



TERMS OF REFERENCE

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| Assignment Title | Township Implementing Partner (TIP) for the Implementation of Community Driven Development (CDD) Interventions in Paung Township in Mon State |
| Project | Enabling Community Recovery and Resilience (ENCORE) Project |
| Type of Contract | Responsible Party Agreement |
| Contract Period | 15 April- December 2022 |
| Supervisor | Project Manager, ENCORE Project |
| Location | Paung in Mon State ¹ |
| Country | Myanmar |

A. BACKGROUND

The Enabling Community Recovery and Resilience (ENCORE) Project aims to shepherd the most vulnerable communities from the crisis to recovery and then to long-term development and resilience through a range of short-term, intermediate, and long-term interventions (Figure 2). The project shall work closely with these vulnerable communities to (i) address their most basic needs, (ii) restore livelihoods and strengthen/diversify them for increased sustainability, (iii) rehabilitate basic community infrastructure and upgrade them towards climate and disaster resilience, (iv) recover community resources and promote the use of renewable energy and climate-friendly technologies, while, at the same time, (v) continuously building community disaster preparedness.

ENCORE shall instil community-driven development (CDD) approaches in all its interventions, building on lessons from ongoing experiences and those gained from prominent community development projects in the country.² ENCORE's CDD stages include: (i) Community Entry, (ii) Rapid Needs Assessment and Planning; (iii) Preparation, review, and approval of the proposed community projects; (iv) Project Implementation and Monitoring; and (v) Completion Procedures. The project will also engage with local organisations, CSOs/CBOs, and informal leaders as governance actors and strengthen their institutional capacities to support responsive service delivery and participatory governance. ENCORE will employ a phased and incremental approach, initially working with a limited number of actors and locations, building on past work and relationships to establish credibility, build trust, navigate political risks, and then quickly build to scale.

In 2022, ENCORE will be pilot-tested in four townships (Chaungzon and Paung in Mon State, Thanatpin in Bago Region, and Nyaung U in Mandalay) for up to 9-12 months and then will be gradually rolled

¹ Due to security and access conditions, locations may change during the selection process. If this occurs, UNDP will initiate negotiation with successful applicant prior to contract signing.

² The main reference projects include the earlier UNDP Human Development Initiative (HDI 1.0, 1992-2012), the World Bank's National Community Driven Development Project (NCDDP, 2013 to 2021), Asian Development Bank's Enhancing Rural Livelihoods and Incomes Project (ERLIP, 2014 to 2020), and the multi-donor Livelihoods and Food Security Fund (LIFT) managed by UNOPS since 2009.

out to the rest of the target 52 townships across 11 States/Regions. Between 5 to 10 of the most vulnerable village tracts in each project township will be targeted for ENCORE's CDD interventions.

ENCORE will engage a local CSO as Township Implementing Partner (TIP) for each project township. This TOR is for the TIP for Paung Township, Mon State.

B. SCOPE OF WORK, OUTPUTS AND DELIVERABLES

The selected TIP will work in close collaboration with UNDP's Main Implementing Partner engaged to provide overall support to ENCORE implementation, particularly on (i) Training/Capacity Building, (ii) Monitoring, Evaluation and Technical Support, (iii) Project Management Support, (iv) Lessons Learning and Knowledge Management; and UNDP Field Offices.

The TIP shall be responsible for ensuring the effective implementation of ENCORE in their assigned township with careful consideration of UNDP's Engagement Principles, the urgent needs of target communities, the safety and security of project staff and community members, and related risks.

The expected results are:

- Vulnerable communities are supported with their basic needs and in their efforts to recover from the crisis
- The CDD approach is successfully tested in pilot townships
- The pilot-testing yield documented lessons and good practices that are useful for finalising the design of the ENCORE Project

To achieve these results, the TIP will undertake the following activities:

1. Participatory Planning and Community Consultations

- a. In coordination with the MIP/UNDP, lead the necessary consultations and validation activities to finalize the project sites (VTs and villages) in the township
- b. Actively participate in the various trainings, coaching and other capacity building support provided by the MIP
- c. Undertake the necessary consultations and validation activities to finalise the project sites (villages/VTs) to be covered by ENCORE
- d. Ensure maximum community participation and build community capacities for and ownership of each stage in the CDD process
- e. Ensure that local leaders and community members are fully aware and supportive of the project, its objectives, and activities

2. Implementation of CDD interventions

- a. Facilitate all the steps and stages in ENCORE's CDD approach according to the guidelines provided by UNDP
- b. Establish coordination mechanisms in the township and lead ENCORE implementation in the township in coordination with the MIP and UNDP
- c. Actively participate in the various trainings, coaching and other capacity building support provided by the MIP
- d. Supervise the work of Community Facilitators (CFs), monitor their performance, and ensure timely delivery of quality outputs

- e. Ensure the timely resolution of feedback and grievances received through the Feedback Handling Mechanism (FHM)
- f. Provide on-the-job training to CFs, and continuous on-the job training to village volunteers and oversee their work
- g. Support CFs in the conduct of training for village committees and volunteers and livelihood groups
- h. Ensure that the data and required reports are submitted to the MIP and UNDP on time and are complete and accurate.
- i. Ensure coordination with local authorities as appropriate
- j. Develop linkages with suppliers, markets, and relevant private sector entities in support of ENCORE's livelihood interventions
- k. Assist village and village tract committees and village committees in all aspects of the CDD process
- l. Support the distribution of livelihood assets and post distribution monitoring, if required, with clear community owned and led management system and sustainability consideration which go beyond the life of the project
- m. Ensure adherence of village committees and community members to UNDP's policies and guidelines
- n. Identify and report to the MIP/UNDP any issues related to the CDD process and village/VT projects and activities
- o. Ensure gender balance and the empowerment women in all community activities
- p. Report and coordinate the timely and appropriate handling of grievances and other feedback from the community

3. Monitoring, Evaluation and Technical Support

- a. Regularly monitor the situation in the township, particularly the ENCORE project sites and regularly provide updates and recommendations to the MIP and UNDP to protect the project for potential risks and ensure the safety of project staff and assets, as well as those of the community
- b. Prepare bi-monthly progress reports on ENCORE's activities in the township and ensure timely submission of these reports to the MIP/UNDP
- c. Ensure timely financial and progress reporting by village/VT committees
- f. In coordination with the MIP, document lessons and answers to ENCORE's learning objectives listed in the ENCORE guideline
- g. Actively participate in the various trainings, coaching and other capacity building support provided by the MIP

The following outputs/deliverables are expected from the implementation of the above-mentioned activities:

- 1. Inception Report to be submitted 2 weeks after signing of the contract
- 2. Report on the final set of recommended project sites (villages and VTs) as a result of Step 2 of the consultation process.
- 3. Up-to-date database for the township which includes V/VT demographics and socioeconomic profiles, prioritized needs, approved projects and activities and their status -- to be established within the first month of commencement of contract and regularly updated thereafter
- 4. Progress Reports to be submitted on a monthly basis, including (i) progress in the CDD process, (ii) basic needs delivered / community projects started, ongoing or completed, (iii) challenges / difficulties encountered and recommended solutions, (iv) consolidated answers to the

learning objectives for each CDD step undertaken on the month as listed in the ENCORE guideline

5. At least 3 draft case studies to be finalised in collaboration with the MIP
6. Project Completion Report to be submitted within one month after completion of the engagement

C. INSTITUTIONAL ARRANGEMENTS

- The Responsible Party will work under the supervision of the Head of UNDP's Area Office in Mawlamyine, Mon State, Livelihoods Specialist, Community Driven Development Specialist and Local Township Officers. They will work closely with the UNDP technical team and closely coordinate with UNDP support projects in the same locations.
- Overall guidance will be provided by the Project Manager/Team Leader, ENCORE Project,
- The Responsible Party will assume full responsibility for the safety and security of their staff.
- Upon signing of the contract, the Responsible Party must attend an inception workshop with UNDP to review the scope of work, deliverables, site locations, reporting tools and formats, risk mitigation, and SES.
- UNDP, MIP and the TIP will agree on data collection and reporting tools and formats.
- The Responsible Party will take full responsibility for the overall management of activities, and bear all substantive, operational, financial and monitoring responsibilities. The RP will provide progress reports, as per agreed schedule, including detailed updates on implementation progress, results achieved, challenges, forward planning and financial delivery.
- There is no additional provision to cover transportation, accommodation, and other administrative and logistics costs associated with the assignment. The Responsible Party is expected to arrange those expenses within the overall contact budget.
- The RP is required to maintain a data backup system for copies of original receipts for payments of goods, services, labor charges, training costs, operation running costs, etc. for audit.
- At the end of the assignment, the RP will have to submit a final report with comprehensive narratives including success stories and lessons learned and completion of financial matters
- All data collected, results and outputs of the study will be transferred to UNDP by the RP.
- Ensure compliance with UNDP's Engagement Principles and other relevant policies in all aspects of project implementation
- Build coordination mechanisms in the township and ensure that project activities are properly coordinated with local stakeholders, as appropriate

D. DURATION OF ASSIGNMENT

The work will be undertaken over a period of up to 9 months, starting on 15 April 2022.

E. LOCATION OF WORK

Paung in Mon. The list of potential village tracts in which project interventions will be implemented is Annex 1.

F. SCOPE OF BID PRICE AND SCHEDULE OF PAYMENTS

Pay will be made upon achievement of the key corresponding milestones as shown in the below schedule:

| Milestones | | Payment Structure and target dates | Reviews and approvals required |
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| 1. | <ul style="list-style-type: none"> Inception Report that includes an updated work plan to reflect the implementation of CDD interventions in the targeted VTs and alignment with MIP's implementation plan | 20 % (two weeks after signing of contract) | Review and approval by UNDP and MIP |
| 2 | <ul style="list-style-type: none"> 1st progress and financial report that includes i) progress in the CDD process, (ii) basic needs delivered / community projects started, ongoing or completed, (iii) challenges / difficulties encountered and recommended solutions, (iv) consolidated answers to the learning objectives for each CDD step undertaken on the month as listed in the ENCORE guideline Report on the final set of recommended project sites (VT and villages) as a result of Step 2 of the consultation process Up-to-date database for the townships which includes V/VT demographics and socio-economic profiles, prioritized needs, approved projects and their status Baseline Report (developed with support from MIP) | 40% (three months after the signing of contract) | Review and approval by UNDP and MIP |

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| 3 | <ul style="list-style-type: none"> • 2nd progress report that includes i) progress in the CDD process, (ii) basic needs delivered / community projects started, ongoing or completed, (iii) challenges / difficulties encountered and recommended solutions, (iv) consolidated answers to the learning objectives for each CDD step undertaken on the month as listed in the ENCORE guideline • At least 3 case studies finalized in consultation with MIP • Narrative and financial progress report | 30% (two months since signing of contract) | Review and approval by UNDP and MIP |
| 4 | <p>Upon satisfactory acceptance of</p> <ul style="list-style-type: none"> - Project completion report | 10% | Review and approval by UNDP and MIP |

G. CRITERIA FOR SELECTION OF THE BEST OFFER

The evaluation committee will appraise both the technical capacity and financial proposals for all the applying organizations. Selection will be made based on quality-based fixed budget selection. Ceiling budget inclusive of project management and operational cost is \$70,000 (Seventy thousand USD dollars). The award of contract shall be made to the CSO which receives the highest combined score within the set budget. Technical evaluation will be based on the following minimum criteria (for more detail, however, see instructions to proposers):

- 1) Eligibility and expertise of the organization – 20%
- 2) Proposed approach – 30%
- 3) Management Structure, Experience and Qualification of Personnel – 20%
- 4) Utilization of Resources and Value for Money - 30 %

Only those organizations obtaining a minimum of 70% in the technical evaluation will be considered for the financial evaluation round. The technical proposals should contain the following information:

- 1) Understanding the assignment and relevance of the proposed approach to achieve the mentioned results;
- 2) Methodology and approach to accomplish the outputs of the proposed services. The methodology should include specific provisions for cash-based programming as well as specific considerations and measures to account for security conditions
- 3) Scope of work including specific activities and outputs to be undertaken completing the sets of deliverables, based on preliminary scoping and assessment on the ground;
- 4) Expertise that will constitute the proposed team (Refer Section G for Team Composition); that will undertake the assignment, together with the team management structure, with clear specification of the roles of individual personnel;
- 5) Capacity statement of the individuals, team/organization, supported by documentation of research papers including curriculum vitae of key team members. It should mention the organization's capacity to sustain cash-based operations and emergency procurements.
- 6) The organization standards adhere to humanitarian principles and adhere to the United Nations Engagement Principles with the de facto authorities in Myanmar.
- 7) The organization adheres to UNDP Social and Environmental Standards. See the link to check UNDP SES https://info.undp.org/sites/bpps/SES_Toolkit/Pages/Homepage.aspx

- 8) Organizations are requested to provide registration certificates/ documents and firms'/organizations' detailed bank information with the proposals

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, contingency, cash-related services, if applicable, etc. Organizations are requested to provide registration certificates/ documents and firms'/organizations' detailed bank information with the proposals.

| No | Description of the Criteria | Points Obtainable |
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| 1 | Eligibility and Expertise of the Organization | 200 |
| 1.1 | Reputation of organization and staff credibility / reliability / community standing | 10 |
| 1.2 | General organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted | 30 |
| 1.3 | Relevance of specialized knowledge and experience on similar engagements done in the region/country, particularly in the proposed townships | 40 |
| 1.4 | Evidence of capacity to work in the targeted townships for implementing the activities, such as active and onsite presence | 35 |
| 1.5 | Evidence of previous experience working with UNDP, NCDDP, ERLIP and/or HDI | 40 |
| 1.6 | Quality assurance procedures, risk mitigation measures and management plan | 30 |
| 1.7 | Organizational Commitment to Sustainability, for example: -Organization demonstrates significant commitment to sustainability through some other means, for example internal company policy documents on women empowerment, renewable energies or solid waste reduction | 15 |
| 2 | Proposed Methodology, Approach and Implementation Plan | 400 |
| 2.1 | Understanding of the aspects of the tasks | 60 |
| 2.2 | Description of the Proposer's approach and methodology for meeting or exceeding the requirements of the Terms of Reference. | 100 |
| 2.3 | Details on how the different service elements shall be organized, controlled and delivered. | 50 |
| 2.4 | Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement. | 50 |
| 2.5 | Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic in the current context | 100 |
| 2.6 | Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract. | 40 |
| 3 | Management Structure and Key Personnel | 200 |
| 3.1 | Composition and structure of the team proposed. | 70 |
| 3.2 | Qualifications of key personnel proposed | 130 |
| | Team Leader (one position) <ul style="list-style-type: none"> • Academic degree in social sciences • At least five years of project management experience, with a particular focus on community participation and community-based infrastructure and livelihood interventions • Demonstrated experience in all stages of project cycle management • Demonstrated experience in the preparation, planning and delivery of trainings • Demonstrated experience of staff supervision and management | 45 |
| | Community Facilitators: one position per 2 VT (more than 2 positions may be considered for | 45 |

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| | VT with higher population – refer VT list) <ul style="list-style-type: none"> • Previous experience as Community Facilitators for NCDDP, ERLIP, ICDP/CDRP or in similar community development projects • University Degree will be an advantage but at least should have passed matriculation exam • Detailed familiarity with the township • Fluency in the local language(s) in the assigned project area is required. | |
| | Monitoring, Reporting, and Learning Officer Sound knowledge and experience of emergency and livelihood recovery. <ul style="list-style-type: none"> • Sound knowledge and experience in developing results monitoring framework and plan, as well as managing monitoring and reporting processes. • Experience in development communications is an asset • Written language requirement: English (for written reports) | 40 |
| Financial Evaluation | | Points obtainable |
| Utilization of Resources and Value for Money | | 200 |
| 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) | 120 |
| 2 | Value for money assessed in terms of quantity of proposed inputs within the prescribed fixed budget | 80 |

Cleared by:

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| Pem C Wangdi Project Manager/Team Leader ENCORE Project UNDP Myanmar Date: | |
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Approved by:

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| Adnan Cheema Deputy Resident Representative ad interim UNDP Myanmar Date: | |
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Annex 1: Potential Village Tracts in Paung Township

| Sr | Village Tract Name |
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| 1 | Tat Hmu Chaung |
| 2 | Lat Pan Kyun |
| 3 | Htan Pin Chaung Lay |
| 4 | Wae Pa Ton |
| 5 | Kyauk Ye Twin |
| 6 | Inn Pyaung |
| 7 | Mya Lay Chaung |