



## TERMS OF REFERENCE

Assignment Title	Environmental Goods and Services (EGS) – Enabling access to off-grid renewable energy and energy efficient solutions and entrepreneurial skills development in Mon State
Project	Governance for Resilience and Sustainability Project
Type of Contract	Professional Contract for Services
Contract Period	6 months starting in May 2022
Supervisor	Project Manager/CTA, Governance for Resilience and Sustainability Project
Location	Mon State
Country	Myanmar

### A. BACKGROUND

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#### About Environmental Goods and Services (EGS) initiative, sub-project component of Governance for Resilience and Sustainability Project (GRSP)

An estimated \$10 trillion of business opportunities can be unlocked globally by transforming business-as-usual growth pathways that are responsible for almost 80% of nature loss, according to a 2020 World Economic Forum report. Thereby, promoting green business as a COVID-19 economic response strategy must be pursued actively. A well-functioning business environment underpins green business development, and this includes new levels of resources, capacity and governance to enable businesses to respond more effectively, inclusively, and innovatively as this pandemic ensues. For Myanmar, there is both a need and opportunity to overcome fundamental market-creating challenges while addressing community needs through integrating sustainability as a long-term strategy into business models and stimulating a new wave of business opportunities guided with a vision of low carbon, green economy, aligned with UNDP's Community First Programme in Myanmar 2021–2023, as well as with UNDP Strategic Plan, 2022–2025.

To this end, the Environmental Goods and Services (EGS) initiative had provided evidence-based research services including information on a range of green policy tools and market-based instruments and available blended finance and private capital. Results are expected to

inform key policy makers of strategic entry points and enablers, thereby, helping improve the policy framework supporting green businesses in Myanmar. More than 20 international green business cases had been appraised to understand in-country enablers nurturing green businesses, both directly and indirectly, and key constraints hampering their development. In addition to knowledge products, since July 2021, Technical Assistance (TAs) under EGS had been developed to support businesses and communities directly, and these contribute to UNDP's Community First Programme 2021–2023. Each TA comprises a menu of capacity development activities targeting socio-economic issues at the community level that could be addressed through EGS in a specific industry. For example, the TA on Energy, which is designed to provide unelectrified households in Magway access to clean electricity and cooking solutions, and opportunity to be clean energy entrepreneurs through a training of trainers' scheme, and connecting them with suppliers of green technology. The entrepreneurial components of the TAs are meant to foster investments so that the private sector can see the feasibility of EGS in these industries. With better access to EGS markets established, the TAs can help lay the groundwork for institutionalizing EGS as a long-term strategy for green economy and recovery transition.

Given the quick impact nature of interventions, the EGS TAs are providing a template for replication and/or upscaling in other areas of Myanmar facing similar fundamental challenges. The TA on Energy, initially covering two villages in Magway region, is now being replicated in Mon State.

## **About the Technical Assistance on Energy**

### *Rationale*

Myanmar has huge energy sector requirements with electricity demand that is estimated to reach a total 60–80 terawatt-hours by 2030 according to an ADB report (2020).<sup>1</sup> Within renewable energy sources, solar energy is developing but modest, in which it introduced in some rural areas through photovoltaic cells for charging batteries and pumping water for irrigation (ADB 2016).<sup>2</sup> It makes economic sense to utilize solar energy for off-grid access because of the country's high solar potential, with 60% of land area that is suitable for photovoltaics, and a levelized cost of electricity of \$0.18/kWh at utility-scale.

From an EGS perspective, developments in policy and infrastructure, particularly an increasingly favorable policy environment for a decentralized, off-grid rural electrification in Myanmar are cultivating the market potential for EGS. In fact, private sector examples show that the EGS market for off grid renewable energy (RE) and energy efficient (EE) technologies is thriving and this is despite several market-creating challenges such as a lack of economic incentive to enable selling of excess supply (i.e., feed-in-tariff or similar economic instruments) and limited access to green microloans. Good partnerships and collective efforts between and

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<sup>1</sup> Asian Development Bank (ADB). 2020. Proposed Loan and Technical Assistance Grant Republic of the Union of Myanmar: Accelerated Rural Electrification Project. Report and Recommendation of the President to the Board of Directors. Retrieved from <https://www.adb.org/sites/default/files/project-documents/53223/53223-001-rrp-en.pdf>.

<sup>2</sup> ADB. 2016. Myanmar: Energy Sector Assessment, Strategy and Road Map. Retrieved from <https://www.adb.org/sites/default/files/institutional-document/218286/mya-energy-sector-assessment.pdf>.

among international financial institutions, capacity development providers (i.e., development agencies, I/NGOs), private sector and its philanthropic arm is another reason EGS for RE/EE market thrives. For example, World Bank, Rockefeller Foundation, Yoma Strategic Holdings and others have set up the Smart Power Myanmar Facility in 2018 to improve the investment case of last-mile electrification models including Energy Service Companies (ESCOs) and this multi-partnership arrangement has so far resulted in brokering ESCO's participation in building and operating off-grid modern energy solutions across the country. Within partnerships that are fostered, some have implemented small scale initiatives targeting energy-starved villages directly through IEC and off-grid RE technology deployment.

Currently, 59% of villages in Myanmar are electrified through national grid connection (30%) and off-grid power sources (29%) out of a total number of 56,315 villages<sup>3</sup> according to the latest National Electrification Project (NEP) data as of December 2021.<sup>4</sup> For the second phase of the NEP, there are plans to electrify an additional 4,700 villages (or about 539,674 households) within 3 miles of national grid for the fiscal year 2022–2023.

With these recent developments this sector holds promise, though their impact, unevenly. For instance, in terms of household, the percentage of households being electrified across all states/regions shows wide disparity, which is in the range of 20% and 97% according to a recent NEP status report. Often, even with the available energy infrastructure, the feasibility of grid extension is low. There are areas that are farther from the grid with houses spread out from one another, small and rural villages most especially, are better served through off-grid power sources than grid extension. One such example is Mon State.

Mon has 78% of its total households that are electrified (out of a total of 422,612 households), with 55% of its villages connected to the grid and 24% relying on off-grids (out of a total of 624 villages), according to the same NEP status report. This situation however does not quite reflect the conditions in isolated villages/wards, where many of these households still rely on diesel generators and kerosene to meet their energy needs—and can only be powered economically through off-grid sources. The conditions in Kyaikphane ward in Maylamyine township clearly demonstrates this. According to a recent UNDP fact-finding mission, majority of the households<sup>5</sup> in this ward are poor and dependent on a communal diesel-powered generator; each household reportedly pays MMK800 (\$0.43) per day subject to the prevailing daily fuel price. Another area with a reportedly energy poverty is Kawtkalot village tract in Kyaikmaraw township with 414 households. Clearly, Mon is among those areas where a reliable, clean, and affordable source of off-grid power such as solar home systems (SHS) is crucially needed.

The requirement for RE technology support can be complemented with energy efficiency solutions (such as cleaner-burning and energy efficient cookstoves) to maximize benefits of

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<sup>3</sup> Data on YESC and MESC are not included.

<sup>4</sup> Ministry of Electricity and Energy (MOEE). 2022. Status of Current Progress & Future Plan of National Electrification Project (NEP). Retrieved on April 28, 2022 from <https://www.moee.gov.mm/en/ignite/contentView/2214>

<sup>5</sup> Actual number of households is 102, and 65 registered in the list of GAD.

clean energy sources in terms of economic and health impacts, thereby improving the well-being of poor communities in these isolated areas of Mon.

#### *Value addition of GRSP support*

The added value of the TA on energy in Mon is in enabling direct access to quality, verified solar technologies and clean cookstoves of, and entrepreneurial opportunities for, 500 poor households in two isolated wards/village tracts in Mon. The TA contributes to social inclusion by providing affordable and reliable off-grid technologies and by creating green jobs through the expansion of EGS supply chains through a training of trainers' scheme in these isolated areas. The TA will be implemented by incubating an impact/business model, with unelectrified households as main beneficiaries.

All activities will ensure close to equal representation of women and men, both in terms of as capacity development service providers and as beneficiaries, thereby, the TA is expected to generate direct benefits to women during the project period through improved representation (as experts), knowledge and capacity, as well as access to clean energy and jobs. To achieve this, gender equality considerations will be addressed as follows:

- The contracted service provider will strive to achieve gender parity in the participation of women in trainings/workshops and other events/consultations.
- The total number of beneficiaries for all TA activities must be at least 40% women.
- Gender-disaggregated analysis will be applied in diagnostic exercises/ rapid assessments and in post-event evaluation surveys.

Indirect benefits are expected to flow in the longer term through increased household incomes and income-generating opportunities and improved living conditions for TA beneficiaries.

This TA supports the achievement of the Enabling Community Recovery and Resilience Project (ENCORE) of the Community First Programme in Myanmar which aims to enhance resilience of the most vulnerable rural communities in Myanmar in light of the multiple shocks they are currently facing. It aligns with UNDP Strategic Plan, 2022-2025 which aims to support access to clean energy for 500 million people.

#### *TA activities*

##### Pre-incubation

- Reassess and revalidate pre-identified two pilot villages/wards (i.e., Kyaikphane ward and Kawtkalot village tract) based on (a) shared interest in green technology solutions, high presence of self-organized/ self-help groups of women, (b) potential group-beneficiaries based on need and entrepreneurial potential, and (c) economic status (i.e., willingness and ability to pay)
- Identify a network of RE and EE technology suppliers in Myanmar, technical and economic (market) profiling of available modern energy solutions for RE (SHSs) and EE (clean cookstoves) based on capacity, size, quality and cost for UNDP's procurement

- Develop and refine the Impact Business Model for technology roll out, PBA and performance measures based on Mon's context, economic (household income/ willingness-to-pay/ ability to pay) consideration, user and supplier experience, and commercial product uptake

#### Incubation

- Initial roll out in 1st pilot village: IEC, testing and skills training for enterprise development, and deployment and guided installation of first inventory of SHSs and clean stoves
- Initial roll out in 2<sup>nd</sup> pilot village: IEC, skills training for enterprise development, and deployment and guided installation of first inventory of SHSs and clean stoves
- Final roll out in 1<sup>st</sup> pilot village: IEC, mentoring and coaching, and deployment and guided installation of 2nd inventory of SHSs, and facilitating groups' access to green technology suppliers and networks
- Final roll out in 2<sup>nd</sup> pilot village: IEC, mentoring and coaching, and deployment and guided installation of 2nd inventory of SHSs and clean stoves, and facilitating groups' access to green technology suppliers and networks

#### Post-implementation

- Recommendations to UNDP based on learning and evaluation assessment of incubation of Impact model (explained in Part B below) including iterations to installment payment options based on actual implementation during the first roll out, feedback from participating groups on implementation of results-based/PBA, initial impact based on rapid survey, and additional green technology solutions based on demand for future roll-out.

The project requires the engagement of a service provider to deliver the TA on energy, providing specific attention to women empowerment and its link to green business development in a crisis setting.

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

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The service provider will implement the TA activities from pre-incubation to incubation of the Impact/Business model. Expected key deliverables are:

### 1. Preparation of an Implementation Plan based on TA activities

1.1 Reassess and revalidate pre-identified two villages/wards (i.e., Kyaikphane ward and Kawtkalot village tract) and identify one substitute pilot village and 7–10 candidate group-beneficiaries based on pre-defined criteria i.e., economic/ household incomes, entrepreneurial potential, high presence of women (criteria for selection of participating groups to be developed by service provider)

This includes identifying whether it is most feasible to select existing groups as beneficiaries or create/organize new groups based on the business model appropriate for the villages.

1.2 Finetune the Impact/Business model including options for installment payment scheme for the initial roll out of technology solutions, results-based criteria for PBA and cost recovery scheme (for the release of initial/ first inventory of technology solutions under this TA)

GRSP developed an initial impact model, designed such that community-based/ self-organized groups (to be identified based on criteria) will have a potential to develop as green businesses. The TA facilitates uptake of EGS particularly off-grid renewable energy and energy efficient technology solutions in their villages by mobilizing groups such as end-users and enterprise partners (i.e., EGS seller, distributor). Each group will receive seed capital assistance through a two-stage roll-out of technology solutions— direct access to standalone solar-based off-grid solutions comprising a selected range of quality SHSs (RE) and clean cookstoves (EE/life improving products)—via a performance-based approach (PBA) (for example, 60% of SHSs and clean cookstoves to be rolled out in first phase and 40% contingent on meeting performance criteria). It is envisaged that group-beneficiaries can benefit from access to modern off grid technology solutions and entrepreneurial opportunity in a manner that ensures economies of scale (for example, participating groups will receive access to supplier/network for negotiated pricing to allow them to purchase at supplier price and to sell individually to group-members and households at retail/ prevailing market price).

Women-members can purchase technology solutions for end-use consumption or sell to other households in their villages on an installment basis (for example, 25% upfront payment with the remaining balance to be paid within a specified period). Women-members will be trained, coached and mentored on a variety of topics meant to improve their entrepreneurial capacities including enterprise skills, marketing (B2C/C2C), dispute resolution and payment collection, financial management and literacy. In addition, each group will receive IEC on green technology solutions and coaching for credit rating appraisal to help establish their loan eligibility status. To trigger release of final (second) inventory procured through this TA, and following PBA, the participating groups should ideally meet the following key performance criteria including (1) indicative cost recovery rate of 70% (collected payments from group-members and households who purchased technology solutions from the initial inventory under this TA); and (2) micro-credit rating appraisal as set out by banks (pre- and post-intervention ratings to be determined by service provider). Second criteria will ensure that groups and their members have access to green microloans after TA completion, thereby ensuring that impacts and the entrepreneurial component of the TA are sustained beyond the project.

Cost recovery scheme is designed such that it can become a revolving capital of participating groups, as a means to finance succeeding inventories for green technology solutions (after TA completion) and in continuing operations and training of requisite local workforce (i.e., IEC, training of new women sellers, payment collection, repair, maintenance, etc.).

The contracted service provider may take relevant inputs and lessons learned from the same TA being implemented in Magway region.

1.3 Prepare a procurement plan for the purchase of technology solutions under the TA and a strategy for engagement of 1–3 technology supplier/s as potential long-term partners to ensure access to technology and training of participating groups after TA completion.

The contracted service provider is expected to develop a procurement plan following UNDP due diligence and procurement guideline. UNDP will procure the technologies separately.

The service provider will identify technology suppliers for a range of SHSs and clean cookstoves that are quality, verified (i.e., certified), and responsive to the needs and economic profile of group beneficiaries. For example, for SHSs, a key criterion is it must guarantee safe and reliable light for studying, and cooking, and replaces health-hazard kerosene (preferably certified by Lighting Global). The service provider will identify a range of cost-efficient options (up to three options) depending on household needs/requirements for daily use (i.e., 40W–200W) and household income levels of selected villages. For example, a most basic (least cost) SHS option should have a capacity to power up to three devices for up to five hours per day (i.e., one mobile phone charger, one LED lamp, and one rice cooker). A combined quantity of 500 RE/EE technology solutions, comprising 70%–80% of SHSs (350–400 pieces) and 20%–30% of cookstoves (100–150 pieces). UNDP has an initial market research on the range of SHSs that are available locally from suppliers and the contracted service provider may use this information as a supplement material for determining the most cost-effective technology solution options for villages.

The procurement plan will also provide details on the arrangements between the service provider and technology supplier, particularly in terms of installation and requisite technology-related trainings that will be conducted by supplier and service provider with beneficiaries (for use of technology) and participating groups (for repair and maintenance) during the TA, as well as arrangements for repair/maintenance after the project is completed.

The service provider will ensure that technologies are procured and available sufficiently to allow a phased roll out of technologies based on the repayment scheme and PBA.

1.4 Design and structure of a series of adaptive capacity development trainings (bilingual) and tailored coaching including topics on enterprise skills development and financial literacy, and methods of engagement with participating group-beneficiaries, step-by-step mentoring for actual C2C/B2C activities, and IEC and communication strategy to ensure and sustain engagement of group-beneficiaries and their commitment to train members and others who may be interested to engage in a similar opportunity such as female-headed households within their villages over the TA period. This will follow a training-of-trainers' scheme.

2. Implement a phased-roll out of technology solutions, adaptive mentoring and enterprise skills coaching (main deliverable)

Based on the implementation plan developed pre-incubation (Activities 1.1–1.4), the service provider will incubate the business model. This includes releasing and installing of technology solutions via PBA supported by a series of capacity development trainings which are technology-related (use, repair and maintenance) and economic (e.g., enterprise skills, financial literacy), and guiding participating group-beneficiaries with actual B2C/C2C activities to ensure cost recovery, starting with the first pilot village. During the implementation, the service provider will also facilitate access of group-beneficiaries to technology supplier to ensure their access to supply and technology-related trainings after TA completion.

The service provider will prepare bimonthly progress reports, with the first progress report submitted two months from inception.

3. Prepare a completion and recommendation report to UNDP for consideration in future interventions.

The service provider will prepare an ex-post report based on learning and evaluation assessment of incubating the Impact model including recommended iterations to installment payment options (based on actual implementation during the first roll out), and feedback from participating group-beneficiaries on implementation of results-based/PBA. The service provider will also recommend a business growth strategy for participating group-beneficiaries with the aim of expanding or replicating the impact model in other parts of Myanmar. The strategy will identify new or additional EGS technology solutions and environmentally preferable products that the group-beneficiaries can venture into based on emerging consumer needs and expectations in their villages (for example, LED bulb, water purifier, recycled sanitary pads) to ensure that the entrepreneurial component of the TA is sustained beyond the project.

The recommendation will also present results of initial impact assessment/post-event evaluations/ feedback from participating beneficiaries (generated from a short survey).

The service provider will deliver the following key outputs:

1. An inception report to illustrate the approach to the consultancy requirements, including risk mitigation and management. Inception report will also include deliverables 1.1 and 1.2, as follows: results of validation assessment of UNDP's two pre-identified villages/wards, recommended one substitute pilot village, a list of up to 10 existing group-beneficiaries, recommended iterations of Impact/Business model, options for installment payment scheme for the initial roll out of technology solutions, results-based criteria for PBA and cost recovery scheme (for the release of initial/ first inventory of technology solutions under this TA). Inception report will be submitted two weeks from start of contract.
2. An implementation plan that includes deliverables 1.3 and 1.4, as follows: procurement plan and capacity development design and scope.



3. First progress report detailing implementation progress in first pilot village/ward.
4. Second/ final progress report detailing implementation progress in first and second pilot villages/ward.
5. An ex-post/completion report with results of initial impact assessment survey of participating beneficiaries of technologies, workshop/trainings, as well as recommendations to UNDP, including communications materials from the field, such as high-quality photos and video clips.

## C. INSTITUTIONAL ARRANGEMENTS

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- The Service Provider will take full responsibility for the overall management of activities, and bear all substantive, operational, financial and monitoring responsibilities. The Service Provider will provide progress reports, as per agreed schedule, including detailed updates on implementation progress, results achieved, challenges, forward planning and financial delivery.
- The Service Provide will assume full responsibility for the safety and security of their staff.
- The Service Provider will work under the joint supervision of Project Manager/CTA, Governance for Resilience and Sustainability Project and overall guidance of the Head, Rural Community Basic Needs Unit. They will coordinate closely with the Head of the Head of Mawlamyaing Field Office and obtain approvals on field-level activities. They will coordinate and take inputs from relevant UNDP staff and appointed consultants.
- All data collected, results and outputs of the study will be transferred to UNDP by the Service Provider.
- The Service Provider is expected to arrange and cover the costs of transportation and accommodation, and other administration and logistics associated with the assignment. The service provider is expected to arrange those expenses within the limits of overall contact budget.
- The Service Provider 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 the tasks under this assignment.
- The Service Provider is responsible for providing own laptop computers and mobile phones, and all other equipment for use during this assignment; the service provider must have access to reliable internet connection.
- The Service Provider will be expected to possess complete project management set up, including for administrative and operational matters. UNDP will not provide any administrative support.
- The Service Provider must ensure UNDP visibility in the roll of activities and help facilitate UNDP monitoring visit/s to the sites.
- Payments will be made upon submission of deliverables and upon acceptance and confirmation by the supervisor.

#### **D. DUTY STATION AND DURATION OF ASSIGNMENT**

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The work will be undertaken over a period of up to six months, starting in May 2022. In accordance with expected outputs and deliverables, the service provider submits reports to the supervisor 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 UNDP in advance to take necessary steps.

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

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Mon State.

#### **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 green business development internationally and in Myanmar; proven operational experience with deploying renewable energy and energy efficiency generation solutions in Myanmar is an advantage
- Relevant experience in designing and implementing impact/business models for off-grid access and rural enterprise development; demonstrated ability to conduct tailored mentoring and coaching support to community-based/self-organized groups is preferred
- Demonstrated understanding of the potential for green technology development and investments to contribute to universal electricity access, environmental and human development outcomes and of the structure and operation of green businesses in Myanmar
- Experience working in, and knowledge of community capacity building and engagement in Myanmar; experience in training and coaching women-led savings groups on a variety of enterprise and financial skills development is an advantage
- Excellent communication and presentations skills particularly report and documentation writing in English and Myanmar Language
- 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 reports
- Strong communication ability in English and Myanmar Language

#### **Team Composition:**

The service provider will have a team of international experts (combined total not to exceed 80 inputs days) comprising a team leader (1), lead business operations specialist (1), and lead learning, monitoring and compliance specialist (1). To ensure operational presence locally, the service provider will have a counterpart team of national experts comprising core project staff

(combined total not to exceed 150 input days) responsible for project management (1), project administration (1), stakeholder engagement and IEC support (1); and capacity development/ subject matter specialists/ trainers (combined total not to exceed 100 input days).

## **1. Team of International experts**

### **1.1 Team Leader**

The Team Leader will be responsible for overseeing the design, implementation and successful execution of all TA activities.

- Master's degree in business administration, sustainability development, renewable energy engineering, or related field
- At least 10 years' corporate and entrepreneurial experience across B2C/C2C sales, marketing, project management and engineering in Myanmar and other countries; experience in implementing capacity development to community-based/self-organized groups and individuals willing to engage in economic activities that can be supported by the TA is an advantage
- Demonstrated leadership and passion for green business development and women empowerment to create traction and value in communities
- Problem solver and solutions oriented, with strong conflict resolution and networking skills
- Very good multi-stakeholder understanding with strong focus on rural enterprise development and private sector. Experience of working with UN agencies an advantage
- Excellent understanding of impact investing, gender equality, entrepreneurship, and economic dynamics and actors in Myanmar
- Very good understanding of off grid energy solutions in Myanmar and existing challenges, start up and investors landscape
- Excellent English and Myanmar language skills.

### **1.2 Lead Business Operations Specialist**

The lead business operations specialist will be responsible for overseeing field operations and the procurement arrangements including deployment of technology solutions to participating-beneficiaries guided by the impact model design, and technology installation for end-users and technology-related trainings for both participating group-beneficiaries and end-use consumers. The specialist will provide an intuitive guidance related to field operations to core project staff and national capacity development trainers.

- Master's degree in business administration, sustainability development, or related field
- Minimum 10 years of relevant work experience in rural enterprise development and impact investment; experience in B2C/C2C an advantage
- Regional experience in purchasing and logistics of green technology solutions including managing quality, cost and efficiency; experience in rolling out green technology solutions in post-crisis settings an advantage
- Experience in mentoring community-based and self-organized groups on operational efficiency and supply chain management and determining how operations can be improved to better meet the needs of the groups; experience in supporting rural women and business development in Myanmar.

- Excellent understanding of impact investing, gender equality, entrepreneurship, and economic dynamics and actors in Myanmar
- Ability to think out of the box to influence behavioral change and perception while maintaining strong focus on community impact.

### **1.3 Lead Learning, Monitoring, and Compliance Specialist**

The lead learning, monitoring and compliance specialist will be responsible for designing a series of capacity development trainings (all non-technology related) and tailored coaching to participating group-beneficiaries based on the needs of participating group-beneficiaries and in implementing them, guided by the impact model design. The specialist will also be responsible for the preparation of training modules and overseeing national capacity development trainers.

- Master's degree in economics or related field
- Minimum 7 years of increasingly senior roles in designing and implementing adaptive capacity development of communities and households; experience in post-crisis settings a plus
- Demonstrate the highest degree of integrity throughout all TA activities and raise any concerns with implementation quality while maintaining focus on community impact; experience with off-grid technology solutions projects or similar development funding programs a plus
- Strong quantitative and qualitative monitoring and evaluation skills
- Highly developed innovative problem-solving ability
- Experience in utilizing data for creative communication an advantage
- Strong interpersonal, writing and oral presentation skills in English; Myanmar fluency an advantage.

## **2. Team of National experts**

### **2.1 Core Project team**

#### **Project Manager**

- Bachelor's degree and/or comparable experience in the fields of business administration, or related field
- Minimum of 7 years of administration experience with demonstrated experience in field operations and management; preferably, experience in implementing capacity development to community-based/self-organized groups in Magway region or similar settings
- Computer literacy and competency in use of Microsoft Office software
- Demonstrated leadership and passion for green business development and women empowerment to create traction and value in communities
- Problem solver and solutions oriented, with strong conflict resolution and networking skills
- Very good multi-stakeholder understanding with strong focus on rural enterprise development and private sector. Experience of working with UN agencies an advantage
- Ability to establish priorities and to plan, coordinate and monitor activities
- Ability to independently and proactively work as a team member with minimum day-

- to-day oversight
- Strong interpersonal, writing and oral presentation skills in Myanmar; English fluency is required.

#### **Project administration, Stakeholder engagement and IEC support**

- Bachelor's degree and/or comparable experience in the fields of administration, international relations, communications, or related field
- Minimum of 5 years of relevant experience
- Computer literacy and competency in use of Microsoft Office software
- Strong innovative problem-solving skills
- Demonstrated knowledge of community management and engagement (especially for women-led enterprises)
- Experience in supporting women and green business development in Myanmar an advantage
- Ability to organize regular collaboration, learning, advocacy and communication events
- Ability to establish priorities and to plan, coordinate and monitor activities
- Ability to independently and proactively work as a team member with minimum day-to-day oversight
- Ability to provide administration support
- Strong interpersonal, writing and oral presentation skills in Myanmar; English fluency is required.

#### **2.2 Capacity development trainers/ subject matter specialists**

- Bachelor's degree in economics, business management, financial management or related field
- Minimum 7 years of experience in designing a series of training modules on a variety of topics relevant to the TA (i.e., financial management and literacy, enterprise and practical business skills, repair and maintenance of technology solutions) and delivering them in a manner that effectively improves one's intuitive understanding; experience in post-crisis settings a plus
- Experience training and coaching community-based and self-organized groups; experience in mentoring women-led groups a plus
- Strong interpersonal, writing and oral presentation skills in Myanmar; English fluency is required.

#### **G. PAYMENT SCHEDULE**

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

Deliverable No.	Description of deliverables	Timeline	Payment

1	Upon satisfactory submission of inception report, including deliverables 1.1 and 1.2.	2 weeks from the start of the assignment	20%
2	Upon satisfactory submission of implementation plan, including deliverables 1.3 and 1.4	3 weeks from the start of the assignment	30%
3	Upon satisfactory submission of first progress report detailing implementation progress in first pilot village	8 weeks from the start of the assignment	20%
4	Upon satisfactory submission of second/ final progress report detailing implementation progress in first and second pilot villages	16 weeks from the start of the assignment	20%
5	Upon satisfactory submission of a report on completion and recommendations to UNDP	20 weeks from the start of the assignment	10%

## 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) Detailed description of the proposed methodology and approach to accomplish the outputs of the TA in a coherent and coordinated manner;
- 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.
- 5) COVID-19 and security risk mitigation plan explaining how the service provider will ensure the safety of its staff
- 6) Visibility for UNDP and relevant donors

The financial proposal shall contain the information on budget management and detailed 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
1.	Expertise of Firm / Organization	40%	400
2.	Proposed Methodology, Approach and Implementation Plan	30%	300
3.	Management Structure and Key Personnel	30%	300
<b>Total</b>			<b>1000</b>

Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	<b>Expertise of Firm / Organization</b>	<b>40%</b>	<b>400</b>
	<i>-Previous experience designing and implementing renewable energy and energy efficiency off-grid projects, green technology procurement and deployment, and rural enterprise development 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
	<i>-Ongoing partnerships with private sector, green business players, including green technology providers, capacity</i>		100

Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
	<p><i>development service providers, investors and impact investors in Myanmar and other countries</i></p> <p><i>Minimum 2 projects executed in partnership with at least one or more green business players, bankers, investors and/or impact investors; 25 points for 2; 5 points for each additional project; maximum up to 50</i></p>		
	<p><i>-At least 2 previous projects on designing and implementing adaptive capacity building on enterprise skills development, business operations, and renewable energy and energy efficiency technology solutions adaption and adoption, including for self-organized groups led by women in Myanmar and other countries</i></p> <p><i>30 points for 2 previous projects; 10 marks for each extra (maximum up to 70)</i></p>		100
2.	<b>Proposed Methodology, Approach and Implementation Plan</b>	30%	300
	<i>Context</i>		
	<i>-To what degree does the Proposer understand the task and objectives?</i>		50
	<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>		50
	<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>		100
3.	<b>Management Structure and Key Personnel</b>	30%	300
	<b>Team Leader</b>		
	<i>-At least 10 years of experience in implementing sustainable development projects including renewable energy and</i>		30



Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
	<i>energy efficiency projects in rural settings in Myanmar and other countries</i>		
	<i>-First-hand entrepreneurial work experience with a demonstrable ability to manage startup &amp; entrepreneurial programmes (B2C/C2C) and providing technical expertise in the areas of green business development, sustainability reporting, impact investment, gender, and economic empowerment in Myanmar</i>		20
	<b>Business Operations</b>		
	<i>-Experience in purchasing and logistics of green technology solutions and in managing quality, cost and efficiency; experience in rolling out green technology solutions in Myanmar and post-crisis settings an advantage</i>		30
	<i>-First-hand experience in mentoring community-based and self-organized groups on operational efficiency and supply chain management in Myanmar</i>		10
	<b>Learning, Monitoring and Compliance</b>		
	<i>-Experience in setting up monitoring, evaluation and learning systems, procurement and logistics, and due diligence process for development projects</i>		40
	<b>Project Management</b>		
	<i>Experience in project management and administration in Magway region and in similar post-crisis settings</i>		30
	<b>Project administration, Stakeholder engagement and IEC</b>		
	<i>-Experience with multi-stakeholder engagement, including with private sector. Experience of working with UN agencies is an advantage</i>		20
	<i>-Experience in IEC and communications strategy design and implementation on topics related to RE/EE</i>		10
	<i>-Experience in project administration</i>		10
	<b>Capacity development</b>		
	<i>-Experience in designing and delivering a series of training modules on a variety of topics relevant to the TA (i.e., financial management and literacy, enterprise and practical business skills, repair and maintenance of technology solutions)</i>		70

Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
	<i>-Experience in training and coaching community-based and self-organized groups including those led by women in rural settings</i>		20
	<i>-Proven network of local capacity development trainers/ subject matter experts</i>		10
	<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.