SECTION 1: Organization’s qualification, capacity and expertise

1.1 Brief description of the organization, including the year and country of incorporation, and types of activities undertaken.

In Myanmar CARE is a registered non-government organization with the Ministry of Home Affairs and its NGO Certificate No. is 1/external/0086. CARE International’s headquarters is located at Rue du Trône 12, 1000 Brussels, Belgium. CARE International in Myanmar has been working the country since 1995, and has maintained long-term commitments to respond to humanitarian, recovery and development needs of women and girls in remote, rural and conflict-affected areas; and women and girls in urban areas. At present CARE as approximately 190 staff and is works across eight (8) states and regions in Myanmar. CARE International Myanmar has field offices in Mandalay (Mandalay region), South Oklarpa (Yangon region), Lashio (northern Shan state), Loikaw (Kayah state), Mawlamyine (Mon state), Dawei (Tanintharyi region), Hpa An (Kayin state), Maungdaw (northern Rakhine state). CARE’s programs focus on fostering tangible results in food security; income and health improvements; small scale infrastructure improvements; improving community cohesion; supporting protections on gender based violence; land security; and building capacities of community groups and local institutions. CARE’s program approach across sectors focuses on working with a range of stakeholders to increase project participants’ technical knowledge and capacity and effectively utilize household and community resources to promote positive improvements to communities’ economic and social wellbeing.

CARE has been implementing programs in Rakhine State since 1997, initially providing assistance to Muslim refugees and host communities in Maungdaw and Buthidaung townships. CARE’s programming in northern Rakhine has continued as a progressive transition from relief to rehabilitation to a longer-term development approach. As of August 2017, CARE was implementing four projects in Maungdaw District and Rathedaung Township, assisting households in approximately 130 villages. CARE’s programming in nRS addresses livelihood insecurities of vulnerable households through integrated activities targeted at improving food security and economic opportunities. By working with target communities to strengthen community-based structures with improved technical and capacity building at individual and community level, and also support linkages between communities and relevant government line departments, CARE has been able to support improvements in rural livelihoods. This has included work on agriculture, livestock, support for establishment and support of community forestry plots, establishment and support of village savings and loan associations, as well as working with village development committees to improve their ability to identify and address priority needs within their respective communities.

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 (if so, provide details).

Management Structure: Operational and technical personnel in CARE Myanmar Country Office support CARE operations and programming in Myanmar, with support from CARE Member Partners. Technical capacity across gender, information management, emergency, safety and security and in other areas provides CARE field program personnel to draw on expertise to enhance and strengthen activities.
At the country office level, the overall management for CARE’s projects is the responsibility of the senior management staff based in the Yangon office—with key support provided by the Country Director and Assistant Country Directors (Programs & Finance) for representation, coordination, advocacy and oversight of project activities. CARE’s Yangon office also provides support on administrative, finance, supply chain and HR functions that directly assist the field office/project team in implementation of project activities. In the Yangon office, CARE Myanmar also has program and technical staff to support project implementation. These personnel provide support for project implementation through regular consultation with the staff, project site visits and representation at Yangon level coordination forums to promote sharing of information and application of relevant technical approaches based on experience in the broader Myanmar context.

At the field level, national staff—Field Office Coordinator/Project Manager—is responsible for overall management of field office operations and project implementation, working in close collaboration with the project implementation and support teams in the field office, coordination with government authorities, peer organizations and other project stakeholders. In addition, the Field Office Coordinator/Project Manager will work closely with the Rural Program Manager and Emergency Preparedness & Humanitarian Coordinator based in Yangon.

At the field level, the Senior Project Officers (SPOs) are the main technical focal points for planning, providing technical training and assistance to support implementation and monitoring of sector-specific activities in the project area. The SPOs work in close collaboration with relevant technical advisors and government line department staff—as well as the field management team to ensure that planned approaches are appropriate to the context and to promote intended outcomes. Project Officers support the field-based implementation across activities, and work in close collaboration with the SPOs and the community mobilizers to engage with community participants.

Financial capacity and project management controls: CARE in Myanmar has worked with a range of donors, and has an internal finance team as well as backstopping from HQ to support financial management of all projects. Monthly financial and progress reports are produced and reviewed across project and finance staff to monitor progress and expenditures, at the field and Yangon level. CARE’s project implementation and overall operations are guided by established policies and procedures for finance, HR, supply chain, as well as policies related to fraud and anti-corruption, child protection, PSHEA and other guidelines to support programming and operations across offices and projects.

Sub-contracted work: Overall, the proposed approach for implementation of this project will be through direct implementation by CARE staff working in close collaboration with the relevant line departments and community stakeholders. The area of work that will be sub-contracted is for the trainers providing the vocational training sessions as defined and tailored based on the review of priority needs within the predetermined villages. The rationale for sub-contracting this function, rather than having the vocational trainers integrated into the overall project staffing is to promote a cost-efficient approach to only engage the trainers for the specific time-periods needed for specific activities, and to ensure that the most technically relevant trainers will be used for the specific sub-sets of vocational training activities. This is an approach CARE used in previous projects in nRS to provide vocational training. A focus is on making sure that the selected trainers had appropriate technical skills and the relevant language skills to work effectively across community participant groups.

1.3 Relevance of specialized knowledge and experience on similar engagements done in the region/country, particularly in Rakhine State

CARE in Myanmar has implemented humanitarian and development programming across various areas of the country since 1995. This provides CARE a strong understanding of the complicated implementation
context in the country, the variations across different geographic areas as relates to political dynamics, social norms, ethnic groups, language, and other factors within the country context.

In particular, in northern Rakhine State CARE has been implementing programming since 1997 including a range of humanitarian and development-oriented projects based on the needs within the context over time. CARE has focused its programming in recent years on multi-sector community based projects to contribute to positive outcomes at the household and community levels. CARE’s approach to implementation has been to work in close collaboration with target community members and relevant government line departments to promote local level capacity development and linkages between stakeholders. Despite the challenges in the context, significant efforts have been made to work across community groups, and promote engagement between ethnic/religious population groups.

Prior to the disruptions to access at the end of August 2017, CARE was implementing programming in Maungdaw, Buthidaung and Rathedaung Townships supported community members in approximately 130 villages. CARE has worked carefully to develop a team of staff who represent a cross-section of local communities and are willing and able to work across target community groups. CARE also has experienced technical and management staff, either from the local area or other parts of Myanmar with significant experience working in the northern Rakhine context and managing the operational and programmatic challenges and dynamics. Based on experience in previous project implementation field staff, as well as community based volunteers are well versed in participatory development approaches, Do No Harm considerations and methods to increase awareness of and integrate practices to promote social cohesion across program sectors.

CARE has considerable experience of implementing programming in the conflict and disaster affected and remote environment of Maungdaw District and building strong and productive relationships with government. CARE’s programming integrates priority community development and empowerment needs with support for strengthened social and economic coexistence and inclusion, reflecting the key findings and recommendations of the Rakhine Advisory Commission.

CARE’s programming in nRS has continued a progressive transition from relief and rehabilitation to a longer-term development approach and has included several projects including: the AusAID-funded Rakhine Household Livelihood Security Project (RHLSP; September 2001 – April 2004) and the Rakhine Rural Household Livelihood Security Project (RRHLSP; 2005-2011), the Strengthening Partnership and Resilience of Communities Projects (SPARC, 2012-2019), the EU funded PHASE IN Consortium Project (Food Security and Livelihoods) together partner with ACF and GRET (2012-2018), and the USAID funded Opportunity for Economic Development Project (2014-2018) in the same area funded by USAID from 2014 to 2018. In these projects, CARE has developed community mobilization and community groups formation guidelines and tools, income generation activities, post-harvest improvement, village development fund mechanism, and promotion of social cohesion across community groups which assist in informing the planning and approaches be adopted with the project. CARE will also share its programmatic resources through regular coordination, exchange visits between the programs/projects, and sharing expertise within the organization.

1.4 Permit to work in Rakhine State and target townships as per ToR, i.e. MoU, Licenses, etc.

CARE currently has an MOU with the Department of Social Welfare, valid through the end of November 2021 which includes coverage of Maungdaw, Buthidaung and Rathedaung Townships in northern Rakhine State.

1.5 Quality assurance procedures and risk mitigation measures.
CARE’s approach to risk is firmly grounded in a risk reduction approach, involving the early establishment of open and regular communication with all stakeholders, building trust at all levels, and ensuring timely responses to enable effective progress and decrease the likelihood of risks arising. In all of its work, CARE is sensitive to the complex dynamics of the operating environment in nRS, and of the requirements and expectations of stakeholders. CARE’s multiple mitigation strategies are spearheaded by the Senior Management Team and national project staff who have an intimate appreciation of protocols and methods for resolving conflict with local authorities and reassuring local leadership about CARE’s mission. CARE project staff actively invests in relationship building with local authorities, communities and other development agencies, serving to both reduce risks of conflict and to strengthen responsiveness should issues arise. CARE’s programs visibly demonstrate its neutrality (for example, by working with all religious/ethnic groups) and prioritize transparency and accountability.

<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The security situation causes local level authorities and state level authorities to deny Travel Permits for staff causing delays to visits and programming.</td>
<td>Ensure sufficient advance planning of trips at field office level; ensure continuous follow-up between project team and the local level authorities in township and district. Timely submission of Travel Authorization requests to township/district and state level authorities bodies to seek permission to visit program areas. Will work with community mobilizers, Village Development Committee representatives and other project stakeholders to build in remote monitoring capacity to support continued activities in some cases, if delays in permissions for direct access to villages.</td>
</tr>
<tr>
<td>Beneficiaries’ expectations are high and more people than the ones that are targeted by the project are interested in receiving various project interventions.</td>
<td>Sensitization and community awareness to clearly explain project objectives and rationale for beneficiary selection criteria. Community-based and participatory targeting is carried out to identify the most vulnerable beneficiaries. Effective community level complaints and feedback and mechanisms are established to handle grievances and concerns raised on beneficiary targeting and selection processes.</td>
</tr>
<tr>
<td>Misuse of cash grants/in-kind inputs by beneficiaries to buy unintended items or use for purposes that are not mentioned in the livelihood business plans of beneficiaries resulting non-fulfilment of project objectives.</td>
<td>Ensure good timing of the intervention, i.e. consideration of seasonality patterns of livelihoods while supporting livelihoods conditional grants. (e.g, supporting farmers during cropping season to avoid misuse of cash). Regular monitoring at the beneficiary household level to track the use of the livelihood conditional cash grants/input provision by beneficiaries. If cash proved payment in instalments, the second instalment to be paid after fulfilling minimum conditions on use of cash.</td>
</tr>
<tr>
<td>Risk that cash becomes unacceptable to the local authorities.</td>
<td>Regular coordination with authorities and cluster coordination bodies on project objectives and targets of cash transfer programs.</td>
</tr>
<tr>
<td>Delays due to waiting for government authorizations for activities.</td>
<td>Keep up to date on the current political situation and changes to Government protocols. Timely planning, factor in delays, anticipate permit application.</td>
</tr>
<tr>
<td>Project interventions increase disparities within and between communities as a result of changes to livelihoods.</td>
<td>Focus on interventions that increase the overall need for manual labor, introduce community cohesion activities to facilitate labor flow, ensure appropriate livelihoods for women are included.</td>
</tr>
<tr>
<td>Cyclone, flooding emergency leading to restricted access to villages, and villagers not available for community based work.</td>
<td>Emergency preparedness plan and other program-level contingency planning.</td>
</tr>
<tr>
<td><strong>Disruption of work due to conflict related restriction of access to target villages.</strong></td>
<td><strong>Support to the extent possible capacity at the village level to maintain some activities, even if direct access is not possible. Capacity building for community mobilizations and others to support remote monitoring.</strong></td>
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</table>
| **COVID 19 Pandemic leading to restricted access to villages, community meetings and trainings.** | **CARE Project team will coordinate with the UNDP field office on the ongoing COVID 19 situation in the target area. The Project team will communicate with the village development committees to come and discuss for the implementation process not more than 5 people as per guidance of government restriction. 4 to 5 VDC members will communicate with village communities for the activity process, beneficiary identification process and follow up step by step in their villages. VDC members can meet with not more than 5 people in the village. VDC and Village authority can arrange their village for announcement on the beneficiary process with a hand speaker.**  
**For vocational training, it may be necessary to conduct training later in the project than would regularly be planned due to COVID 19 restrictions. All efforts will be made to complete planned activities on time, however, staff and beneficiary health and safety and a do not harm approach to not contribute to the spread of the virus will be taken into consideration throughout implementation. CARE will keep UNDP informed of any issues so adjustments in plans can be made if necessary.** |

### 1.6 Organization’s commitment to sustainability.

CARE maintains a strong commitment to sustainability across its program interventions, and further details of how sustainability mechanisms will be included in this proposed project is further detailed under section 2.6 below.

In general, is it is noted that the situation in Rakhine State is becoming considerably more complex. This may have potential implications for the sustainability of project outcomes in the near term, as this will be dependent to some extent on the regularity of access to and movement of the target population during the implementation period, and ability of participants to continue to utilize the skills, knowledge and inputs beyond the project cycle. So as with other CARE programming, this project will seek to build on and support initiatives to promote better use of household and community resources to improve food security, and income generation opportunities, supported by increased access to material inputs, technical support and capacity building. However, it is recognized that the short term project timeframe and uncertain overall operational conditions may create challenges to how holistically this can be achieved across output areas within the course of this specific project—yet, can contribute to promoting development approaches, increased capacity, and access to productive assets within target communities.

### SECTION 2: Proposed Methodology, Approach and Implementation Plan
2.1 **A detailed description of the approach and methodology for how the Proposer will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Details how the different service elements shall be organized, controlled and delivered.**

The proposed activities are outlined to contribute to the objective and expected results as included in the request for proposal document:

- **Specific objective:** To engage community and vulnerable households to collectively identify, plan and undertake feasible income generating activities, restoration of productive assets, rehabilitation of socio-community infrastructure, while promoting interactions and social cohesion among community members and with other community.

- **Expected results:** a) improved awareness, knowledge, and skills of the individuals on income generation and small businesses opportunities; b) restored minimum household capacity for restarting and improving their livelihoods and; c) improved intra and inter-community interactions that stimulate economic interdependence.

The activity descriptions included below are based on CARE’s experience in livelihoods and social cohesion programming in northern Rakhine State, including programming in Maungdaw, Buthidaung, and Rathedaung Townships. In mid-2017, this included programming covering approximately 130 villages across population groups. Although it is recognized that the context has continued to change and become increasingly more complicated since August 2017 and displacement of a large portion of the Rohingya population, and subsequently also an increase in conflict between the Tatmadaw and the Arakan Army, CARE’s considerable programmatic and operational experience in the context contributes to its understanding of geographic area. This includes the notable variations between livelihoods opportunities, access to transportation and markets, space/willingness to work across communities and/or with local authorities—not only between the respective townships, but also within different areas within the townships and the restrictions from the COVID 19 Pandemic.

As identified by UNDP, the proposed activities described in the following sections are based on that targeting of approximately 1,179 beneficiary households in 12 target villages within four Village Tracts in Buthidaung Township of Maungdaw District. Of the total beneficiary households, the project aims to reach 1,179 HHs/Families (6,737 people) through recovery-oriented livelihoods interventions and IGA. The target villages include: Mee Chaung Zay, Khaik Mu Ra, Bo Gyi Chaung, Hpaw Tay Ahr Li and Ywar Thit village of Mee Chaung Zay Village Tract, Chin Tha Mar, Pale Taung, Hpaung Taw Pyin and Maung Nu village of Chin Tha Mar Village Tract and Ah Le Chaung of Ah Le Chaung Village Tract.

Given is work in nRS since 1997, CARE is familiar with the context, and situation at the village level and significant experience working with a range of project stakeholders, including local authorities, community and religious leaders, village development committee representatives and community members. Among the target villages, CARE has worked directly in the past in the three villages of the Tha Yet Oak Village Tract. In these villages CARE has previously supported the establishment and functioning of Village Development Committees (VDCs), Village Saving and Loan Associations (VSLAs), Community Forestry Management Committees (CFMCs) and Community Mobilizer (volunteers) within the implementation of projects since 2012. Although not having direct working relationship in the past with the other target villages, the CARE team will build on its strong reputation and experience in working across communities and good relationships with the local authorities and other stakeholders.

**Outputs & Overview of Key Activities:**
### Output 1: Beneficiaries identification and selection process

- QIPs orientation conducted in 12 target villages in 4 Village Tracts.
- Village Development Committee established and re-activated in 12 target villages in 4 Village Tracts.
- Beneficiary targeting is concluded upon community consultation, with coverage of 1,179 prioritized households from all target villages.
- Documentation of above-mentioned processes submitted and accepted by UNDP as part of Inception Report, along with relevant supporting documents, i.e, list of beneficiaries, coverage maps, agreed TOR of Village Development Committee, etc.

The following activities will be conducted in support of Output 1: Beneficiary and selection process. As noted in the terms of reference, the activities outlined below will be implemented in targeted 12 villages in Buthidaung Township determined by UNDP.

**Conduct orientation sessions with village and community leaders:** Across projects, CARE consistently uses approaches to engage with various community stakeholders throughout the project, ideally starting with project design. In the current situation, further tailoring and prioritization of the specific project activities will be conducted through a series of community consultations, awareness and sensitization sessions. This will include conducting a combination of small group and community wide meetings to promote solid relationships with various project stakeholders and lay the foundation for managing expectations for participation, decision making and type of input/support on the part of the community as well as CARE. Based on past experience, it will be important to first engage with the village level administrators, religious leaders, and established community group leaders to obtain their support to assist in organizing further discussions with the broader community. The CARE project team will conduct a similar process in each of the target communities, yet the time allocated to this process will be dependent on community dynamics, location, and level of past relationship with CARE staff and programming (as this is likely to have implications on level of trust, and level of community organizational capacity and experience).

**Establish/reactivate village development committee(s):** Based on the situation in the targeted villages, CARE will support communities to establish village development committees in 12 villages. In previous programming in nRS, CARE has worked across communities to support the establishment and functioning of VDCs to assist in coordination of various community based interventions, and to take a leadership role in the planning, implementation and monitoring of village development grants (similar to QIPs). CARE has a set of existing materials to provide training and guidance to VDCs through this process and also materials and experience in providing VDCs, other community based groups with management, and project related capacity building. CARE’s approach to support establishment of VDCs prioritizes engagement of a wide range of participants from within the village. Efforts will be made to promote diversity within the VDCs, however, based on experience it is likely that there may be variations in how easy this is to accomplish based on different community dynamics and social norms. For example, overall in previous programming CARE has been able to maintain nearly 30% women representatives in the VDCs. However, it is noted that at least in the initial stages, despite having a ‘seat’ on the committee if often takes a period of time for increased engagement and participation of women and other vulnerable groups within the committee. It is anticipated that, particularly in the cases of new VDC establishment, the community may tend to select the usual leaders, as this is what they are most familiar with in leadership role. This can be a challenge to change in the first round of selection, particularly if limited time to sensitize and mobilize the community to the process and functions of the VDC. It is often easier to increase the diversity of VDC representation in subsequent selection, after the initial VDC leaders have been in place for the determined amount of time for the first round.

**Update demographic data of target village tracts:** As per the information provided in the call for proposal, the proposed targeting will include a total of approximately 1,179 households from 12 villages within the four target Village Tracts. At the initial stage of implementation, the CARE project teams will work in
coordination with GAD, village tract and village administrators as needed to obtain updated demographic information within the selected target areas for project implementation to support final beneficiary selection and also assist in reporting throughout the project.

Establish mechanisms for beneficiaries’ identification and prioritization in consultation with village and community leaders, and community representatives: CARE has significant experience in establishing criteria and participatory processes to select beneficiaries within the nRS context based on the targeting of specific project activities. Building on these experiences, CARE will select beneficiaries for participation for various project interventions in each target area after community orientation to the overall project making sure that community representatives understand the different activities and different ways it might be possible for them to participate in the project. Identification and selection of beneficiaries will be done through participatory processes based on agreed set of vulnerability criteria jointly discussed in community assemblies and consultation. In the past, for example, CARE has found that integration of criteria using ‘wealth ranking’ to link to considerations that are easily understandable to the community representatives as been effective in managing community expectations and assisting in understanding of why particular community members are selected for different project activities.

Conduct identification and prioritization of target beneficiaries based on the mechanism established and agreed in the section above: The project will target a total of 12 villages in Buthidaung Township, Rakhine State, as designated by UNDP.

The CARE team will conduct a series of participatory processes to support the transparent identification of target beneficiaries. This will include the following processes, facilitated by the project team in collaboration with VDC members and/or other community leaders to promote increased engagement and ownership of the community during the process. The selection process will incorporate the following processes:

- Community meetings to brief community members and potential beneficiaries on the project objectives, expectations in regard to participation and inputs, and proposed criteria for beneficiary selection. During community meetings, participation of a wide range of community members will be encouraged, including often disadvantaged groups such as women, youth, disabled members of the community. An opportunity to discuss and revise the criteria as needed will be included in the meetings, to promote clear understanding of and support for final selection criteria by the community. This will serve to validate the criteria in an open and transparent way.
- Using a participatory process identification of selected beneficiaries, based on agreed criteria. Lists of selected households will be publicly displayed with a complaints mechanisms set-up to answer questions on the criteria and selection.
- Appeal period of one week for feedback to the project staff or through feedback mechanisms.
- Final list of beneficiaries posted in a public place in the village.

Prior to rolling out the draft criteria at the community level, CARE will coordinate with UNDP to review the draft selection and prioritization process to be follow-up with the community consultations that involve village authorities, community leaders, and community members. To the extent possible within different categories of intervention, beneficiary selection will seek to prioritize households that include the following characteristics:

- Female-headed households
- Youth of working age
- Households with persons with disability, or chronic illnesses
- Households with pregnant and/or lactating women

The prioritization of these and other considerations will vary by activity type and the skills and abilities required for effectively using the project inputs and technical assistance to support the individuals and/or their households beyond the end of the project.
Identify specific support items/services for income generating activities, including sourcing and procurement actions, quality assurance, certification (including phytosanitary certification of movement of plants and animals), as well as identify inputs for capacity building activities.

Output 2: Development of training materials and delivery of training sessions

- Training materials prepared as per topics outlined in terms of reference (section IV-2a)
- Training sessions, including awareness raising sessions delivered to at least 1249 participants
- Facilitation of on-the-job training and/or apprenticeship made available for at least 311 individuals as part of vocational skills training outlined in terms of reference (section IV-2a (iv)).
- Report of training processes, progress, and achievement of outputs as part of Progress Report

The following are the key activities to contribute to Output 2:

**Vocational and Income Generation Activities (IGA) Training**

*Sensitization of community livelihood recovery at the community level:* This training material will be adapted from existing materials used by CARE in Myanmar to support participatory community mobilization processes, including those previously used in projects implemented in Rakhine. The approach will promote active involvement of the VDCs and other community leaders to encourage and engage participation from a wide range of community participants including village authorities, community leaders, women and youth and persons with disabilities. In particular, this approach has been used as an on-the-job training/learning by doing approach for VDC members to support community identification of key priorities/needs, to select beneficiaries for various project activities, and also to support the planning and implementation of community based infrastructure projects.

*Hygiene and sanitation promotion, food safety, waste management, including safe and clean water sources management:* Given the limited timeframe for overall project implementation, the focus of these components will be primarily integrated other training topics as relevant and not be conducted as stand alone training across all the topics indicated. Where possible, VDC and other community leaders or stakeholders will be asked to participate, but there are constraints to rolling-out broad based training/awareness raising on all these topics for a large range of participants. As it is anticipated that coronavirus will still be an issue during the implementation period, across various activities project staff will initiate meetings with reminders of key hygiene promotion messages and safe practices to minimize risk of COVID-19. This will include ensuring meeting sizes and arrangements are in compliance with government and organizational guidelines.

*Farm-based income generating activities, including technical know how on start-up and techniques for home gardening; crops farming; livestock (goat, pig, chicken) rearing and production, animal health management, and setting up small businesses related to farm based activities:* The farm based IGA training will focus on provision of technical awareness training about home garden, winter crop and livestock beneficiaries to know how on set up and techniques. In line with previous approaches CARE has used to support these types of livelihoods interventions, the project team will work in collaboration with relevant technical staff from line departments (DoA, LVBD) to plan and facilitate training for target participants. This training component of the project will be on the provision of demand driven training to vulnerable populations as a means to restart their farm based livelihoods and IGAs. This will include training conducted at the village/village tract level, using materials adapted from previous project implementation in nRS, and in consultation with relevant line department technical staff.

As indicated in the risk matrix and other parts of this document, the specific level of emphasis for farm based IGA activities will be dependent on the access to land and labor, market access and transportation links and ability of project participants to travel regularly to their fields and market locations. In addition, given that at the moment there is an increasing dependence on food distribution in many areas of the nRS, this will need to be taken into consideration when advising farmers as to what crops might be most viable
for income generation. It is difficult to make this determination at present without knowledge of the pre-targeted villages. However, based on CARE’s experience in supporting implementation of paddy production (rainy and summer paddy), various vegetable projection (field based and home garden), and also support for livestock interventions remain confident that will be able to make adjustments and ensure tailoring of activities within this component based on specific considerations within the target villages.

**Non-farm income generating activities, to include knowledge and technical know-how on tailoring, weaving, and embroidery, food processing and snack production, masonry, carpentry, welding; and auto and motorcycle repairs; small scale/home based manufacturing; and small/home based business start-up and management:** The non-Farm based IGA training will focus on provision of vocational training to beneficiaries from target villages. The vocational training component of the program will be on the provision of demand driven training to vulnerable populations as a means to restart their livelihoods and Income Generation Activity. Beneficiaries are being targeted from villages and will be provided with training and accommodation in Buthidaung or Maungdaw and their respective main villages or village tract as part of this program. Project team recognizes that whilst women may be interested in many technical areas this Project team will need to work with Village Development Committees to identify beneficiaries for vocational training where women’s participation needs to be encouraged, and where they have support and a high chance of achieving a livelihood on completion of the vocational training. Thus following trainings are being proposed for women and men based on priorities identified from target village participants in accordance with the terms of reference:

- Tailoring, Weaving, Embroidery
- Food & Snack Production
- Masonry, Carpentry and Welding
- Auto & Motorcycle Mechanic
- Small Trade Business start-up and management

The non-farm based vocational training will be conducted by local trainers from Buthidaung or Maungdaw township, with relevant technical skills as well as relevant language skills to promote effective engagement across target participant groups. Alternate trainings will be run in parallel to ensure there is enough within the project period overall to complete the training series. Each trainee will be provided with a start-up kit on completion of their training. Some participants will need to travel to training center locations and stay for the duration as the training will be residential in some contexts. Vocational training beneficiaries will need to have basic literacy and numeracy, yet as referenced in the section above, as possible will prioritize vulnerable household populations.

As part of the training process, the project staff and trainers will seek to identify options for integration of successful training participants to obtain on-the-job training from local businesses and entrepreneurs and/or support the training participants to work together to coordinate their services within their respective areas of residence.

**Sensitizing women’s self-help group saving and loan activities:** The primary purpose of a Village Savings and Loans Association (VSLA) is to provide simple, low-scale savings mechanisms that help establish a habit of savings, and build group solidarity and trust among women in targeted rural households. Members’ savings are invested in a loan fund from which members can borrow, repaying with a service charge added. The VSLAs to be support by this project do not involve any external injections of cash, with loans being made to members from pooled savings. Ideally, VSLAs aim to become autonomous and self-managed after one cycle of no more than 12 months, a critical requirement for their sustainability; however, in the context of northern Rakhine the approach has proved to be sustainable but usually takes at least some support after the first 12 month cycle. Under the VSLA approach, 20-25 female members of a self-selected group voluntarily form an association and save money through purchasing shares; the value of one share is set by members at a level that allows the poorest members to buy at least one share per meeting. However, VSLA members do not have to take out loans to access their money but can simply opt to save, with savings being
returned to members (with interest) at the end of each cycle. As the VSLAs mature over time, they may agree to establish a safety net of accumulated savings to use in times of emergency (e.g. to better cope with and recover from disasters, which are prevalent in the target townships). Although CARE Myanmar has no plans to carry out the work of the VSLA groups in this proposal, it is possible to begin sharing knowledge and methods related to the VSLA for targeted villages during the implementation of this project.

Conduct training or focus group discussion on planning, managing, and monitoring community livelihoods recovery: To complement the technical training topics, the project staff and trainers will facilitate discussions with the VDC members and training participants to promote an improved understanding of planning, managing and monitoring community based livelihoods. These discussions can also be used as an opportunity to promote discussion between various stakeholders to identify points of needs or collaboration that may be able to be addressed by accessing services provided by newly trained participants.

Conduct mobile training sessions for vocational skills and income generating activities for target beneficiaries in their villages or at VT level: To complement the technical topics and training session, the project staff and trainers will conduct the mobile training sessions for vocational skills and income generating activities for selected beneficiaries in their villages or main village at Village Tract level based on needs, feasibility and trainer available.

Facilitation of on-the-job-training at other UNDP-UNHCR community infrastructure rehabilitation/reconstruction projects, and/or apprenticeship with relevant small local businesses/service providers, located within the same village/village tract, or its surrounding, or in Buthidaung Town. The CARE project team will work with the technical trainers/resource persons and coordinate with UNDP, UNHCR and other organizations and businesses to facilitate opportunities for on-the-job training as relevant for various vocational training participants. There is some concern about the range of opportunities that will be available for vocational trainees within the geographic focus area and within the timeframe of the project, particularly given the issues around reduced infrastructure implementation during the rainy season and the current COVID 19 pandemic. However, efforts will be made to create as many opportunities as possible within the course of the project and/or foster linkages that will promote longer term options for trainees.

Produce training reports, outlining beneficiaries’ pre- and post-training knowledge and skills level, and identification of further needs. Throughout the training process, the project team will undertake regular monitoring and reporting of implementation progress. This will include information such as training participants’ pre- and post-test of training knowledge and skills, and identification of further skills development needs. This information will be used to provide feedback to the trainers through-out the implementation of the training, as well as monitoring the use of skills by the trainees after completion of the courses. In addition to providing input into ongoing project implementation, the monitoring results will be used to inform programmatic updates and reporting to UNDP.

Output 3: Distribution of equipment, tools, materials, cash grants and other relevant inputs

- At least 182 households receive home gardening and agricultural input packages.
- At least 362 households receive livestock and poultry farming input packages, including vaccination of all animal population in target village tracts.
- At least 148 women, of which 50 percent are youth, receive start-up kits of tailoring, weaving, and embroidery; and food processing and snack production.
- At least 163 men, of which 50 percent are youth, received start-up kits for masonry, carpentry, welding, auto and motorcycle mechanic.
- At Least 324 households receive start-up package for small business.
Based on results of training sessions, and selection of beneficiaries to engage in on and off farm IGAs, the project will provide productive inputs and technical assistance to beneficiaries to start their income generation activities, to support activities related to Output 3.

Upon finalization of the beneficiary list previously conducted, the project team will conduct the process of beneficiary profiles and business plan orientation sessions and development of business plans for each selected beneficiary household or group, with a focus on their particular IGA type. An analysis will be done to assess the most appropriate modality and form of income generation activities and livelihoods assistance prior to distribution. This will take into account common constraints among all targeted villages in particular movement restrictions, either official or self-imposed, as well as village specific constraints and limitations. In addition, preferences of potential beneficiaries will be taken into consideration as their access to markets and other related factors that might influence their preferences. In addition, discussion will be conducted with local authorities in regard to approvals for various types of programming at the given time. Whichever modality is chosen the imperative is to promote conflict sensitivity and a strong emphasis on “do-no-harm”.

**Procurement of livestock and agricultural inputs, goods and relevant services:**

*Tools, support equipment, non-local materials, seeds, and fertilizers for home gardening:* CARE has previous experience in procurement of tools, seeds, fertilizer, and other inputs to support home gardening activities for target beneficiaries. This includes a good understanding of the types of seeds and tools that are most relevant to support production in the local area, and preferences by participants for vegetable production for households consumption, sale of excess, and also consideration of nutritional value of crops. CARE will collaborate with the DoA staff to ensure that planned procurement is in line with department recommendations. All procurement at the local and Yangon level (as relevant) will be conducted in line with CARE’s procurement policies and procedures.

It is estimated that the approximate breakdown of support for home gardening beneficiaries will include the following inputs: 1) In kind: Seeds, bamboo, tools, water pump etc. 300 USD/Package per HH and 2) Cash grant: For other inputs (eg. Labor charges, fertilizer, pesticide, etc),100 USD/Package per HH

*Tools, support equipment, non-local materials, goat/pig/chicken, etc:* CARE has previous experience in procurement of inputs to support small animal husbandry activities for target beneficiaries. Procurement of inputs will be done in consultation with the LVBD to ensure appropriate breeds, and also timing of procurement of animals is most suitable to minimize the risk of disease and other complications at the time the households take responsibility for the animals. All procurement at the local and Yangon level (as relevant) will be conducted in line with CARE’s procurement policies and procedures.

It is estimated that the approximate breakdown of support for animal husbandry beneficiaries will include the following inputs:

- **Goat breeding:** 1) in-kind: 2 does & 1 buck, with start up food costs 300 USD/package per HH; 2) cash grant: Construction tools and materials of goat pens,120 USD/Package per HH
- **Pig breeding:** 1) in-kind: 2 female and 1 male pig with start up food costs 300 USD/package per HH; 2) cash grant: construction tools and materials for pig pens, 120 USD/package per HH
- **Chickens:** 1) in-kind: 14 hens and 1 rooster with start up food costs 300 USD/package per HH; 2) Construction tools and materials of chicken pens,120 USD/Package per HH
- **Fishing:** 1) in-kind: Fish brood -1000 fingerlings with start up food costs 300 USD/package per HH; 2) Construction tools and materials of chicken pens,120 USD/Package per HH

**Start-up kits (tools, equipment, non-local materials) for non-farm income generating activities:** In line with guidelines from the technical trainers and the SPOs for each of the relevant non-farm income generating
vocational training focus areas, the project staff will coordinate with the procurement team to ensure that tools and equipment with the appropriate technical specifications are identified and procured. All procurement at the local and Yangon level (as relevant) will be conducted in line with CARE’s procurement policies and procedures.

It is estimated that the approximate breakdown of support for non-farm IGA beneficiaries will include the following inputs:

- **Tailoring, Weaving, Embroidery**: 1) in-kind: provision of tailoring machine, and tools, 200 USD/Package per HH; 2) funds to purchase inputs/materials for tailoring, weaving, embroidery, 120 USD/Package per HH
- **Small trade**: small trade/business, 330 USD/package per HH
- **Food/Snack Processing**: 1) in-kind: provision of materials and tools for food snack processing 200 USD per HH; 2) cash grant: funds to purchase food stuff and other inputs costs, 120 USD/package per HH
- **Masonry & Carpentry**: 1) in-kind: provision of materials, and tools for masonry and carpentry, 200 USD/Package per HH; 2) cash grant: masonry + carpentry (Construction work + homecraft), 120 USD/Package per HH
- **Auto/Motorcycle Mechanic**: 1) in-kind: Provision of materials, and tools for Auto & Motorcycle mech, 200 USD/Package per HH; 2) cash grant: Auto & Motorcycle Mechanic, 120 USD/Package per HH
- **Welding**: 1) Provision of materials, and tools for Welding, 200 USD/Package per HH; 2) cash grant: Welding-Steel Structure, 120 USD/Package per HH

### Distribution of productive input/start up kit packages to target beneficiaries at their villages.

The process of distribution of inputs/start-up kit packages to target beneficiaries will be organized in line with the proposed workplan and organized in coordination with the VDC and local authorities to assist in mobilization of relevant participants and identification of suitable locations to conduct the distributions. Throughout the process the project staff will play a close involvement in the provision/procurement of the livelihoods asset. As referenced above, depending on access to markets, the project may facilitate direct procurement of inputs if needed to maximize beneficiary participation while addressing security, access and limitation on cash disbursements. Wherever feasible agricultural extension officers and/or other relevant line department staff will be engaged to support the communities in line with the business plan activities e.g. animal vaccinations and/or crop production. If relevant, a small cash contribution may be used to complement the livelihoods asset and meant to cover specific additional expenses such as veterinary services in the case of livestock or consumables in terms of small trade.

The following categories are those that have been identified that are likely most suitable for cash grant inputs to support the implementation of the target IGAs. Distribution of cash grants will be in line with beneficiary business plans, to ensure appropriate use and also determine the payment schedule as relevant for chosen livelihood. The use of cash grant use will vary based on the type of IGAs. For agriculture focused IGAs, it is anticipated that cash would be used to support the direct purchase by beneficiaries of inputs to supplement their start-up kits. Locally available for procurement, such as animal feed, local materials for pen construction, support for hiring labor, and other inputs are anticipated to be commonly prioritized. For non-farm IGAs, cash inputs will support beneficiaries to purchase goods and materials (such as construction materials, fabrics, metal, engine parts, etc) that are required to make use of the tools provided in the start-up kits and training skills provided during the project.

In addition, as part of the project design and budget projections, allocations have been included to cover transportation and living allowances for training participants attending trainings not conducted in their villages. This support may also be required for training participants who are able to participate an apprenticeship, depending on location.
Output 4: Provision of technical oversight and assistance to beneficiaries during start-up activities, on-the-job training, and apprenticeships which is in line with cash grant disbursement schedule

- At least 182 households started their home gardening plot and paddy cultivation activities.
- At least 362 households prepared their livestock and poultry pens and started the activities.
- At least 163 youths completed relevant on-the-job training/apprenticeship.
- At Least 324 households receive start-up package for small business.

Based on results of training sessions, provide productive inputs and technical assistance to beneficiaries to start their income generation activities, to support activities related to Output 5:

Support for technical oversight and monitoring: As follow-up to training and provision of inputs, the CARE project team will work in collaboration with the technical line departments and other relevant stakeholders to support technical monitoring and support for the various project interventions.

This will include follow-up and refreshers based on the training materials and sessions previously conducted at the initial stage of the project, as well as additional technical advice based on the needs identified during the monitoring visits. In particular, this will include a focus on supporting individual households/groups with implementation of home garden plot activities. This is an activity CARE has supporting in Maungdaw and Buthidaung for both individual households and also at the group level, so will build on that experience to focus on key topics that are often a challenge for home gardening.

A similar approach will be taken with the beneficiaries of the livestock start-up kit recipients. An important consideration during this process is often the planning and management around the shelters/pens used for keeping the animals. If this is not supported adequately, it can contribute to higher prevalence of disease within the livestock and/or issues with the animals interfering with home gardens or other crop production. There are also opportunities for there to be linkages between the livestock recipients and the home gardening groups, as in some cases they are able to support each other to share resources, such as use of goat manure to use as fertilizer in the home gardens.

The project team will seek opportunities for youth to obtain on-the-job training or apprenticeship after the completion of their vocation training sessions. In addition to this more formal approach, during training efforts will also be made by the CARE staff and trainer to foster linkages between training participants, and also with relevant entrepreneurs in the area. Based on past experience, this has contributed informally to networks that extend beyond the project and also assist in social cohesion due to the opportunity to engage with trainees from various community groups.

Output 5: Develop monitoring plan and undertake regular monitoring and reporting of implementation progress

- Monitoring framework, and guideline accepted by UNDP as part of Detailed Implementation Plan
- Progress report as scheduled in below section—Deliverables and Timeframe. Regular updates to UNDP in Maungdaw on a biweekly basis.

2.2 The methodology shall also include details of the Proposer’s internal technical and quality assurance review mechanisms.

CARE has established systems in place to support project implementation across technical and operational components. At the field level, the project manager and senior project officers are regularly engaged in providing technical support and monitoring of the community based activities, and conduct regular meeting and feedback sessions with staff, community members, and government department staff. Monthly meetings at the field level allow staff to monitor progress made against workplan, discuss challenges encountered and adjust any planning issues for the next month’s action plan. Information from these meetings are shared with the program manager in Yangon.
At the Yangon level, there are monthly coordination meetings with representatives from the program and program support teams to review project implementation progress and budget utilization, discuss challenges and support field and project staff as necessary to effectively implement project activities. Management and technical staff provide support for the development of training materials and other documentation to support implementation and make regular monitoring visits to the field offices and project sites to promote understanding of the operational contexts and ensure technical quality of activity delivery is being maintained throughout the project implementation period.

CARE will also have a community feedback mechanism integrated into the project to ensure that there are clear channels of feedback that from the community members and other stakeholders to also assist in ensuring consistent approaches and transparency across activities.

2.3 Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.

Overall, the proposed approach for implementation of this project will be through direct implementation by CARE staff working in close collaboration with the relevant line departments and community stakeholders. The area of work that will be sub-contracted is for the trainers providing the vocational training sessions as defined and tailored based on the review of priority needs within the pre-determined villages. The rationale for sub-contracting this function, rather than having the vocational trainers integrated into the overall project staffing is to promote a cost-efficient approach to only engage the trainers for the specific time-periods needed for specific activities, and to ensure that the most technically relevant trainers will be used for the specific sub-sets of vocational training activities. This is an approach CARE used in previous projects in nRS for vocational training. The trainers are selected through a competitive bid process to ensure availability as per the required timeline. In addition, assists in making sure that making sure that the selected trainers have appropriate technical skills and the relevant language skills to work effectively across community participant groups.

2.4 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.

The CAREmain and field offices will be primarily responsible for monitoring project implementation. In its regular implementation monitoring, CARE will use its existing Activity Tracking System (ATS), which enables sex disaggregated data collection. Where applicable, CARE will use pre-and post-tests to measure changes in training participant’s knowledge.

The project’s progress toward results will be measured through accomplishment of output indicator targets as incorporated into the monitoring framework and Detailed Implementation Plan. Regular monitoring of project activities will be done at the household level through integrated household surveys and at the community level through community-led monitoring and surveillance.

Key tools and approaches associated with monitoring and evaluation(M&E) are outlined below. The project’s main data collection efforts will be concentrated at the community level and will include multiple methods. Given the challenges in the project area, CARE is aware that a simple, cost-effective and useful monitoring system is essential to achieve sustainability. The project and will use M&E system that is (a) participatory, and will train and engage all key stakeholders in data collection and analysis; (b) easy to access information necessary to further the decision-making process and promote improvements; and (c) simple to apply, with field-tested methods that are easy to use and of low cost to replicate.
The project is proposing to utilize an activity tracking system, which is a monitoring approach that focuses on a number of sample beneficiaries (such as households, farmers) for a period of time and monitors the changes to them while participating in project activities. For example, a sample of paddy farmers in a village will be monitored for a period of time, starting from the time the farmer receives inputs from the project. The information gathered from the farmer could include his usage of improved plant varieties, of improved farming practices, of fertilizer and insecticide, the size of yield, the selling price, and the contribution to household income. This information would be collected at particular times, using tools such as observation checklists or interviews.

The activity tracking system allows the project team to monitor activities and outputs, as well as certain outcomes. To assist the project team to organize, summarize, analyze and apply the information collected with monitoring tools, a computer-based M&E information system will be used. The M&E information system will reduce the data collection burden on project staff, will organize the M&E information electronically, and will ensure the usage and applicability of collected information. The M&E information management system will assist the project team to incorporate the monitoring data into project reporting requirements.

For routine monitoring purposes, the project will also use regular output monitoring tools such as field visits, monthly review meetings with VDCs and other community groups, training records and meeting minutes. In addition, by involving the beneficiaries in monitoring of the project, the action intends to develop feedback mechanisms, providing the opportunities to the beneficiaries to complain when needed on a lack of achievements versus the agreed objectives. The management committees will also play a key role in these aspects.

Market survey information will be taken into account prior to determination of modes of input support for target beneficiaries—cash or in kind materials; and will be monitored and shared with project participants throughout the project to raise their awareness of changes within market dynamics.

A final project report will be completed and submitted after the end of the project, providing final progress on vocational skills training, income generation activities and rehabilitation/construction of basic community infrastructure and assets. This will include a breakdown of gender disaggregated beneficiary details; lessons learned and future recommendations.

### 2.5 Implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.

Please refer to attachment for the proposed Gantt Chart providing the sequencing and timeline of planned activities. Particular attention has been included to ensure that activities that are dictated by seasonal calendar considerations are included at the appropriate time. Within six months timeframe, some activities have limited ‘windows’ for implementation therefore important to keep to planned schedule in order to have sufficient time to implement adequately. Therefore, as indicated in the risk matrix, the need to make adjustments to project planning based on delayed approval for activity implementation and/or access to village will require adjustments to this schedule and may necessitate shifts in prioritization of one type of activity to another. All efforts will be made to minimize these risks and implications of delays, however, given the context consider it important to clarify that this might be a factor given the seasonal nature of many activities (agriculture, livestock, etc). Also, although plans will be in place to minimize the implications of disruptions related to COVID 19, it is important to note that priority will be given to implementation of activities that minimizes risks of exposure to or spreading of the virus by project staff, beneficiaries, and other stakeholders. Therefore, in some cases, the timings indicated in the Gantt Chart may need to be revised based on the conditions related to the virus and controls put in place by the government or
organizational guidelines to responsibility operate while COVID-19 remains a significant risk in the implementation area.

2.6 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.

Given the timeframe of the project, efforts will be made to integrate sustainability measures into the project, however, it is noted that in many cases this will need to be considered part of a longer-term process.

At the individual and household level, the activities will promote an increase in knowledge and use of that knowledge (behavior change) to promote improvements in livelihoods outcomes. It is acknowledged that behavior change is a long-term process and often more difficult in a context such as the northern part of Rakhine State where habits of dependency and negative practices are so firmly ingrained and might be currently increasingly reinforced with an increased dependence on humanitarian assistance. Sustainability support for on-farm livelihoods will be supported by distribution of essential assets to farmers and improvement of their skills, enabling them to continue practicing newly adopted techniques during and after the project. Through provision of inputs and technical training to farmers will support improvements in production and income generation capacity.

Sustainability of off-farm income generation will involve support for vocational training participants. Generally, small business start-up and vocational training activities will carefully target beneficiaries who are already meeting their basic needs and have the resources to commit to starting or growing a business or going to work with a new skill set. By keeping the number of beneficiaries per village relatively small, the project will not overwhelm small local markets, and will select beneficiaries who—with training and support—will be best positioned to generate profit on a sustainable basis.

At the community level, the project team will work to build and support a network of community-based management committees—particularly the VDCs—with range of skills and tools enabling them to effectively implement of the action. At the same time, the action will provide practical management and technical capacity-building for a range of community leaders who can then apply their expertise to broader development within their communities. The VDCs will be the main coordinating body enabling the program to organize/mobilize community members and support implementation of various components of the action. Through training and practical experience, VDC members will be supported to increase their capacity to support inclusive and participatory decision-making, implementation, and feedback to their local constituents. At the institutional level, the project will seek to engage collaboratively with the DOA and LBVD to assess and then build their capacity to offer extension and advice around paddy and crops cultivation, and livestock breeding during and after the project ends.

Besides building up technical and management capacities, community-level support in will involve rehabilitation of assets/construction of community infrastructure. Similarly, basic assets will be distributed to groups of women engaged in home and communal plot gardening. The sustainable use of assets will be supported through capacity-building of beneficiaries’ analysis of business models to enable these assets to be used productively in the future. To enable the project’s knowledge base to remain in the target villages after the intervention ends, the consortium will transfer technical skills on paddy farming, winter cropping and vegetable gardening to community mobilizers and project participants (such as Leader Farmers and women successfully engaged in home gardening).

2.7 Any other comments or information regarding the project approach and methodology that will be adopted.

N/A
SECTION 2A: Proposer’s Comments and Suggestions on the Terms of Reference

Provide comments and suggestions on the Terms of Reference, or additional services that will be rendered beyond the requirements of the TOR, if any.

As highlighted in the Terms of Reference document, some aspects of the complex context of nRS were highlighted, including the need for humanitarian responses to be combined with developmental approaches. This is something that continues to be an important consideration within the nRS context, as the situation evolves, has become more complicated in the past few years. CARE’s approach to programming in nRS over the years has very much been designed to focus on taking opportunities for implementation of development approaches as possible, yet making adjustments to address shorter-term needs and priorities of the communities based on disruption due to natural disaster or conflict related incidents. This has been possible but, based on our experiences to date, time has been a key factor in promoting development approaches and fostering progress across a broad range of dynamics. That is the case in most contexts, but has been considered to be particularly important in nRS due to the level of education, restrictions on movement, disruptions in value chains and labor markets, etc that contribute to challenges in effectively engaging in livelihoods at various times.

The current project focuses on supporting inputs and technical skills to target participants - both of which are critically needed in nRS. As outlined in this proposal, plans are in place to enable the implementation of the range of activities proposed. Yet it is anticipated that in most cases the beneficiaries will need additional support to fully utilize the inputs and skills provided during the project. Therefore, we hope that expectations around the outcomes of this project period will remain realistic, and there will be opportunities for beneficiaries to access future support to strengthen their IGAs over time.

SECTION 3: Management Structure and Key Personnel

3.1 Describe the overall management approach toward planning and implementing the project. Include an organization chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.

CARE will manage this project as part of its overall Rural Program, focusing on ensuring that there is learning and sharing across various projects implementing similar types of interventions within the country. Overall project management and oversight is the responsibility of the Country Director and supported by Assistant Country Directors for Programs and Programs Support.

The field office/project staff will be composed of a Field Office Coordinator/Project Manager, two Senior Project Officers, and four project officers, along with other program and operational support positions. In coordination with the Yangon based staff, this team will be responsible for the day-to-day implementation of the project, including liaising with local authorities, line department staff, peer-organizations and supporting the implementation of project at the community level. The main project staff positions will be national staff hired locally, taking into consideration a gender balance as well as considerations of representation across population groups within target area.

Please see Attachment for the proposed organizational chart. Additional details of project personnel activities and time allocation is included in Attachment.
3.2 Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

**Please see Attachments—for key staff personnel CVs.**

<table>
<thead>
<tr>
<th>Name of Personnel</th>
<th>YIN YIN TUN</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Position for this assignment</strong></td>
<td>Coordinator-Field Office (As Project Manager)</td>
</tr>
<tr>
<td><strong>Nationality</strong></td>
<td>Myanmar</td>
</tr>
<tr>
<td><strong>Language proficiency</strong></td>
<td>Burmese, English, Rakhine and Muslim</td>
</tr>
<tr>
<td><strong>Education/Qualifications</strong></td>
<td>B.A (History), University of Sittwe, 2004</td>
</tr>
<tr>
<td><strong>Professional certifications</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Employment Record/Experience**

1. **Field Office Coordinator**, Maungdaw Field Office, CARE International Myanmar, 2016 to present.
   - **Project activity are:**
     - Agriculture for raining/summer paddy, winter crop and home garden
     - Livestock for goat, pig and chicken
     - Water and Sanitation/Hygiene
     - Capacity building for Village Development Committee
     - Village Saving and Loan Association for women groups
     - Community based disaster risk reduction
     - School infrastructure and social cohesion activity
     - Promotion of economic interdependence for both communities
     - Vocational training and Income Generation Activity for both communities
   - **Main responsibilities:**
     - Maintain an in-depth knowledge of key project documentation and ensure the program staff are familiar with the project documentation, including the donor contract, required donor procedure manuals, and the approved project proposal and budget.
     - Review existing project design, objectives, outputs, indicators and budget to ensure they...
are appropriate and realistic and, if necessary, suggest changes to the Program Manager and Program Director.

- Develop regular implementation plans and reports based on the approved project proposal and project plan.
- Budget authorization responsible is up to 5,000 USD and budget holder of Maungdaw field office.
- Maintain a professional working relationship with beneficiaries and counterparts.
- Provide a quality written monthly project progress report in line with CARE Myanmar’s monthly project report format.
- Prepare donor reports as requested by the Program Manager, Director and Assistant Country Director, in line with donor requirements.
- Support evaluations and ensure that lessons learnt are being documented to maximize the impact of CARE’s projects and contribute to future program strategy and direction.
- Conduct project monitoring and evaluation in order to provide regular information on progress towards objectives and to assess the impact of the projects.
- Recruit staff through transparent, rigorous and soundly justified procedures.
- Manage staff performance through coaching/mentoring and on the job training where appropriate.
- Provide appropriate and timely feedback regarding staff annual performance objectives, including timely implementation of the annual staff appraisal system.
- In consultation with the Program Manager, clearly define the training needs of staff and ensure they are able to access training and personnel development resources appropriate to their needs.
- Prepare and review Costed Work Plans (CWP) and project budgets, including analysis for variances as necessary, for sound financial management of the project.
- Submit timely financial reports to CARE Myanmar Head Office by the end of each month and check monthly project financial reports for accuracy and follow-up.
- Ensure that program staff follow sound financial management principles in compliance with contractual requirements.
- Assist in the coordination/communication between program and Admin/Finance departments.
- Ensure that timely and quality reporting of progress and expenditures is provided to donors.
Encourage overall program cohesion through coordination and information sharing with and between all key staff.

   - **Project activity are:**
     - Agriculture for Raining/Summer Paddy, Winter crop and Home garden
     - Livestock for Goat, pig and chicken
     - Water and Sanitation/Hygiene
     - Capacity building for Village Development Committee
     - Village saving and loan association for women group
     - Community based disaster risk reduction
     - Community Forestry established
     - School infrastructure and social cohesion activity
     - Promotion of economic interdependence for both community
     - Vocational training for both community
   - **Main responsibilities:**
     - Responsible for developing the monthly and overall work plan for the implementation of various project activities in area of operation. FIELD MANAGER will take support from POs under his/her supervision, SPO (M&E) and Technical Officer for these outputs.
     - Responsible for ensuring that the target beneficiaries are selected transparently and meet the selection criteria set by the project.
     - Based on the field trips, FIELD MANAGER is responsible for identifying the gaps in program implementation and informs the FOC to get support for making necessary amendments/modifications, and request for appropriate technical support (Technical Officers or consultant)
     - Regular monitoring of the burn rate and Support FOC and Senior AFO in ensuring that the burn rate is as per the approved CWP.
     - Responsible for supporting project implementation team under his/her supervision to do tasks related to M&E Plan - Activity Tracking System and outcome mapping. FIELD MANAGER should take support from TO (M&E) for all M&E related activities.
     - Staff Management and approve the work plan of staff


5. **Township Facilitator**, Maungdaw Office, UNDP from 2006 to 2007
7. **Income Generation Supervisor/Facilitator**, Maungdaw Office, UNHCR-UNOPS from 2000 to 2005

### References

[Provide names, addresses, phone and email contact information for two (2) references]

**Reference 1:**
**Kyi Zaw Win**, Senior Manager- Rural Program
CARE International Myanmar
Email: kyzaw.win@careint.org
Contact phone: +95 9442000036

**Reference 2:**
**Kyaw Zin Latt**, Emergency Preparedness and Humanitarian Response Coordinator
CARE International Myanmar
Email: Kyawzin.latt@careint.org
Contact Phone: +95 9263747300

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.

11.2.2021

Signature of Personnel ____________________ Date (Day/Month/Year) ____________________

<table>
<thead>
<tr>
<th>Name of Personnel</th>
<th>ROFIQUE AHMED</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Position for this assignment</strong></td>
<td>Senior Program Officer (As Technical)</td>
</tr>
<tr>
<td><strong>Nationality</strong></td>
<td>Myanmar</td>
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<tr>
<td><strong>Language proficiency</strong></td>
<td>Burmese, English, Rakhine and Muslim</td>
</tr>
<tr>
<td><strong>Education/ Qualifications</strong></td>
<td>B.Sc (Zoology), University of Sittwe, 2000</td>
</tr>
</tbody>
</table>

[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]

[Provide details of professional certifications relevant to the scope of services]

- Name of institution: [Insert]
- Date of certification: [Insert]
Employment Record/Experience

1. **Field Manager**, Maungdaw Field Office, CARE International Myanmar, 2017 to present.
   - **Project activity are:**
     - Agriculture for raining/summer paddy, winter crop and home garden
     - Livestock for goat, pig and chicken
     - Water and Sanitation/Hygiene
     - Capacity building for Village Development Committee
     - Village Saving and Loan Association for women groups
     - Community based disaster risk reduction
     - Community Forestry established
     - School infrastructure and social cohesion activity
     - Promotion of economic interdependence for both communities
     - Vocational training for both communities
   - **Main responsibilities:**
     - Ensure good field management of projects (Agriculture, Livelihood, WASH, Education, VSLA, Cohesion, Emergency Response), coordination of technical inputs from specialists, support services
     - Responsible for developing the monthly and overall work plan for the implementation of various project activities in area of operation. Support from POs under his/her supervision, SPO (M&E) and Technical Officer for these outputs.
     - Responsible for ensuring that the target beneficiaries are selected transparently and meet the selection criteria set by the project.
     - Based on the field trips, responsible for identifying the gaps in program implementation and informs the FOC to get support for making necessary amendments/ modifications, and request for appropriate technical support (Technical Officers or consultant)
     - Regular monitoring of the burn rate and Support FOC and Senior AFO in ensuring that the burn rate is as per the approved CWP.
     - Responsible for supporting project implementation team under his/her supervision to do tasks related to M&E Plan - Activity Tracking System and outcome mapping. Support from Technical Officer (M&E) for all M&E related activities.
     - Staff Management and approve the work plan of staff
   - **Project activity are:**
     - Agriculture for raining/summer addy, winter crop and home garden
     - Livestock for goat, pig and chicken
     - Water and Sanitation/Hygiene
     - Capacity building for Village Development Committee
     - Village Saving and Loan Association for women groups
     - Community based disaster risk reduction
     - Community Forestry established
     - School infrastructure and social cohesion activity
     - Promotion of economic interdependence for both communities
     - Vocational training for both communities
   - **Main responsibilities:**
     - To be plan, organize and monitor the team’s activities in the field people.
     - To monitor program progress and analyze relevant data.
     - Assist FOC and SPO5 in preparing costed Work Plans (CWP)
     - Ensure the timely submission of fund and supply request, based on project budgets
     - Assist FOC and SPO in maintaining and strengthening relation with relevant Government Authorities and international organizations and working in the same geographic areas
     - Support during donor monitoring and senior management visits as well as consultant/technical visit to the field sites,
     - Liaise with Admin, Finance, and Logistics staff for organizing and planning of assistance delivery


5. **Community Facilitator**, Maungdaw Office, CARE International Myanmar from 1999 to 2004

**References**

[Provide names, addresses, phone and email contact information for two (2) references]

Reference 1:  
**Yin Yin Tun**, Coordinator-Field Office, Maungdaw CARE International Myanmar  
Email: yinyin.tun@careint.org  
Contact phone: +95 9450012001
I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.

11.2.2021

Signature of Personnel ___________________ Date (Day/Month/Year) ___________________

<table>
<thead>
<tr>
<th>Name of Personnel</th>
<th>ADU SHUKUR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position for this assignment</td>
<td>Senior Program Officer (Technical)</td>
</tr>
<tr>
<td>Nationality</td>
<td>Myanmar</td>
</tr>
<tr>
<td>Language proficiency</td>
<td>Burmese, English, Rakhine and Muslim</td>
</tr>
<tr>
<td>Education/Qualifications</td>
<td>B.Sc (Math), University of Sittwe, 2002</td>
</tr>
</tbody>
</table>
| Professional certifications | ▪ Name of institution: [Insert]  
▪ Date of certification: [Insert] |
| Employment Record/Experience | 1. Livelihood Field Officer (12 June 2019 to present in People in Need (PIN) Myanmar, Partner with MHDO & PSSAG Buthidaung and Maungdaw Office)  
Key responsibilities are:  
▪ Implementation  
  ▪ Prepares work plan in collaboration with the project Manager and ensure the implementation of food security activities.  
  ▪ Coordinate the implementation of the project activities and supervises the quality of the project outputs together with partner LNGO (MHDO & PSSAG) office team and field team. |
- Report on weekly basis to PIN FSN PC on the implementation of activities and encountered challenges.
- Submits monthly report to PIN FSN PC
- Submits on monthly basis scans of project-related documents, so they can be archived in accordance with PIN internal and donor’s requirements
- Coach and mentors partner LNGO (MHDO & PSSAG) field team as appropriate on administrative and procedural requirements
- Finance and Procurement
- Monitoring & Evaluation
- Communication and External Relation
- Others

2. **Program Officer** (22nd August 2013 to 15th March 2018 in CARE International in Myanmar, Northern Rakhine State, Buthidaung Office.)
   - **Project activity are:**
     - Agriculture for raining/summer paddy, winter crop and home garden
     - Livestock for goat, pig and chicken
     - Water and Sanitation/Hygiene
     - Capacity building for Village Development Committee
     - Village Saving and Loan Association for women groups
     - Community based disaster risk reduction
     - Community Forestry established
     - School infrastructure and social cohesion activity
     - Promotion of economic interdependence for both communities
     - Vocational training for both communities
   - **Main responsibilities:**
     - To be plan, organize and monitor the team’s activities in the field people.
     - To monitor program progress and analyze relevant data.
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     - Ensure the timely submission of fund and supply request, based on project budgets
     - Assist FOC and SPO in maintaining and strengthening relation with relevant Government Authorities and international organizations and working in the same geographic areas
     - Support during donor monitoring and senior management visits as well as consultant/technical visit to the field sites,
     - Liaise with Admin, Finance, and Logistics staff for organizing and planning of assistance delivery
3. **Community Facilitator**, (1st June 2004 to 21st August 2013 in CARE International in Myanmar, Northern Rakhine State, Buthidaung Office).

4. **Community Teacher** (June 2000 to March 2004 in State Affiliated High School Pungdaw Pyin, Krin Tha Mar Village Tract, Buthidaung Township.)

### References

[Provide names, addresses, phone and email contact information for two (2) references]

Reference 1:  
**U Noor Islam**, Project Manager, (UNDP-QiPs Project)  
World Vision-Buthidaung Office  
Email: [Noor_Islam@wvi.org](mailto:Noor_Islam@wvi.org)  
Contact phone: +95 9421714928

Reference 2:  
**Trezza Vavrinova**, Interim Area Manager Rakhine,  
People In Need, Myanmar  
Email: [tereza.vavrinova@peopleinneed.cz](mailto:tereza.vavrinova@peopleinneed.cz)  
Contact Phone: +420724166507

11.2.2021

___________________________________  __________________

Signature of Personnel  Date (Day/Month/Year)

<table>
<thead>
<tr>
<th>Name of Personnel</th>
<th>MOE SAN AYE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position for this assignment</td>
<td>Program Officer (Field Implementation)</td>
</tr>
<tr>
<td>Nationality</td>
<td>Myanmar</td>
</tr>
<tr>
<td>Language proficiency</td>
<td>Burmese, English, Rakhine and Muslim</td>
</tr>
<tr>
<td>Education/Qualifications</td>
<td>B.A (Myanmar), University of Sittwe, 2003</td>
</tr>
<tr>
<td>Professional certifications</td>
<td>![Provide details of professional certifications relevant to the scope of services]</td>
</tr>
<tr>
<td>Employment Record/Experience</td>
<td>![List all positions held by personnel (starting with present position, list in reverse order), giving dates, names of employing organization, title of position held and location of employment. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment.]</td>
</tr>
</tbody>
</table>
1. **Program Officer**, Maungdaw Field Office, CARE International Myanmar, 2014 to present.
   - **SPARC and OFED Project, activity are:**
     - Agriculture for raining/summer paddy, winter crop and home garden
     - Livelihood and recovery for Livestock- goat, pig and chicken
     - Water and Sanitation/Hygiene
     - Capacity building for Village Development Committee
     - Village Saving and Loan Association for women groups
     - Community based disaster risk reduction
     - Community Forestry established
     - School infrastructure and social cohesion activity
     - Promotion of economic interdependence for both communities
     - Vocational training for both communities
   - **Main responsibilities:**
     - Together with the senior program officer, development monthly plan based on the approved project plan
     - Implement trainings, workshops, and other project activities according to agreed technical specifications
     - Engage proactively with community leaders, line department officials and other stakeholders to ensure the smooth implementation of project activities
     - Actively participate in project review and reflection; ensure that any issues are brought to superior’s attention.
     - Ensure data is collected for monitoring and evaluation purpose; and this information to write activity report
     - Promote a safe and secure work environment foster a culture of safety and security awareness and consistently follow all CARE safety and security policies, procedure and directive
     - Develop an understanding of gender equality and women empowerment and a commitment to CARE’s approach and values including ethnic diversity and cultural sensitivity
     - Ensure the timely submission of fund and supply request, based on project budgets
     - Assist FOC and SPO in maintaining and strengthening relation with relevant Government Authorities and international organizations and working in the same geographic areas
• Support during donor monitoring and senior management visits as well as consultant/technical visit to the field sites,
• Liaise with Admin, Finance, and Logistics staff for organizing and planning of assistance delivery


<table>
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<th>References</th>
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<tr>
<td>Reference 1:</td>
<td><strong>Yin Yin Tun</strong>, Coordinator-Field Office, Maungdaw</td>
</tr>
<tr>
<td>CARE International Myanmar</td>
<td>Email: <a href="mailto:yinyin.tun@careint.org">yinyin.tun@careint.org</a></td>
</tr>
<tr>
<td>Contact phone: +95 9450012001</td>
<td></td>
</tr>
<tr>
<td>Reference 2:</td>
<td><strong>Kyaw Zin Latt</strong>, Emergency Preparedness and Humanitarian Response Coordinator</td>
</tr>
<tr>
<td>Country Office, CARE International Myanmar</td>
<td>Email: <a href="mailto:kyawzin.latt@careint.org">kyawzin.latt@careint.org</a></td>
</tr>
<tr>
<td>Contact Phone: +95 9263747300</td>
<td></td>
</tr>
</tbody>
</table>

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.

__________________________  __________________
Signature of Personnel     Date (Day/Month/Year)

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<th>Name of Personnel</th>
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<td>Burmese, English, Rakhine and Muslim</td>
</tr>
<tr>
<td>Education/Qualifications</td>
<td>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</td>
</tr>
<tr>
<td>2nd Year (Law), Univrsity of Sittwe</td>
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</tr>
<tr>
<td>Professional certifications</td>
<td>[Provide details of professional certifications relevant to the scope of services]</td>
</tr>
<tr>
<td>Name of institution: [Insert]</td>
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<tr>
<td>Date of certification: [Insert]</td>
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</tbody>
</table>
**Employment Record/Experience**

<table>
<thead>
<tr>
<th>Position</th>
<th>Organization</th>
<th>Dates</th>
<th>Responsibilities and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Officer</strong></td>
<td>Maungdaw Field Office, CARE International Myanmar</td>
<td>2016 to present.</td>
<td>- SPARC Project, activity are:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>▪ Community based disaster risk reduction training</td>
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<td></td>
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<td>▪ DRR community awareness session</td>
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<td></td>
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<td>▪ Agriculture for raining/summer paddy, winter crop and home garden</td>
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<td>▪ Livelihood and recovery for Livestock- goat, pig and chicken</td>
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<td>- Main responsibilities:</td>
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<td>▪ Together with the senior program officer, development monthly plan based on the approved project plan</td>
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<td></td>
<td></td>
<td>▪ Ensure data is collected for monitoring and evaluation purpose; and this information to write activity report</td>
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<td></td>
<td>▪ Promote a safe and secure work environment and consistently follow all CARE safety and security policies, procedure and directive</td>
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<td>▪ Develop an understanding of gender equality and women empowerment and a commitment to CARE’s approach and values including ethnic diversity and cultural sensitivity</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>▪ Ensure the timely submission of fund and supply request, based on project budgets</td>
</tr>
</tbody>
</table>

[List all positions held by personnel (starting with present position, list in reverse order), giving dates, names of employing organization, title of position held and location of employment. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment.]
▪ Assist FOC and SPO in maintaining and strengthening relation with relevant Government Authorities and international organizations and working in the same geographic areas
▪ Support during donor monitoring and senior management visits as well as consultant/technical visit to the field sites,
▪ Liaise with Admin, Finance, and Logistics staff for organizing and planning of assistance delivery


- SPARC Project, activity are:
  - Agriculture for raining/summer paddy, winter crop and home garden
  - Livelihood and recovery for Livestock- goat, pig and chicken
  - Water and Sanitation/Hygiene
  - Capacity building for Village Development Committee
  - Village Saving and Loan Association for women groups
  - Community based disaster risk reduction
  - Community Forestry established
  - School infrastructure and social cohesion activity
  - Promotion of economic interdependence for both communities
  - Vocational training for both communities

- Main responsibilities:
  - To assist FOC, SPO, FPO during meeting, workshop, field visit and other project implementation activities
  - Facilitate local Communities in their planning, implementation, monitoring and Evaluation activities of all Program.
  - Assist Senior Program staff in developing activity plans to ensure the achievement of outputs based on the approved project plan
  - Assist in the preparation of a quality monthly report in line with CARE Myanmar’s monthly project report format
  - Encourage overall program cohesion through coordination and information sharing with and between all key staff
  - Assistant in development of team spirit and promote team work among CARE staff
  - Upon request, provide support during donor monitoring and senior management visits as well as consultant/technical support visits to the field site.

References

[Provide names, addresses, phone and email contact information for two (2) references]
I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.

11.2.2021

__________________________________  ___________________
Signature of Personnel                Date (Day/Month/Year)
We, the undersigned, offer to provide the services for call for proposal from NGOs in accordance with your Request for Proposal No. 2021/UNDP-MMR/PN/007 (CFP) and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal.

Our attached Financial Proposal is for the sum of six hundred seventy four thousands three hundred and sixty three USD ($674,363).

We confirm that we have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities required of us in this CFP, and the General Terms and Conditions of UNDP’s Responsible Party Agreement (Annex 4).

Our Proposal shall be valid 120 days from deadline of submission.

We understand you are not bound to accept any Proposal you receive.

Name: ________________________________
Title: _________________________________
Date: _________________________________
Signature: ____________________________

[Stamp with official stamp of the Proposer]
## Financial Proposal Form

<table>
<thead>
<tr>
<th>Milestone / Documentation</th>
<th>Target Delivery Date</th>
<th>Payments Amount (USD/MMK)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved contract and scope of services (20%)</td>
<td>Upon signing of contract</td>
<td>134,873 USD (20% of Contract)</td>
</tr>
<tr>
<td><strong>Milestone 1.</strong> Completion of personnel recruitment and mobilization; Finalized scope of work, work schedules, and work arrangements; Developed monitoring framework and guidelines; reactivation or establishment of village development committee; community engagement and beneficiaries’ targeting; developed training program and materials; developed Income Generating Activities guidelines, detail list of productive inputs/ start-up kits packages.</td>
<td>End of 2nd month</td>
<td>134,873 USD (20% of Contract)</td>
</tr>
<tr>
<td><strong>Documentation:</strong> 1) Inception Report, covering finalized scope of work, beneficiaries targeting, detail Implementation Plan, and monitoring framework and guideline for NGO/CSO’s team; 2) Detail List of Target Beneficiaries; 3) Vocational Skills and Income Generating Activities training program and materials; 4) Income Generating Activities guidelines, detail list of productive input packages, i.e. start-up kits, cash grants; any other relevant documentation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Milestone 2.</strong> Completion of planned Vocational skills and Income Generating Activities mobile training sessions at target locations, on-the-job trainings and apprenticeships; distribution of productive input packages including cash grants; Completed on-site technical assistance and cash grants to relevant beneficiaries.</td>
<td>End of 4th month</td>
<td>269,745 USD (40% of Contract)</td>
</tr>
<tr>
<td><strong>Documentation:</strong> Implementation Progress Report (validated by UNDP field monitoring), enclosing detail reports of i) facilitated vocational skills and IGA trainings; ii) distributed productive input packages; and iii) provided technical assistance; any other relevant documentation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Milestone 3.</strong> Completion of field activities and achievement of target outputs; Conducted post-interventions technical assistance and coaching for improvement/ expansion of income generating activities deliverables; Undertaken field joint monitoring with UNDP and relevant stakeholders.</td>
<td>End of 6th month</td>
<td>134,873 USD (20% of Contract)</td>
</tr>
<tr>
<td><strong>Documentation:</strong> Final progress/project completion report (validated by UNDP field monitoring) documenting achievement of deliverables.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>674,363 USD</td>
</tr>
</tbody>
</table>

Reference for Detail Financial proposal sample in Annex 3.
Please note that all budget Lines are for costs related only to project activities. These budget categories are suggested guidelines. The Recipient may choose alternates which more accurately reflect their expense items and needs. Proposals amounts should fall within the range of maximum of USD 710,000.