

UNOPS Call for Proposals

Support to Strengthen Conflict-sensitivity

Livelihoods and Food Security Fund (LIFT)

&

Access to Health Fund (ACCESS)

Ref no: CfP/UNOPS/Myanmar/2019/1/Conflict Sensitivity

Release date: 28 January, 2019

Deadline: 25 February, 2019, 13:00 Myanmar time

Title: Support to Strengthen Conflict-sensitivity

Budget: USD 250,000 per Fund (1 grant per Fund), total of USD 500,000

Estimated Start: 01 January 2019

Duration: 2019 – 2020 (24 months)

1. Background

United Nations Office for Project Services (UNOPS) Myanmar acts as the Fund Manager for three of the largest development programmes in the country, including the Access to Health Fund (ACCESS) and the Livelihoods and Food Security Fund (LIFT). This Call for Proposals seeks proposals from applicants for two distinct (2) grants, one for the ACCESS Fund, and one for LIFT. While it is expected that the selected grantee will propose a coordinated approach and take advantage of any economies of scale possible, the grant agreements and budgets will follow the individual Fund formats and requirements. Consider the below background information on the respective Funds.

Access to Health Fund

ACCESS is the successor to the 3MDG Fund. It is a multi-donor Fund pooling funds from four donors: Sweden, Switzerland, the United Kingdom and the United States. The Fund will start on January 1, 2019 with an estimated budget of USD 215 million over five years.

Myanmar's health system continues to improve, but significant health inequities remain. People living in conflict-affected areas are likely to experience poorer health outcomes, for example, with infant and under-five mortality rates double to triple the national averages¹. People who live far from health services, in remote or hard-to-reach places, are more likely to suffer due to lack of transportation or the high costs of accessing care, or because health facilities are not available at all. Health inequities may also be due to conflict, ethnicity, gender, sexuality or ability.

The Fund is focused on providing health services in conflict-affected areas, and the case for prioritizing populations affected by conflict is threefold:

- Access to health services in conflict-affected areas is low. By focusing on these areas, the Fund will be targeting some of Myanmar's least equitable access-to-health situations and

¹ The Long Road to Recovery, <https://tinyurl.com/y9gjxds6>, citing UNICEF Country Statistics, 2013

some of the country's most vulnerable groups, in places that the government, often, is not able to reach and support.

- Universal Health Coverage (UHC) – the country's goal for 2030 – requires access to health for populations throughout the country, and can only be achieved through closer cooperation and coordination with EHOs and their partners.
- By intervening in conflict-affected areas, the Fund will contribute to peace-building in Myanmar, bringing together actors around concrete shared goals and, through health-related discussions, contributing to building trust for further dialogue and collaboration.

The Fund's goal is to improve the health status of the population by reducing the maternal, neonatal, and child mortality rates; increasing sexual and reproductive health and rights; reducing HIV and malaria prevalence; and reducing tuberculosis incidence.

ACCESS will contribute to the following results:

1. Increased service coverage and access leading to improved health status in the areas of maternal, neonatal and child health (MNCH), tuberculosis (TB), malaria, nutrition, and harm reduction;
2. Increased service coverage and access leading to improved health status in the areas of Sexual and Reproductive Health and Rights (SRHR);
3. Strengthened Health Systems;
4. Enhanced protection from financial hardship due to health expenditure; and
5. Increased health services accountability and responsiveness of public sector, ethnic health organizations (EHOs), civil society organizations (CSOs) and private sector, through strengthened capacity and feedback mechanisms.

ACCESS will be aligned to the National Health Plan and will focus on (i) providing access to an Essential Package of Health Services to vulnerable and underserved populations in conflict-affected and hard-to-reach areas; and (ii) strengthening the health system at all levels. In shifting the geographical and population focus to conflict affected areas, the Fund seeks to embed conflict sensitive practices into the regular management of programmes.

For more details on the strategy and priorities of ACCESS, visit:

<https://www.3mdg.org/en/publication/description-of-action-access-to-health-fund-2019-2023>

<https://www.3mdg.org/en/publication/programme-description-access-to-health-fund-2019-2023>

The Livelihoods and Food Security Fund

LIFT is a multi-donor fund established in 2010 to address food insecurity and income poverty in Myanmar. LIFT has received funding from 14 donors – the United Kingdom, the European Union, Australia, Switzerland, Denmark, the United States, the Netherlands, Sweden, France, Luxembourg, Italy, New Zealand, Ireland and Mitsubishi Corporation. The United Nations Office for Project Services (UNOPS) is the Fund Manager to administer the funds and provide monitoring and oversight.

The overall goal of LIFT is to sustainably reduce the number of people living in poverty and hunger in Myanmar. LIFT's purpose is to improve the incomes and nutrition status of poor people in Myanmar by promoting resilient livelihoods and food security. LIFT's purpose-level outcomes are improvements in income, resilience, nutrition, and pro-poor policy developments. LIFT works with Implementing Partners (IPs) that include international and national non-government organisations, United Nations agencies, the Government of Myanmar, private sector organisations, and academic and research institutions.

LIFT is active in the four main agro-ecological zones of Myanmar: the Ayeyarwady Delta, Rakhine State, the central Dry Zone (including Mandalay, Magway and the southern Sagaing region), and the Upland areas (including Chin, Kachin, Kayah, Kayin and Shan States and Tanintharyi Region).

So far, LIFT has reached more than 9.2 million people or roughly 26 per cent of rural Myanmar's population; and is active in two-thirds of the country's townships. In 2018, LIFT's Fund Management Office and Fund Board have been working on refreshing the strategy for the next five-year period beginning in 2019.

The next phase for LIFT has at its heart **'leaving no one behind'** in Myanmar's rural transition with a greater focus on inclusion and social cohesion, increased support to areas affected by conflict, bringing displaced people into LIFT's development programmes and working with Government at all levels on targeted policies that achieve gains in these areas.

LIFT will continue to focus on assisting:

- Households with land, labour or commercial potential to **'step up'** through increases in labour and land productivity and enhanced capacity to market production
- Rural households or individuals to **'step out'** of agriculture into the local non-farm economy or to take advantage of opportunities further afield
- Highly vulnerable households to **'hang in'** and use agriculture as a safety net, improve their food security and nutrition outcomes while building their capacity to move out over time

Programmes will increasingly focus on strengthening the resilience and sustainable livelihoods of women, people with disabilities, smallholders and landless, internally displaced people and migrants, those vulnerable to trafficking and forced labour and those living in conflict-affected areas and border-states. LIFT will prioritise improving nutrition for women, children and vulnerable groups, promoting decent work and safe and productive labour mobility, supporting agriculture and market development and increasing access to financial services.

For more details visit: www.lift-fund.org

2. Conflict-sensitivity principles

The LIFT and ACCESS Funds are committed to engage in areas affected by an active conflict, post-conflict or protracted crisis and in particular to support displaced populations and the provision of services is based on a thorough understanding of the social, political and institutional context in these areas.

The Funds will safeguard that interventions operate in a manner that:

- Adhere to international best practices related to 'do no harm' practices and engagement principles in conflict affected areas;
- Tailor program interventions to conflict affected areas' operating environments by reducing dividers and supporting existing connectors;
- Understand the interactions between its interventions and the context/group relations;
- Take precaution to minimize negative and to maximize positive impacts of programming;
- Ensure the programme design and interventions contribute to improve the livelihoods and food security of people, and improved health outcomes in conflict affected areas; and
- Maximize the peace-building opportunities of its interventions by bringing people together around livelihoods and health.

The Funds' strategies to operate in areas previously or currently affected by conflict are based on conflict analysis from a national, regional and local perspective, keeping in mind grievances and aspirations of communities that are at the root of the conflict and its resolution.

The Funds are aware that it is vital that the programme framework is underpinned by a set of conflict sensitive principles and a communications and consultation strategy. The overarching objective is to improve livelihoods and food security, and health outcomes using a conflict-sensitive programming, methodologies, and approaches.

Please refer to Annex 5 of the Call, pages 21-25, for more details on the Funds' principles for operating in conflict affected areas.

3. The Way-forward

The principle of 'Do No Harm' forms the basis of the Funds' strategy to operate in conflict affected areas and aims that implementing partners' adhere to international best practices on conflict and enhance their awareness on conflict-sensitivity. Ensuring that the Funds reach the most vulnerable of Myanmar's population and, to have an increased number of programmes in conflict-affected areas including a greater focus on displaced people, requires resourcing appropriate technical support to the FMO and partners. A comprehensive approach on conflict-sensitivity across programmes is essential to achieve this goal, both in setting strategic direction and during implementation.

The LIFT and ACCESS Funds will focus on the following key-areas for Conflict Sensitivity activities:

- 3.1 **Promoting Conflict Sensitivity capacity across the Fund:** With a shift and increased work in conflict-affected areas, it is essential to streamline the Fund's conflict sensitive approach and embed it within programmes and, to provide the Fund Management Office (FMO) and all teams with the understanding and sensitivity that is required for conflict-affected areas and work. The Fund will be approaching capacity-building in a more systematic way, aiming to equip the team with the skills to identify contextual factors and seek solutions- and support them every step of the way.
- 3.2 **Providing best tailored assistance to Implementing Partners (IPs):** Through close engagement and consultation, implementing partners operating in conflict affected areas will receive support in tailoring and contextualizing their programmes and to respond to the rapidly changing dynamics and contexts. This includes conflict analyses and updates at the project and higher levels for better understanding of the areas' dynamics, their relation to the larger peace/conflict landscape (e.g. EHOs parallel system, views of convergence, link to the peace process, and on-ground implications on programming of IPs and downstream partners and other factors); targeted training programs for implementing partners and Ethnic Organizations, where applicable; case studies and longitudinal studies; development of Conflict Sensitivity operational guidelines for individual organizations; and other activities identified in collaboration with the FMO and partners.
- 3.3 **Adherence with NCA and Bilateral Ceasefire Agreements:** Engagement in conflict areas will require the development and design of Access to Health and LIFT supported activities to adhere to the processes and procedures that are included in the National Ceasefire Agreement (NCA) paragraph 25 and 30, as well as individual Bilateral Ceasefire Agreements that are in place, where geographically relevant.

Against this background, the Fund is requesting proposals from qualified organisations to support the LIFT and ACCESS Fund Management Offices (FMOs) and respective implementing partners operating in conflict affected areas to enhance their conflict sensitive approaches.

4. The Scope of the Call

- 4.1 The ambition of the Call is to ensure all programming is conflict sensitive, whilst prioritizing certain areas for 'deeper scrutiny' based on specific contexts and needs. To this end, the Funds seek a qualified technical organization that can provide support to expand and strengthen the implementation of mainstreaming conflict sensitive approaches and methodologies of the FMO and IPs, as well as strengthen operations in the following conflict affected areas for 'deeper scrutiny':
 LIFT: the States of Kachin, Shan, Kayah, Kayin and Rakhine
 ACCESS: the States of Kachin, Shan (including Special Regions), Kayah, Kayin, Mon and Rakhine
- 4.2 The organization is expected to review and to finalize each Fund's conflict strategy and the set of conflict sensitivity principles, and develop an action-plan to guide approaches and methodologies in conflict areas adhering to international good practice related to 'do no harm' practices.
- 4.3 The organization is expected to develop and advise on approaches and methods for collecting, verifying, monitoring and reporting data in conflict-affected areas aligning with each Fund's Logframe.
- 4.4 The organisation is expected to assist the FMO and implementing partners' staff in enhancing their understanding of conflict sensitivity and capacity to apply it effectively in strategizing programmes according to the contextual factors in each geographical location and linked to larger peace process and conflict landscape. This includes enhancing coordination among key stakeholders at the community, township, state and national levels, exploring ways for institutionalizing relationships between stakeholders, and identifying best practices on the ground for supporting interim arrangements. The need to provide wider contextual understanding/analysis at different layers, in addition to each geographical location dynamic, will impact ground and downstream partners on their capacity to be conflict sensitive.
- 4.5 The organization is expected to provide strategic and operational advice to the FMO and Fund Board on conflict- dynamics in Myanmar as well as to the social, political and institutional context in conflict-affected areas of the country.
- 4.6 The organisation is expected to assist implementing partners in articulating their current approach and lessons learned to date, and identifying individual needs, developing/enhancing conflict sensitive approaches, and implementing and monitoring on the same.
- 4.7 The organization is expected to be aware of Nationwide Ceasefire Agreement as well as other ceasefire agreements in place for Myanmar. The organization will deepen understanding for implementing partners around the terms and conditions of the ceasefire agreements, and will help partners to ensure that the programmes are managed in a way that is in line with those agreements. Recognition that ceasefires are not equal to peace but can reflect one type of conflict, and that the terms 'conflict affected area' and 'ceasefire area' are not interchangeable, are important considerations to note.

4.8 The organisation is expected to undertake the following:

Phase I: Capacity building of the FMO and IPs

- 4.8.1 Define a process and action plan for undertaking capacity building activities for the FMO team and assisting them in strategizing the programme according to the contextual dynamics in each geographical location
- 4.8.2 Develop a work-plan to undertake an assessment across partners to detail their current approaches and lessons learned to date, and identify individual needs across implementing partners and, define the detailed approach.
- 4.8.3 Provide suggestions to strengthen and revise the Funds' conflict strategy and conflict sensitivity principles for finalization by the Fund Board.

Phase II: Programme Implementation & Monitoring

- 4.8.4 Based on findings upon the proposal and the assessment, develop plans and implement activities for the systematic support to partners in enhancing conflict sensitive approach - covering the stages of implementation, monitoring and evaluation of projects.
- 4.8.5 Develop guidelines for partners to operate in conflict affected areas, based on the assessment and findings and support the FMO/IPs to use an adaptive management approach to respond to changes in the context and dynamics of the conflict.

5. Qualifications, experience and eligibility

Mandatory

- An organisation authorized to operate in Myanmar;
- Proven experience and demonstrable expertise on working in conflict and supporting agencies working in conflict-affected areas;
- Experience working with the Government of Myanmar, international/local NGOs, civil-society based organisations (CBOs) in a supportive and capacity building role;
- Evidence of required technical and managerial capacity to provide inputs to develop and implement a programme in a challenging environment;

Highly desirable

- Experience in the areas related to livelihoods and food security in conflict-areas (LIFT);
- Experience in the areas related to primary health care services with focus on MNCH (Maternal, Neonatal and Child Health) and/or communicable disease control is an asset (ACCESS);
- Dual expertise on conflict sensitivity capacity building trainings AND understanding of larger peace/conflict/Ethnic Armed Organizations dynamics is encouraged.
- Capacity to manage financial resources in line with UNOPS rules and regulations;
- Staff with sufficient technical capacity or evidence that sufficiently capable staff will be hired to implement the programme;
- Proven ability to implement high quality services according to an agreed work-plan.

Please note that the first four qualifications are mandatory; the next three highly desirables

6. Outputs, Reporting & Time-frame

The table below provides a list of **illustrative outputs and timelines**. The finalized list of outputs shall be submitted after discussion with the FMO of each Fund.

Phases	Outputs	Timeline LIFT	Timeline ACCESS
Phase I: <i>Capacity building of FMO and IPs</i>	<ul style="list-style-type: none"> Capacity building/ training of FMO team on conflict-sensitivity incl. activity report which builds on the previous years' work; Action plan for the FMO in institutionalizing conflict-sensitivity in programming; Finalize the Fund's conflict strategy; Monitoring plan for streamlining conflict-sensitivity in all programmes; 	April 2019 – December 2019	April 2019 – June 2019 (less time required as preparatory work - which will be shared with the selected partner - has been completed in Jan-Dec 2018)
	<ul style="list-style-type: none"> Workshops and training with IPs on conflict-sensitivity incl. activity reports; Develop a tool for context and conflict analysis for IPs; Develop guidelines for IPs to operate in conflict affected areas. 		
	<ul style="list-style-type: none"> Phase 1 report/ Annual Report: <ul style="list-style-type: none"> Assessment of the current conflict sensitive approaches, lessons learned to date and individual needs of IPs; Detailed approach and a work-plan to developing and enhancing IP's conflict sensitive approaches and methodologies 		
Phase II: <i>Programme Implementation & Monitoring</i>	<ul style="list-style-type: none"> Based on findings of phase I, support IPs in implementing programmes in a conflict sensitive manner; Support IPs in monitoring and evaluating activities/projects in a conflict sensitive approach; Support the FMO/IPs to use an adaptive management approach to respond to changes in the context and dynamics of the conflict, and in the ongoing monitoring of programmes; 	January - December 2020	June 2019- December 2020
	<ul style="list-style-type: none"> Final report (technical and financial) 	December 2020	December 2020

7. Overall Approach & Value for Money

The organisation is strongly encouraged to apply participatory methodologies wherever feasible in working with IPs, in order to effectively institutionalize the optimized conflict sensitive approach.

A special emphasis is placed upon Value for Money and the organization is encouraged to demonstrate the maximum utilization of local resources already available in Myanmar.

Where possible, the organisation should show efficiency gains on joint LIFT and ACCESS work, especially where programmes are implemented in a number of the same townships with the same partners. A list of the townships is provided in the Annex.

8. Requirements for proposal submission

Key documents shared as part of this document for the preparation of submissions are:

- Annex 1: Format and requirements for proposals
- Annex 2: Evaluation criteria to be used by the evaluation committee
- Annex 3: Guidelines on gender sensitivity for proposals
- Annex 4: Guidelines on Value for Money
- Annex 5: Conflict sensitivity principles
- Annex 6: Township Coverage

Please note the following requirements for submissions:

- Proposals must be prepared in the English language according to the format requirement presented in Annex 1.
- The Curriculum Vitae of key personnel (International and National) related to the above roles and functions should be provided with proposals.
- Proposals must be received by email at the following address:

LIFT: lift.proposals.mmoc@unops.org

Access to Health: submissions.accesstohealth@unops.org

on or before 13.00 PM Yangon time (GMT+6:30) on 25 February, 2019

9. Proposal appraisal and selection procedures

An Evaluation Committee will complete a technical, financial and organisational capacity assessment of each proposal. As a part of its appraisal process, the FMO may elect to discuss technical, cost, or other aspects of the proposals with applicants. The selection of the proposals is carried out through two stages:

1. Appraisal by the evaluation committee:

The Evaluation Committee will appraise each proposal using all the criteria listed in this section. Proposals that do not align sufficiently with the Funds' strategies, and the thematic requirements of this call, or which have shortcomings regarding the criteria outlined in this section, will be rejected. The full appraisal and documentation of the shortlisted proposals are submitted to the respective Fund's Fund Board with recommendations

2. The Fund Board review:

The Fund Board will review the appraisals and provide its recommendations for endorsement and conditions of endorsement.

The endorsement of the proposal by the Fund Board is not a guarantee to receive funding until the conditions attached to the endorsement have been fulfilled and the grant support agreement is signed. The FMO reserves the right to reject a proposal after Fund Board approval if it cannot reach an agreement with the applicant for contracting. Unsuccessful applications will not be returned to the applicant.

Successful proposals will be implemented under a Grant Support Agreement for NGOs and inter-agency agreements with UN organisations with UNOPS as the Fund Manager.

Please refer to the Fund website for the template including the general terms and conditions

LIFT: <https://www.lift-fund.org/guidelines>

ACCESS: <https://www.3mdg.org/en/library>

The expected contract duration is for two years.

Clarification questions: Requests for clarification should be referred to lift@unops.org OR accesstohealth@unops.org

The deadline for requests for clarification is 07 February, 2019.

Clarifications will be provided on the LIFT website: <http://lift-fund.org/> and the ACCESS website, and the UN Global Marketplace website: <https://www.ungm.org/Public/Notice>

10. Schedule of events

The dates provided below are only indicative. The Evaluation Committee may follow a quicker or a longer timeframe for the appraisal of the proposals.

Event	Date
Call for Proposals release date	28 January, 2019
Deadline for receipt of written inquiries	07 February, 2019
Written responses distributed	12 February, 2019
Proposal due date	25 February, 2019 by 13:00 PM (Myanmar local time GMT+6.30)
Grant agreement negotiation/contracting	March 2019

ANNEX 1: Format and requirements for the proposal submission

The proposal must be complete and conform to the formal requirements presented below.

Submissions must be made electronically as outlined in the main part of this call for proposals.

Electronic submissions must not exceed 5MB in size.

The proposal must not exceed 25 pages (12 point Calibri Font and a minimum of 1 inch margins all around). Pages should be numbered. The proposal may include annexes with additional details regarding approach, methodologies, references, maps, etc. Annexes must not exceed 30 pages.

The Fund will consider only applications conforming to the above format and page limitations. Any other information submitted will not be evaluated. The proposed organization must submit one proposal for each Fund.

Applicants should include all information that they consider necessary for the FMO to adequately understand and evaluate the project being proposed. The remainder of this section describes the information that FMO considers necessary for all applications. There is no obligation to follow the order of the sections below, and applicants are encouraged to make their proposal reader friendly and to avoid repetition.

Proposals must consist of the following:

Title page

Project title, name and contact of the applicant, partners, geographical area, expected project duration, start and finish dates and total budget. Note that the title page is *not* counted in the proposal page limitation.

Preamble

Include a table of contents, a list of abbreviations, a map and an executive summary. Note that these pages are *not* counted in the proposal page limitation.

Project background and rationale

Outline the origin of the concept, problem definition/rationale and context for the project. Outline how the proposed project aligns with the Fund strategy (available on fund websites www.lift-fund.org, www.3mdg.org) and the thematic components of this call and explains how lessons from previous experiences and studies inform the design of the project.

Explain how the project aligns with the development plans/priorities of the Government of Myanmar (if not, why not), and other development partners working in the same field and/or area. Identify any gaps in the available knowledge.

Outline the results of key discussions that have taken place in preparation of the proposal, including:

- who was consulted (e.g. other development partners, government departments, NGOs, etc.)
- any issues raised pertinent to the project's rationale and design approach
- a summary of the views of other key stakeholders

Target area and stakeholder analysis

This section should describe the targeted geographical areas of the project and number of direct and indirect beneficiaries (disaggregated by sex). The distinction between direct and indirect beneficiaries should be clear.

A *project stakeholder analysis* should be included to review the key direct and indirect beneficiaries, and the organisations and individuals involved and who have an interest - along with any vested interests they may have. The following are also important:

- a clear description of how the project will cooperate with the government and non- state actors, and engage with the private sector
- a description of the role of all local institutions involved and any support or intention to establish new institutions clearly detailed and justified
- where new or improved institutional arrangements are to be enduring, explanation should be provided on the sustainability provisions included

Project Theory of Change

A clear Theory of Change (TOC) should be presented in diagrammatic form and explained in a narrative. An actor-centred TOC is most suitable and preferred. There should be a specific statement of what the project will accomplish and what the key results are in terms of project level outcomes and outputs in a summary form.

Outcomes, outputs, activities, technical approach, methodologies and scope

The activity and methodology description needs to be sufficient to identify **what** will be done, **how** it will be done, and **where** it will be done. It should indicate **who** will do what at a broad level to explain stakeholder roles. The structure of the proposal needs to align with the workplan and budget to allow tracking analysis and value for money assessments.

This section should include consideration of relevant cross-cutting issues (gender, disability, human rights and the environment). The gender issues the project intends to address should be reflected in the activities and the project TOC.

A work plan should be presented in graphical (spreadsheet or table, preferably in the Fund template) form and can be attached as an annex. It should indicate the sequence of all major activities and implementation milestones, including targeted beginning and ending months for each step and key deliverables. Provide as much detail as necessary to understand the implementation process. The work plan should align with the ToC and budget and show a logical flow of implementation steps, indicating that all the things that must happen have been carefully thought through from the start to the end of the grant project. It should consider seasonality and/or other major constraints. Please include in the work plan all required milestone reports and monitoring reviews.

Risks and mitigation

Identify and list major risk factors that could result from project activities and/or the project not producing the expected results. These should include both internal/operational factors (e.g. the technology involved fails to work as projected) and external factors (e.g. government policy changes). Outline mitigation strategies and/or how risk will be identified and assessed in the design. Include key assumptions on which the proposal is based.

Cross-cutting issues (gender, disability, environment, do-no-harm)

Cross-cutting issues like gender, disability, do-no-harm need to be considered in the proposal. The gender issues that the project intends to address should be reflected in the activities and the project TOC. See annex 3 for details about inclusion of gender considerations in the proposal.

The proposal has to show that the proposed interventions do not harm the target group or any other stakeholders to the project.

Monitoring and evaluation for accountability and learning (MEAL) management

This section should follow the guidelines provided in Fund specific Monitoring and Evaluation guidelines. During the inception period, the project will be expected to provide a complete MEAL

Framework including three main components: (1) a project Theory of Change; (2) project evaluation and learning questions; and (3) a project Measurement Plan².

For the proposal submission only the project Theory of Change and the Measurement Plan are required.

LIFT's MEAL guidelines:

<https://www.lift-fund.org/monitoring-and-evaluation-learning-and-accountability-meal-guidelines-ips-upcoming-proposals-and>

3MDG's Monitoring and Evaluation Strategy:

<https://www.3mdg.org/en/publication/3mdg-monitoring-and-evaluation-strategy-amendment>

Where applicable, projects need to establish an appropriate project baseline and conduct an endline survey to support the final evaluation.

Organisational background of the applying organisations

It should be clearly demonstrated that the proposing organisation has the experience, capacity, and commitment to implement the proposed project successfully.

The following should be covered:

- Type of organisation – Is it a community-based organisation, national NGO, international NGO, research or training institution?
- Organisational approach (philosophy), purpose and core activities of the organisation, and relevant experience.
- Length of existence and legal status. The applying organisation and partners should have the appropriate authority to carry out the project in Myanmar.
- Expertise mobilised from within and outside the organisation.
- A description of partnerships, how long they have been in place and for what purpose.
- An explanation of previous or existing activities in the target area and what working relationships are in place with government and non-state actors.

Staffing

An overview of the organisational structure of the project should be provided, including the CVs of key personnel (national and international), (e.g. chief of party, project director, senior technical advisor).

How the expertise required for project implementation will be made available should be explained (i.e. from within the organisation, through external consultancy, and partnerships) along with a description of implementation roles. The Fund encourages gender balance in the project team composition.

² A measurement plan replaces LIFT's previous use of project logframes and identifies the project outcomes, outputs, indicators, targets, milestones and means of verification. A template is available in the MEAL Guideline, which is on the LIFT website.

Partnerships

Explain who the partners are, how they have been identified, what their specific expertise is, what their contribution is to be and how the relationships between the partners will be managed throughout the project. The section should explain what the governance and coordination arrangements are, and how the project will maximise local ownership. The lead applicant should provide a brief assessment of the institutional, organisational and technical capacities of partners and how the project will strengthen their capacities, including:

- institutional, organisational and technical support to, and capacity building of, local partners
- identify budget allocation between partners, including for indirect costs (see below)
- contractual relationships and coordination/decision-making systems
- organisational chart including links between partners

If a partner is not full time on the project, please provide a schedule for their inputs.

The lead applicant should submit in an annex to the proposal a letter signed by the proposed partners stating that they have contributed to the project design, are willing to collaborate with the applicant and that they agree to enter into an agreement if the proposal is successful.

Project budget and value for money

A realistic budget is an important part of developing and implementing a successful project. The proposal budget should include a detailed breakdown of costs.

LIFT: The budget template available on the LIFT website must be used <https://www.lift-fund.org/budget-initial>.

ACCESS: Please see below, and double-click the Excel icon to expend its contents.



Budget
Template_FINAL_201

The budget breakdown should clarify the total allocated budget for each component that the project will contribute to. The budget breakdown should align with the ToC and the workplan.

The following important principles should be kept in mind in preparing a project budget:

- Include only costs that directly relate to efficiently carrying out the activities and producing the outputs and outcomes, which are set out in the proposal. Other associated costs should be funded from other sources. Refer to the Fund operational guidelines on what the Fund can and cannot fund.

LIFT: <https://www.lift-fund.org/guidelines>

ACCESS: <https://www.3mdg.org/en/library/>

- The budget should be realistic.
- The budget should include all costs associated with managing and administering the grant project. In particular, include the cost of gender-sensitive monitoring and evaluation.
- Indirect costs are allowable up to six per cent of the total direct costs, not including investment capital funded by the FMO.
- The budget line items in the budget template are general categories intended to assist in thinking

through where money will be spent. If a planned expenditure does not appear to fit in any of the standard line item categories, list the item under other costs, and state for what the money is to be used

- The figures contained in the budget sheet should agree with those on the proposal header and text.
- The budget needs to be accompanied by detailed assumptions on costs (e.g. how many computers are required for how many staff, how per diems are calculated, etc.). The narrative detailed assumptions should not repeat the budget figures but explain your assumptions when calculating the figures in the budget.
- Costs incurred at headquarters outside Myanmar will be only considered in exceptional cases and if directly related to the project.

Financial and technical proposals should be sufficiently linked with the ToC and work plan to conduct value-for-money (VfM) assessments of the project during implementation. A lot of the value for money assessments during the implementation will depend on realistic planning and well managed implementation.

Proposals that demonstrate that the funding from ACCESS and LIFT will leverage other funds, as well as proposals that demonstrate multiplier effects or clear progress towards financial sustainability, are encouraged.

For more guidance on value for money see annex 4.

ANNEX 2: Evaluation criteria

An Evaluation Committee will appraise applications in accordance with the selection criteria identified below. Applicants should note that these criteria serve to a) identify the significant issues that applicants should address in their applications; and b) to set standards against which all applications will be evaluated. If there are ambiguities/unclear explanations, or further need for details, the Evaluation Committee will seek clarification from the submitting organisation if the proposal otherwise meets the main criteria.

The Evaluation Committee will assess the following questions to justify their final appraisal:

- **Completeness:** Is the information provided in the proposal complete and sufficient for the appraisal?
- **Context analysis:** Is the project based on a good understanding of the context in the respective project site?
- **Stakeholder analysis:** Is there a stakeholder analysis and a clear definition of target groups? To what extent is participation of, and ownership by, key stakeholders in planning and design evident? Is it clear how the project will work with the government, non-state actors and the private sector?
- **Coherence of the design:** Is there clear outcome logic? Are the project's expected results well defined and aligned with the identified problem/needs?
- **Approach and methods:** Is the project approach and methodology innovative, feasible and appropriate? Are the methodologies based on previous experience and evidence-based knowledge? Is the idea technically feasible and likely to achieve the stated results? Does it embody good development practice and lessons?
- **Operating principles:** Is the proposed project in line with the Fund Operational and MEAL Guidelines? How specifically does the project propose to monitor continuous alignment with the principles?
- **Sustainability:** Does the project demonstrate a good case for sustainability of the proposed outcomes and impacts beyond the funding period? Has an exit strategy been considered?
- **Cross cutting issues:** Are relevant gender, nutrition, migration, and environment issues considered?
- **Gender sensitivity:** Does the proposal demonstrate awareness and understanding of concrete gender-related/gender-specific challenges in the project context? To what extent does the proposal strive to include women as both, equal participants and as equal beneficiaries? To what extent does the proposal plan to contribute to greater gender equality and women's empowerment? What concrete measures are proposed to address gender issues? Is gender equality/women's empowerment reflected in the proposal's TOC? Does the project plan to conduct a gender analysis at the beginning of project? Will the project collect sex-disaggregated data? Are gender-sensitive and/or gender-specific criteria integrated in monitoring and reporting systems? Refer to Annex 1 for specific guidelines and evaluation criteria for gender sensitivity. See annex 3 for more guidance.
- **Risks:** Has the proposal sufficiently considered major internal and external risks and indicated risk mitigation measures to be developed?
- **Monitoring and evaluation for accountability and learning:** Is a ToC and measurement framework provided and are they appropriate to the type and scale of the project?
- **Learning and policy dialogue:** Does the project give scope to contribute to evidence-based knowledge and policy dialogue?
- **Capacity:** Does the proposed implementing organisation and its partners have the necessary technical expertise, experience and capacity to implement the project?
- **Partnership:** What partnerships are foreseen in the proposal? Is the partnership built on long-

term trust relationships? Is the governance and coordination system between stakeholders and partners appropriate? Is the role and involvement of the sub-partners clear and sound? Are the local partners likely to increase institutional, organisational and technical capacities through project implementation?

Partnership quality will be a key consideration during the evaluation of the proposals. Applicants should demonstrate that their organisation and proposed partners have relevant expertise. It is fundamental at the proposal stage that all partners involved in the project are aware of the proposal, its content and their specific responsibilities and agree on an initial agreement (financial and technical). Please also take into consideration that according to the Fund Operational Guidelines applicants are expected to share indirect costs with their sub-partners. The Fund will favour partners that can demonstrate sufficient contextual understanding, including of the local institutional structure and key government, non-state armed groups and civil society stakeholders. Identified partners should have already built trusted relationships with relevant local stakeholders and have interventions that are supportive of local institutions, whether formal or informal. Gender-sensitivity of the partner organisations is desirable regarding both their organisational policy and their operational approach.

- **Budget:** Does the budget demonstrate value for money for the project, in particular in relation to the expected results? Is it adequate to deliver the outputs? Is there a sufficient budget dedicated to M&E, learning and capacity building? Is the budget aligned with the workplan and the ToC? Do local partners receive their share of the indirect costs? See Annex 4 for VfM guidance.

ANNEX 3: Guidelines on gender sensitivity

The below guidelines on gender sensitivity reference LIFT's Gender Strategy but will be applicable for proposals for both Funds.

Why do LIFT's proposals have to be gender sensitive?

LIFT is strongly committed to contributing to greater gender equality and women's empowerment through all its projects and programmes. LIFT strives to achieve the following four outcomes related to gender:

- Increases in women's access to, and control over, resources
- Increases in women's participation in decision-making
- Increases in women's knowledge and skills
- Improved focus on gender within livelihood and food security policies³

An important step to achieving these goals is to ensure gender sensitivity is considered in the formulation and planning of projects.

What does gender sensitivity mean for LIFT?

Gender sensitivity means that in each action and process, gender norms and roles, and the impact gender has on access to, and control over, resources are considered and addressed. Suggested guiding questions for assessing gender sensitivity are:

- How does the proposal attempt to address existing gender inequalities?
- How does the proposal strive to include women as both equal participants and as equal beneficiaries of the planned interventions?

Projects should not only propose equal numeric participation of female/male participants but also strive for equal quality of their participation. The latter is more difficult to assess than merely counting numbers, and often requires supportive actions to empower women e.g. gender-sensitive activities that includes men/boys to ensure that women's decision-making capacity is sustained beyond the project.

Where do LIFT's proposals have to be gender sensitive?

Gender sensitivity should be woven into all stages of projects and programmes. Every project proposal includes a mandatory section on gender where the project is required to answer the question: "*How is gender considered in the project...?*" Here, the proposal outlines the gender sensitivity, and the alignment with LIFT's gender strategy and how the proposed intervention contributes to LIFT's four gender programme outcomes stated above.

Gender should also appear explicitly in the project's ToC to reflect gender-related goals and outcomes of the project.

³ LIFT's Gender Strategy https://www.lift-fund.org/sites/lift-fund.org/files/uploads/Guidelines/LIFTGenderStrategy_Jan2017_FINAL.pdf

ANNEX 4: Guidance on value for money

VfM in the proposal

Value for money (VfM) begins with programme design. Project proposals should include an overall value for money statement (why the chosen interventions are better value for money than alternative approaches to address the same problem). For example, the VfM statement could include a cost-effectiveness assessment of two or more alternatives, unit-cost benchmarks, or local or international evidence that supports the chosen intervention, and the reasoning for the proposed approach in this context.

How the project will manage VfM during implementation

This guidance provides a high-level overview of VfM in the project cycle (Figure 1); a description of how the programme components are assessed for VfM (Table 1); and how the assessment of programme components is linked to the four VfM factors: economy, efficiency, effectiveness, and equity (Table 2).

Projects begin with inputs (grants) that are translated into goods and services necessary to implement the project. The allocation of funds for staff, equipment, services, administration, and contracting with partners for project delivery are often analysed in planning and during implementation.

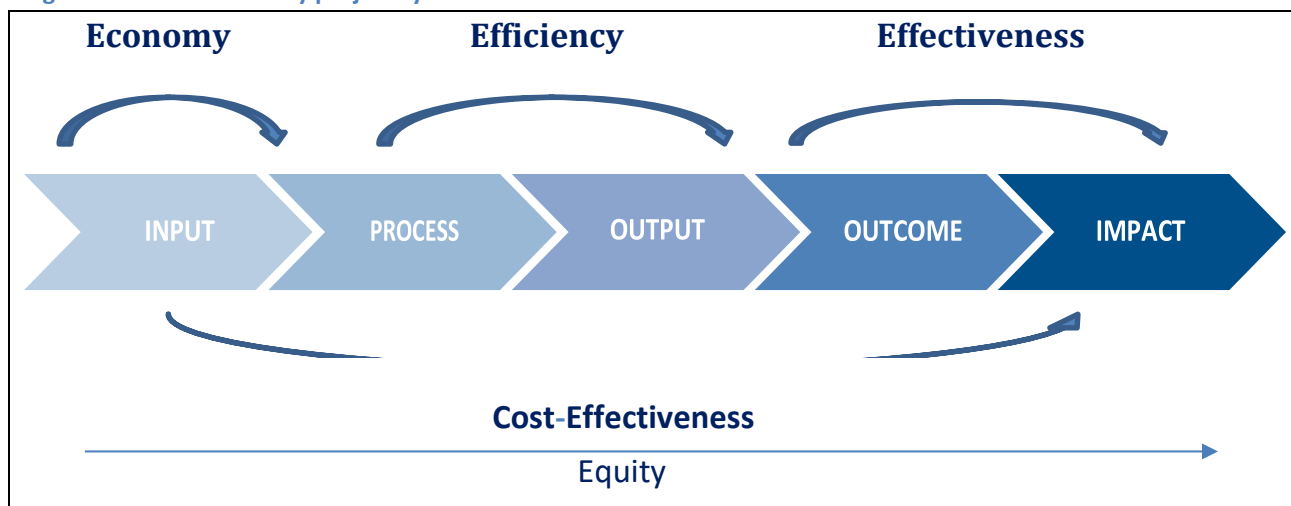
Translating inputs into delivery for beneficiaries involves processes and activities that lead to outputs. VfM analysis generates evidence to manage and maintain efficient operations at this project stage. Beneficiary measurements assessing the equitable spread of outputs are also analysed. For such measures cost efficiency, unit costs, and regional variations are often analysed.

When outputs are sustained, and when there is evidence of adoption of planned results by beneficiaries, effectiveness is assessed. Effectiveness may be assessed by cost-benefit analysis of sustained results, unit-costs of outcomes, value lost or gained vs. plan, sustainability, and ultimate impact to improve the lives of beneficiaries. It should be noted that effectiveness measures are often less possible in the early stage of programming when there is less evidence of adoption and sustained results.

Equity is measured across the stages of planning and implementation. Clear plans for quantifying beneficiaries should be defined including gender disaggregation, displaced persons, disabled persons, and persons in conflict affected areas.

Figure 1, following, presents the Value for Money Project Cycle.

Figure 1: Value for money project cycle



The project cycle consists of various programme components illustrated below in Table 1 .

Table 1. Programme components

Input:	Process:	Output:	Outcome:	Impact:
HR, procurement of goods and services to accomplish project objectives, contracted deliverables. e.g. vaccines procured, contracting methods	How are inputs used for beneficiaries; strategy to accomplish project objectives; partner management e.g. plans to deliver and monitor use of vaccines	The planned results delivered for beneficiaries e.g. Number of children vaccinated	The sustained use, adoption, or benefit received by beneficiaries. e.g. children less susceptible to major childhood diseases	Long-term transformative change e.g. poverty reduced

The evaluation committee will review the project's VfM approach for a clear plan indicating how the VfM factors (Table 2) will be measured and managed across programme components during project implementation.

Table 2. Value for money factors

Economy:	Efficiency:	Effectiveness:	Equity:
What is the evidence that the purchase and contracting for goods and services is the best quality at the best price? What are the processes to ensure economy for the project duration?	What is the relationship between planned and actual results and expenditures? Are output targets achieved at or below budget? How will the project manage efficiency during implementation?	How will the project measure if the interventions are effective? How will the project assess the likelihood of sustainability or the needed for additional support? How will beneficiary adoption of results, and potential impact be estimated or measured? What is the exit plan when the project ends?	How will the project measure the equitable spread of benefits across gender, disabled persons, displaced persons, and persons in conflict areas? Justify whether beneficiary disaggregation will be assumed, estimated, or counted? Has the project considered the possible costs to ensure equity?

To demonstrate an understanding of VfM, it may be useful to propose a limited number of measures that will be reported on regularly, the data that will be used for VfM reporting and calculations and link each measure to one (or more) VfM factor(s).

The evaluation will review how the proposed project will include VFM analysis in its strategy and planning and how the project will manage VfM during implementation. It is not necessary to propose all possible VFM metrics, though it is helpful for the project to suggest one or more metrics that will provide evidence of economy, efficiency, effectiveness and equity.

Indicative approaches to VfM management for proposals

Table 3 describes some indicative appraisal criteria that Fund Management Office (FMO) uses for assessing VfM in proposals. If a proposal is advanced for further consideration, the VfM metrics may be further defined or revised in consultation between the Fund and the implementing partner.

Table 3. Indicative approaches to VfM in proposals

Describing the VFM plan	<p>The project proposal should describe how it aims to achieve or represents VfM or what the expected returns on investment are (overall or for specific project components).</p> <p><i>What are the proposed VfM metrics to address each VfM factor (economy, efficiency, effectiveness, equity)? Will the project conduct, cost performance ratio, cost-benefit analysis? Will there be transparent procurement procedures in place? How will project unit costs compare to unit costs for the same outputs in similar projects (here or globally)? Has cost bench-marking or cost-effectiveness data been presented to make the case for the project?</i></p>
Alternative project approaches	<p>The project approach should offer better VfM compared to other approaches (consider benchmarks where possible).</p> <p><i>Are alternative approaches offered or clear justifications outlined why specific approaches are selected? Have the expected results and financial costs of alternative approaches been considered?</i></p>
Robust design	<p>The proposal should outline a well-thought out design to achieve the project objectives.</p> <p><i>For example, this may include a thorough analysis of the project context and strategies for effective delivery, innovative approaches for promoting uptake or dissemination, promising technologies or delivery models, etc. What are the key aspects of the design that warranted the project's selection? How will the project address displaced persons, persons in conflict areas, disabled persons, gender, etc.</i></p>
Budget Alignment	<p>The project budgets and results indicators are aligned to allow easy VfM activity/output/outcome assessment.</p> <p><i>Budget templates should be designed in a manner that enables proper alignment to the programme components on the basis of which standard VfM calculations will be performed (e.g. by 'programme outcome'). Is the budget presented to a level of detail that will allow expenditure monitoring by component, if desired?</i></p>
Data collection (M&E)	<p>The project M&E system (indicators and data collection plans) is set up to allow for assessment project results vs. expenditures. The M&E system should also allow VfM analysis at the project level and regional (township, state) levels and for multi-region projects. The project level VfM analysis should align with the Fund logframe and the regional and project TOCs/results frameworks.</p> <p><i>Is it possible to determine the budgeted costs of the outputs and the activities that contribute to outputs? Does the project define data collection plans and have measurable indicators that allow for VfM assessments of outcomes? Is it possible to determine the budgeted costs of the outputs and the activities that contribute to outputs?</i></p>



Long-term benefits and sustainability	<p>What are the opportunities and challenges for long-term sustainability of the project or key project outputs/outcomes. Is the project likely to be sustainable, replicable and/or scalable (or to have significant impact on policy)?</p> <p><i>How will the project address long term sustainability? Is private sector involvement possible? Will the project seek to influence increased government funding; if so, how will this be measured by the project? Is other funding likely to follow the current project? What is the exit plan at project end?</i></p> <p><i>For example, are cost-recovery mechanisms in place? Are adequate documentation processes outlined for possible replication? Is there a plan for influencing policy? Projects that are sustainable (e.g. activities continue once funding ceases) will continue to generate benefits even though they may not be captured in a VfM assessment. Similarly, projects that are replicable or scalable will also have the potential to generate greater benefits if they inform the design of other projects or are able to have a wider reach.</i></p>
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ANNEX 5: Conflict sensitive principles

LIFT and ACCESS are willing to engage in conflict-affected areas or areas emerging from conflict, and in particular to support displaced people. The Funds will be intervening in new areas with a legacy of ethnic conflict, division, state failure and mistrust between stakeholders, including armed groups. The Funds will need to navigate within very complex social-political settings. In doing so, the Funds want to adhere to the international best practices related to ‘Do No Harm’.

The Funds would like to ensure the programme design and interventions contribute to improving the livelihoods and food security, and health situation of people in conflict-affected areas, while taking precaution not to contribute unintended negative impacts on society. The following set of conflict sensitive principles are outlined as a basic guideline to raise awareness and guide programme and project design and implementation.

Principle 1: Understand the conflict

LIFT and ACCESS programme areas may be complex, and area specific analysis will be useful to understand how a community ‘works’ and to identify key stakeholders (their power and influence) and how each relates to one another and to the Fund’s programme.

The Fund’s implementing partners should conduct stakeholder analysis and conflict context analysis in order to understand the underlying political and socio-economic drivers of the conflict. The analysis should attempt, at a minimum, to identify key conflict drivers, conflict dynamics, capacities for tension (and violence) and for peace, and; ‘map out’ key stakeholders to determine the power relations between them (see *sample table below*).

Groups/Stakeholders	Position/Interests	Relationship
<ul style="list-style-type: none"> Who are the key stakeholders/ groups present in the programme operation area? Group based on (social, economic, religious, ethnic, etc.). 	<ul style="list-style-type: none"> What are the underlying interests of key groups and individuals? What are their hopes, concerns and fears? Do they represent the community? Who do they make the decisions for? 	<ul style="list-style-type: none"> What are the relationships between the stakeholder groups? What divides these groups in the area of conflict? What brings them together? How tensions currently are expressed?

In these analyses, the potential impact and consequences of Fund-supported interventions on the conflict dynamics should be appraised to ensure they do no harm. It is important to keep progress in the peace process in view, and avoid pushing interventions ahead of the peace process or presuming outcomes that have not been realised. Interventions into any context generally have both positive and harmful impacts, with intervention ever entirely neutral. The intention of the analyses is to understand and maximize the potential positive impact that the Funds’ activities could have on peacebuilding, e.g. help support the institutionalization of relationships and creation of interim arrangements where those do not yet exist.

The understanding of the context and conflict dynamic will help ensure that the livelihood and health programmes are developing a strategy to minimise conflict impacts and maximise positive efforts across all areas, and at all levels (local, state/region, and national), of programme implementation.

Principle 2: Meaningful consultation with all local stakeholders

All key conflict stakeholders in the area should be properly consulted prior to the design and delivery of any interventions, and on-going, routine consultation with stakeholders should be effected throughout the programme lifecycle.

The definition of stakeholders needs to include not only local authority representatives from relevant government agencies and non-state armed groups, but all the actors who represent other aid and development service providers, political parties, business and civil society organisations (eg religious leaders, women, farmers and different social and ethnic groups at different levels). They should be consulted about where, how, if, and what kind of interventions are best to take place. This includes obtaining prior consent from representatives of non-state armed groups to operate in areas where they are present and/or have relevant influence.

The stakeholder consultation has to be ‘meaningful consultation’ and foster participation in decision-making processes, as well as promoting a sense of ownership. More inclusive, informal, and empowering channels of communication are required, especially where there are power imbalances between stakeholders.

Principle 3: Engage with power holders

There are different types of administration and governance practices in areas emerging from conflict⁴. The programme needs to engage with key power holders that may include both government and non-state armed groups. Balancing between ‘too close to’ or ‘too remote from’ one over the other, and the ability to manage these kind of relationships is essential. The programme should ensure that the engagements will not substitute their responsibilities, and rather set a good example in dealing with power holders in order to support peace.

Principle 4: Encourage cooperation across conflict lines

A long-term goal of inclusion among the different communities and conflict parties needs to be maintained as part of the process of conflict resolution. Experience continues to warn that development and humanitarian aid in different parts of the country can become regarded as divisive rather than equitable and inclusive. Thus strategies of cooperation and coordination need to be delivered, including target working groups, implementing partner meetings, and regular programme assessments. The initiatives should aim to strengthen and improve development structures of the local government administration as well as of non-state armed groups, and ensure not to create unnecessary burdens and bureaucratic layers.

The programme should facilitate co-operation on interventions between government and non-government entities where feasible and opportune. The programme should also work with civil society organisations, faith-based and community-based organisations that have a significant role in crossing and bridging conflict actors, and sometimes facilitate the connectivity and relationships of those actors.

Often, local structures that cross conflict lines are not formally constituted. It may be that households, communities, or traditional structures are without formal ‘institutional’ representation and therefore, might be overlooked in partnering decisions. The programme and implementing partners must be able to identify and empower existing local and traditional structures or actors in the community that have roles to address community livelihood and development. Empowerment should include developing

⁴ Three different types of administration and governance: i) areas administered by the government, ii) areas administered by non-state armed groups, iii) areas where both the government and non-state armed groups administer in parallel or in mixed arrangements.

their capacity, particularly institutional capacity, so they become competent to perform their roles effectively.

Where there is opportunity, encourage partners representing different groups to work together around common activities for community livelihoods and food security (i.e. do not force partnerships). This will be an important measure in contributing to confidence and ensuring an up-to-date shared understanding of the progress of activities.

Principle 5: Transparency and coordination

The programme should operate in a way that builds collaboration with and among development actors. Collaboration should help minimise duplication in each other's work and build synergies and trust.

At all stages of intervention, it is important to ensure the objectives, activities, implementing partners, and availability of programmes and services are transparent. A lack of transparency could create fertile ground for rumours about inequitable assistance, and enable manipulation to generate animosity among stakeholders (e.g. conflict actors). Information dissemination is vital to building community and stakeholder trust, as well as successful programme delivery. The mechanism for communicating and sharing information openly needs to develop during the programme design.

However, information security needs to be considered also, particularly if related to people's stories and security in the area, to ensure the voices of people are heard without jeopardising personal safety.

Principle 6: Meaningful involvement and participation of local and national civil society organisations

Civil society organisations in Myanmar (including faith-based and community-based organisations) are gaining momentum and are active from the local community to national levels at influencing policy and giving voice to the needs and concerns of people with policy makers and decision-making bodies. They also have established working relationships with conflict actors in conflict-affected areas and have access to most places, including restricted areas, through their networks. They are often organised by local groups from these restricted areas. This all means that CSOs and CBOs have a developed understanding of the community (including culture and language) and its dynamics to contribute to all stages of the project cycle, including decisions on the choice of programme strategies and intervention.

Principle 7: Meet the priority needs of conflict-affected populations

Misunderstandings on the intervention objectives of projects may arise if the support provided ignores key issues affecting the livelihoods of the local population, or bypasses important on-going processes, e.g. on natural resource management. This may also affect the capacity to achieve results and induce long-term changes.

Prioritisation of the programme must be based on the needs for stable livelihoods, sustainable communities and recognition of the fundamental rights of all people, including vulnerable groups who may have been denied access to resources, forced to leave from their homes, or dispossessed from legitimate claims to land, etc. It is important to engage the community in discussing the relevance of interventions and acknowledge the project limitations, what it can and cannot do. A wide range of stakeholders – and especially the affected populations – should be included in the process of identifying, prioritising and achieving programme outcomes and outputs.

Principle 8: Inclusion and non-discrimination

Intervention programmes should adhere to the principles of inclusion and non-discrimination, and ensure that services are provided equally to all population groups, regardless of ethnicity, language, religion, gender and age.

Under most circumstances, representatives of all groups, sub-groups and stakeholders in conflict should be included in: a) programming decisions; b) among beneficiaries; and c) among partners. Excluded/marginalised groups should be empowered and participate. Their inclusion will assist stability, sustainability, and bridge gaps that reduce divisions and create space for effective collaboration between stakeholders.

In a conflict and ethnically-divided context, it is vital to recruit staff from all population groups. Staff and projects need to be sensitive to local ethnic, linguistic, faith and cultural realities and, at the same time, not become socially or ethnically exclusive. Inclusion rather than separation should be the goal.

This will also contribute to the local human resource development and ensure that there are clear and easy communication channels between beneficiaries and project staff who share a common language and culture.

Principle 9: Pragmatism and flexibility

The situation in conflict-affected areas is often fluid and subject to change. Different regions may need different intervention approaches and methodologies. A localised understanding of the conflict transformation challenges involved is necessary. Standard and rigid approaches in conflict zones are risky. The programme and its projects therefore, need to be flexible and provide for pragmatic responses to changeable situations. These situations may require urgent meetings with conflict actors, immediate discussions with community members, management of unexpected security concerns, and the ability to pause implementation while operations, and potentially design, are reviewed.

Standards and policies should be determined by implementing partners with key stakeholders and have a measure of flexibility in their application. Financial allocation for this flexibility and changes should be provided for in the programme budget.

Flexibility is also important to achieve results and sustainability. Design and implementation approaches need to be adaptable and based on experience and real time learning. This can be supported by process-oriented M&E systems that provide for reflection on lessons, best practice, and discussion with partners. Opportunity should be taken for upwards feedback of this learning to the state/region and national levels, also linking it in with current initiatives on conflict resolution by others.

Principle 10: Establish feedback, accountability and grievance mechanisms

Feedback, grievance and accountability mechanisms are an essential part of ensuring positive relationships with communities and different stakeholders. The mechanisms should be neutral, open to all, and enable good programming that could help to reduce potential for tension and conflict to escalate. The principle of accountability is central to conflict sensitivity, as it touches upon issues of power in agency, partner and stakeholder relationships, and informs the roles and type of power/influence each brings.

For partner guidance, the Funds have developed relevant guidance as in the below links. LIFT has developed an Accountability Framework⁵ which includes a clear mechanism for responding to complaints, concerns and suggestions. Partners are expected to set up a similar mechanism which is locally adapted and practical in their intervention areas. ACCESS has developed guidance and

⁵ Available in English and Myanmar languages here: www.lift-fund.org/guidelines

requirements for implementing partners for Community Feedback Mechanisms. Gender & Social Inclusion and Conflict Sensitivity⁶.

Principle 11: Develop a project exit strategy

Tension can arise at the end of a programme, particularly if the stakeholders and community do not understand the reasons why the programme is ending or an organisation is leaving. It is important to have a well-considered and agreed exit strategy well in advance of a programme or project coming to a close. Ideally the strategy will be designed at project inception in consultation with community, key stakeholders and partners, and with a conflict sensitive perspective.

Resource allocation issues should be carefully considered, especially where there is potential for conflict, including what, who and how they are allocated. Measures should be drawn up to mitigate the risk of exacerbating tensions.

The ownership arrangements for project benefits should be agreed, and any newly established local organisations and groups should be strengthened and brought to a point where they can be independent and able to operate without project support. Avoid setting up structures that are pushed by the project; rather engage stakeholders and community members to build their understanding and participation gradually with consent and ownership. Structures established by projects do not last long if they do not effectively serve the purpose and interests of the community. Structures that help bring conflict parties and others together and prove relevant to addressing community issues will be more likely to endure.

Principle 12: Operationalise the principles throughout the programme lifecycle

The guidance provided by these principles should be built into design to ensure effect throughout the whole life cycle of programme and project execution. The initial analysis of conflict dynamics can become quickly outdated and so will not be useful if not operationalised through a strategy for engagement throughout implementation. In some cases issues not identified by early analysis may unexpectedly appear when activities commence. It is important therefore, that projects have mechanisms to regularly review and update design and operational strategies.

⁶ <https://www.3mdg.org/en/publication/community-feedback-mechanism-guidance-note>

ANNEX 6: Township Coverage in Conflict Affected Areas

#	State/Region	District	Township	ACCESS	LIFT
1	Chin State	Hakha	Thantlang	y	y
2	Chin State	Falam	Tedim	y	y
3	Chin State	Mindat	Matupi	y	y
4	Chin State	Mindat	Paletwa	y	y
5	Kachin State	Myitkyina	Myitkyina		y
6	Kachin State	Myitkyina	Waingmaw	y	y
7	Kachin State	Myitkyina	Injyangyang	y	y
8	Kachin State	Myitkyina	Tanai	y	
9	Kachin State	Myitkyina	Chipwi	y	
10	Kachin State	Myitkyina	Tsawlaw	y	
11	Kachin State	Mohnyin	Mohnyin	y	y
12	Kachin State	Mohnyin	Mogaung		y
13	Kachin State	Mohnyin	Hpakant	y	
14	Kachin State	Bhamo	Bhamo	y	y
15	Kachin State	Bhamo	Shwegu	y	y
16	Kachin State	Bhamo	Momauk	y	y
17	Kachin State	Bhamo	Mansi	y	y
18	Kachin State	Putao	Putao	y	y
19	Kachin State	Putao	Sumprabum	y	y
20	Kachin State	Putao	Machanbaw		y
21	Sagaing Region	Hkamti	Hkamti	y	
22	Sagaing Region	Hkamti	Lay Shi	y	
23	Sagaing Region	Hkamti	Lahe	y	
24	Sagaing Region	Hkamti	Nanyun		
25	Rakhine State	Mrauk-U	Mrauk-U	y	y
26	Rakhine State	Sittwe	Sittwe	y	y
27	Rakhine State	Sittwe	Ponnagyun	y	y
28	Rakhine State	Mrauk-U	Myebon	y	y
29	Rakhine State	Sittwe	Pauktaw	y	y
30	Rakhine State	Kyaukse	Kyaukse		y
31	Rakhine State	Mrauk-U	Kyaukse	y	y
32	Rakhine State	Mrauk-U	Minbya	y	y
33	Rakhine State	Sittwe	Rathedaung	y	
34	Rakhine State	Maungdaw	Maungdaw	y	y
35	Rakhine State	Maungdaw	Buthidaung	y	y
36	South Shan State	Taunggyi	Taunggyi	y	y
37	South Shan State	Taunggyi	Hopong		y
38	South Shan State	Taunggyi	Hsingseng		y
39	South Shan State	Taunggyi	Lawksawk		y

40	South Shan State	Loilen	Loilen		y
41	South Shan State	Loilen	Nansang		
42	South Shan State	Loilen	Kunhing		
43	South Shan State	Loilen	Kyethi		
44	South Shan State	Loilen	Laihka		
45	South Shan State	Loilen	Mongkaing		
46	South Shan State	Loilen	Monghsu		
47	South Shan State	Langkho	Langkho		
48	South Shan State	Langkho	Mongnai		
49	South Shan State	Langkho	Mawkmai		
50	South Shan State	Langkho	Mongpan		
51	North Shan State	Lashio	Lashio	y	y
52	North Shan State	Lashio	Hseni		
53	North Shan State	Lashio	Mongyai	y	
54	North Shan State	Lashio	Tangyan	y	
55	North Shan State	Matman	Pangsang	y	
56	North Shan State	Matman	Narphan	y	
57	North Shan State	Hopang	Pangwaun	y	
58	North Shan State	Hopang	Mongmao	y	
59	North Shan State	Muse	Muse		
60	North Shan State	Muse	Namhkan		
61	North Shan State	Muse	Kutkai	y	y
62	North Shan State	Kyaukme	Kyaukme	y	y
63	North Shan State	Kyaukme	Hsipaw	y	y
64	North Shan State	Kyaukme	Namtu	y	y
65	North Shan State	Kyaukme	Namhsan	y	
66	North Shan State	Mongmit	Mongmit		
67	North Shan State	Mongmit	Mabein		
68	North Shan State	Kyaukme	Manton	y	
69	North Shan State	Lashio	Kunlong		
70	North Shan State	Hopang	Hopang	y	
71	North Shan State	Laukkaing	Laukkaing	y	y
72	North Shan State	Laukkaing	Konkyan	y	
73	North Shan State	Matman	Matman	y	
74	East Shan State	Kengtung	Kengtung	y	y
75	East Shan State	Kengtung	Mongkhet	y	
76	East Shan State	Kengtung	Mongyang	y	
77	East Shan State	Kengtung	Mongla	y	
78	East Shan State	Monghsat	Monghsat	y	
79	East Shan State	Kengtung	Mongping		
80	East Shan State	Monghsat	Mongton	y	
81	East Shan State	Tachileik	Tachileik		y
82	East Shan State	Tachileik	Monghpyak		y

83	East Shan State	Tachileik	Mongyawng		
84	Mandalay Region	Pyinoolwin	Mogoke		
85	Kayah State	Loikaw	Loikaw	y	y
86	Kayah State	Loikaw	Demoso	y	y
87	Kayah State	Loikaw	Hpruso	y	y
88	Kayah State	Loikaw	Shadaw	y	
89	Kayah State	Bawlake	Bawlake		
90	Kayah State	Bawlake	Hpasawng	y	
91	Kayah State	Bawlake	Mese	y	
92	East Bago Region	Bago	Nyaunglebin		y
93	East Bago Region	Bago	Shwegyin		y
94	East Bago Region	Taungoo	Taungoo		y
95	East Bago Region	Taungoo	Kyaukkyi		
96	East Bago Region	Taungoo	Htantabin		y
97	Kayin State	Hpa-An	Hpa-An	y	y
98	Kayin State	Hpa-An	Hlaingbwe	y	y
99	Kayin State	Hpapun	Hpapun	y	y
100	Kayin State	Hpa-An	Thandaunggyi	y	y
101	Kayin State	Myawaddy	Myawaddy	y	y
102	Kayin State	Kawkareik	Kawkareik	y	y
103	Kayin State	Kawkareik	Kyainseikgyi	y	y
104	Mon State	Mawlamyine	Mawlamyine		y
105	Mon State	Mawlamyine	Kyaikmaraw		y
106	Mon State	Mawlamyine	Chaungzon		y
107	Mon State	Mawlamyine	Thanbyuzayat		y
108	Mon State	Mawlamyine	Mudon		y
109	Mon State	Mawlamyine	Ye	y	y
110	Mon State	Thaton	Thaton	y	y
111	Mon State	Thaton	Paung		y
112	Mon State	Thaton	Kyaikto	y	y
113	Mon State	Thaton	Bilin	y	y
114	Tanintharyi Region	Dawei	Dawei		y
115	Tanintharyi Region	Dawei	Launglon		
116	Tanintharyi Region	Dawei	Thayetchaung		y
117	Tanintharyi Region	Dawei	Yebyu		y
118	Tanintharyi Region	Myeik	Myeik		y
119	Tanintharyi Region	Myeik	Kyunsu		
120	Tanintharyi Region	Myeik	Palaw		y
121	Tanintharyi Region	Myeik	Tanintharyi		
122	Tanintharyi Region	Kawthoung	Kawthoung		
123	Tanintharyi Region	Kawthoung	Bokpyin		
	Total		123	71	69