



## TERMS OF REFERENCE

Assignment Title	Technical Support for the Implementation of Community Driven Development (CDD) Interventions in Mon, Bago and Mandalay.
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	Chaungzon and Paung in Mon State; Thanatpin in Bago Region; Nyaung U in Mandalay Region <sup>1</sup>
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. 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.<sup>2</sup> 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

<sup>1</sup> 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.

<sup>2</sup> 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 subject to resource availability. Between 5 to 10 of the most vulnerable village tracts in each project township will be targeted for ENCORE's CDD interventions. UNDP will work with local CSOs implementing partners (Township Implementing Partner – TIP) for the implementation of the CDD interventions in these four townships.

To support the successful implementation of the envisaged activities, ENCORE project will engage an INGO Technical Partner as Responsible Party (Main Implementing Partner -MIP) to provide capacity building and targeted technical assistance to the TIP and UNDP field team, including provision of all necessary tools and guidance in each implementation phase.

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

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The expected results of the assignment 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 selected RP will undertake the following activities:

### **A. Training / Capacity Building**

1. Provide training, coaching and other capacity building support to UNDP field team and TIP on finalising the selection of project sites (Step 2 of UNDP's Consultation Guidelines) including preparation of reports capturing key discussions and findings coming out of the community consultations, and revising the consultation guidelines as relevant.
2. In collaboration with UNDP, design and administer training for the Community Facilitators (CFs) and relevant staff TIP in undertaking each stage in the CDD process according to the guideline provided by UNDP. The 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. It should be noted that the stages and steps as well as the corresponding methods and techniques for undertaking them will have to be flexible and regularly adjusted according to the situation in the project sites and the timing constraints of the project.
3. In collaboration with UNDP, design training modules for village/VT committees, leaders and volunteers and provide training of trainers to CFs to equip them with the necessary knowledge and skills for administering these training modules to V/VT committees and leaders. The training modules will include but not limited to (i) preparing simple project proposals, (ii) basic bookkeeping, (iii) preparing simple progress reports and disseminating them to community members and other stakeholders, (iv) preparing basic operation and maintenance plans for community infrastructure, (v) undertaking participatory community evaluation of project results.
4. In line with community prioritised livelihood-related project interventions and in collaboration with UNDP, develop and administer training modules for CFs on topics that include but not limited to (i) facilitating a participatory identification of target beneficiaries (focused on the most vulnerable women), (ii) organising livelihood groups, (iii) training livelihood group members on

basic livelihood/business planning according to their available time and resources, (iv) conducting meetings, (v) basic bookkeeping, including computing profits, and planning savings mobilisation, (vi) linking with suppliers and markets, (vii) using e-platforms in business transactions, (viii) value adding, and (ix) planning for future operations as SMEs or cooperatives.

5. In collaboration with UNDP, develop and administer training to the Team Leaders and Community Facilitators of the TIP on salient project operations requirements, including but not limited to (i) M&E, (ii) progress reporting, (iii) grievance redress mechanisms, (iv) administering and reporting on overarching themes including gender, social and environmental safeguards, disaster preparedness and risk reduction, etc. (v) development, use and updating of project databases, and (vi) community procurement.
6. Provide guidance and support to the TIP in the development work plans and budgets in accordance with the approved community projects.

## **B. Monitoring, Evaluation and Technical Support**

1. In collaboration with UNDP, develop a detailed monitoring framework, and simple M&E tools for the project, together with their corresponding data uploading, consolidation and analysis platforms and train CFs and relevant project staff on the use and maintenance of these instruments.
2. In collaboration with UNDP, undertake regular monitoring of project site activities and provide on-the-spot coaching and technical support inputs.
3. Oversee the distribution of livelihoods assets (as relevant) and post distribution monitoring by the TIP, if required, and provide support in setting up clear community owned and led management systems, and sustainability considerations
4. Prepare baseline report based on the results of the rapid needs assessment undertaken by the TIP as part of the CDD process and then undertake an endline evaluation to capture the most significant changes incurred on the baseline data
5. Support the TIP in preparing progress reports (narrative and financial)

## **C. Project Management Support**

1. Consolidate work and financial plans for the assigned ENCORE townships and update them according to the emerging needs and activities
2. Support UNDP in identifying and engaging local partners to undertake the community facilitation work in the project sites
3. Provide support to the TIP and UNDP in preparing / reviewing procurement plans for project sites and in arranging actual procurement and delivery of material inputs
4. Provide support in preparing /reviewing project site needs for cash inputs / transfers and in setting up arrangements for the secure transfer and delivery of cash to the project sites
5. Oversee the regular updating maintenance of records of all cash and material inputs delivered to the township covered by the MIP and preparing the reports on these

## **D. Lessons Learning and Knowledge Management**

1. Undertake a baseline study and prepare and baseline report
2. Document lessons generated on each step of the CDD process, including (i) answers to the learning objectives listed in the piloting guideline, and (ii) significant adjustments made on the CDD stages and steps including the background and rationale for these adjustments
3. Undertake an endline study to inform the project cycle completion report
4. In collaboration with UNDP and TIP, prepare a project completion report capturing the results and outcomes of the projects, the challenges and difficulties encountered, and the corresponding adjustments made to address these challenges, the lessons learned and the identified best practices
5. In collaboration with TIP, prepare case studies citing examples of good practice and on thematic areas such as women empowerment, project contributions to disaster preparedness and resilience building, etc.
6. Undertake preliminary needs assessments in Kayin and Kayah including an analysis of conflict/security situation, evolving political and local governance landscape; mapping of stakeholders (SAC, NUG, CSOs- composition, mandates, structures etc.); current status of basic services delivery (status, challenges, opportunities) leading to recommendations for potential future programming in these two states.
7. Submission of a final report upon completion of the assignment that includes final progress, lesson learnt and recommendations for the future

## **C. INSTITUTIONAL ARRANGEMENTS**

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- The Responsible Party will work under the supervision of the Project Manager/Team Leader, ENCORE Project. They will work closely with Head of UNDP's Area Office in Mawlamyine (for Mon and Bago), Livelihoods Specialist (Mandalay), Community Driven Development Specialist and Local Township Officers, and the UNDP technical team.
- 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 and the RP 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 nine months, starting on 15 April 2022.

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

Chaungzon and Paung in Mon; Thanatpin in Bago; Nyaung U in Mandalay. The list of village tracts in which project interventions will be implemented is Annex 1.

#### **F. SCOPE OF BID PRICE AND SCHEDULE OF PAYMENTS**

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

<b>Milestones</b>		<b>Payment Structure and target dates</b>	<b>Reviews and approvals required</b>
1.	<b>Deliverables:</b> <ul style="list-style-type: none"> <li>• Updated work plan, methodology, tools and monitoring database inclusive of approach and indicative outline for modules for the following: <ul style="list-style-type: none"> <li>• Training modules for the various trainings outlined under Section A. Training/Capacity building under Scope of Work</li> </ul> </li> <li>• UNDP field team and TIPs trained/supported in finalizing selection of project sites (Step 2 of UNDP's consultation guidelines)</li> </ul>	20 % (two weeks after signing of contract)	Review and approval by UNDP
2	<b>Deliverables:</b> <ul style="list-style-type: none"> <li>• UNDP's TIPs workplan updated/realigned</li> <li>• Prepared baseline report</li> <li>• Training modules developed for the various trainings outlined under Section A. Training/Capacity building under Scope of Work</li> </ul>	20% (1.5 months after signing of contract)	Review and approval by UNDP

	<ul style="list-style-type: none"> <li>Report on key discussions and findings from the community consultations, including revision of the consultation guidelines as relevant</li> </ul>		
2	<p><b><u>Deliverables:</u></b></p> <ul style="list-style-type: none"> <li>Community Facilitators and TIP trained in undertaking each stage in the CDD process according to UNDP's guidelines</li> <li>CF trained as Facilitators trained as trainers for administering training modules developed for village/VT committees, leaders and volunteer</li> <li>Modules developed and CF trained to administer training on topics to support implementation of community prioritized livelihood related project interventions</li> <li>Training designed for TIP and delivered on salient project operation requirements</li> <li>Detailed monitoring framework, guidelines and tools developed and CF and relevant project staff trained in the use and maintenance of these instruments</li> <li>At least one monitoring visit to each township/month</li> <li>Provide bi-monthly M&amp;E Reports</li> <li>Workplans and financial plans for project sites updated based on emerging needs/activities</li> <li>Procurement plans updated for projects sites, and actual procurement and delivery supported</li> <li>Narrative and financial progress report</li> </ul>	30% (3 months since the signing of contract)	Review and approval by UNDP
3	<p><b><u>Deliverables:</u></b></p> <ul style="list-style-type: none"> <li>Preliminary lessons learned report generated on each step of the CDD process, including (i) answers to the learning objectives listed in the piloting guideline, and (ii) significant adjustments made on the CDD stages and steps including the background and rationale for these adjustments</li> <li>At least one monitoring visit to each township/month</li> </ul>	15% (six months since signing of contract)	Review and approval by UNDP

	<ul style="list-style-type: none"> <li>• Oversight of distribution of livelihoods assets and post distribution monitoring</li> <li>• Provide bi-monthly M&amp;E Report</li> <li>• Provide one story per month</li> <li>• Workplans and financial plans for project sites updated based on emerging needs/activities</li> <li>• Coaching and mentoring to CF and TIP continued</li> <li>• Procurement plans updated for projects sites, and actual procurement and delivery supported</li> <li>• Draft Needs Assessment reports for Kayin and Kayah provided</li> <li>• Narrative and financial progress report</li> </ul>		
4	<p><b><u>Deliverables</u></b></p> <ul style="list-style-type: none"> <li>• Lessons learned report generated on each step of the CDD process, including (i) answers to the learning objectives listed in the piloting guideline, and (ii) significant adjustments made on the CDD stages and steps including the background and rationale for these adjustments</li> <li>• Endline report provided</li> <li>• Completion report for CDD projects provided</li> <li>• At least 3-4 case studies provided</li> <li>• Needs Assessment reports for Kayin and Kayah provided</li> <li>• Final report upon completion of the assignment that includes final progress, lesson learnt and recommendations for the future provided</li> <li>• Final narrative and financial report</li> </ul>	15% (9 months from signing of contract)	Review and approval by UNDP

#### **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. 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](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
<b>1</b>	<b>Eligibility and Expertise of the Organization</b>	<b>200</b>
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
<b>2</b>	<b>Proposed Methodology, Approach and Implementation Plan</b>	<b>400</b>
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
<b>3</b>	<b>Management Structure and Key Personnel</b>	<b>200</b>
3.1	Composition and structure of the team proposed.	70
3.2	Qualifications of key personnel proposed	130
	<b>Team Leader /Project Manager</b> <ul style="list-style-type: none"> <li>Graduate of an academic degree, preferably in agriculture / agribusiness, rural / community development, economics or business administration.</li> <li>MA degree would be an advantage.</li> <li>At least seven years of project management experience, with a particular focus on community participation and community-based infrastructure and livelihood interventions, at least 3 years of which were spent leading a team of experts providing support to institutional partners and field level implementers</li> <li>Demonstrated experience in all stages of project cycle management as well as in staff supervision and management</li> <li>Above average understanding of financial management, ability to prepare / review budgets and financial reports</li> <li>Demonstrated experience in the design and delivery of training and capacity building inputs for Community Facilitators, V/VT committees, livelihood groups, and other stakeholders</li> <li>Above average computer literacy and knowledge of Microsoft applications, particularly Excel, Word and PowerPoint</li> <li>Experience in donor-financed projects</li> <li>Excellent oral and written skills in English, demonstrated ability to write reports and case studies</li> </ul>	40
	<b>Capacity Building Officer:</b> <ul style="list-style-type: none"> <li>Bachelor's Degree in education or other related disciplines</li> <li>5 years of professional experience</li> <li>Experience in education and/or corporate training including preparation of course material, preparation of training schedules, organization of classes/workshops/self-study modules</li> <li>Preferably having experience of preparation and delivery of online training</li> <li>Experience in the management of teachers/trainers</li> <li>Preferably having experience on donor financed projects, project management, and rural development</li> <li>Experienced in preparing and delivering training modules</li> <li>Preferably having experience of donor-financed projects and programs</li> <li>Good written and spoken English</li> </ul>	30
	<b>Livelihood Officer:</b> <ul style="list-style-type: none"> <li>Bachelor's degree in Agriculture/Business/Economics or relevant discipline</li> <li>Preferably with a master's degree in a related discipline</li> <li>5 years' professional experience preferably in rural development, banking or microfinance for small business, poverty reduction</li> <li>Experience in implementation of extension and outreach programmes, including training of trainers and preparation of training materials</li> <li>Preferably having experience in donor financed projects</li> <li>Good command of written and spoken English</li> </ul>	20
	<b>M&amp;E Officer:</b>	20

	<ul style="list-style-type: none"> <li>• Bachelor's degree in engineering, agriculture or social sciences</li> <li>• (Preferably additional qualifications (e.g., training; short courses) on information technology (IT) applications</li> <li>• 5 years' professional experience preferably in programme/project monitoring and evaluation, including participatory M&amp;E techniques on Community-based development projects</li> <li>• Sound knowledge and experience in developing results monitoring framework and plan, as well as managing monitoring and reporting processes.</li> <li>• Experience in IT applications for M&amp;E work such as project management information systems, statistical analysis tools, databases, etc.</li> <li>• Experience in capacity building (including formal training, on-the- job training, mentoring, etc.) for project M&amp;E</li> <li>• Preferably having extensive experience on donor financed projects</li> <li>• Good command of written and spoken English</li> <li>• Monitoring, Reporting, and Learning Officer</li> <li>• Sound knowledge and experience of emergency and livelihood recovery operations.</li> </ul>	
	<b>Finance Officer:</b> <ul style="list-style-type: none"> <li>• Bachelor's degree in Financial Management/Accountancy or similar</li> <li>• 5 years of professional experience in accounting / financial management</li> <li>• Preferably having extensive experience in installing and establishing computer based accounting and financial management systems</li> <li>• Experienced in preparing and delivering training modules</li> <li>• Preferably having extensive experience in donor-financed projects and programmes</li> <li>• Good written and spoken English</li> </ul>	20
<b>Financial Evaluation</b>		<b>Points obtainable</b>
<b>Utilization of Resources and Value for Money</b>		<b>200</b>
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:**

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

Adnan Cheema Deputy Resident Representative ad interim UNDP Myanmar Date:	
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