

# **Advisory Services for Implementation of Debt-for-Development Swap between Governments of Italy and Myanmar**

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*Project Proposal*

## Acronyms

CPF	Counterpart Fund
DGCS	Directorate-General of Development Cooperation
GOI	Government of the Republic of Italy
MC	Management Committee
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
GOM	Government of the Republic of the Union of Myanmar
IP	Implementing Partner
TG	Technical Guidelines
UNOPS	United Nations Office for Project Services

## 1. Summary of Project

<b>Title of the project:</b>	<b>Advisory Services for Implementation of Debt-for-Development Swap between Governments of Italy and Myanmar</b>
<b>Type of Services:</b>	<b>Advisory Services</b>
<b>Overall objective:</b>	Ensure successful implementation of Debt-for-Development Swap through socio-economic development projects in Myanmar
<b>Specific objective</b>	Provide professional advisory services to facilitate identification, financing and start-up of eligible projects funded by the CPF
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>A. Management committee receives comprehensive advice on preparation of Call for Proposals and accompanying documents;</li> <li>B. Management Committee is provided with technical assessment on which projects are to be selected</li> <li>C. Management Committee is provided with adequate assistance in launching the projects</li> <li>D. Preparatory work is completed for monitoring and reporting activities during the implementation phase of selected projects</li> </ul>
<b>Total cost of the project:</b>	<b>EUR 137,212</b>
<b>Duration of the project:</b>	<b>12 months</b>
<b>Contact Person:</b>	<b>Thazin Aung</b> <b>Portfolio Manager</b> Email: <a href="mailto:thazina@unops.org">thazina@unops.org</a>

## 2. Background

On March 6<sup>th</sup> 2013, the Government of the Italian Republic (GOI) and the Government of the Republic of the Union of Myanmar (GOM) agreed to swap USD 3,169,866.71 of Myanmar's outstanding debt with Italy for funding development projects in Myanmar. The Agreement came into force on November 29<sup>th</sup> 2013. Under this agreement, GOM deposited the abovementioned amount on March 20<sup>th</sup> 2014 in a Counterpart Fund account with the Myanma Economic Bank. This money shall be used to implement development projects over a period of three years from the payment of the deposit, after which time Myanmar's debt to Italy is reduced by the amount drawn from the account.

The projects funded through this agreement aim to promote sustainable socio-economic development in Myanmar. In particular, they are meant to focus on the following priority sectors as identified by the Government of Myanmar: rural development, food security and agriculture, health, education and environmental protection, as well as supporting de-mining activities. Verifiable social inclusion, environmentally sustainable resource use, as well as gender equality, are aspects to be emphasized.

### 3. Swap Agreement Implementation

A Management Committee (MC) consisting of representatives of GOI and GOM has been established for the implementation of this Swap Agreement. The MC bears ultimate responsibility for the selection of individual projects, monitoring and evaluation as well as reporting to the parties of the agreement. The Management Committee is to meet at least once every four months.

As per the Agreement a UN Agency will be hired to support the Management Committee in its duties. Specifically, according to the Technical Guidelines which were approved by the first MC meeting on June 18 2014, GOM and GOI have agreed to entrust UNOPS with the assessment of the projects from a technical and feasibility standpoint as well as with the monitoring of the projects implementation, including the assessment of their six-month and final reports, which will then influence the disbursement of funds to projects. UNOPS role is therefore concerned with quality assurance of the Implementing Partners<sup>1</sup>. In order to ensure support for the implementation of UNOPS advisory services, a technical Memorandum of Understanding, to be signed among GOI, GOM and UNOPS, will set out the terms and conditions under which the services and activities will be carried out.

UNOPS is to charge an amount of EUR 137,212.00 for the first year of the provision of these services. The cost of these services is to be borne by the GOI.

### 4. UNOPS Services

The services that UNOPS will provide to the project during the first 12 months are as follows.

- a) Providing MOF, GOM with technical assistance for the preparation and launching of the official advertisement for presentation and selection of projects, as mentioned in Article 3 of the Technical Guidelines;
- b) Carrying out the Technical Assessment of the project proposals forwarded to MC by MOF, and issuing recommendations;
- c) Ensuring technical and administrative support to allow disbursements of eligible projects, including reviewing MoUs to be signed with the IPs and – when needed – evaluation of the updated project work plans to be submitted for MC approval.

To the extent possible, UNOPS will also conduct the following activities under the Debt-Swap Agreement:

- a) Evaluating the six months project reports submitted by the IPs, prior to MC meetings.
- b) Evaluating the final reports as well as the project technical-financial reports submitted by the IPs.

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<sup>1</sup> An Implementing Partner (IP) is an organisation or entity that signs a contract or sub-grant agreements with the MOF specifying that it will implement certain grant activities, for which it will receive an amount of CPF funding, and is required to provide reports on financial expenditures and the implementation of these activities.

- c) Carrying out project monitoring, including field visits, if necessary and/or requested by the MC. All projects shall be monitored at least twice during their implementation.
- d) Pre-evaluating project amendments with additional costs and/or objective changes proposed by the IPs, and submitting those for MC approval;
- e) Evaluating and approving project amendments with neither additional costs nor objective changes.

## 5. UNOPS Capacity

The General Assembly in its decision 48/501 of 19 September 1994 established the United Nations Office for Project Services (hereafter UNOPS) as a separate and identifiable entity within the United Nations System. The role of UNOPS was reconfirmed as a central resource for the United Nations system in procurement, infrastructure and project management. UNOPS adds value through efficient, cost-effective services to development partners in peace building, humanitarian and development contexts.

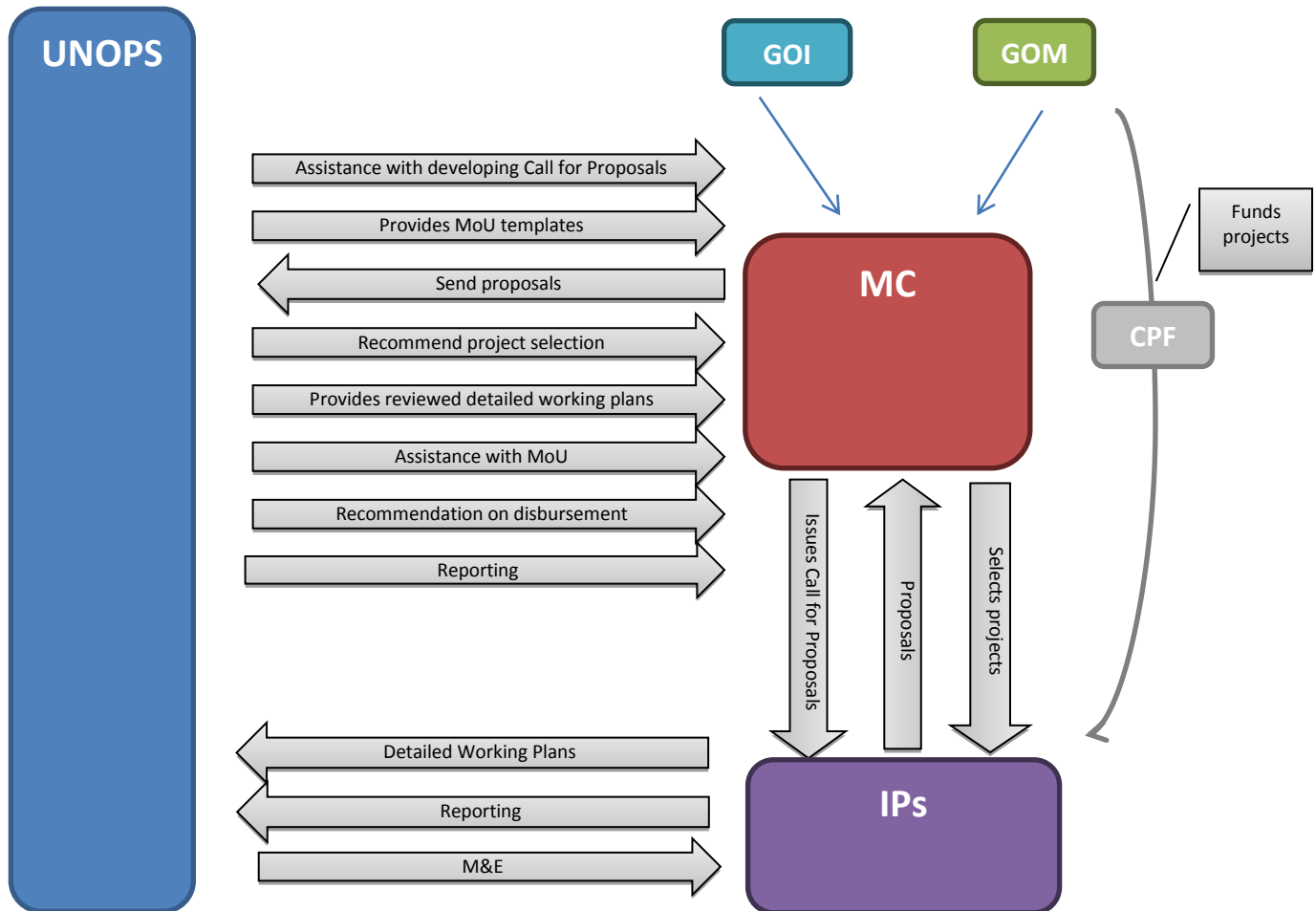
UNOPS in Myanmar is optimally positioned for the role of the UN agency supporting the implementation of this project. Present in Myanmar since 1996, UNOPS has a team of over 250 staff and can rely on an in-depth knowledge of local conditions as well as an extensive network of over 80 development partners including GOM agencies at state/regional and union/central levels.

Acting as the manager of Myanmar's largest multi-donor trust funds (The Three Millennium Development Goal Fund (3MDG) and the Livelihoods and Food Security Trust Fund (LIFT)), and as Principal Recipient for The Global Fund to fight AIDS, Tuberculosis and Malaria, UNOPS has extensive experience with the selection of IPs, designing sub-grant schemes, assessing project proposals as well as monitoring and evaluation of project progress.

As the United Nation's central resource for project management, UNOPS is focused on providing implementation excellence to development projects in a broad range of areas – from livelihoods, food security and rural development through healthcare provision, infrastructure and disaster risk prevention to de-mining. This makes UNOPS ideally suited to provide advisory services to the MC for this Debt Swap. The fact that UNOPS was the first global organization to be awarded all four of the most prestigious international project management certifications available, as well as our certified compliance with the ISO 9001 quality standard, serves as independent acknowledgement of the high quality of our services. Transparency and sustainability are at the core of UNOPS's work and firmly integrated into our projects, something which is also recognized by independent third parties like the International Aid Transparency Initiative (IATI) or through the ISO 14001 certification.

## 6. Project Structure

The general structure of the implementation of the Debt Swap Agreement is as follows.



## 7. General Approach

Many of the tasks that UNOPS will perform or advise the MC on during this project are already performed on a large scale by the major programmes under UNOPS's management in Myanmar - The Three Millennium Development Goal Fund, the Livelihoods and Food Security Trust Fund and The Global Fund to Fight AIDS, Tuberculosis and Malaria. UNOPS will therefore largely rely on systems put in place through its management of the above funds. In supporting implementation of this swap, UNOPS will also follow the formalized project management processes and use internal implementation mechanisms and tools developed by our global Sustainable Project Management Practice Group, such as our Project Budgeting, Labour-based Implementation and Community Engagement Toolkits or our Project Success Criteria.

In assisting with the implementation of the above Debt Swap, UNOPS advisory services will be guided by the following objectives:

- Maximizing efficiency of the Project's implementation
- Creating sustainable benefits to the ultimate recipients
- Where applicable, enhancing capacity of national partners through learning-by-doing or through providing best-practices
- Keeping a low profile so as to ensure maximum visibility for the Governments of Italy and Myanmar
- Further developing our partnership with the Governments of Italy and Myanmar

Specific descriptions of the tasks to be performed are provided in the following sections as well as in the log - frame in Annex 4.

## 8. Project Selection Approach

UNOPS will support the MC in creating and implementing a competitive, open and transparent selection process aiming to select a portfolio of projects that maximizes benefits to recipients. UNOPS aims to base its advice on the following broad technical and financial criteria:

Technical	Financial
<ul style="list-style-type: none"> <li>• Quality of the proposed work, plan and approach</li> <li>• Feasibility of the proposed work (time frames, accessibility etc.).</li> <li>• Expected impact of the proposal if implemented including estimated number of beneficiaries</li> <li>• Sustainability and community involvement.</li> <li>• Organization's capacity, reputation and expertise</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cost-Input-Output analysis: to relate the budget to the intended outcome of the activities to judge cost-effectiveness</li> <li>▪ Salary structure: to compare against normal market prices for national and international staff</li> <li>▪ Value for money</li> </ul>

A more detailed list of project selection technical criteria and the relative importance of each of these will be discussed and agreed upon with the MC. Based on this discussion, UNOPS will advise the MC on drafting a call for proposals (CFP), proposal forms as well as qualitative proposal evaluation forms (a preliminary example of a project evaluation form we would propose can be found in **Annex 3**). These documents are all to follow the same logic and structure so as to make the application and selection processes as consistent and efficient as possible. This will ensure consistency of IPs' logframes and work plans, and ultimately project achievements, as the IPs will internalize the requirements of the grants from the beginning of the proposal process. The preparation of the CFP is estimated to require 5 working days by an experienced team of 1 international specialist and 3 national experts.

Once the call for proposals is issued, potential IPs shall be provided with a period of no less than two months to create and submit their proposals. The evaluation of the proposals will then be performed by both internal and external experts, hired as needed, depending on the sector, complexity and quantity of the applications. A roster of external consultants available for this task shall be created in advance.

UNOPS estimates that the overall number of projects to be evaluated will be approximately 100 and that the evaluation will require 25 working days by 13 experienced national experts and 1 international expert. The national experts shall be required to possess at least 7 years of relevant work experience while the international expert shall be required to possess at least 9 years of qualifying work experience. During the selection of the external consultants for this phase of the project, UNOPS will focus on both the quantity and the quality of the consultants' experience and background as well as on selecting a team of consultants whose set of skills closely matches the priority sectors mentioned earlier, as well as (if possible) the proportion of the total number of proposals received from each sector/focus area.

Projects recommended to the MC will be selected based on an in-depth qualitative assessment of the proposals (on the basis of an evaluation form to be approved by the MC) as well as a thorough evaluation of the proposed budgets. A scoring system may be implemented to facilitate project selection, especially when the number of proposals to be evaluated is high, and - given the difficulties associated with quantifying and comparing qualitative characteristics - this will be used primarily as a supporting tool. Depending on the nature and quantity of the proposals received, a pre-screening mechanism may be implemented to speed-up the proposal evaluation process.

The desk-assessment of the proposals will be supplemented by field evaluations. These will be conducted only for a reasonably-sized sub-group of projects chosen in accordance with criteria selected by the MC (e.g. representative coverage of main sectors specified in the Agreement or IP categories).

Submission of a reasonably detailed work plan will be required from the IPs as part of the proposal process and the assessment of this plan will form an integral part of the evaluation. Within this assessment, UNOPS will focus on answering, among others, the following questions:

- Does the work plan allow the achievement of the results specified, e.g. in the log frame?
- Does the organization have sufficient human and financial resources dedicated to the implementation of the work plan?
- Are the interactions with other bodies sufficiently mapped and planned for?
- Is the timeline realistic given external factors and the abovementioned interfaces?
- Does the timeline align with the personnel and resources allocated for the work plan?
- Are sufficient resources allocated to individual work packages?
- Does the work plan contain adequate provisions for reporting procedures?
- Is the management of key risks incorporated into the work plan?

The evaluation will provide recommendations on the technical quality of projects. In addition, UNOPS will also seek to recommend to the MC the best available *portfolio* of projects. Following the individual assessment of project proposals, the evaluation team can create potential project portfolios, giving due consideration to the synergies and complementarities between individual projects (e.g. economies of scale and scope between the projects or simplified and therefore higher-quality monitoring).



The evaluation team will submit to the MC the full results of the evaluation, highlighting the best project portfolios for the MC's consideration.

Upon consultation with the MC, the Proposal Evaluation team may request IPs to refine and modify parts of the work plans after the IPs' projects have been selected.

## **9. Technical Assistance for Project Disbursement and Implementation Launch**

One of the key roles of UNOPS is to provide specialized technical assistance services to facilitate the disbursement of the first instalment of the selected projects, and related start-up of project activities. This role covers the following main duties:

- Reviewing MoUs and, if necessary, making recommendations for MC approval
- Verification of IP's funding requests and their submission for MC approval
- When needed, review of finalized work plans for submission to MC

It is expected that these tasks shall be handled by the UNOPS project management team in cooperation with relevant UNOPS units.

At this stage, UNOPS will also take steps to prepare the reporting and monitoring infrastructure necessary for the projects' implementation. This will involve:

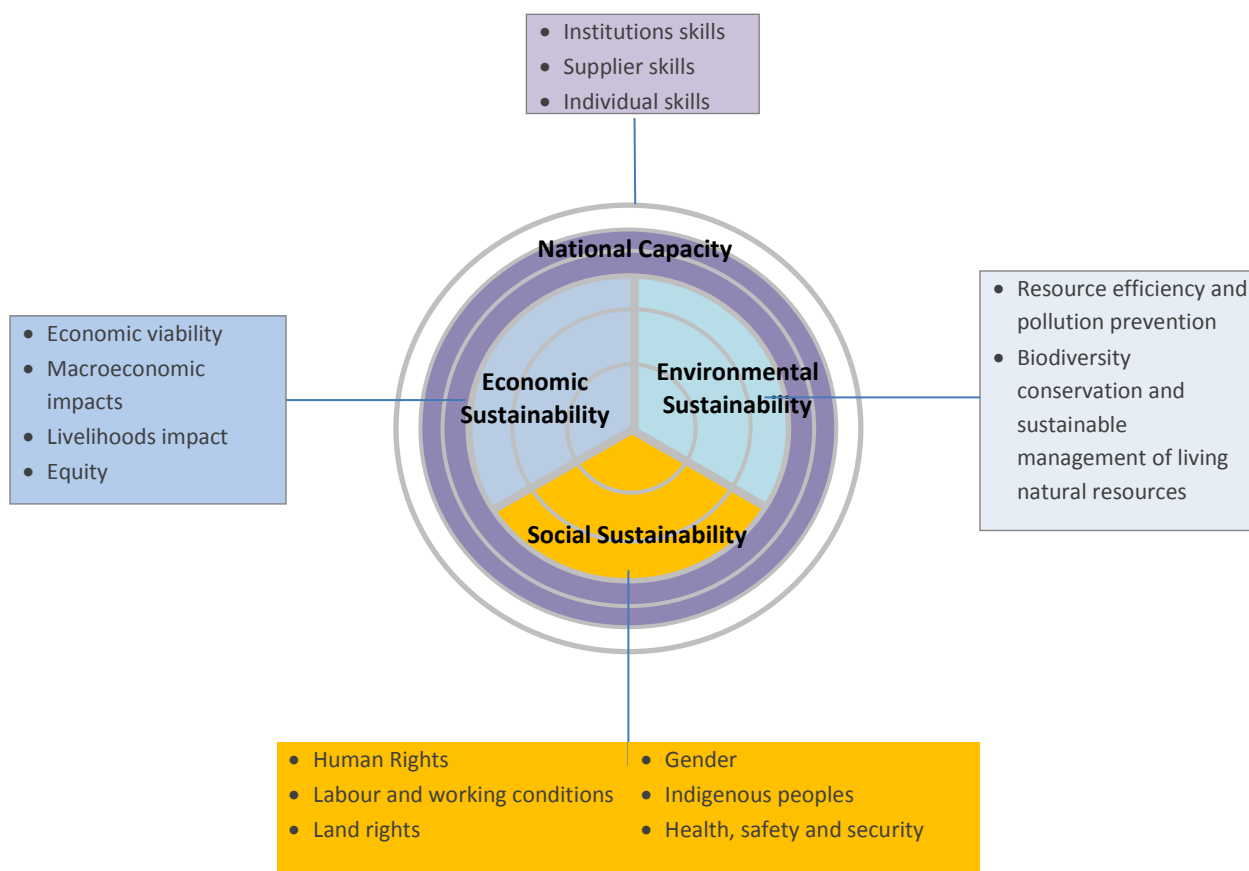
- Recruitment of a national monitoring and evaluation (M&E) specialist.
- Creation of a reasonably detailed plan of M&E activities by M&E specialist based on the documentation submitted by the IPs, the MC's priorities and other relevant considerations.
- Recruitment of national reporting specialist to support the drafting of the required financial and technical reports.

## **10. Sustainability**

UNOPS's Strategic Plan for 2014-2017 places sustainability at the very centre of our organization's activities. Reflecting this, UNOPS is determined to provide its technical assistance under this Debt-Swap agreement in a way as to ensure that the projects recommended for selection by the Management Committee are sustainable from an economic, environmental and social point of view and that they contribute to building national capacity in Myanmar in the relevant areas.

To this end, we will use the Sustainability Screening Tool currently under development by our Sustainable Project Management Practice Group to evaluate the projects' compliance with a set of minimum relevant sustainability standards. The broad categories of these standards are showcased in the chart below. The sustainability track-record of our partners will be taken into account and sustainability factors will play a role in the projects' initial physical and organization capacity assessments, where necessary on-site.

## Sustainability dimensions for evaluation:



## 11. Action Plan

The actions to be undertaken by UNOPS in fulfilling the Debt-for-Development Swap together with the expected interfaces with the MC, MOF of GOM and the DGCS of GOI are outlined in the table below<sup>2</sup>:

Steps	Actions
1	Develop terms of reference and hire short term External Evaluation Panel for Proposal Selection
2	In consultation with MC, develop CFP for Debt-for-Development Swap Projects with MOF
3	Release CFP, then Organizations submit project proposals to MC through MOF and DGCS
4	Evaluate Proposals including work plans and make recommendations to MC
5	MC decides on selection of projects, informs respective organizations of MC's decision on project selection
6	Where necessary, review project documents submitted (where necessary including work plan updates). Get MC

<sup>2</sup> Please note that this table is tentative and subject to revisions based on further discussions with GOI and GOM. The final and binding duties of each partner would be stipulated in the same table as an Annex to a Technical Memorandum of Understanding signed between GOI, GOM and UNOPS.

	approval on project documents, Advise MC on issuing MoU for selected projects
9	First funding request from projects are verified by UNOPS and forwarded to MC, MC endorses funding requests for the release of first disbursement to respective projects
10	Funds are disbursed by MOF
11	Funded projects are launched
12	The ground for monitoring and evaluation of the selected projects is prepared
13	The reporting infrastructure for projects is prepared

A more detailed work plan is provided as a separate part of the project documentation.

## 12. Reporting

Throughout the implementation of this Agreement, UNOPS will provide the parties of this Agreement with the following key reports detailed below.

All funds received under the Agreement are to be administered according to the financial regulations and rules applicable to UNOPS. All financial accounts will be registered and reported in compliance with International Public Service Accounting Standards (IPSAS) and the guidelines of the International Aid Transparency Initiative. An external reporting specialist will be hired as needed to assist in the preparation of the reports.

Who by	Who to	Report	Frequency	Submission	Content
UNOPS	MC	Annual technical progress reports	Once a year	Within 30 days of end of period	Detail activities undertaken and outline the progress achieved in relation to the Services, the problems and constraints encountered, remedial action taken, monitoring and evaluation information and any other relevant information.
UNOPS	MC	Annual financial statements	Once a year	As agreed with MC	Commitments and disbursements pertaining to the Services, until the completion of the Services, including disbursements made against the previous payment and any unspent cash balance from the preceding calendar year. It is understood that annual financial statements shall be prepared on the basis of the open General Ledger
UNOPS	MC	Annual certified financial statement	Once a year	As agreed with MC	To cover the period ending 31 December of previous year

UNOPS agrees to hire an external audit company to perform an annual financial and technical audit at the end of the first year of the project. The audit company will be appointed by UNOPS according to external auditing procedures laid down in UNOPS Financial Regulations and Rules and further regulated by the Executive Board of UNDP/UNFPA/UNOPS. The costs of this audit are included in the project budget.

## Annex 1: Proposed Budget<sup>3</sup>

The proposed budget for the provision of UNOPS's services is presented in the table below:

<b>Project Duration: 36 months</b>							U
<b>UN Exchange rate of Sep 2014 (1 Dollar = 0.759 Euro)</b>							
Account Code	Resources	Unit	Unit Rate (Euro)	%	Quantity	Frequency	Year 1 (Euro)
<b>Direct Costs (Sum 1 to 3)</b>							<b>117,698.75</b>
<b>1) Technical Assistance</b>							<b>76,335.59</b>
	International Proposal Evaluation Specialist (CFP and Evaluation)	person day	555.59	100%	1	30	16,667.64
	National Proposal Evaluation Specialists (CFP)	person day	127.74	100%	3	5	1,916.10
	National Proposal Evaluation Specialists (Evaluation)	person day	127.74	100%	13	25	41,515.40
	National Monitoring and Evaluation Specialist	person month	2,733.54	100%	1	25	2,733.54
	National Reporting Specialist	person day	127.74	100%	1	45	
	National Portfolio Manager	person month	2,733.54	25%	1	36	8,123.98
	National Portfolio Assistant	person month	1,829.57	25%	1	36	5,378.93
<b>2) Costs associated with Technical Assistance</b>							<b>21,603.96</b>
	Ticket for International Evaluation Specialist	trip	1,898	100%	1	2	3,795.00
	Transport (Car, Fuel, Tickets, etc.)		-				
	Physical Assessment	project	102.47	100%	25	1	2,561.63
	Regular Monitoring	project	166.98	100%	15	2	
	DSA		-				
	Physical Assessment	person day	75.90	100%	112	1	8,500.80
	Regular Monitoring	person day	75.90	100%	75	2	
	Laptop	unit	1,138.50	100%	1	1	1,138.50
	Communication charges (Mobile phone)	Lump sum					295.04
	External Audit	Lump sum					5,313.00
<b>3) Other Associated Operating Costs</b>							<b>19,759.20</b>
	Centrally Managed Direct Costs - Project	per month	442.75	100%	1	36	5,313.00
	Locally Managed Direct Costs	Lump sum					-
	Representative's Office	Lump sum					-
	Head of Support Services Office	Lump sum					819.72
	Protocol Support	Lump sum					710.42
	Finance Support	Lump sum					2,338.93
	Management and Compliance Support	Lump sum					710.42
	HR Support	Lump sum					3,278.88
	Procurement Support	Lump sum					455.40
	ICT Support	Lump sum					1,311.55
	Security Support	Lump sum					760.52
	Administrative Support	Lump sum					1,092.96
	Office Operational Costs	Lump sum					2,967.39
<b>4) Indirect Cost</b>							<b>19,513.34</b>
<b>GRAND TOTAL (Sum 1 to 4)</b>							<b>137,212</b>
<b>Remarks:</b>							
1) The budget is based on current UN rate of exchange, which is subject to change every month. Any future changes may have an impact on the above budget assumptions, which are current as of September 2014.							
2) Inflation is not included in budget but will have to be captured annually (expected at around 15% per annum)							
3) If the project lasts beyond 36 months, the fees of UNOPS Advisory Services are subject to change in order to cover the costs associated with the extension of project.							
4) UNOPS project management team will involve 1 National Portfolio Manager and 1 National Portfolio Assistant.							
5) Locally Managed Direct Cost is for the support services in the areas mentioned.							
6) There will only be 1 Call for Proposals.							
7) The above Budget is an estimate and charges will be based on actuals.							
8) Office Operational Costs refers to materials and equipment supporting the project implementation in UNOPS Myanmar.							
9) GOI agrees that UNOPS as the provider of advisory services can vary the allocation of travel and DSA days to address specific assessment needs such as the complexity and geographical spread of projects.							

<sup>3</sup> The two UNOPS staff in the budget – National Portfolio Manager and National Portfolio Assistant – contribute to the implementation of UNOPS projects and are funded by those projects accordingly. In this case, 25% (each) of their roles will focus on implementing this project.

## Annex 2: Project Logframe

	Overall Objective	Ensure successful implementation of Debt-for-Development Swap through socio-economic development projects in Myanmar		
	Specific Objective	Provide professional advisory services to facilitate identification, financing and start-up of eligible projects funded by the CPF		
	Outcomes	Activities	Outputs	Indicators of achievement
1	Management Committee receives comprehensive advice on preparation of Call for Proposals and accompanying documents	Develop TOR and recruit experts for preparation of Call for Proposals. Develop roster of experts for evaluation of proposals.	1. TOR produced and issued  2. Experts hired  3. Roster developed	1. Days in developing TOR vs. target  2. Days in hiring selected experts vs. target  3. Number of qualified experts in roster, sufficient representation of priority sectors
		In consultation with Management Committee (MC), provide MOF with technical assistance in creating a detailed list of project selection criteria and prepare Call for Proposal.	1. Project selection criteria formulated  2. Project Evaluation Form created  3. Text for Call for Proposals finalised	1.Days delay in completing tasks  2. Days spent during project selection phase to refine selection criteria  3. Extent of project-criteria updates required during M&E phase ( <i>not applicable within this proposal period</i> )
		In consultation with MC, collaborate with MOF in developing and launching Call for Proposals and provide clear information about next steps required by applicants.	1. Call for Proposals officially launched	1. Number of updates required from applicants attributable to unclear formulation of CFP  2. Days delay in launching CFP

2	Management Committee is provided with technical assessment on which projects are to be selected	If necessary, recruit national evaluation experts in addition to those retained from previous phase to conduct the evaluation	2. Experts hired	2. Days delay in hiring selected experts
		Pre-screen compliant proposals and reject non-compliant proposals	1. Compliant proposals selected	1. Man-days taken vs. target  2. Man-days spent during project selection phase on assessment of obviously sub-par submissions
		Conduct initial physical and organization capacity assessment of specific proposed projects that are compliant with selection criteria.	1. Assessments conducted  2. Report on assessment	1. Number of assessments completed vs. number of compliant proposals
		Provide an accurate technical assessment of the project proposals and recommend best project portfolios to MC.	1. Final list of recommended proposals	1. Days delay in completing assessment  2. Number of proposals recommended by UNOPS vs. number of proposals approved by MC.
3	Management Committee is provided with adequate assistance in launching the projects	Provide MC with assistance in creating relevant MoAs and issue contracts to selected project partners	1. Templates for contracts are developed and signed	1. Number of revisions due to unclear formulation of MoAs  2. Days delay in processing requests
		If necessary, assess work plan updates submitted by IPs	1. Work plans finalized	1. Total delay in completing work plans
		Verify first funding requests by IPs, submit these to MC	1. Payment requests are verified and submitted	1. Number of ineligible payment requests submitted to MC  2. Number of eligible payment requests rejected  3. Days delay vs. target (per request)

4	Preparatory work is completed for monitoring and reporting activities during the implementation phase of selected projects	Prepare the ground for monitoring and evaluation of the projects selected	1. National M&E specialist recruited  2. M&E plan prepared	1. Days of delay vs. target  2. Amount of revisions in M&E plan during implementation phase attributable to deficiencies in initial version
		Prepare reporting infrastructure for projects	1. National reporting specialist recruited  2. Key reporting inputs gathered from implementing partners	1. Days delay vs. target

### Assumptions

The extent to which several key assumptions are met determines the overall success of the project as well as its compliance with the above logframe. Among these assumptions are:

- The MC meets regularly, as stipulated in the TGs, and makes timely decisions on launch of CfPs, evaluations and disbursements to IPs.
- Key stakeholders are available for coordination and consultation on all types of documentation.
- Projects are submitted before the deadline and passed to UNOPS on time.
- Projects and organizations being assessed are available and able to cooperate with capacity assessments by UNOPS.
- Criteria and guidelines are adhered to throughout the process.

### Annex 3: Project Appraisal Form

*Note: This form is indicative only. Composition and structure of scoring model to be decided in consultation with the MC.*

<b>PROPOSAL APPRAISAL FORM</b> <i>Note: numerical scores optional. Inclusion recommended in case a large number of proposals is evaluated</i>			
<b>Project Unique ID</b>			
<b>Project Title:</b>			
<b>Proposing Organisation:</b>			
<b>Sector focus</b>			
<b>Geographic area</b>			
<b>Target beneficiaries</b>			
<b>Expected Outcomes</b>			
<b>Budget</b>			
<b>Timeframe</b>			
<b>Project summary</b> (suitable for inclusion in Management Committee minutes)			
<b>Overall quality of project design:</b> <i>Provide a general comment based on the proposal's intervention logic, technical soundness, implementation strategy and log frame.</i>			
<b>Total project score</b>		<b>Project score (% of max.)</b>	



<b>A. Project Description</b> (Design Quality) <i>Please rate each dimension on a 1-10 scale</i>		<b>Total weight for section:</b>	<b>25</b>
<b>Criterion</b>	<b>Evaluation</b>	<b>Score (1-10)</b>	<b>Weight within section (%)</b>
<b>Logframe:</b> Is the logframe well-conceived and consistent with the text?  <i>(I.e. are the project's goals, objectives and activities well-conceived and linked together in a logical manner?)</i>			7.5
Are the project's success indicators SMART?			10
<b>Activities and outputs:</b> Are they well described? Is it evident that the specified outputs will be delivered by the activities?			7.5
<b>Methodology:</b> Is the modality for project delivery and the methodology for delivery of the activities and outputs appropriate?			15
Is it clear how the project will engage and work with government at the relevant level(s)?			5

<b>Organisational capacity:</b> Does the proposed implementing organization and its partners have the necessary capacity to implement the project?  <i>[Assessment may include knowledge of past performance, demonstrated technical capacity of staff, and demonstrated management capacity of staff/org].</i>			15
<b>Budget and Value for money:</b> Does the budget demonstrate cost efficiency and value for money for the project? Is it adequate to deliver the outputs?			15
Is the budget clear, accurate and complete?			10
Does the budget align with the work plan?			5
Is the timeline realistic?			10

<b>B. Implementation Arrangements</b>  (the main issues and factors affecting how the project will be delivered on the ground)		<b>Total weight for section:</b>	<b>30</b>
<b>Criterion</b>	<b>Evaluation</b>	<b>Score (1-10)</b>	<b>Weight (%)</b>
<b>Governance and Management:</b> Are the roles and responsibilities of the partners clear and do they provide for effective governance and management arrangements?			20

Is it clear how the relevant govt stakeholders will be engaged and are appropriate arrangements in place for cooperation with other donors or groups that may have an interest?			5
<b>Implementation/Work Plan:</b> Clarity, consistent with logframe and activity description?			30
<b>Monitoring and Evaluation:</b> <i>Does the implementing organization intend to conduct its own monitoring and evaluation in addition to the one being provided by UNOPS?</i>			5
<b>Risk management:</b> Are there any substantial risks that threaten the implementation of this project?			-15
<b>Risk management:</b> Has the proposal provided a clear risk management mechanism?			15
<b>Sustainability:</b> Does the project demonstrate a good case for sustainability of the proposed outcomes and impacts beyond the funding period?			30

Are there any institutional, political, social unrest, asset management etc issues that raise concern and/or need further consideration? Have they been addressed and if not what should be addressed for the proposal's approval?			10
<b>Cross Cutting Issues:</b>  <i>Does the proposal sufficiently consider and integrate gender, human rights, disability, nutrition, and environment considerations into project implementation arrangements?</i>			-10
Has provision been made to address any potentially adverse impacts or risks to these cross cutting elements? If not what should be included to avoid or mitigate them?			10

<b>C. Learning, Innovation and Value Add</b>		<b>Total weight for section:</b>	<b>15</b>
<i>[Does the proposal consider, and the project provide, the following. Justify your answers.]</i>			
<b>Criterion</b>	<b>Evaluation</b>	<b>Score (1-10)</b>	<b>Weight (%)</b>
Have a high potential for learning?			25
Use an innovative approach?			10
Contribute to policy dialogue?			10
Strengthen capacity of relevant stakeholders?			50
Does the proposal include a communication plan?			5

<b>D. Portfolio impacts</b>			<b>Total weight for section:</b>	<b>30</b>
<b>Criterion</b>	<b>Description</b>	<b>Score (1-10)</b>	<b>Weight</b>	<b>Project ID related</b>
Does the project overlap with any other projects currently considered?			-40	
Can the project enhance the quality of delivery of other projects currently considered?			50	
Can the project enhance the scope of delivery of other projects?			50	
Can monitoring and evaluation of this project be strengthened if it is undertaken together with other projects currently considered?			40	

## Annex 4: First Year Project Work Plan

Activity	Task	Year	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Provide MOF with technical assistance for the preparation and launch of the official advertisement for presentation and selection of projects as mentioned in Art. 3 of the Technical Guidelines.	Develop terms of reference and conduct recruitment of short-term External Proposal Evaluation Panel for preparation of Call for Proposals (CFP) and Proposal Selection.	Year 1												
	In consultation with Management Committee (MC), provide MOF with technical assistance in creating a detailed list of project selection technical criteria and preparation of Call for Proposals of Debt-for-Development Projects.	Year 1												
	Collaborate with MOF and Technical Experts in developing and launching of CFPs.													
Conduct the Technical Assessment of the project proposals forwarded to MC by the MOF.	Receive proposal submissions from MOF.	Year 1												
	If required, hire additional national experts from roster.	Year 1												
	Pre-screen compliant proposals and reject non-compliant proposals.	Year 1												
	Conduct initial physical and organization capacity assessment of proposed projects' organisations which are compliant with selection criteria. Evaluate Proposals and make recommendations to MC	Year 1												
Assist in selection of projects and support MOF in issuing Memorandum of Agreements (MoAs)/Contracts to	Selection of projects by MC. Inform respective organizations of MC's decision on project selection.	Year 1												

implementing entities and in disbursing first payment.	Get MC approval on project documents, Issue MOAs to selected projects.	Year 1												
	Verify first funding requests and, if required, updated work plans from projects and forward to MC, MC endorses funding requests for the release of first disbursement to respective projects.	Year 1												
	Funds to be disbursed by MOF to implementing entities	Year 1												
Conduct project monitoring, including field visits, if necessary and/or if requested by the MC. All projects shall be monitored at least twice during their implementation.	Develop terms of reference and conduct recruitment process to hire 1 Monitoring and Evaluation (M&E) Specialist.	Year 1												
	Development of M&E Plan	Year 1												
UNOPS submits an annual technical progress report and an annual certified financial statement within 2 months from the completion date of first project year and	Develop terms of reference and conduct recruitment process to hire 1 National Reporting Specialist.	Year 1												

Activity	Task	Position In-charge	Person Day/Month	Headcount	Number of Days/Months	Total Work Engagement
Provide MOF with technical assistance for the preparation and launch of the official advertisement for presentation and selection of projects as mentioned in Art. 3 of the Technical Guidelines.	Develop terms of reference and conduct recruitment of short-term External Proposal Evaluation Panel for preparation of Call for Proposals (CFP) and Proposal Selection.	UNOPS Project Management Team				
	In consultation with Management Committee (MC), provide MOF with technical assistance in creating a detailed list of project selection technical criteria and preparation of Call for Proposals of Debt-for-Development Projects.	Proposal Evaluation Team ( 1 International, 3 National)	Person Day	4	5	20
	Collaborate with MOF and Technical Experts in developing and launching of CFPs.					
Conduct the Technical Assessment of the project proposals forwarded to MC by the MOF.	Receive proposal submissions from MOF.	UNOPS Project Management Team				
	If required, hire additional national experts from roster.	UNOPS Project Management Team				
	Pre-screen compliant proposals.	Proposal Evaluation Team ( 1 International, 13 National)	Person Day	14	25	350
	Conduct initial physical and organization capacity assessment of proposed projects' organisations which are compliant with selection criteria. Evaluate Proposals and make recommendations to MC					
Assist in selection of projects and support MOF in issuing Memorandum of Agreements (MoAs)/Contracts to implementing entities and in disbursing first payment.	Selection of projects by MC. Inform respective organizations of MC's decision on project selection.	UNOPS Project Management Team				
	Get MC approval on project documents, Issue Memorandum of Agreement to selected projects.	UNOPS Project Management Team				
	Verify first funding requests from projects and forward to MC, MC endorses funding requests for the release of first disbursement to respective projects.	UNOPS Project Management Team				
	Funds to be disbursed by MOF to implementing entities	MOF				



Activity ▼	Task ▼	Position In-charge ▼	Person Day/Month ▼	Headcount ▼	Number of Days/Months ▼	Total Work Engagemen ▼
Conduct project monitoring, including field visits, if necessary and/or if requested by the MC. All projects shall be monitored at least twice during their implementation.	Develop terms of reference and conduct recruitment process to hire 1 Monitoring and Evaluation (M&E) Specialist.	UNOPS Project Management Team				
	Development of M&E Plan	National M&E Specialist	Person Month	1	1	1
UNOPS submits an annual technical progress report and an annual certified financial statement within 2 months from the completion date of first project year	Develop terms of reference and conduct recruitment process to hire 1 National Reporting Specialist.	UNOPS Project Management Team				
	Gather all the reported data and information from implementing entities, UNOPS, MC and stakeholders to produce annual technical progress reports.	N/A				



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