshops, meetings[1]

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[1] It should be noted that for the Township Planning process as per the Grant Manual [attached] proposed budgets should include for W/VTA per diems [$5 per day per VTA], hire of local halls capable of holding up to 150 persons and all other logistical and administrative costs for each of the Township planning workshops as well as for any other relevant proposed workshops under the second set of activities .

Following selection of the successful proposal and Implementing Partner but before contract award, UNDP will conduct a Micro-Assessment under the Harmonized Approach to Cash Transfer (HACT) Framework and the results of the HACT assessment will be used in determining the Cash Transfer Modality (CTM) which includes the appropriate type and frequency of assurance activities and cash transfer modality. The Micro Assessment will provide an overall assessment of the Implementing Partner's financial and program management capacity. The review will include but not be limited to the following: (i) Funds flow, (ii) Staffing (iii) Accounting policies and procedures (iv) Internal audit (v) External audit (vi) Reporting and monitoring (vii) Information systems; etc. It will include one or more site visits to the IP and primarily consists of interviews with IP personnel and a review of relevant documentation. Depending on the result of the HACT, a payment schedule will be agreed between the IP and UNDP

UNDP will provide the following quarterly payment tranches in advance in accordance with the agreed budget and in line with the reporting schedule presented below. Subsequent tranches, following the first tranche will be dependent on expenditure of at least 80% of the budget under the previous tranche and completion of deliverables. The NGO will submit expenditure statement in UNDP FACE (Funding Authorization and Certificate of Expenditures) Form with payment request for subsequent tranches. The schedule of tranches will be as follows:

PROJECT YEAR 1: [July 1st 2017 - June 30th 2018]

I. **July 2017:** 25% of agreed Budget total for year one [July 2017 - June 2018]. Upon approval of Inception Report & Annual Work Plan, by UNDP [to be submitted 1 Month after signing contract]
II. **October 2017:** 25% of agreed Budget total for year one [July 2017 - June 2018]. Upon approval by UNDP of a quarterly [Financial & Narrative] Report on all agreed deliverables
III. **January 2018:** 25% of agreed Budget total for year one [July 2017 - June 2018]. Upon approval by UNDP of a quarterly [Financial & Narrative] Report on all agreed deliverables including completion of four [4] Township Plans [Narrative & Financial] prepared by Township Administrations and approved for Grant purposes by UNDP
IV. **April 2018:** 25% of agreed Budget total for year for year one [July 2017 - June 2018]. Upon approval by UNDP of a quarterly [Financial & Narrative] Report on all agreed deliverables

PROJECT YEAR 2: [July 2018 – June 2019]

V. **July 2018:** 25% of agreed Budget total for year two [July 2018 - June 2019] Upon approval by UNDP of a quarterly [Financial & Narrative] Report on all agreed deliverables and a Work Plan for year two [July 2018 - June 2019]
VI. **October 2018:** 25% of agreed Budget total for year two [July 2018 - June 2019]. Upon approval by UNDP of a quarterly [Financial & Narrative] Report on all agreed deliverables
VII. **January 2019:** 25% of agreed Budget total for year two [July 2018 - June 2019]. Upon approval by UNDP of a quarterly [Financial & Narrative] Report on all agreed deliverables including completion of ten [10] Township Plans [Narrative & Financial] prepared by Township Administrations and approved

for Grant purposes by UNDP and a project mid-term Report [July 2017 – December 2018] against all relevant project outputs

VIII. **April 2019:** 25% of agreed Budget total for year for year two [July 2018 - June 2019]. Upon approval by UNDP of a quarterly [Financial & Narrative] Report on all agreed deliverables

PROJECT YEAR 3: [July 2019 –December 2019]

IX. **July 2019:** 50% of agreed Budget total for year three [July 2019 - December 2019]. Upon approval by UNDP of a quarterly [Financial & Narrative] Report on all agreed deliverables and a Work Plan for year three [July 2018 - December 2019]

X. **January 2020:** 50% of agreed Budget total for year three [July 2019 - December 2019]. Upon approval by UNDP of a quarterly [Financial & Narrative] Report on all agreed deliverables including [10] Township Plans [Narrative & Financial] prepared by Township Administrations and approved for Grant purposes by UNDP and a project Final Report [July 2017 – December 2019] against all relevant project outputs.

9. Reporting Obligations

Based on the schedule above, the contractor will there need to submit the following types of reports:

i. **Inception Report:** one month after contract signature. The Inception Report will present the following:
   - Detailed work plan of activities for the period
   - Proposed management procedures, in particular for first 6 months
   - Overall monitoring & evaluation plan
   - Risk management plan

The Inception Report will be reviewed by UNDP for approval.

ii. **Work Plans** according to the schedule above, using a template to be proposed by the Implementing Partner and approved by UNDP

iii. **Narrative Reports** based on agreed workplans, in accordance with the schedule under 8. Budget & Schedule of Payments above

iv. **Financial Reports** based on agreed budgets and workplans in accordance with the schedule under 8. Budget & Schedule of Payments above

V. **A Mid Term Review** which will present the following:
   - Report on all activities against the agreed Schedule and results framework in the contract
   - Consolidated cumulative results achieved so far against expected results and explanations for deviance, if any.
   - Adjusted work plan for upcoming period.

- Lessons Learned and issues arising for discussion with UNDP

VI.   **Final Report,** after all activities have closed. This report will present the following:
- Overall Report on all activities against the agreed Schedule in the contract
- Consolidated results against expected results and explanations for deviance, if any.
- Impact analysis including in-depth analysis of selected case studies.
- Lessons learned.
- Recommendations for the future

The contractor will submit narrative and financial reports separately. Narrative reports as detailed above and Financial reports will only concern operating and management costs of the contractor linked to the provision of services obligated under the budget and contract signed with UNDP.

Proposal Format

1. **Name of organization:**

2. **Contact information of organization: mailing address, telephone and fax numbers, email, websites:**

3. **Mandate and key objectives of organization:**

4. **Brief history of past funding from UNDP/other UN agencies/Donors in Myanmar**

5. **Name/s and contact information of partner-organizations in the proposed project**

6. **Brief description of experience and expertise of organization in the implementation of similar projects.**

7. **Understanding of the Project's Rationale as outlined in the TOR** - including the issues that are proposed to be addressed, both by the project and by the proposer's interventions, including an overview of the proposed activities, expected outputs, deliverables and timelines

8. **Proposed Methodology, Approach and Implementation Plan** – this section should demonstrate the organisation's response to the Terms of Reference by identifying the specific components proposed, in terms of:
   - The tasks of the Township Facilitators in relation to the planning and budget cycle which are the first category of activities which relate directly to the Township Planning Process as developed by UNDP and described in the Grant Manual [Attached].
   - Support to Civic Engagement in Social Accountability which is the second category of activities which the Implementing Partner will design and deliver. The will focus on enhanced civic engagement and social accountability which compliment and reinforce the project's core theme of promoting inclusive service delivery through a more participatory and transparent planning and budgeting process.

The proposal will therefore also need to demonstrate how the proposed methodology meets or exceeds the specifications, while ensuring appropriateness of the approach to the local conditions and the rest of the project operating environment. This methodology must be laid out in an implementation timetable that is within the duration of the contract as specified in the TOR

9. **Management Structure and Key Personnel** – This section should include the comprehensive curriculum vitae (CVs) of key personnel that will be assigned to support the implementation of the proposed activities, clearly defining the roles and responsibilities vis-à-vis the proposed methodology. CVs should establish competence and demonstrate qualifications in areas relevant to the TOR and the selection criteria. In complying with this section, the Proposer assures and confirms to UNDP that the personnel being nominated are available for the Contract on the dates proposed.

10. **Risk Analysis**. Identify and describe the main risks that may constrain the effective implementation of the project and the achievement of the desired outputs, and how such risks will be managed by project implementers (2 – 3 paragraphs)

11. Work Plan: Outline an Annual Work Plan following a monthly calendar and this format (max. 1 page)

Year 1													
Month Activity	1	2	3	4	5	6	7	8	9	10	11	12	Location of Activity
Example													Example
Preparation Activity 1 (title)													
Execution Activity 1 (title)													
Preparation Activity 2 (title)													
Execution Activity 2													
Etc.													

12. **Monitoring and Evaluation Arrangements** (3-4 paragraphs). This will include how mechanisms will be instituted in the activities, reporting procedures and internal monitoring procedures to ensure desired outcomes/impacts will be achieved through effective and efficient project implementation. Please elaborate on how you will monitor the said outcomes/impacts with performance indicators.

13. **A Detailed Budget Proposal** must be prepared which will list all cost components associated with the services, and the detailed breakdown of such costs for each year separately indicating items of expenditure, unit rate and input quantity. All outputs and activities described in the Technical Proposal must be included and any output and activities described in the Technical

Proposal but not specified in the Detailed Budget Proposal shall be assumed to be included in the prices of other activities or items, as well as in the final total cost.

Date: _____

Project Title: _____

Name of the RECIPIENT INSTITUTION: _____

Total Amount of budget in $USD: _____

Period Covering From_____ To_____

General Category of Expenditures	Year 1	Year 2	Year 3	TOTAL
Personnel				
Transportation				
Premises				
Training/Seminar/ Workshops, etc.				
Contracts (Audit)				
Equipment (Specify)				
Other [Specify]				
TOTAL				

Please note that all budget Lines are for costs related only to project activities. These budget categories are suggested guidelines. The Recipient may choose alternates which more accurately reflect their expense items and needs. The total budget should not exceed $1.9m

Annex 3.
About the Township Democratic Local Governance Project

The TDLG project builds on the work of UNDP in recent years through its local governance programme, which since 2013 have been supporting participatory township level planning initiatives in Mon and Chin States and Bago Region. During this period UNDP has also been supporting the GoM in establishing One Stop Shops (OSS) countrywide at township level. The establishment of OSS has lead to concrete collaboration between the sixteen participating departments and is a concrete step forward towards a more integrated township administration that operates in a transparent and service oriented manner. UNDP has also been able to build an effective relationship with Government of Myanmar, notably the General Administration Department [GAD] through initiatives such as its nationwide Local governance mapping, the bi annual Local Governance Forum, and support to GAD's training Institute for Development Administration (IDA), which trains all GAD staff. It has also supported a skills based 'training of trainers' (ToT) for deputy township administrators responsible for the induction training of the incoming /newly elected ward/village tract administrators which number close to 17,000 and are considered key grassroots actors in local governance in Myanmar

Building on this, UNDP initiated in 2016 a pilot engaging Mon state and Bago region government on participatory township development planning through a series of trainings and on the job support for key actors involved in local development planning (township administrations, ward/village tract administrators, civil society organizations and Hluttaw members). The capacity development activities were built around a formula based *township development* grant (on average 1 USD per capita) to the participating townships (Bilin Township in Mon State and Kawa in Bago Region) provided that they meet the minimum conditions of preparing township plans in a participatory and inclusive manner. The township level is increasingly being recognized as a critical and viable link between the people and the government at State/Region and Union level in Myanmar and that a focus on democratic governance at the Township level [rather than just village tract or village level] is more likely to lead to scalable and replicable models within other states/regions as well as more sustainable and equitable institutional arrangements across the board.

The target area for the TDLG project is Mon State, and its 10 townships in two districts [Mawlamyine District with 6 townships and Thaton District with 4 townships], three of which have some contested areas where Ethnic Armed Groups (EAOs) are partly in control and under the interim arrangements under the Peace process responsible for providing public services. Bilin (in Thaton District) for example, is partly controlled by the Karen National Union (KNU) signatory , whilst Kyaikmaraw and Ye townships (in Mawlamyine District) have areas controlled by the New Mon State Party (NMSP) a non signatory in the Peace process . The Mon State government has expressed strong support for the on-going pilot in Bilin and the KNU attended some of the training workshops in the township. Even though the project will focus on township administrations and state government as key target groups, working exclusively with government authorities would exclude some vulnerable populations, which have the same right to access the benefits of democratic local governance. The project will therefore also support EAOs in applying democratic and participatory approaches in their governance and service delivery processes and will also aim to facilitate better coordination between government and EAOs.

The first phase of the TDLG project will run from July 1st 2017 to December 31st 2020 [44 Months] will provide the Mon state government with a discretionary development grant for each township as its central feature, and views the following as key entry points into a participatory and inclusive planning, budgeting and budget execution process:

- Ward and tract level consultative meetings with a key role for the elected W/VTA
- The regular meetings of all W/VTAs and HoDs at Township level under the TA as chair
- The meeting of the township head of departments (Township Management Committee meetings)
- The Township Plan Formulation and Implementation Committee (TPIC)

The four project outcomes [and associated outputs] are as follows:

Outcome 1: Township administrations foster democratic processes and provide services in a responsive and inclusive manner	Output 1: Township administrations, in close collaboration with the State government are capable of managing a participatory annual planning and budget cycle
	Output 2: Public service delivery is improved through proper use of discretional grants
	Output 3: Township administration officials are transparent and accountable for the management of the services under their control
Outcome 2: Citizens have a voice to influence planning processes and are satisfied with service delivery	Output 4: Women have gained influence in TS planning and monitoring processes
	Output 5: W/VTAs facilitate two-way information between people and TAs
	Output 6: Communities engage with TAs for responsive service delivery
Outcome 3: TAs and S/R governments engage with EAOs to promote responsive and inclusive service delivery	Output 7: TAs engage EAOs in management of planning cycles
	Output 8: TAs and EAOs explore mechanisms for coherent, efficient and inclusive service delivery
Outcome 4: Lessons learned inform national policy on local governance	Output 9: civil society is engaged to document peoples' perceptions of improvements in inclusive service delivery and recording achievements, challenges and lessons learned in township planning processes
	Output 10: Best practices with the Township planning and discretional grants are scaled up through national policy level discussions

Outcome 1 focuses on to the 'supply' side of local governance, and seeks to support the township administrations [all relevant departments] in applying democratic and participatory approaches in their work with a focus on the annual planning, budgeting and implementation cycle as well as enhancing the link between township and state level planning processes. State government and Hluttaw will also be

involved in these approaches, from strategic planning to project planning to inception and throughout the implementation period. For the Mon State government, tangible projects will help it to show 'delivery' on the ground, given its recent strong support for the UNDP on-going pilot, for which Bilin township was selected. The proposed project is intended to support state government in assessing and capturing lessons learned from implementation and management of the grants as well as making policy decisions on how it wants further implement democratic local governance reforms. For the Mon State Hluttaw [with 31 members], the project will provide an additional opportunity to enhance democratic accountability through complimentary social accountability mechanisms, which actively engage both members and their constituents and lead to tangible improvements in township annual planning and service delivery.

Outcome 2 focuses on the demand [people's] side of local governance, and will help to pilot, establish and reinforce ways in which citizens can be informed, gain voice and influence with regards to public service delivery. The interplay between supply and demand should also help to improve both local governance and the experience and quality of service delivery from citizen's perspectives and therefore activities under this outcome will need to focus on the need to strengthen both democratic as well as social accountability.

Outcome 3 will result from a focus on both supply and demand side of local governance in areas partly under EAO administration. It will facilitate discussions and coordination between the township administration and the administration in the EAOs and support the EAOs in applying democratic and participatory governance in their areas. Conflict sensitivity will be at the core of the project and will aim to support peace-building efforts through more democratic governance. Given that EAOs and the government have started a Union level lead peace process, it is important that projects active in conflict/contested areas support the peace process and adopt a Do No Harm approach in supporting local governance. Currently, EAOs administer services for their constituents, bolstering their legitimacy and will continue to do so for some time [Ref. Interim Agreement of the National Ceasefire Agreement].

Outcome 4 seeks to elicit, document and use the lessons learnt in the Mon State township planning processes, procurement of services and monitoring of implementation to improve the project activities in a discussion with the State Government and also use the lessons learnt to engage with the Union government on local governance policy development.

In sum, the project is addressing the interface between the citizens and the state, represented by the township administration and line ministry departments and in doing so it is targeting improved democratic [participatory, transparent, accountable] governance processes as well as supporting improved efficiency in public service delivery at the local level. The projects main focus is therefore on a limited number of structures and specific democratic governance principles, summarized as follows:

'Institutional' Focal points	Democratic Governance Principles
Consultative meeting at Ward/tract level	Participation and Consultation
Regular meetings of all W/VTAs with TA	Inclusiveness
Township Management committee	Responsiveness
Township Plan Formulation & Implementation committee	Transparency
EAOs institutional set-up interim arrangement responsibility (as applicable)	Accountability

Projects identified in the Township Plans will be implemented in the next financial year beginning 1 April with the respective heads of departments in the role of budget-holder, responsible for implementation of the projects and the use of the funds and the township administrator as the 'accounting officer' overseeing implementation in all sectors. This period prior to this will therefore also require a procurement process given that the implementation of projects will [as much as possible] be sub-contracted, tendered and private sector-based, with the township administration on behalf of the population, monitoring implementation. This period will also require participation from beneficiaries through various social accountability mechanisms and will require careful selection of the mechanisms for procurement, budget and implementation monitoring as well as significant training and mentoring in their implementation. W/VTAs will also have an oversight role, to monitor that the activities are implemented as per the agreed annual plan, efficiently and effectively.

The following are the key target groups in Mon State.

- The primary target group for the project is the elected Ward and Village tract representatives (98 ward and 369 village tract administrators totaling 466 persons for 10 townships) as well as the township administrator and senior sector staff as well as heads of line departments and other senior staff of the most relevant township departments that play a role in basic service delivery. It also includes the members of the Township Planning and Implementation committee, Hluttaw representatives, CSOs and interested citizens.

- Through its engagement with the township administrations under the mandate and endorsement of the Mon State Government, the project will also seek to use the lessons learn from this to engage with and develop capacity of the state government. Through Outcome 4, the experiences of the project at the various levels (township and State) will be also shared with the Union government, and the latter is therefore an additional target group and beneficiary of the project. Annually, as part of the project, a state level as well as a national local governance forum will also be organised that will, apart from providing a space for facilitated and informed policy dialogue, also serve as the forum to assess and monitor progress and get feedback from these target groups and a wide range of stakeholders.

- The project will also directly target EAOs [in relevant townships] in engaging with Township administrations in the Township planning cycle and improving coordination and responsiveness in service delivery.

Through its engagement with the township administrations under the mandate and endorsement of the Mon State Government, the project will also seek to use the lessons learn from this to engage with and

develop capacity of the state government, notably the concerned technical departments but also the cabinet (Chief minister, Minister for planning and finance, other ministers as appropriate) and the State secretary. The experiences of the project at the various levels (township and State) will be also shared with the Union government, and the latter is therefore an additional target group and beneficiary of the project. Annually, as part of the project, a state level as well as a national local governance forum will also be organised that will, apart from providing a space for facilitated and informed policy dialogue, also serve as the forum to assess and monitor progress and get feedback from these target groups and a wide range of stakeholders.

Ultimately, the entire population in each of the 10 Townships in Mon State are the targeted project beneficiaries, benefiting from improvements in public services, equally and equitably accessible to all. This will have a particular effect on those who are marginalized, increasing their access to services and to decision-making. In particular, the project will focus on engaging and supporting two beneficiary groups presently underrepresented in public decision making; women and people who live in areas that are (or were) under the control of ethnic armed groups.

ANNEX 4

REQUEST FOR INFORMATION (RFI) FROM CSO/NGO

1. **OBJECTIVE**

    This is a Request for Information (RFI) from national and/or international CSOs/NGOs for potential partnership with UNDP Myanmar in delivering outputs for its Township Democratic Local Governance project requiring expertise and experience in the following areas:

    A. Support to effective Township local governance
    B. Development and implementation of Social Accountability mechanisms
    C. Capacity development for civic engagement
    D. Gender
    E. Conflict Analysis
    F. Facilitating and supporting community input into policy dialogue

2. **INFORMATION REQUESTED**

Interested CSOs/NGOs are requested to complete both the Request for Information (RFI) questionnaire and the Capacity Assessment Checklist (CACHE) below, attaching all supporting documentation where specifically requested. If you are an international NGO, please provide information and documentation relating to your permits and licenses for your local presence in this country.

Please note that attachments should be provided to support each answer to the questions. All questions must be answered directly and clearly. Extraneous information that are not directly responding to the questions will only constrain the ability of UNDP to positively assess the CSO/NGO's alignment with UNDP requirements.

Based on the results of this RFI and Capacity Assessment Checklist (CACHE), UNDP will determine if the CSO/NGO is eligible for engagement through a "Call for Proposal" for the Township Democratic Local Governance project in Myanmar.

Request for Information (RFI) Questionnaire

Topic	Areas of Inquiry/ Supporting documentation	Response
1. Proscribed organizations	*1. Is the CSO/NGO listed in the UN's list of proscribed organizations, UNDP Vendor Sanctions List, or indicted by the International Criminal Court?*	

	2. Is the CSO/NGO banned by any other institution? If, yes, please provide information regarding the institution and reasons.	
2. Legal status	1. *Does the CSO/NGO have a legal status to operate in the programme country, and is it compliant with legal requirements of the country's legal identity and registration? Please provide copies.* *2. Does the CSO/NGO have a bank account? (Please Submit proof indicating latest date)*	
3. Certification/ Accreditation	1. *Is the CSO/NGO certified in accordance with any international or local standards (e.g., ISO), such as in:* • Leadership and Managerial Skills • Project Management • Financial Management • Organizational standards and procedures • Other	
4. Date of Establishment and Organizational Background	1. *When was the CSO/NGO established?* 2. *How has the CSO/NGO evolved since its establishment? (no more than 2 paragraphs)* 3. *Who are your main donor/ partners?* 4. *Please provide a list of all entities that the CSO/NGO may have an affiliation with.* 5. *In which geographical areas (cities / provinces) of the country do you have capacity to operate? Please provide a complete list and indicate the size of the offices in each location.* 6. *In how many countries do you have capacity to operate in? Please provide a list.*	

5.	Mandate and constituency	*1. What is the CSO/NGO's primary advocacy / purpose for existence?* *2. What is the CSO/NGO's mandate, vision, and purpose? (no more than 2 paragraphs)* *3 Is the CSO/NGO officially designated to represent any specific constituency?*	
6.	Areas of Expertise	*1. Does the CSO/NGO have expertise in any of the key areas identified above in this RFI [Items A-F above]* *2. What other areas of expertise does the CSO/NGO have?* • _____ • _____ • _____ • _____ • _____	
3.	Financial Position and Sustainability	*1. What was the CSO/NGO's total financial delivery in the preceding 2 years? Please provide a financial statement for the last 2 years.* *2. What is the CSO/NGO's actual and projected inflow of financial resources for the current and the following year?* *3. Please provide a list of projects with description, duration, location and budget.* *4. What was the budget of the largest project handled over the last two years?*	
4.	Public Transparency	*1. What documents are publicly available?* *2. How can these documents be accessed? (Please provide links if web-based).*	
5.	Consortium	*1. Do you have the capacity to manage a consortium?*	

	2. Do you currently, or have you in the past managed a consortium? If yes, provide a list with total financial budgets involved. *3. Do you have a formal alliance with other CSOs/NGOs? If yes, please identify and provide details.*	

ANNEX 5

Capacity Assessment Checklist (CACHE) For CSO/NGO

Topic	Areas of Inquiry **Please Attach Supporting Documentation for Each Question**	Response
1. Funding Sources	1. Who are the CSO/NGO's key donors? 2. How much percentage share was contributed by each donor during the last 2 years? 3. How many projects has each donor funded since the CSO/NGO's inception? 4. How much cumulative financial contribution was provided for each project by each donor? 5. How is the CSO/NGO's management cost funded?	
2. Audit	1. Did the CSO/NGO have an audit within the last two years? 2. Are the audits conducted by an officially accredited independent entity? If yes, provide name.	
3. Leadership and Governance Capacities	1. What is the structure of the CSO/NGO's governing body? Please provide Organogram. 2. Does the CSO/NGO have a formal oversight mechanism in place? 3. Does the CSO/NGO have formally established internal procedures in the area of: • Project Planning and Budgeting • Financial Management and Internal Control Framework • Procurement • Human Resources • Reporting • Monitoring and Evaluation • Asset and Inventory Management • Other 4. What is the CSO/NGO's mechanism for handling legal affairs? 5. Ability to work (prepare proposals) and report in English	
4.Personnel Capacities	1. What are the positions in the CSO/NGO that are empowered to make key	

	corporate decisions? Please provide CVs of these staff. 2. Which positions in the CSO/NGO lead the areas of project management, finance, procurement, and human resources? Please provide CVs of these staff.	
5. Infrastructure and Equipment Capacities	1. Where does the CSO/NGO have an official presence? Please provide details on duration and type of presence (e.g. field offices, laboratories, equipment, software, technical data bases, etc.) 2. What resources and mechanisms are available by the CSO/NGO for transporting people and materials?	
6. Quality Assurance	Please provide references who may be contacted for feedback on the CSO/NGO's performance regarding: • Delivery compared to original planning • Expenditure compared to budget • Timeliness of implementation • Timeliness and quality of reports • Quality of Results	

3. CLOSING DATE

A completed RFI and CACHE with requested attachments must be submitted to:

United Nations Development Programme

No. 6, Natmauk Road, Tamwe Township,
Yangon 11211, Myanmar
bids.mm@undp.org

Attention: Nasantuya Chuluun (Operations Manager)

They should be received no later than **17:00 [Yangon time]** on **17th May 2017**