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**C6.11 MANDALAY**  
**Township of Taungtha**  
**TERMS OF REFERENCE**  
**FOR TOWNSHIP LEVEL TECHNICAL ASSISTANCE**

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**PRELIMINARY REMARK**

The Terms of Reference (TOR) hereunder describe in a systematic and structured way the expectations of the Department of Rural Development (DRD) with regard to the Township Technical Assistance (TTA) for which DRD has the intention to contract a specialized firm or organization hereafter called ‘Consultant’ in order to support the implementation of the National Community Driven Development Project (NCDDP) in the township indicated here above.

The Consultants wishing to provide DRD with a detailed technical and financial proposal in response to DRD’s Request for Proposals (RFP) should be aware of the fact that although systematic and structured, the TOR in this Section 7 are also generic and as such do not reflect the specific situation in the township in which the Consultant will have to implement the services contracted.

The Consultants are therefore encouraged to pay a visit to the township and to meet with at least the DRD Office in order to provide DRD with a meaningful and quite dedicated technical proposal.

**I. INTRODUCTION**

The Republic of the Union of Myanmar has received a grant in the amount of US\$80 million and an additional financing of US\$ 400 million from the World Bank (IDA) toward the cost of its National Community Driven Development Project (NCDDP) which is being implemented by the Department of Rural Development (DRD) under the Ministry of Agriculture, Livestock and Irrigation (MOALI). Also other Development Organizations have started to contribute into the financial resources of the NCDDP, bringing the total amount at about US\$ 564.5 million.

The objective of the project is to enable poor rural communities to benefit from improved access to and use of basic infrastructure and services through a people-centered approach and to enhance the government’s capacity to respond promptly and effectively to an eligible crisis or emergency. This approach will empower villagers to manage and participate in their own development. The objective will be achieved through: (i) financing community-identified rural infrastructure investments; (ii) strengthening the capacity of communities in partnership with local authorities to effectively identify, plan and implement their development priorities; and (iii) facilitating the participation of the poor and vulnerable, both women and men, throughout the project cycle at the community level.

The project is comprised of five components, implemented over a period of approximately nine years, drawing on both the original World Bank grant and additional financing resources from both development partners and the Government’s own resources. Each component includes specific activities that seek a gender balance as well as to empower women.

**Component 1: Community Block Grants** to finance three annual cycles<sup>1</sup> of on average US\$33,000 to about 2,600 village tracts in approximately 63 townships for priority community

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<sup>1</sup>Traditionally, the NCDDP provides for four annual cycles of block grant financing to each township. However, this expansion to cover an additional 13 townships will provide the same amount of block grant funding in three years rather than four as a result of time constraints in relation to the closing date of the NCDDP.

level infrastructure. Block grants will be allocated through a participatory planning process covering all villages within a village tract. All village tracts in selected townships will be covered for equity purposes. Planning and prioritization of sub-projects will be undertaken by villagers and representative village tract forums.

**Component 2: Facilitation and Capacity Development** to finance technical assistance and institutional support at the union and township levels, including the hiring of community and technical facilitators. In this context, it will support capacity development in areas such as participatory processes, project management, gender equality and inclusion, environmental management and social accountability for local committee members as well as government staff at the township, region/state and union levels.

**Component 3: Knowledge and Learning** to support community representatives and government staff through learning from community based approaches implemented within and outside of Myanmar. There will also be annual multi-stakeholder reviews to share experiences from the previous cycle and discuss ways to improve the project's design and implementation for the next cycle. This component will also finance formal Project monitoring and evaluation studies.

**Component 4: Implementation Support** to support project management at the union and township levels, including administration and logistical support for project implementation.

**Component 5: Emergency Contingency Response** to allow for the rapid reallocation of grant proceeds from other components in order to provide preparedness and rapid response support to disaster, emergency and/or catastrophic events, as needed.

As the project scales up with another 13 townships, it is anticipated that it will operate or have operated in 76 townships, with at least 3 in each of the country's 14 regions and states as well as the union territory. Criteria for the selection of townships are: primarily poverty, with additional criteria being absence of external funding and commitment by regional government to the objectives of the project.

The project outcomes include improved access to community-prioritized services and infrastructure, and enhanced participation of rural populations, including the poor and vulnerable, in the development process. Outputs are along the four main components of the project: (i) community block grants; (ii) capacity development and facilitation; (iii) knowledge and learning; and (iv) implementation support. Some of the main outputs include:

- Number and type of community infrastructure built (for instance, kilometers of road rehabilitated, number of schools, clean water provision);
- Government officials and community members trained and using their new skills in planning, implementation, project management, and monitoring
- Cross-learning and knowledge exchanges facilitated between townships
- Grievance redress mechanism established and percent of grievances resolved.

There are four main indicators at the project development objective level, one to measure improved services and the other two indicators focusing on the people-centered approach. Indicators will be disaggregated by gender, ethnicity, and poverty where feasible.

- Number of persons having access to and use project-built infrastructure and services
- Percent of households in project villages participating in planning, decision-making, and implementation of sub-projects
- Percent of community members satisfied with the project.

## **II. OBJECTIVE OF THE ASSIGNMENT**

The objective of the assignment is to provide institutional support and technical assistance to the township office(s) of the Department of Rural Development in **Taungtha of the Mandalay State**. For planning purposes, the proposal should use the **Taungtha** township, pending final confirmation of the selected township in accordance with the procedures outlined in the latest version of the Operations Manual, which has been recently updated and also includes project phase out guidelines. Technical assistance will be provided at the township, village and village tract level in this township for the implementation of the National Community Driven Development (NCDD) Project.

An expansion of the assignment to additional townships in subsequent years is possible, depending on Project needs, available funding and the consultant's performance.

## **III. SCOPE OF WORK**

To achieve this objective, the scope of work of the selected Consultant will focus on providing broad-based capacity-building to DRD Township officials and communities; and on increasing awareness, self-initiative and ownership of the communities. Specific tasks will include:

1. Assisting township DRD offices in planning, implementing and monitoring project activities in the townships in line with the implementation guidelines in the project Operations Manual and directions received from the union office.
2. Providing institutional support, capacity development and technical assistance to the township DRD offices in the implementation of the project, including providing data for the project's Management Information System (MIS) and tracking and reporting on performance indicators and project progress.
3. Recruiting and training community facilitators to assist villages and village tracts in the preparation and annual revision of development plans, the approval and implementation of sub-projects, and the organization of annual social audits;
4. Recruiting and training technical facilitators to assist village level committees in sub-project technical design, cost estimation, environmental and social safeguards implementation, and construction management/supervision;
5. Supporting the empowerment and leadership of village communities in social assessment participatory planning, implementation and supervision of their village plan;
6. Assisting village tract project support committees to manage project funds in a transparent and accountable manner;
7. Supporting DRD engineers and village level committees for the preparation and technical design of sub-projects, including procurement and the identification and adequate mitigation of potential negative environmental and social impacts;
8. Supporting the township DRD office in adapting project information materials to local context and ensuring wide outreach to and communication and consultation with local stakeholders;
9. Supporting the grievance handling system in line with the provisions of the operations manual.
10. Undertaking other activities related to the project as assigned by DRD.
11. Supporting the township DRD in creating awareness of social participation, social accountability and gender amongst the township populations and other stakeholders;
12. Assist the township DRD in the creation of solutions with regard to conflict resolution(s), if any.
13. Assist and facilitate the township DRD in all types of audits, assessment and supervision missions by either the Bank, DRD or any third party commissioned to execute such mission e.g. financial and technical audits.

14. Assist and support the township DRD in case of disaster relief operations, or any other crisis such as the Covid-19 pandemic of 2020.
15. Assist and support the DRD in the implementation of pilot projects such as for testing the Community Disaster Response Mechanism (CDRM) or Local Economic Development Projects

In undertaking these activities, the Consultant will collaborate closely with the DRD Union Management, the Union NCDDP Secretariat, the Project Regional Offices and the consultants providing technical assistance and institutional support.

Details about the project's operations can be found in the NCDDP Operations Manual (available at [cdd.drdmyanmar.org](http://cdd.drdmyanmar.org)). Further information can also be obtained from the contact person indicated in the Request for Proposals (RFP).

#### IV. TECHNICAL TEAM STRUCTURE

The Consultant Team will be comprised of the following professional staff (see Annex 2 for the personnel qualifications and tasks). Consultants are highly encouraged to use national staff for all positions except for International CDD Specialist. The following staff inputs are anticipated over the three year TTA cycle contract period. It is expected that the three year TTA cycle will start in October 2020 to be completed in September of 2023. The time inputs in the table hereunder are indicated in number of person months. The time inputs are time inputs per cycle year. A cycle year may not be the same as a calendar year. A cycle year is the period needed to realize the deliverables as listed per year in Annex 4 – Deliverables and Performance Indicators.

| <b>Estimated Maximum Time Inputs per Position in Person Months per TTA cycle year</b> |              |              |             |                |
|---|--------------|--------------|-------------|----------------|
| <b>Positions</b>  | <b>Y 1</b>   | <b>Y 2</b>   | <b>Y 3</b>  | <b>total</b>   |
| TTA team leader (Lead CDD and Training Specialist)<br>(1 per township)                | 12           | 12           | 12          | 36             |
| Finance Officer<br>(1 per township)   | 12           | 12           | 12          | 36             |
| Procurement Officer<br>(1 per township)   | 12           | 12           | 12          | 36             |
| Monitoring and Evaluation and MIS Officer<br>(1 per township)                         | 12           | 12           | 12          | 36             |
| Communication, Social Accountability and Gender Specialist<br>(1 per township)        | 12           | 12           | 12          | 36             |
| Community Facilitators<br>Taungtha : 30 CF  | 330          | 360          | 0           | 690            |
| Technical Facilitators<br>Taungtha :17 TF   | 187          | 204          | 0           | 391            |
| International CDD Expert<br>(1 per cluster)(4)  | 1.5          | 1.5          | 0.5         | 3.5            |
| National Program Adviser<br>(1 per cluster)(5)  | 3.0          | 3.0          | 2.0         | 8.0            |
| <b>Total (6)</b>  | <b>581.5</b> | <b>628.5</b> | <b>62.5</b> | <b>1,272.5</b> |

Notes:

- (1)The number of CF has been calculated ad 1 CF per 8 villages
- (2)The number of TF has been calculated ad 1 TF per 14 villages

(3) For the CF and TF it is expected that the Consultant's financial proposal is established on the basis of 11 person months paid during the first year, as during the first month the CF and TF will be recruited and not yet in their duty stations

The table above does not show inputs by CF and TF during year 3. It should be noted that the CF and TF recruited by the Consultant will remain on board at the same level of effort as in year 2 but directly contracted by DRD.

(4) The estimated time inputs for the International CDD Expert are 5.0 months for a standard township cluster consisting of 2 townships, 6.5 months in case the township cluster consists of 3 townships, and 3.5 months if there is only one township in the cluster.

(5) The estimated time inputs for the National Program Adviser are 10.0 months for a standard township cluster of consisting of 2 townships, 12.0 months in case the township cluster consists of 3 townships, and 8.0 months if there is only one township in the cluster.

(7) Intermediate or ad hoc TTA Performance Assessment: The Client may wish to assess the TTA Performance at any time during the implementation of the services if the need for such assessment is felt necessary for instance on basis of M&E indicators, specific difficulties and/or grievances being reported or simply as follow-up from previous Performance Assessments or the Mid Term Review. Also the Consultant can request such intermediate Performance Assessment in case of need. Intermediate TTA performance assessments can cover all areas of the services contracted, a selection thereof or just a specific theme.

(7) The contracting is organized as follows: A contract will be issued for the complete 3 year cycle on basis of an agreed cost covering the complete 3 cycle year as calculated based on the level of effort indicated in the table **Estimated Maximum Time Inputs per Position in Person Months per TTA cycle year** here above.

**The services under this contract are focused on building the capacity of township DRD offices to assume core functions over time. As such, the following staffing plan is envisioned:**

**Township Technical Assistance (TTA) team from Year 1 to 3 (full time, one in each township)**

1. TTA team leader (Lead CDD and Training Specialist)
2. Finance Officer
3. Procurement Officer
4. Monitoring and Evaluation and MIS Officer
5. Communication, Social Accountability and Gender Specialist

**Facilitators in Year 1 and Year 2**

1. Community Facilitators (balanced by gender):  
1 CF per 8 villages or 30 in Taungtha
2. Technical Facilitators (balanced by gender):  
1 TF per 14 villages or 17 in Taungtha

**Facilitators in Year 3**

1. Community Facilitators and Technical Facilitators to be contracted directly by DRD

**One support team for all townships of this assignment from Year 1 to 3**

1. National Program Advisor  
(short-term, 10 months per standard township cluster of 2 townships over the three project cycle years)
2. International CDD Specialist  
(short-term, 5 months per standard township cluster of 2 townships over the three project cycle years)

**Specific recommendations for hiring CF and TF**

- **Hiring CFs and TFs:** The CFs and TFs will be recruited/hired by the consultant. The client encourages the consultant to hire the CFs and TFs from villages, village tracts or the

township close to the sub-project sites. This not only saves their travel time and reduces their living expenses away from home, but also increases community employment opportunities and on-job-training to the community by the consultant. However, the consultant is free to bring in qualified CFs and TFs from anywhere outside the project township on the condition that these qualified CFs and TFs master the local language(s) in use in the villages, village tracts and townships concerned. The total number of qualified CFs and TFs from anywhere outside the project township will however not exceed thirty percent (30%) of the respective total number of CFs and TFs to be recruited. Priority for these recruitments will be granted to experienced and NCDDP trained CF and TF (minimum 2 years) for instance from townships where the TTA has in the meantime phased out. **Recruitment of CFs and TFs** is the responsibility of the consultant and will be conducted in a transparent way. Jobs will be advertised in the townships concerned with a clear reference to the job description (see points 6 and 7 in Annex 2), requested qualifications and salary. After the recruitment process, the Consultant will forward the recruitment report including the final list of the selected CFs and TFs and their CV's to the Union DRD for final approval. The final list may also include a number of spare CV's in case selected CFs and TFs would have to be replaced. For as far as possible, the Consultant is recommended to include in his selection process, a fair gender balance and an opening of opportunities for candidates originating from minority groups. In case the profile of the candidates for the CF and the TF positions divert from the personal qualifications as per Annex 2, the Consultant will mention this in his recruitment report. The recruitment report will also be signed by all the persons participating in the selection process and will also contain a signed no-conflict of interest declaration from these participants. Recruitment and mobilization shall be completed within one month of contract signing. If the consultant cannot provide qualified CFs and TFs for the tasks, the client has the right to terminate or to adjust the contract.

As a conclusion of the recruitment process and after approval by the Union DRD of the recruitment report, the CV's and the final list, the Consultant will present to the selected CF and TF an employment contract which is compliant to the labor laws and regulations of the Union of the Republic of Myanmar. The employment contract will foresee in a 3-months probation period at the end of which the performance of the CF's and TF's will be assessed.

- **Working place and time for CFs and TFs.** CFs and TFs will spend most of their time working with communities and committees established by communities to support identification, implementation and maintenance of sub-projects. Work planning, reporting, meetings and training for CFs and TFs will be carried out in the project's township office. Based on experience to date, it is expected that CFs and TFs will spend at least 75 percent of their time in project villages.
- **Remuneration fees for CFs, TFs:** The consultant shall indicate the remuneration fees and the salaries to be received by each CF, TF and STF in the financial proposal. The consultant is free to add a reasonable and justifiable amount of overhead fees on the top of salaries to be paid to CFs, TFs, covering for example the cost related to payroll administration and the insurance package as foreseen in the contract.

The consultant shall pay the amount of salaries of CFs and TFs based on the salary rates indicated in the financial proposal and the signed contract on time.. It is recommended that the net salaries rate for CFs and TFs be not less than 330,000MMK and 450,000 MMK respectively per month. For experienced CF and TF (30% of the total number of CF and TF required) who already went through a full four-year cycle in another NCDDP township a salary increment of 40,000 MMK can be inserted in Form Fin-4.

The salary calculation for the CF, TF can start 1 month after the mobilization of the facilitators, but not earlier than the date of approval, by the Union DRD, of the recruitment report including the CV's and the final list of the CF, TF.

- **Operational cost for CFs and TFs:** DRD will provide motorcycles, fuel, tablet computers and other equipment for CFs and TFs as needed.
- **Housing cost for CFs and TFs:** DRD will accept an acceptable and justifiable amount to cover the housing of the CF and the TF. However, the stay of a CF and a TF at the duty

station does not mean the facilitator is entitled to claim an allowance. The reason for this being that most of the CF and TF are expected to be recruited in the project or subproject townships. For calculation of the housing budget, a lumpsum amount corresponding to the cost of housing half of the foreseen number of CF and TF will be acceptable.

- **Assessment of the CF's, TF's performance:** As required as part of the content of the Quarterly Reports the Consultant will deliver to DRD, the Consultant will assess the performance of all CF's, TFs. This section in the Quarterly Report is expected to comprise an individual evaluation per CF and per TF indicating also the needs in terms of corrective measures like additional training needs (if any), or a suggestion to replace one or more CF, TF.

### **Incomplete TTA teams, vacancies and replacements**

Full time Key Experts, CF and TF are supposed to be available and active on a permanent basis as is the basis for the calculation of the time inputs and salaries. The Client is aware Key Experts, CF and TF can drop out during the course of the services for a multitude of reasons or can even resign. It is expected from the Consultant to have available back up and replacement key experts, CF and TF to fill in each open position within reasonable time. For every position which is open or vacant equal or more than 30 days the Consultant will deduct the salary and related costs such as overhead costs equivalent to the open position times the duration of the open position till replacement from the next payment request.

## **V. PERSONNEL QUALIFICATIONS AND TASKS**

Detailed personnel qualifications and tasks are provided in Annex 2. Technical personnel will be supported by adequate accounting and administrative staff at the township level.

## **VI. SCHEDULE**

The Consultant will be assigned for a 3-year project cycle with an estimated time input of about 36cycle months depending on the starting date of the contract. The estimated start date is October 2020 for a full project cycle ending September 2023.

Over time, DRD may also consider an extension of the current assignment with additional townships under this contract subject to satisfactory performance and availability of financing. In the event of a geographic expansion, the duration of the current assignment could be adapted accordingly.

## **VII. PERFORMANCE EVALUATION**

The Consultant's performance will be evaluated on the basis of the outputs and outcomes stipulated in Annex 4 and the performance evaluation criteria listed in Annex 5 and in the draft contract included in this Request for Proposal (RFP). Particular emphasis will be placed on the Consultant's ability and efforts to build the capacity of DRD staff to manage the project independently by the time the contract ends and to build the capacity of village and village tract committees. The Consultant's efforts to maintain TTA staff strength at the levels agreed upon in the final contract will also be used in evaluating performance. The Consultant will be responsible for evaluating the performance of its staff, including the CFs and TFs it contracts. As detailed in Annex 3, a summary of evaluations and evolutions in terms of staffing will be part of the Quarterly township implementation progress reports. Consultant will be formally informed of the results of the evaluation and corrective action to be taken

**VIII. REPORTING**

The Consultant will submit all deliverables and reports to the DRD at the Union level to the attention of the Authorized Representative designated in the contract through the Contact Person also designated in the contract. With the exception of the Quarterly Reports prepared at the township level, which may be prepared in Burmese as per instructions of DRD, all written reports by the Consultant will be in English. A list of required reports for the first year of the contract is provided in Annex 3.

**IX. LOCATION and administrative support from DRD**

The contract will be implemented in one township in Mandalay State. The townships to be used for the purposes of planning is Taungtha

|                 |                 |
|-----------------|-----------------|
| <b>State</b>    | <b>Mandalay</b> |
| <b>Township</b> | <b>Taungtha</b> |
| Population      | 229,347         |
| VT*             | 77              |
| Villages*       | 243             |
| CF              | 30              |
| TF              | 17              |

\* These are the VTs and Villages considered accessible by township authorities at the present time.

Office

The Consultant Team will be located in the township DRD offices. In case the township DRD office cannot accommodate the Consultant Team, DRD will provide with a separate TTA project office. CFs & TFs will be based in the same office.

DRD will do its best to not only accommodate the permanent consultant team experts – key experts - in the township DRD offices, but also to foresee sufficient space for meetings with visitors and the missions of the National Program Advisor and the International Community Driven Development Expert.

Office facilities

Office facilities such as furniture, equipment, computers, tablets, cell phones (for working in remote villages only), internet connection, telephone, MIS system, vehicles, and motorbikes for consultant experts and CF and TF will be provided by the Department of Rural Development.

Housing

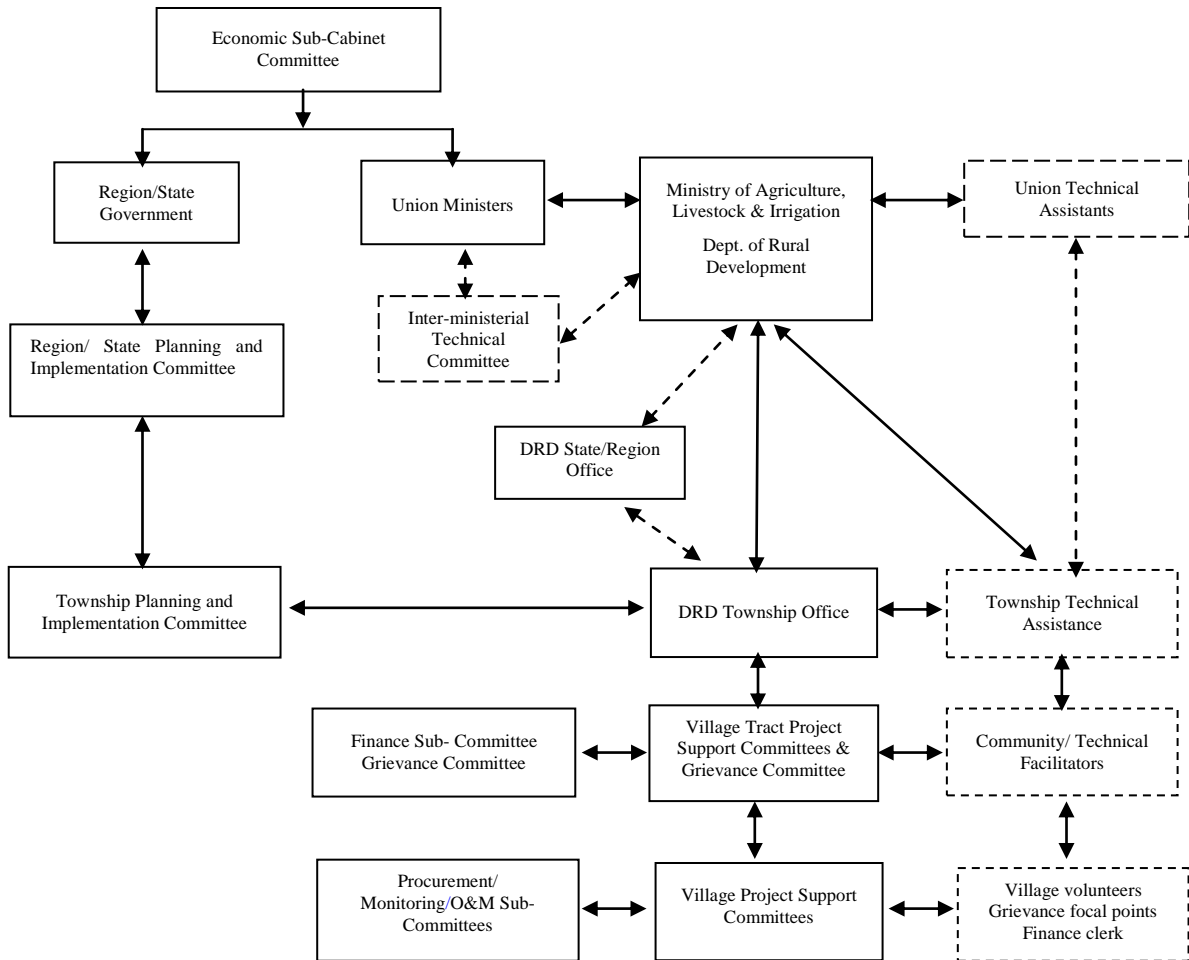
If needed, staff housing for CFs/TFs and/or key experts not resident in the township may be included in the financial proposal. Consultants should therefore include in their financial proposals the cost of housing which will be subject to evaluation and negotiation during contract negotiations.

**X. CONTRACT ADMINISTRATOR and counterpart staff provided by DRD**

At the Union level, the DRD counterpart for this contract will be the Authorized Representative and the Contact Person designated in the contract. At the township level, DRD will have counterpart staff in place to work with the Consultant’s township team on a day to day basis as well as a Regional Office that will provide with ad hoc inputs and assistance.



# ANNEX 1 NCDD INSTITUTIONAL STRUCTURE



**ANNEX 2**  
**PERSONNEL QUALIFICATIONS AND TASKS**

**GENERAL QUALIFICATIONS**

The following qualifications are required for all Consultant staff. Priority will be given to specialists with experience in community driven development in Myanmar. For the township level staff, the ability to communicate effectively in Myanmar language is required given the importance of working closely with union and local authorities. Knowledge of prevailing ethnic/local language/s is desirable for township level personnel and technical facilitators, and is essential for community facilitators. Typical qualifications required from all Consultant Staff:

- Ability to work effectively and sensitively in teams and with government counterparts
- Strong inter-personal skills and ability to prevent and to resolve conflict;
- Prior experience of working in rural Myanmar
- Experience working on community-driven development models;
- Proven track record in capacity building;
- Ability to communicate effectively with project stakeholders;
- Proven planning and organizational skills;
- Functional ability to speak English;
- Willingness and ability to travel frequently to project villages; and
- Proven ability to work under pressure and deliver in a timely manner.

**TASKS**

The indicated tasks listed and detailed hereunder per function are considered core technical responsibilities of each team member. These tasks should not be modified or added to without the prior written agreement of DRD.

Support township DRD office in all aspects of project implementation according to the project operations manual and on an ad hoc basis, assist and advise the DRD project team in assignments requested by Union and State/Regional DRD in support of the implementation of other projects financed by any IFI, Donor or Bilateral Aid Organization.

| No. | PERSONNEL  | SPECIFIC QUALIFICATIONS   | MAIN TASKS   |
|-----|--|---|--|
| 1   | TTA team leader (Lead CDD and Training Specialist) | <ul style="list-style-type: none"> <li>• Academic degree in social sciences and at least five years of project management experience, with a particular focus on community participation and community-based infrastructure, <u>or</u> at least seven years of relevant experience in project management</li> </ul> | <ul style="list-style-type: none"> <li>• Manage a team of Consultant staff and community and technical facilitators, monitor their performance and ensure timely delivery of quality outputs</li> <li>• Manage the implementation of the grievance handling system at the township level, support the VT grievance feedback committee and provide progress information to the Union level and input for the quarterly grievance report.</li> <li>• Provide on-the-job training and capacity building to DRD staff on all aspects of project management at the township level</li> <li>• Organize and Monitor training to village tract project support committees, village committees, community and technical facilitators, and village volunteers on project operations and the</li> </ul> |

|   |                     |   |  |
|---|---------------------|---|--|
|   |                     |   | <p>community project cycle</p> <ul style="list-style-type: none"> <li>• Prepare a training plan for village tract project support committees and village committees based on the project operations manual</li> <li>• Monitor and measure training results</li> <li>• Ensure that the data in the MIS and all required reports to DRD are submitted on time and are complete and accurate.</li> <li>• Ensure strong cooperation with DRD</li> <li>• Ensure linkages with other line departments at the township level</li> <li>• Support the township and Union DRD in the production of ad-hoc reports</li> <li>• Support the township DRD staff in the facilitation of internal and external audits and Bank implementation support missions</li> </ul>  |
| 2 | Finance Officer     | <ul style="list-style-type: none"> <li>• Academic degree in economics, accounting, business administration or related field and at least four years of accounting and financial management experience using computerized accounting systems <u>or</u> at least five years of relevant accounting and financial management experience</li> </ul> | <ul style="list-style-type: none"> <li>• Support township DRD staff in project accounting, day-to-day financial management,, maintenance of financial records, budget category assignment, and preparation of project financial statements</li> <li>• Support township DRD staff in the review of monthly financial reports submitted by village tract project support committees</li> <li>• Support township DRD staff in the preparation of monthly financial reports for submission to the Union project secretariat</li> <li>• Provide on-the-job financial management training to DRD staff;</li> <li>• Together with DRD finance officers, provide training in accounting for community facilitators, village tract project support committees village committees and village volunteers</li> <li>• Support the finance sub-committees of the village tract project support committees in undertaking their duties</li> <li>• Support township DRD staff in reviewing annual submissions of supporting documentation from village tract project support committees and filing in accordance with project guidelines</li> <li>• Support township DRD staff in the day to day administration, filing, record keeping and archiving of all documents related to project's administration and all finance documents</li> <li>• Support the township DRD staff in managing the operational costs of the project on a day to day basis</li> <li>• Support township DRD staff in establishing inventories and inventory controls</li> <li>• Support the township DRD staff during financial audits and Bank implementation support missions.</li> </ul> |
| 3 | Procurement Officer | <ul style="list-style-type: none"> <li>• Academic degree in engineering, management, business administration or related field and at least four years of working experience in</li> </ul>   | <ul style="list-style-type: none"> <li>• Assist DRD in carrying out day-to-day procurement activities at the township and community level according to the project's procurement procedures</li> </ul>   |

|   |  |  |  |
|---|--|--|--|
|   |  | <p>procurement, preferably under development projects, <u>or</u> at least four years of relevant experience in procurement</p>   | <ul style="list-style-type: none"> <li>• Provide on-the-job procurement training to DRD staff, community facilitators and technical facilitators</li> <li>• Together with DRD procurement officers, organize and monitor procurement training for village tract project support committees, village sub-committees and village volunteers</li> <li>• Support and monitor the procurement sub-committees of the village development support committees in undertaking their duties</li> <li>• Prepare relevant inputs into the quarterly township progress reports</li> <li>• Support township DRD staff in the day to day administration, filing, record keeping and archiving of all documents related to procurement</li> <li>• Support the township DRD staff in the day to day asset management and prepare quarterly updated asset lists reflecting accurately the status of each item in the NCDD township asset list</li> <li>• Support the township DRD staff during procurement reviews and Bank implementation support missions.</li> <li>• Conduct procurement post reviews and prepare the findings and recommendations for the quarterly progress report</li> </ul> |
| 4 | M&E and MIS Officer  | <ul style="list-style-type: none"> <li>• Academic degree in Mathematics, Statistics, Computer Science, public policy, social science, information technology or a related field; at least four years of experience in monitoring and evaluation and MIS, preferably under development projects, <u>or</u> five years of relevant M&amp;E and MIS experience</li> </ul> | <ul style="list-style-type: none"> <li>• Support DRD in reviewing monthly sub-project monitoring reports.</li> <li>• Assist and supervise data entry into the project Management Information System (MIS), including checking the accuracy, completeness and timeliness of data and report submissions</li> <li>• Provide on-the-job monitoring training to DRD staff and community facilitators</li> <li>• Carry out frequent monitoring visits to sub-projects under implementation</li> <li>• Identify and alert DRD to any emerging project implementation issues</li> <li>• Together with DRD M&amp;E officers, provide M&amp;E training for community facilitators, village tract project support committees, village committees and village volunteers</li> <li>• Support and monitor sub-committees of the village development support committees in undertaking their duties</li> <li>• Support DRD in preparing the quarterly township progress reports and presentations that are accurate, analytical, reliable and timely</li> <li>• Monitor and report upon handling of grievances.</li> </ul>   |
| 5 | Communication, Social Accountability and Gender Specialist | <ul style="list-style-type: none"> <li>• Academic degree in communications, journalism, and social science or related areas with at least four years of community development and/or gender work experience, preferably under rural development projects, <u>or</u> at</li> </ul>  | <ul style="list-style-type: none"> <li>• Assist DRD in adapting project training materials to local context</li> <li>• Develop a township-specific info dissemination and outreach strategy to raise awareness about the Project</li> <li>• Support DRD in executing the outreach strategy, including production of locally-adapted IEC</li> </ul>   |

|   |                                     |   |   |
|---|-------------------------------------|---|---|
|   |                                     | <p>least five years of relevant community development work experience</p> <ul style="list-style-type: none"> <li>• Demonstrated knowledge of and practical experience in the full range of community development methods as well as communications and awareness raising activities and tools that can be adapted to local context</li> </ul>   | <p>materials</p> <ul style="list-style-type: none"> <li>• Support DRD and the TTA experts in their day to day jobs and difficulties encountered with appropriate targeted communication and outreach</li> <li>• Assist with translation of English documents into Myanmar language and vice versa, as required</li> <li>• Ensure mainstreaming of gender, social inclusion and social accountability concerns in all project activities</li> <li>• Arrange for information board/ point in each village and for dissemination of information including grievance handling materials</li> <li>• Handling the administration of the grievance system and timely draft responses to grievances received in support of the team leader's overall role and responsibility in the grievance handling system</li> <li>• Organizing and participating in VDP workshops, support the drafting and development of the VDP's and upload thereof in the NCDDP website</li> <li>• Monitor effectiveness of information dissemination to community</li> </ul> |
| 6 | Community Facilitators <sup>2</sup> | <ul style="list-style-type: none"> <li>• Previous experience as facilitators or in conducting similar engagement under community development projects is desirable. (30% of the required number of CF are supposed to have already the experience of a full 4 year TTA cycle in another township)</li> <li>• University Degree will be an advantage but at least matriculation exam should be passed.</li> <li>• Detailed familiarity with the township is desirable. Fluency in the local language(s) in the assigned project area is required.</li> <li>• The performance of the CF will be evaluated on a regular basis. CF evaluation will also include understanding of procedures, understanding of community, rapport developed with community leaders, timeliness of work program, timeliness and quality of written reports,</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>• Help build up community capacities, self-initiative, and ownership</li> <li>• Assist the village tract project support committees and village committees in all aspects of the community project cycle</li> <li>• Ensure adherence of village tract project support committees and village committees to the provisions of the project operations manual</li> <li>• Ensure timely financial and progress reporting by village tract project support committees and village committees</li> <li>• Provide continuous on-the job training to village volunteers and oversee their work</li> <li>• Identify and report to DRD any issues related to village tract development plans and village sub-projects</li> <li>• Monitor the activities to increase gender balance and empower women</li> <li>• Organize village tract level grievance handling meetings</li> <li>• Train community grievance handling focal</li> </ul>  |
| 7 | Technical Facilitators              | <ul style="list-style-type: none"> <li>• Engineering diploma or degree of which minimum</li> </ul>  | <ul style="list-style-type: none"> <li>• Assist the village tract project support committees and village committees in all technical aspects of</li> </ul>  |

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|   |   | <p>75% of the required number of TF in civil engineering. The remaining 25% of the required number of TF should be holding electrical or mechanical engineering diploma or degree.( 30% of the required number of TF are supposed to have already the experience of a full 4 year TTA cycle in another township)</p> <ul style="list-style-type: none"> <li>• Previous experience in the field of rural and/or infrastructure engineering desirable.</li> <li>• Fluency in the local language(s) in the assigned project area is desirable.</li> <li>• Detailed familiarity with the township is desirable</li> <li>•</li> </ul> | <p>the community project cycle, in particular regarding the preparation and implementation of sub-projects</p> <ul style="list-style-type: none"> <li>• Ensure adherence of village tract project support committees and village committees to the technical provisions of the project operations manual</li> <li>• Survey and assess sites and confirm viability of the proposed sub-projects taking into consideration the limited budget, duration of time and technical feasibility;</li> <li>• Based on the approved sub-projects, prepare technical designs incorporating environmental codes of practice (ECOP) and detailed bills of quantities, cost estimates and outline specification</li> <li>• Visit sub-projects regularly to review and check the quality of design and construction, contract management, including use of environmental codes of practice, and bring to the attention of the management on resolution of any issue identified</li> <li>• Assist all other experts including the CF's within the DRD and the TTA team with to-the-point ad-hoc technical input for instance by providing technical advice to the procurement experts during supplier selection processes.</li> <li>• Assist in the commissioning of all the infrastructure projects by making the necessary assessments and by contributing in the establishment of a report of findings</li> </ul> |
| 8 | National Program Advisor(short term position) | <ul style="list-style-type: none"> <li>• Academic degree in social sciences, development studies or related areas with at least five years of project management, capacity building and coaMandalayg experience, with particular focus on local governance, participatory processes, rural development or other relevant experience.</li> </ul>  | <ul style="list-style-type: none"> <li>• Promote actively and on a continuous basis a sound and professional working relationship between DRD, TTA and all other stakeholders in the assigned township cluster</li> <li>• Enhance the capacity of and actively coach all the experts including the CF and TF working in the project implementation team and the counterparts through tailor-made advice and specific workshops.</li> <li>• Motivate the township DRD and TTA to engage in genuine participatory processes with all the stakeholders in the project, including the local government and State/Regional DRD.</li> <li>• Quality control throughout the community project cycle from orientation meeting to planning, implementation and, particularly, monitoring and reporting</li> <li>• Supporting training preparation, delivery and reporting. Provide to-the-point and high quality input in the preparation, organization and delivery of all types of training required by the project.</li> <li>• Ensuring the achievement of the relevant time lines, particularly the timely submission of block grant requests and all reports due.</li> <li>• Provide the township DRD and TTA with a report at the end of each mission, summarizing the recommendations made, the timelines agreed and</li> </ul>  |

|   |  |   |  |
|---|--|---|--|
|   |  |   | the follow-up to be done.  |
| 9 | International CDD Specialist (short-term position) | <ul style="list-style-type: none"> <li>• An advanced university degree; and a minimum 10 years international experience in CDD project implementation</li> <li>• Experience working with government counterparts</li> </ul> | <ul style="list-style-type: none"> <li>• Promote actively and on a continuous basis a sound and professional working relationship between DRD , TTA and all other stakeholders in the assigned township cluster</li> <li>• Enhance the capacity of all the experts including the CF and TF working in the project implementation team and the counterparts through tailor-made advice and specific workshops.</li> <li>• Share his/her knowledge about state-of-the-art best practices and international standards in project implementation enabling all experts including the CF and TF working in the project to improve the quality of their respective outputs</li> <li>• Guide township TA on providing broad-based capacity-building to DRD, the designated Township(s) and communities</li> <li>• Assist and advise township TA and/or the Project Implementation team in case of management problems and recommend solutions</li> <li>• Streamline and give guidance in the preparation of township TA implementation plan and the development of village development plans.</li> <li>• After briefing by the Union DRD in Nay Pyi Taw, perform a result oriented monitoring of the progress of the project's implementation for each township visited, highlight the strengths and weaknesses and propose corrective measures where necessary. Debrief and provide the Union DRD, the township DRD and TTA with a (max 5 page) monitoring report at the end of each mission, summarizing the recommendations made, the timelines agreed and the follow-up to be done.</li> </ul> |

**ANNEX 3**  
**INDICATIVE PROPOSED WORK PLAN**

| <b>DELIVERABLES</b>   | <b>DUE DATE</b>  |
|---|--|
| CF, TF Recruitment Report including the final list of candidates and their CV's   | Within 4 weeks after mobilization  |
| Detailed Inception Report including the Updated work plan , the township-specific information dissemination and outreach strategy and the time input plan of ICDDE and NPA. A capacity building plan, if needed, can be included in the Inception Report or introduced whenever the need has been assessed.                                       | Within 6 weeks after mobilization  |
| Training of community and technical facilitators and DRD counterpart staff on the community project cycle, gender, social accountability and grievance handling, financial management, procurement, and M&E (in cycle 1, a Training of Facilitators program will be provided by the Union Secretariat in cooperation with the township NCDD team) | Within 2 weeks after the Union DRD start-up training, and from then onwards throughout the entire contract duration  |
| Training of village tract , village committees and village volunteers on the community project cycle, gender, social accountability and grievance handling, financial management, procurement, M&E, sub-project technical design, cost estimation, social safeguards implementation, and construction management and supervision                  | Within 6 weeks after the Union DRD start-up training, and from then refresher training every 6 months  |
| The Village Development Plans (VDPs) completed as stipulated in the Operations Manual of satisfactory quality completed in all townships covered by the contract in accordance with the provisions of the Operations Manual and submitted to DRD township.<br>Preparation of the Village Development Plan Booklet and submitted to the Union DRD. | Within 16 weeks of mobilization  |
| Readiness for Social audits of satisfactory quality in all village tracts in all townships covered by contract in accordance with the provisions of the Operations Manual   | Within 30 weeks of mobilization  |
| Monthly financial reports   | Within 10 days after the end of each month   |
| Quarterly township implementation progress reports including the performance evaluation of individual consultants and facilitators and assets list  | Within 15 days after the end of each quarter and in any case at least 10 days ahead of every quarterly meeting   |
| Annual township implementation progress report  | Within 45 days from the township MSR   |
| ICDDE and NPA mission and monitoring reports  | Within 5 days after the end of each mission. Prior to departure from the township office, the ICDDE and NPA will present their findings and recommendations to the TTA and DRD township teams. |
| Final Project Completion report and handover report of satisfactory quality submitted to DRD Union in accordance with the provisions of Operational Manual  | Within 30 days after the end of the final quarter  |



## ANNEX 4 - OUTPUTS AND DELIVERABLES PER TTA CYCLE YEAR

| <b>Activities and Deliverables to be delivered for payments</b><br><b>The percentages in the left column are the percentages of the total amount of the contract</b> |  |
|--|--|
| <b>40%</b>   | <b>CYCLE YEAR 1</b>  |
| 5%   | <p><b>Payment request will be based on fulfillment of the following milestones:</b></p> <ul style="list-style-type: none"> <li>• Mobilization of all key experts specified in the contract and the CF/TF as per the final selected list approved by the Union DRD</li> <li>• Detailed Inception Report including the Updated work plan, the township-specific information dissemination and outreach strategy and the time input plan of ICDDE and NPA</li> </ul> <p><b>Annexes (soft copies) to be joined to the payment request:</b></p> <ul style="list-style-type: none"> <li>• The confirmation of mobilization detailing which key expert arrived in the DRD/TTA township office and when</li> <li>• The detailed inception report with the content as described above and in annex 3</li> </ul>   |
| 20%  | <p><b>Payment request will be based on fulfillment of the following milestones:</b></p> <ul style="list-style-type: none"> <li>• At least 85% of the Village Development Plans (VDPs) completed as stipulated in the Operations Manual of satisfactory quality completed in all the townships covered by the contract in accordance with the provisions of the Operations Manual and submitted to the township DRD</li> <li>• All forms up to and including the VDP completed and entered into the MIS in accordance with the provisions of the Operations Manual and the Village Development Plan Booklet submitted to the Union DRD</li> <li>• All trainings provided foreseen to be provided within 2 to 6 weeks after the Union DRD start-up training as further detailed in annex 3</li> </ul> <p><b>Annexes (soft copies) to be joined to the payment request:</b></p> <ul style="list-style-type: none"> <li>• Confirmation of achievement of the 85% milestone in terms of VDP's completed and of satisfactory quality and submitted to the township DRD.</li> <li>• Confirmation of the VDP booklet being uploaded in the MIS system</li> <li>• All forms completed up to and including the VDP milestone and uploaded in MIS</li> <li>• Confirmation of achievement of the trainings to be provided 2 to 6 weeks after the Union DRD start-up trainings</li> <li>• All monthly financial reports, quarterly township implementation progress reports, ICDDE and NPA reports due since the start of the TTA services</li> </ul>   |
| 15%  | <p><b>Payment request will be based on fulfillment of the following milestones:</b></p> <ul style="list-style-type: none"> <li>• At least 85% of the Social audits of satisfactory quality completed in all villages and village tracts in all townships covered by the contract in accordance with the provisions of the Operations Manual and submitted to the township DRD</li> <li>• The remaining Village Development Plans (VDPs) completed as stipulated in the Operations Manual of satisfactory quality completed in all the townships covered by the contract in accordance with the provisions of the Operations Manual and submitted to DRD township</li> <li>• All forms and reporting completed for the cycle in accordance with the provisions of the Operations Manual</li> <li>• The annual township implementation progress report due within 45 days after the township MSR</li> </ul> <p><b>Annexes (soft copies) to be joined to the payment request:</b></p> <ul style="list-style-type: none"> <li>• Confirmation of achievement of the milestone in terms of 85% of social audits completed and of satisfactory quality and submitted to the township DRD</li> <li>• Confirmation of achievement of the milestone in terms of 100% VDP's completed and of satisfactory quality and submitted to the township DRD.</li> <li>• All forms completed up to and including the VDP milestone and uploaded in MIS</li> <li>• All monthly financial reports, quarterly township implementation progress reports, the ICDDE and NPA reports and the annual township implementation progress report due since the previous payment request including the annual township implementation progress report</li> </ul> |
| <b>40%</b>   | <b>CYCLE YEAR 2</b>  |
| 20%  | <p><b>Payment request will be based on fulfillment of the following milestones:</b></p> <ul style="list-style-type: none"> <li>• At least 85% of the Village Development Plans (VDPs) completed as stipulated in the Operations Manual of satisfactory quality completed in all the townships covered by the contract in accordance with the provisions of the Operations Manual and submitted to DRD township</li> <li>• All forms up to and including the VDP completed and entered into the MIS in accordance with the provisions of the Operations Manual and the Village Development Plan Booklet submitted to the Union DRD</li> </ul> <p><b>Annexes (soft copies) to be joined to the payment request:</b></p> <ul style="list-style-type: none"> <li>• Confirmation of achievement of the 85% milestone in terms of VDP's completed and of satisfactory quality and submitted to the township DRD.</li> <li>• Confirmation of the VDP booklet being uploaded in the MIS system</li> </ul>  |

|            |  |
|------------|--|
|            | <ul style="list-style-type: none"> <li>All forms completed up to and including the VDP milestone and uploaded in MIS</li> <li>Confirmation of achievement of the trainings to be provided 2 to 6 weeks after the Union DRD start-up trainings</li> <li>All monthly financial reports, quarterly township implementation progress reports, ICDDE and NPA reports due since the previous payment request</li> </ul>  |
| 10%        | <p><b>Payment request will be based on fulfillment of the following milestones:</b></p> <ul style="list-style-type: none"> <li>At least 85% of the Social audits of satisfactory quality completed in all villages and village tracts in all townships covered by the contract in accordance with the provisions of the Operations Manual and submitted to DRD township</li> <li>The remaining Village Development Plans (VDPs) completed as stipulated in the Operations Manual of satisfactory quality completed in all the townships covered by the contract in accordance with the provisions of the Operations Manual and submitted to DRD township</li> <li>All forms and reporting completed for the cycle in accordance with the provisions of the Operations Manual</li> <li>The delivery of the annual township implementation progress report due within 45 days after the township MSR</li> </ul> <p><b>Annexes (soft copies) to be joined to the payment request:</b></p> <ul style="list-style-type: none"> <li>Confirmation of achievement of the milestone in terms of 85% of social audits completed and of satisfactory quality and submitted to the township DRD</li> <li>Confirmation of achievement of the milestone in terms of 100% VDP's completed and of satisfactory quality and submitted to the township DRD.</li> <li>All forms completed up to and including the VDP milestone and uploaded in MIS</li> <li>All monthly financial reports, quarterly township implementation progress reports, ICDDE and NPA reports due since the previous payment request including the annual township implementation progress report</li> </ul>  |
| 10%        | <p><b>Payment request will be based on fulfillment of the following milestones:</b></p> <ul style="list-style-type: none"> <li>The remaining 15% of the Social audits of satisfactory quality completed in all villages and village tracts in all townships covered by the contract in accordance with the provisions of the Operations Manual and submitted to the township DRD</li> </ul> <p><b>Annexes (soft copies) to be joined to the payment request:</b></p> <ul style="list-style-type: none"> <li>Confirmation of achievement of the milestone in terms of social audits completed and of satisfactory quality and uploaded in the MIS system</li> <li>The Mid Term Performance Assessment Report (self assessment)</li> </ul>   |
|            |  |
| <b>20%</b> | <b>CYCLE YEAR 3</b>  |
| 10%        | <p><b>Payment request will be based on fulfillment of the following milestones:</b></p> <ul style="list-style-type: none"> <li>At least 85% of the Village Development Plans (VDPs) completed as stipulated in the Operations Manual of satisfactory quality completed in all the townships covered by the contract in accordance with the provisions of the Operations Manual and submitted to DRD township</li> <li>All forms up to and including the VDP completed and entered into the MIS in accordance with the provisions of the Operations Manual and the Village Development Plan Booklet submitted to the Union DRD</li> </ul> <p><b>Annexes (soft copies) to be joined to the payment request:</b></p> <ul style="list-style-type: none"> <li>Confirmation of achievement of the 85% milestone in terms of VDP's completed and of satisfactory quality and submitted to the township DRD.</li> <li>Confirmation of the VDP booklet being uploaded in the MIS system</li> <li>All forms completed up to and including the VDP milestone and uploaded in MIS</li> </ul> <p>All monthly financial reports, quarterly township implementation progress reports, ICDDE and NPA reports due since the previous payment request</p>  |
| 5%         | <p><b>Payment request will be based on fulfillment of the following milestones:</b></p> <ul style="list-style-type: none"> <li>At least 85% of the Social audits of satisfactory quality completed in all villages and village tracts in all townships covered by the contract in accordance with the provisions of the Operations Manual and submitted to DRD township</li> <li>The remaining Village Development Plans (VDPs) completed as stipulated in the Operations Manual of satisfactory quality completed in all the townships covered by the contract in accordance with the provisions of the Operations Manual and submitted to DRD township</li> <li>All forms and reporting completed for the cycle in accordance with the provisions of the Operations Manual</li> <li>The annual township implementation progress report due within 45 days after the township MSR</li> </ul> <p><b>Annexes (soft copies) to be joined to the payment request:</b></p> <ul style="list-style-type: none"> <li>Confirmation of achievement of the milestone in terms of 85% of social audits completed and of satisfactory quality and submitted to the township DRD</li> <li>Confirmation of achievement of the milestone in terms of 100% VDP's completed and of satisfactory quality and submitted to the township DRD.</li> <li>All forms completed up to and including the VDP milestone and uploaded in MIS</li> </ul> <p>All monthly financial reports, quarterly township implementation progress reports, the ICDDE and NPA reports and the annual township implementation progress report due since the previous payment request including the annual township implementation progress report</p> |

|      |  |
|------|--|
| 5%   | <p><b>Payment request will be based on fulfillment of the following milestones:</b></p> <ul style="list-style-type: none"> <li>• The remaining 15% of the Social audits of satisfactory quality completed in all villages and village tracts in all townships covered by the contract in accordance with the provisions of the Operations Manual and submitted to the township DRD</li> <li>• Final Project Completion report and handover report of satisfactory quality submitted to Union DRD in accordance with the provisions of Operational Manual</li> </ul> <p><b>Annexes (soft copies) to be joined to the payment request:</b></p> <ul style="list-style-type: none"> <li>• Confirmation of achievement of the milestone in terms of social audits completed and of satisfactory quality and uploaded in the MIS system</li> <li>• Final Completion Report and handover report submitted to Union DRD</li> </ul> |
| 100% | TOTAL  |

Important note

The Consultants are reminded that the time indication in the table above are TTA cycle years. Cycle years are not necessarily the same as calendar years. A cycle year is the period needed to realize the deliverables as listed per year in the table above against lumpsum installments. In consequence, payment requests for each cycle year will only be accepted by DRD in case all the deliverables listed for that specific cycle year have been completely fulfilled. As such, there should be no confusion between this type of contract which is performance based by all means, and time based contracts which would make payments due at the end of every calendar year as time passes.

## ANNEX 5- PERFORMANCE ASSESSMENTS

As indicated in Point VII the Consultant's performance will be evaluated on the basis of the outputs and outcomes stipulated in Annex 4 and the performance evaluation criteria listed in Annex 5 and in the draft contract included in this Request for Proposal (RFP). The main evaluation criteria are:

1. The overall compliance of the TTA services delivered with the contract, the TOR, the Operations Manual and other Laws, Rules and Regulations of the Republic of the Union of Myanmar as well as the Bank's Guidelines where applicable
2. The quality and timeliness of the outputs and deliverables as listed in Annex 3 and Annex 4 of which the Quarterly Township Implementation Progress Reports including the CF and TF evaluations
3. The overall results of the TTA services delivered in terms of implementation and results with special emphasis on the capacity building efforts of DRD staff, village and village tract committees in order to ensure the project can be managed without external assistance by the time the 4-year TTA project cycle ends.
4. The overall results in terms of realization of the sub-projects including the quality thereof which may include physical verification at the sub-projects sites
5. The realizations in terms of fiduciary management and respect for the prevailing procurement and financial management guidelines including asset management
6. The capacity of the TTA Consultant to maintain the TTA key experts and staff strength at the level agreed in the contract, and the delay needed to replace TTA key experts in case of need
7. The administrative correctness of the TTA consultant as can be assessed through the asset records and inventories; the structure, order and completeness of the filing system(s) put in place; and the correctness of the invoices presented.
8. The capacity of the Consultant to organize and implement corrective measures if and when needed

The findings of the performance evaluation may result in the formulation of corrective measures by the Client which, after discussion will be implemented by the Consultant.

Ad-Hoc Performance Assessments may be initiated at any time during the implementation of the services if the Client feels there is the need to have a closer view on the overall progress and/or specific subjects that might form a risk for the timely delivery of the NCDD Project at the township level. Intermediate Performance Assessments may also be requested by the Consultant for those issues the Consultant feels there is a need for inputs from the Union DRD level.