



## REQUEST FOR PROPOSAL (RFP)

(Private sector development – Conducting Baseline, Rapid Needs Assessment and Mapping for Post-Pandemic Recovery for Green MSMEs)

NAME & ADDRESS OF FIRM	DATE: September 8, 2021
	REFERENCE: 2021/UNDP-MMR/PN/028

Dear Sir / Madam:

We kindly request you to submit your Proposal for **Private sector development – Conducting Baseline, Rapid Needs Assessment and Mapping for Post-Pandemic Recovery for Green MSMEs**.

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **Wednesday, September 22, 2021** and via email, courier mail to the address below:

**United Nations Development Programme (Myanmar)**  
**No. 6, Natmauk Road, Tamwe Township, Yangon**  
**Programme Support Team Leader**  
**Ref: 2021/UNDP-MMR/PN/028**  
**bids.mm@undp.org**

Your Proposal must be expressed in the English Language, and valid for a minimum period of 120 days.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link: [http://www.un.org/depts/ptd/pdf/conduct\\_english.pdf](http://www.un.org/depts/ptd/pdf/conduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

Sincerely yours,



Moungh Kee Aung  
Head of Procurement Unit  
8 September 2021

## Description of Requirements

Context of the Requirement	<p>Myanmar's MSMEs are leading generators of jobs, income and wealth, having accounted for 92%– 89.9% of total registered enterprises from 2006 to 2019 according to a recent study by the Asian Development Bank.<sup>1</sup> There were more than 75,000 registered MSMEs (as of end-2019). The same study reports that on average, women in MSMEs held 40% of total enterprises jobs. Therefore, they are vital in tackling sustainability and resilience provided they have capacity and resources to address pre-existing fundamental bottlenecks. Principal among these is lack of access to markets and finance, management capacity, and skills for accessing finance and digital infrastructure and other resources. Many MSMEs are unable to meet international standards for their products despite aiming to join global markets. Being dominated by large competitors, they face difficulty in participating in e-commerce; notwithstanding limited uptake of digital platforms, digital products and services despite a more than 90% penetration of internet, broadband mobile connections and smartphone ownership. Most MSMEs are low technology businesses catering to domestic markets, and a fraction comprises young entrepreneurs, start-ups and technology-based firms that are more growth inclined and open to innovate. These challenges are common across MSMEs, but there are also unique challenges to green MSME development such as lack of market-based incentives and limited understanding of green business practice to leverage the opportunities that come from it. (Please find detail in TOR)</p>
Brief Description of the Required Services	<p>Working under the overall guidance of the Project Manager/Chief Technical Advisor, Governance for Resilience and Sustainability Project (GRSP), and closely, with Environmental Goods and Services/Green Business, GRSP, the service provider will be responsible for the following activities:</p> <ol style="list-style-type: none"> <li>1. Produce the Green MSMEs Post-Pandemic Mapping and Rapid Needs Assessment Report (main deliverable)</li> </ol> <p>The Report comprises two parts. Part 1 will involve a stock take of Myanmar-based green MSMEs, defined broadly as “MSMEs that undertake for-profit activities with low environmental impact and/or high resource efficiency outcomes including enterprises involved in environmental goods and services, environmentally preferable products/services acquisition, manufacturing, distribution, reuse, operation, maintenance and disposal, and certification/ audits/labeling; also, businesses that are going green by shifting to operations with low environmental impact, using green technology solutions, and promoting regeneration of conservation assets”; and rapid capacity evaluation of</p>

greenMSMEs and the enterprise ecosystem.

Based on capacity evaluation results, Part 2 will identify baselines and targets for project output indicators. Part 2 will also recommend a list of top 3 industry categories with high potential for green MSMEs development and innovation via digital infrastructure technology along with profile of each industry category and how and why those categories are selected, and 10 early-stage green MSMEs for each category.

Expected key deliverables are:

1.1 An assessment of trends and status of green MSMEs across Myanmar focusing on early-stage enterprises before the COVID-19 Pandemic (2014–2019) and current context (Post-Pandemic and Coup) and these include scale (i.e., data on number and growth by industry sector and enterprise size, employment disaggregated by gender, age, and enterprise size), business productivity, market access (domestic and international), and penetration of digital technology and e-commerce in supply and value chains.

1.2 An assessment of urgent and critical capacity needs of two local key actors in, covering green MSMEs and enterprise ecosystems in at least three regions (Yangon, Mandalay and Bago): (a) For early stage green MSMEs, the capacity needs assessments will focus on requisite basic and advanced skills for accessing finance, markets, digital infrastructure and e-commerce; in developing and implementing strategic business action plans such as greening, which can encompass a variety of areas ranging from using resources more efficiently to improving digital participation (i.e., B2B and B2C linkages); and management; and (b) For enterprise ecosystem including ecosystems, comprising non-government capacity development providers such as private, non-profit, academic, technical and vocational training centers, and networks and business associations, the capacity needs assessment will focus on knowledge building (training of trainers) in green business development and skills improvement; these are to develop their own internal capacity to scale up support necessary for greenMSMEs and train/mentor them in a variety of areas.

1.3 Recommendations on available/existing capacity development activities, and networking and support programmes for MSMEs in general, how the advisory services were structured and implemented and indications of uptake, including how the work has assisted women. These are to determine how these can be leveraged for green MSME development; some examples of which may include leveraging the advocacy role of the Union of Myanmar Federation of Chambers of Commerce and Industry and other business associations/ chambers of commerce in bridging green MSMEs and government, SMEDA's technology and advisory support/ incubation program, and the ASEAN Business Incubator Network to develop and offer incubation programs for green MSMEs.

1.4 A rapid capacity gap mapping analysis of the results of needs assessment for green MSMEs and enterprise ecosystem (1.2) with available/ existing capacity development support and network for green MSMEs and other MSMEs

	<p>in general (1.3).</p> <p>Recommendations on available/existing green financial products servicing MSMEs. These include rapid assessment of the needs of private financial institutions (FIs) servicing SME financing and microfinance institutions to develop green financial products and make them available digitally and accessible via mobile banking with data analytics, and digital financial infrastructure (e.g., national payments system, standardized QR code payments infrastructure). This also includes assessing the operating conditions of a few private equity and venture capital firms and what is needed to boost finance for innovative start-ups and early-stage green small enterprises. Methodology and Approach: Post-Pandemic Mapping and Rapid Needs Assessment Report will make use of combined (a) in-house (service provider) generated datasets and analytics, which are built through years of strategic partnerships with key institutions that hold MSME data including SME agencies, central bank, financial authorities, SME banks, chambers of commerce and others; and (b) a rapid survey with a statistically sound sample size of green MSMEs by enterprise size and industry sector; and a reasonable number of capacity development providers servicing MSMEs and private sector FIs servicing SME financing and non-FI servicing micro enterprises, private equity and venture capital funds servicing start-ups. Survey will be undertaken to further inform capacity needs and gap assessment in the current context. In addition, latest publicly-available needs assessment reports for SMEs and similar studies by UN agencies, MDBs or chambers of commerce will also be used.</p> <p>Surveys will be conducted in at least three regions (Yangon, Mandalay and Bago) with questions that are disaggregated by gender, where applicable. In addition, surveys will have specific questions that can inform the baselines and targets for project output indicators; for example, sample determinant-questions for green MSMEs are “Do you have a clear business action plan for greening your supply chain, or “If so, are you able to implement it given the current political situation?”. Project output indicators include number of green MSMEs having clear action plans coming of capacity building programme, number of ecosystem actors with improved capacity to support green MSMEs, and number of MSME owners and staff with increase in knowledge on business management disciplines (disaggregated by gender), to cite a few.</p> <p>1.5</p>
List and Description of Expected Outputs to be Delivered	Please see in attached TOR
Person to Supervise the Work/Performance of the Service Provider	<i>Please see in attached TOR</i>

Frequency of Reporting	Please see in attached TOR																			
Progress Reporting Requirements	Please see in attached TOR																			
Location of work	Please see in attached TOR																			
Expected duration of work	3 months																			
Target start date	September 2021																			
Latest completion date	December 2021																			
Travels Expected	<p>Bidders to propose in the table below:</p> <table border="1"> <thead> <tr> <th>Destination/s</th> <th>Estimated Duration</th> <th>Brief Description of Purpose of the Travel</th> <th>Target Date/s</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Travel to be proposed in line with proposed methodology against target deliverables.</p>				Destination/s	Estimated Duration	Brief Description of Purpose of the Travel	Target Date/s												
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Special Security Requirements	<input checked="" type="checkbox"/> N/A																			
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input checked="" type="checkbox"/> Not provided																			
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required																			
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required																			
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars for International Firm <input checked="" type="checkbox"/> Local Currency (Kyats) for Local Firm																			
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes																			
Validity Period of Proposals ( <i>Counting for the last day of submission of quotes</i> )	<input checked="" type="checkbox"/> 120 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.																			

Partial Quotes	<input checked="" type="checkbox"/> Not permitted																			
Payment Terms	<table border="1"> <thead> <tr> <th>Outputs</th> <th>Percentage</th> <th>Timing</th> <th>Condition for Payment Release</th> </tr> </thead> <tbody> <tr> <td>Upon satisfactory submission of a methodology, strategy and work plan for the assignment</td> <td>20%</td> <td>15 September 2021</td> <td rowspan="5">Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.</td> </tr> <tr> <td>Upon satisfactory submission of an initial Part 1 of Mapping Report</td> <td rowspan="2">30%</td> <td rowspan="2">15 October 2021</td> </tr> <tr> <td>Upon satisfactory submission of initial Part 2 of Mapping Report</td> </tr> <tr> <td>Upon satisfactory submission of final PostPandemic Mapping Report</td> <td rowspan="2">50%</td> <td rowspan="2">30 October 2021</td> </tr> <tr> <td>Upon satisfactory submission of a report on survey and summary of key results in presentation format</td> </tr> </tbody> </table>				Outputs	Percentage	Timing	Condition for Payment Release	Upon satisfactory submission of a methodology, strategy and work plan for the assignment	20%	15 September 2021	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.	Upon satisfactory submission of an initial Part 1 of Mapping Report	30%	15 October 2021	Upon satisfactory submission of initial Part 2 of Mapping Report	Upon satisfactory submission of final PostPandemic Mapping Report	50%	30 October 2021	Upon satisfactory submission of a report on survey and summary of key results in presentation format
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Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Project Manager																			
Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract for Professional Services																			
Criteria for Contract Award	<input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)																			
Criteria for the Assessment of Proposal	<p><b><u>Technical Proposal (70%)</u></b></p> <ul style="list-style-type: none"> <li>• Expertise of the Firm: 40%</li> <li>• Proposed Methodology, Approach and Implementation Plan: 30%</li> <li>• Management Structure and Key Personnel: 30%</li> </ul> <p><b><u>Financial Proposal (30%)</u></b></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>																			
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider																			

Contract General Terms and Conditions	<input checked="" type="checkbox"/> General Terms and Conditions for de minimis contracts (services only, less than \$50,000)  Applicable Terms and Conditions are available at: <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>  <u><i>Non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process</i></u>
Annexes to this RFP	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> Detailed TOR [Annex 3]
Contact Person for Inquiries (Written inquiries only)	Moung Kee Aung <i>Procurement Analyst</i> <i>mmr.procurement@undp.org ; moung.kee.aung@undp.org</i> Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.
Other Information [pls. specify]	N/A

The technical proposals will be evaluated as per the following criteria.

Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	<b>Expertise of Firm / Organization</b>	40%	400
	<i>-Previous experience designing and implementing evidence-based research and survey, capacity evaluation, mapping and landscape analysis on MSMEs in at least three industry sectors including those businesses led by women in Myanmar</i>  <i>Minimum 3 designed and implemented in Myanmar- 100 points for such projects; 10 points for each additional project; maximum up to 100</i>		200



	<p><i>-Ongoing partnerships with private sector and/or MSMEs ecosystem players, including bankers, investors and impact investors within and outside of Myanmar</i></p> <p><i>Minimum 2 projects executed in partnership with at least one or more ecosystem players, bankers, investors and/or impact investors; 25 points for 2; 5 points for each additional project; maximum up to 50</i></p>		100
	<p><i>-In house data sets which are built through years of strategic partnerships with key institutions that hold MSME data including SME agencies, central bank, financial authorities, SME banks, chambers of commerce and others</i></p> <p><i>30 points for at least 5-years, time-series (regularly updated) dataset on MSMEs and relevant statistics in Myanmar; 10 points if disaggregated by se/ industry or region and another 10 if linked with environment-related indicators</i></p>		50
	<i>-At least 2 previous projects on designing and implementing capacity building programmes on environmental sustainability and digital technology</i>		50
	<p><i>for social enterprises, women entrepreneurs or MSMEs led by women</i></p> <p><i>30 points for 2 previous projects; 10 marks for each extra (maximum up to 20)</i></p>		
2.	<i>Proposed Methodology, Approach and Implementation Plan</i>	30%	300
	<i>Context</i>		
	<i>-To what degree does the Proposer understand the task and objectives?</i>		100
	<i>-Does the proposal demonstrate an understanding of the project context and the current challenges (security, pandemic) and has this been properly used in the preparation of the proposal?</i>		100
	<i>Methodology</i>		
	<i>-To what degree does the Proposer's approach to delivery of the project meet requirements? Is the sequence of activities and the planning logical, realistic and promise timely delivery of outputs?</i>		100

	<i>Planning and Delivery</i>		
	<i>-Is the scope of task well defined and does it correspond to the TOR?</i>		<i>100</i>
3.	<i>Management Structure and Key Personnel</i>	30%	<i>300</i>
	<i>Project Manager</i>		
	<i>-At least 10 years of experience in implementing projects on environmental sustainability and conservation in Myanmar and other countries</i>		<i>100</i>
	<i>-First-hand entrepreneurial work experience with a demonstrable ability to manage startup &amp; entrepreneurial programmes and providing technical expertise in the areas of green business development, sustainability reporting, impact investment, gender, and economic empowerment in Myanmar and other countries</i>		<i>50</i>
	<i>Stakeholder engagement expert</i>		
	<i>Experience with multi-stakeholder engagement, including with private sector. Experience of working with UN agencies is an advantage</i>		<i>100</i>
	<i>Monitoring and evaluation</i>		
	<i>-Experience in setting up monitoring, evaluation and learning systems for development projects</i>		<i>50</i>
	<b>Total</b>		<b>1000</b>

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL<sup>1</sup>

*(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>2</sup>)*

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions :

**A. Qualifications of the Service Provider**

*The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following :*

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc. ;*
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contract references;*
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

**B. Proposed Methodology for the Completion of Services**

*The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.*

<sup>1</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>2</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

C. **Qualifications of Key Personnel**

*If required by the RFP, the Service Provider must provide :*

- a) *Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;*
- b) *CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) *Written confirmation from each personnel that they are available for the entire duration of the contract.*

D. **Cost Breakdown per Deliverable\***

	<b>Deliverables</b> <i>[list them as referred to in the RFP]</i>	<b>Percentage of Total Price (Weight for payment)</b>	<b>Price (Lump Sum, All Inclusive)</b>
1	Upon satisfactory submission of a methodology, strategy and work plan for the assignment	20%	
2	Upon satisfactory submission of an initial Part 1 of Mapping Report  Upon satisfactory submission of initial Part 2 of Mapping Report	30%	
3	Upon satisfactory submission of final Post Pandemic Mapping Report  Upon satisfactory submission of a report on survey and summary of key results in presentation format	50%	
	Total	100%	

*\*This shall be the basis of the payment tranches*

E. **Cost Breakdown by Cost Component [This is only an Example]:**

<b>Description of Activity</b>	<b>Remuneration per Unit of Time</b>	<b>Total Period of Engagement</b>	<b>No. of Personnel</b>	<b>Total Rate</b>
<b>I. Personnel Services</b>				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
2. Services from Field Offices				
a. Expertise 1				

b. Expertise 2				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
<b>II. Out of Pocket Expenses</b>				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
<b>III. Other Related Costs</b>				

*[Name and Signature of the Service Provider's*

*Authorized Person: ]*

*[Designation: ]*

*[Date: ]*

*[Contact Email and Phone: ]*

**Section 3: Terms of Reference (TOR)**

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## United Nations Development Programme

**TERMS OF REFERENCE**

Assignment Title	Private sector development – Conducting Baseline, Rapid Needs Assessment and Mapping for Post-Pandemic Recovery for Green MSMEs
Project	Accelerating Green and Resilient Recovery While Leveraging Digital Technology in Myanmar
Type of Contract	Professional Contract for Services
Contract Period	3 months starting in September 2021
Supervisor	Project Manager/CTA, Governance for Resilience and Sustainability Project
Location	Scope of mapping will be undertaken across Myanmar. Surveys will be undertaken in Yangon, Mandalay and Bago regions.
Country	Myanmar

**A. BACKGROUND**

Myanmar's MSMEs are leading generators of jobs, income and wealth, having accounted for 92%–89.9% of total registered enterprises from 2006 to 2019 according to a recent study by the Asian Development Bank.<sup>1</sup> There were more than 75,000 registered MSMEs (as of end-2019). The same study reports that on average, women in MSMEs held 40% of total enterprises jobs. Therefore, they are vital in tackling sustainability and resilience provided they have capacity and resources to address pre-existing fundamental bottlenecks. Principal among these is lack of access to markets and finance, management capacity, and skills for accessing finance and digital infrastructure and other resources. Many MSMEs are unable to meet international standards for their products despite aiming to join global markets. Being dominated by large competitors, they face difficulty in participating in e-commerce; notwithstanding limited uptake of digital platforms, digital products and services despite a more than 90% penetration of internet, broadband mobile connections and smartphone ownership. Most MSMEs are low technology businesses catering to domestic markets, and a fraction comprises young entrepreneurs, start-ups and technology-based firms that are more growth inclined and open to innovate. These challenges are common across MSMEs, but there are also unique challenges to green MSME development such as lack of market-based incentives and limited understanding of green business practice to leverage the opportunities that come from it.

Further complicating these are the socio-economic disruptions caused by the COVID-19 pandemic since 2020 and the ensuing internal political and security context. 1 in 3 MSMEs in Myanmar have been impacted during the pandemic alone. To date, these crises have had wide-ranging impacts, from business closures to layoffs and furloughs; some impacts are gendered differentiated, resulting in a widening of gender gaps. It is estimated that nearly half of Myanmar's population could fall below

<sup>1</sup> ADB. 2020. Asia Small and Medium-Sized Enterprise Monitor 2020. Volume I- Country and Regional Reviews.

poverty line by early 2022 with continued job losses and business closures, and inadequate government support, according to a recent UNDP study.

Although some businesses are able to adapt to the new ways of doing business, including having to speed up shifting to e-commerce and digital and/or pick up new skills that will help them use resources more efficiently to reduce costs and save time, and others, unfortunately, are not. If MSMEs are able to address pre-existing challenges, respond to impacts and take advantage of opportunities, they are well placed to support economic recovery, renewal, and diversification in line with green investments. Therefore, it is essential to promote MSMEs to build green and resilient growth in Myanmar as they adapt post-crises.

UNDP Myanmar aims to respond to the challenges through “Accelerating Green and Resilient Recovery While Leveraging Digital Technology” (Programme) as part of its COVID-19 response and broader private sector support. The Programme aims to promote and support MSMEs, as well as women led MSMEs, to build back better post COVID-19. It builds on the UNDP Myanmar’s long-standing efforts to support private sector development by focusing on promoting the greening of MSMEs, ensuring that businesses of all sizes can go green and gender-inclusive, and assisting functioning early-stage green MSMEs including women-owned enterprises thrive/grow. It is aligned with UNDP’s efforts to develop solutions at the national and subnational levels for sustainable management of natural resources and ecosystem services as a platform for inclusive economic development.

The Programme is designed to provide support to green MSMEs, and the enterprise ecosystem, comprising capacity development providers, financing and non-financing institutions, and networks, and build their capacities to address fundamental and emerging challenges that most functioning early-stage green MSMEs have difficulty overcoming as they cope with the shocks of pandemic. It provides support directly to early stage green MSMEs so they can continue to scale their market and/or introduce environmentally preferable products and services; go green and gender-inclusive while leveraging digital technology amidst the ongoing cash shortage, supply chain disruption, loss of markets, and third wave of the pandemic in Myanmar.

The project requires the engagement of a service provider to deliver Green MSMEs Post-Pandemic Mapping and Rapid Needs Assessment Report, providing specific attention to links to broader women’s economic empowerment, and communicate key results to appropriate audiences.

## **B. SCOPE OF WORK, OUTPUTS AND DELIVERABLES**

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Working under the overall guidance of the Project Manager/Chief Technical Advisor, Governance for Resilience and Sustainability Project (GRSP), and closely, with Environmental Goods and Services/Green Business, GRSP, the service provider will be responsible for the following activities:

1. Produce the Green MSMEs Post-Pandemic Mapping and Rapid Needs Assessment Report (main deliverable)

The Report comprises two parts. Part 1 will involve a stock take of Myanmar-based green MSMEs, defined broadly as “MSMEs that undertake for-profit activities with low environmental impact and/or high resource efficiency outcomes including enterprises involved in environmental goods and services, environmentally preferable products/services acquisition, manufacturing, distribution, reuse, operation, maintenance and disposal, and certification/ audits/labeling; also, businesses that are going green by shifting to operations with low environmental impact, using green technology



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Based on capacity evaluation results, Part 2 will identify baselines and targets for project output indicators. Part 2 will also recommend a list of top 3 industry categories with high potential for green MSMEs development and innovation via digital infrastructure technology along with profile of each industry category and how and why those categories are selected, and 10 early-stage green MSMEs for each category.

Expected key deliverables are:

1.1 An assessment of trends and status of green MSMEs across Myanmar focusing on early-stage enterprises before the COVID-19 Pandemic (2014–2019) and current context (Post-Pandemic and Coup) and these include scale (i.e., data on number and growth by industry sector and enterprise size, employment disaggregated by gender, age, and enterprise size), business productivity, market access (domestic and international), and penetration of digital technology and e-commerce in supply and value chains.

1.2 An assessment of urgent and critical capacity needs of two local key actors in, covering green MSMEs and enterprise ecosystems in at least three regions (Yangon, Mandalay and Bago): (a) For early stage green MSMEs, the capacity needs assessments will focus on requisite basic and advanced skills for accessing finance, markets, digital infrastructure and e-commerce; in developing and implementing strategic business action plans such as greening, which can encompass a variety of areas ranging from using resources more efficiently to improving digital participation (i.e., B2B and B2C linkages); and management; and (b) For enterprise ecosystem including ecosystems, comprising non-government capacity development providers such as private, non-profit, academic, technical and vocational training centers, and networks and business associations, the capacity needs assessment will focus on knowledge building (training of trainers) in green business development and skills improvement; these are to develop their own internal capacity to scale up support necessary for green MSMEs and train/mentor them in a variety of areas.

1.3 Recommendations on available/existing capacity development activities, and networking and support programmes for MSMEs in general, how the advisory services were structured and implemented and indications of uptake, including how the work has assisted women. These are to determine how these can be leveraged for green MSME development; some examples of which may include leveraging the advocacy role of the Union of Myanmar Federation of Chambers of Commerce and Industry and other business associations/ chambers of commerce in bridging green MSMEs and government, SMEDA’s technology and advisory support/ incubation program, and the ASEAN Business Incubator Network to develop and offer incubation programs for green MSMEs.

1.4 A rapid capacity gap mapping analysis of the results of needs assessment for green MSMEs and enterprise ecosystem (1.2) with available/ existing capacity development support and network for green MSMEs and other MSMEs in general (1.3).

1.5 Recommendations on available/existing green financial products servicing MSMEs. These include rapid assessment of the needs of private financial institutions (FIs) servicing SME financing and microfinance institutions to develop green financial products and make them available digitally and accessible via mobile banking with data analytics, and digital financial infrastructure (e.g., national payments system, standardized QR code payments infrastructure). This also includes assessing the operating conditions of a few private equity and venture capital firms and what is needed to boost finance for innovative start-ups and early-stage green small enterprises.

Methodology and Approach: Post-Pandemic Mapping and Rapid Needs Assessment Report will make use of combined (a) in-house (service provider) generated datasets and analytics, which are built through years of strategic partnerships with key institutions that hold MSME data including SME agencies, central bank, financial authorities, SME banks, chambers of commerce and others; and (b) a rapid survey with a statistically sound sample size of green MSMEs by enterprise size and industry sector; and a reasonable number of capacity development providers servicing MSMEs and private sector FIs servicing SME financing and non-FI servicing micro enterprises, private equity and venture capital funds servicing start-ups. Survey will be undertaken to further inform capacity needs and gap assessment in the current context. In addition, latest publicly-available needs assessment reports for SMEs and similar studies by UN agencies, MDBs or chambers of commerce will also be used.

Surveys will be conducted in at least three regions (Yangon, Mandalay and Bago) with questions that are disaggregated by gender, where applicable. In addition, surveys will have specific questions that can inform the baselines and targets for project output indicators; for example, sample determinant-questions for green MSMEs are “Do you have a clear business action plan for greening your supply chain, or “If so, are you able to implement it given the current political situation?”. Project output indicators include number of green MSMEs having clear action plans coming of capacity building programme, number of ecosystem actors with improved capacity to support green MSMEs, and number of MSME owners and staff with increase in knowledge on business management disciplines (disaggregated by gender), to cite a few.

## 2. Present key results at GRSP Knowledge Sharing Seminar

Key deliverables include:

1. An inception report to illustrate the approach to the consultancy requirements, including risk mitigation and management.
2. A Post-Pandemic Rapid Needs Assessment and Mapping Report that includes a stock take of green MSMEs and capacity evaluation for green MSMEs and enterprise ecosystem.
3. A list of top 3 industry categories with high potential for green MSMEs development and innovation via digital infrastructure technology along with profile of each industry category and how and why those industries are selected, and 10 functioning early-stage green MSMEs for each industry category.
4. A Baseline and target for each project output indicators.
5. A report on survey.
6. A summary of stocktake and capacity evaluation in presentation format.

## C. INSTITUTIONAL ARRANGEMENTS

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- The service provider will report to the Project Manager/CTA, GRSP, of UNDP Myanmar.
- The service provider will work closely with the GRSP project team and the Sustainable and Inclusive Growth Unit of UNDP Myanmar.
- The GRSP team will provide technical advice and approve the methodological approach throughout the study.
- All data collected, results and outputs of the study will be transferred to UNDP by the service provider.
- The service provider is required to provide progress summary on the work including any risk foreseen based on agreed timeline, unless specified otherwise.

- The consultant is also required to comply with the UN security directives set forth under <http://dss.un.org>.
- The service provider will be given access to relevant information necessary for execution of tasks under the assignment
- The service provider is responsible for providing own laptop computers and mobile phones for use during this assignment; the service provider must have access to reliable internet connection.
- Payments will be made upon submission of deliverables and upon acceptance and confirmation by the supervisor.

#### **D. DURATION OF ASSIGNMENT**

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The work will be undertaken over a period of up to 3 months, starting in September 2021. In accordance with expected outputs and deliverables, the service provider submits reports to Project Manager/CTA, GRSP for reviewing outputs, comments, and certifying approval/acceptance of works afterwards. In case of any delays to achieve the expected outputs, the service provider should notify the Project Manager and CTA, GRSP in advance to take necessary steps.

#### **E. LOCATION OF WORK**

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Scope of mapping will be undertaken across Myanmar. Surveys will be undertaken in Yangon, Mandalay and Bago regions.

#### **F. QUALIFICATIONS REQUIRED**

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The contracted service provider shall meet the following criteria:

- At least 10 years of experience in support of sustainable development
- Demonstrated experience with private sector, private capacity development providers, microfinance institutions and private financing institutions, private equity and venture capital fund entities, CSOs, CBOs and other non-government entities
- Preferably with relevant in-house data set built through years of strategic partnerships with key institutions that hold SME data including SME agencies, financial authorities, SME banks and chambers of commerce, and others
- Demonstrated understanding of the potential for green MSME development and investments to contribute to environmental and human development outcomes and of the structure and operation of MSMEs in Myanmar
- Experience working in, and knowledge of digital infrastructure and e-commerce in Myanmar
- Excellent communication and presentations skills particularly report and documentation writing in English and Myanmar Language
- Demonstrated ability to conduct adaptive research and surveys in Myanmar
- Demonstrated capacity to work in a consultative manner, good networking and capacity to deal well with people
- Proficiency in Use of MS Office and IT tools
- Demonstrated ability to produce high-quality capacity evaluation reports
- Strong communication ability in English and Myanmar Language

**Team Composition:**

The service provider's team should include a minimum of the following key professionals: Team Leader/ Lead Author; Stakeholder Engagement and Research Analysis Expert; Project Coordination, Monitoring and Evaluation Specialist.

**Team Leader**

The Team Leader will be responsible for the day-to-day technical delivery of the tasks, overseeing the design and implementation and execution of all analysis:

- Masters' degree in social science, sustainability development, or related field
- At least 7 years' work experience in designing, managing and executing surveys and capacity evaluations in Myanmar and other countries; experience in conducting capacity evaluation assessments in post-crisis settings is an advantage
- Very good multi-stakeholder understanding with strong focus on MSMEs and private sector. Experience of working with UN agencies is an advantage
- Excellent understanding of impact investing, gender equality, entrepreneurship, and economic dynamics and actors in Myanmar
- Very good understanding of MSME sectors in Myanmar and existing challenges, start up and investors landscape
- Excellent English language skills.

**Stakeholder Engagement and Research Analysis Expert**

- Bachelors' degree and/or comparable experience in the fields of social science, gender studies, public policy, or other related fields
- Minimum 5 years of relevant work experience in post-crises stakeholder engagement with private sector and community on topics of environment sustainability and digital technology in Myanmar
- Experience in supporting women and business development in Myanmar, in particular MSME sectors, start up and investors landscape Specific experience working on research or projects related to women's economic empowerment is an asset
- Excellent understanding of impact investing, gender equality, entrepreneurship, and economic dynamics and actors in Myanmar

**Project Coordination, Monitoring and Evaluation Specialist**

- Bachelors' degree and/or comparable experience in the fields of social science, management or related field
- Experience in organizing events and managing consultations remotely
- Demonstrated knowledge of community management (especially for women-led enterprises) is an asset
- Experience in M&E practice in crisis settings is an asset
- Experience in supporting women and business development in Myanmar, in particular MSME sectors, start up and investors landscape; specific experience working on research or projects related to women's economic empowerment is an asset At least 3 years of experience in conducting interviews, translations and research analysis

**G. PAYMENT SCHEDULE**

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Payment for contracted service provider will be made upon certification of work accomplished and delivered by the contracted service provider. The payment instalments will be as follows:

<b>Deliverable No.</b>	<b>Description of deliverables</b>	<b>Timeline</b>	<b>Payment</b>
1	Upon satisfactory submission of a methodology, strategy and work plan for the assignment	15 September 2021	20%
2	Upon satisfactory submission of an initial Part 1 of Mapping Report  Upon satisfactory submission of initial Part 2 of Mapping Report	15 October 2021	30%
3	Upon satisfactory submission of final Post Pandemic Mapping Report  Upon satisfactory submission of a report on survey and summary of key results in presentation format	30 October 2021	50%

#### **H. RECOMMENDED PRESENTATION OF OFFER**

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Interested firms are requested to submit technical and financial proposals as part of their application. The technical proposal should contain the following information:

- 1) Short description of the proposed methodology and approach to accomplish the outputs of the project;
- 2) Scope of work including specific activities and outputs to be undertaken completing the sets of deliverables;
- 3) Expertise that will constitute the proposed team that will undertake the assignment, together with the team management structure, with clear specification of the roles of individual personnel;
- 4) Work plan including time allocations for major activities.

The financial proposal shall contain the information on budget management and detail budget allocation for those tasks that are needed for the assignment. Possible budget heading may include costs for the personnel, materials, travel, per diem, communications, logistics, administration, stationeries, equipment rental, administrative overheads, etc.

#### **I. CRITERIA FOR SELECTION OF THE BEST OFFER**

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The following criteria shall serve as basis for evaluating offers:

##### **Cumulative Analysis**

The award of the contract shall be made to firms whose offer has been evaluated and determined as;

- 1) Responsive/compliant/acceptable, and
- 2) Having received the highest score
  - Technical Criteria weight: 70 %
  - Financial Criteria weight: 30%

The technical proposals will be evaluated as per the following criteria.

Summary of Technical Proposal Evaluation Forms	Score Weight	Points Obtainable
Expertise of Firm / Organization	40%	400
Proposed Methodology, Approach and Implementation Plan	30%	300
Management Structure and Key Personnel	30%	300
<b>Total</b>		<b>1000</b>

Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
<b>1.</b>	<b>Expertise of Firm / Organization</b>	<b>40%</b>	<b>400</b>
	<p><i>-Previous experience designing and implementing evidence-based research and survey, capacity evaluation, mapping and landscape analysis on MSMEs in at least three industry sectors including those businesses led by women in Myanmar</i></p> <p><i>Minimum 3 designed and implemented in Myanmar- 100 points for such projects; 10 points for each additional project; maximum up to 100</i></p>		200
	<p><i>-Ongoing partnerships with private sector and/or MSMEs ecosystem players, including bankers, investors and impact investors within and outside of Myanmar</i></p> <p><i>Minimum 2 projects executed in partnership with at least one or more ecosystem players, bankers, investors and/or impact investors; 25 points for 2; 5 points for each additional project; maximum up to 50</i></p>		100
	<p><i>-In house data sets which are built through years of strategic partnerships with key institutions that hold MSME data including SME agencies, central bank, financial authorities, SME banks, chambers of commerce and others</i></p> <p><i>30 points for at least 5-years, time-series (regularly updated) dataset on MSMEs and relevant statistics in Myanmar; 10 points if disaggregated by se/ industry or region and another 10 if linked with environment-related indicators</i></p>		50
	<p><i>-At least 2 previous projects on designing and implementing capacity building programmes on environmental sustainability and digital technology</i></p>		50

	<i>for social enterprises, women entrepreneurs or MSMEs led by women</i>		
	<i>30 points for 2 previous projects; 10 marks for each extra (maximum up to 20)</i>		
<b>2.</b>	<b>Proposed Methodology, Approach and Implementation Plan</b>	<b>30%</b>	<b>300</b>
	<i>Context</i>		
	<i>-To what degree does the Proposer understand the task and objectives?</i>		<i>100</i>
	<i>-Does the proposal demonstrate an understanding of the project context and the current challenges (security, pandemic) and has this been properly used in the preparation of the proposal?</i>		<i>100</i>
	<i>Methodology</i>		
	<i>-To what degree does the Proposer's approach to delivery of the project meet requirements? Is the sequence of activities and the planning logical, realistic and promise timely delivery of outputs?</i>		<i>100</i>
	<i>Planning and Delivery</i>		
	<i>-Is the scope of task well defined and does it correspond to the TOR?</i>		<i>100</i>
<b>3.</b>	<b>Management Structure and Key Personnel</b>	<b>30%</b>	<b>300</b>
	<b><i>Project Manager</i></b>		
	<i>-At least 10 years of experience in implementing projects on environmental sustainability and conservation in Myanmar and other countries</i>		<i>100</i>
	<i>-First-hand entrepreneurial work experience with a demonstrable ability to manage startup &amp; entrepreneurial programmes and providing technical expertise in the areas of green business development, sustainability reporting, impact investment, gender, and economic empowerment in Myanmar and other countries</i>		<i>50</i>
	<b><i>Stakeholder engagement expert</i></b>		
	<i>Experience with multi-stakeholder engagement, including with private sector. Experience of working with UN agencies is an advantage</i>		<i>100</i>
	<b><i>Monitoring and evaluation</i></b>		
	<i>-Experience in setting up monitoring, evaluation and learning systems for development projects</i>		<i>50</i>
	<b>Total</b>		<b>1000</b>

Only those firms obtaining a minimum of 70% in the technical evaluation will be considered for the financial evaluation.

**Financial Evaluation of Proposals:**

The financial proposals of all the applicants who pass the technical evaluation will be scored.

The maximum 30 points will be allotted to the lowest financial bid, and all other bids shall receive points in inverse proportion to the lowest fee e.g.  $[30 \text{ Points}] \times [\text{USD lowest}] / [\text{USD other}] = \text{points for other proposer's fees}$ .

The contract shall be awarded to the applicant who receives the highest cumulative score.