



Date: 08 March 2011

REQUEST FOR PROPOSAL (RFP)
from teams of national consultants or consulting firms/institutions/organizations

Subject: *Request for proposal for the Review and revision of indicators in relation to public administration services and public services as part of the research project “Governance and Public Administration Performance Index (PAPI) at the Provincial Level in Viet Nam” for external review of public administration reform efforts.*

1. Eligible bidders:

- (i) Individual national consultants can submit proposal. The consultant may at his/her own discretion engage 1 or two team members to work with him/her to deliver the final product. In this case, the consultant will:
 - remains fully and solely responsible for and accountable to UNDP for the timeliness and quality of all the outputs delivered.
 - submits a technical proposal reflecting, among others, the CVs of the consultant and his/her selected team members indicating their experience and track records in similar undertakings. The technical proposal must specify work assignment for the Team Leader and each consultant.
 - submits a financial offer with an all inclusive price occurred to deliver the final product(s) with break-down detail cost for each consultant.
- (ii) National Consulting Firms, institutions, organizations can submit proposals (both technical and financial) with CVS of the proposed team.

You are requested to submit an English proposal for “Review and revision of indicators in relation to public administration services and public services – Project: **Governance and Public Administration Performance Index (PAPI) at the Provincial Level in Viet Nam**”, as per enclosed Terms of Reference (TOR).

2. To enable you to submit a proposal, please find attached the relevant documents:

- Instruction to Offeror..... (Annex I)
- Terms of Reference (TOR)..... (Annex II)
- [Individual Contract](#) (for individual consultant) with [General Conditions](#)
- [Contract for Prof. Service](#) (for consulting firms) with [General Conditions](#).....
- Guidelines for preparing CV (Annex III)
- Format of financial offer..... (Annex IV)
- Proposal submission form(Annex V)

3. Your offer comprising of technical proposal and financial proposal, **in separate sealed envelopes** or **in separate PDF files**, should reach the following address **no later than 17.00 hrs, Hanoi time (UTC/GMT +7 hours), 21 March 2011**

UNDP Viet Nam
Procurement Unit
72 Ly Thuong Kiet, Ha Noi, Viet Nam (for hardcopy submission)

Tel. 84 4 3 942 1495 Fax 84 4 3 942 2267

Email: le.tuyet.sinh@undp.org (for electronic submission and queries)

4. You are requested to acknowledge receipt of this letter and to indicate whether or not you intend to submit a proposal.

Annex I

Instructions to Offerors

A. Introduction

1. General

Public administration reform in Viet Nam, as in many other countries, is a complex process of government reform aimed at improving the quality of public services delivery and the quantity of services delivered. The reform is in fact more manifold than is often assumed, as it encompasses a comprehensive and inclusive process of change in a broader governance spectrum. Yet, one key characteristic is that it refers to the provision of better public services. Although the PAR program has been implemented for more than a decade now and achieved some advances, it has faced important laggards. Dissatisfaction usually evolves around complexity and red tape of public administrative procedures and difficulties in accessing good quality public services.

Given the current gap paucity of an instrument to measure performance of the public administration in general and public service delivery agencies in particular, a similar initiative is therefore has been devised by the United Nations Development Programme in Viet Nam (UNDP Viet Nam). The research to formulate the Provincial Governance and Public Administration Performance Index (better known as PAPI) was initiated in 2009 and has been replicated to 30 provinces in 2010. It aims at measuring local governance and public administration performance at the provincial level based on experiences of citizens from different demographic backgrounds (i.e. the rich, the poor, the employed, the unemployed, people from majority or minority ethnicities, people working in the state sector or the private sector, elite individuals or individuals with limited education, etc.). PAPI pursues a multi-dimensional approach to measuring the performance of the state apparatus and the public administration system in terms of governance and public administration. PAPI in particular looks at six dimensions that directly involves and benefits citizens at the grass-roots and provincial levels, including (i) participation of citizens (in policy making, implementing and monitoring); (ii) transparency; (iii) accountability; (iv) control of corruption; (v) public administrative procedures/services; and (vi) public services. While PAPI aims at capturing a larger picture of the performance in terms of governance and public administration at the provincial level, it spares two dimensions examining citizens' experiences in using public administrative procedures/services and public services basing on citizens' experiences in interaction with their immediate and meso-level authorities.

With its success in implementation in 2010, the initiative is expected by different national and provincial stakeholders to be replicated and scaled up to all 63 provinces in order to establish an effective and peculiar tool for citizens to engage in overseeing the performance of the state apparatus and public administration system at the provincial level. Ultimately, the provinces and cities will be provided with a powerful tool to advance the process of empowering the society, to enhance local governance and to support national efforts in keeping the public administration system and local governments accountable to citizens and the society at large.

Having noted that, comments from three regional and one national validation workshops with 30 selected provinces and national stakeholders that also involved MOHA and DOHA representatives suggested that there is room for improvement of indicators regarding the two dimensions on public administrative procedures and services, as well as public services (hereunder referred to as Dimension and Dimension 6). To contribute the development of this novel but important external review initiative of PAPI, UNDP is calling for technical and financial proposals from teams of national experts or local consultancy firms that can provide the service with objectives, expected outputs, scope of activities, methodology, and specific substantive and other requirements as set forth hereunder this TOR to join the bid.

2. Cost of proposal

The Offeror shall bear all costs associated with the preparation and submission of the Proposal, the UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the solicitation.

B. Solicitation Documents

3. Contents of solicitation documents

Proposals must offer services for the total requirement. Proposals offering only part of the requirement will be rejected. The Offeror is expected to examine all corresponding instructions, forms, terms and specifications contained in the Solicitation Documents. Failure to comply with these documents will be at the Offeror's risk and may affect the evaluation of the Proposal.

4. Clarification of solicitation documents

A prospective Offeror requiring any clarification of the Solicitation Documents may notify the procuring UNDP entity in writing at the organisation's mailing address or fax number indicated in the RFP. The procuring UNDP entity will respond in writing to any request for clarification of the Solicitation Documents that it receives earlier than two weeks prior to the deadline for the submission of Proposals. Written copies of the organisation's response (including an explanation of the query but without identifying the source of inquiry) will be sent to all prospective Offerors that has sent email to le.tuyet.sinh@undp.org confirming their participation in this bidding.

Please send your questions on solicitation documents to le.tuyet.sinh@undp.org.

Offerors are responsible for checking the UNDP website (www.undp.org.vn) for any addenda and updated deadline to this Request for Proposals. UNDP reserves the right to post addenda up to the closing date for submissions. Hence bidders are advised to check the UNDP website prior to submitting their proposal.

5. Amendments of solicitation documents

At any time prior to the deadline for submission of Proposals, the procuring UNDP entity may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Offeror, modify the Solicitation Documents by amendment.

All prospective Offerors that have received the Solicitation Documents will be notified in writing of all amendments to the Solicitation Documents.

In order to afford prospective Offerors reasonable time in which to take the amendments into account in preparing their offers, the procuring UNDP entity may, at its discretion, extend the deadline for the submission of Proposals.

C. Preparation of Proposals

6. Language of the proposal

The Proposals prepared by the Offeror and all correspondence and documents relating to the Proposal exchanged by the Offeror and the procuring UNDP entity shall be written in the English language. Any printed literature furnished by the Offeror may be written in another language so long as accompanied by an English translation of its pertinent passages in which case, for purposes of interpretation of the Proposal, the English translation shall govern.

7. Documents comprising the proposal

- (a) Proposal submission form;
- (b) Operational and technical part of the Proposal, including documentation to demonstrate that the Offeror meets all requirements;
- (c) Price schedule, completed in accordance with clauses 8 and 9;

8. Proposal form

Your technical proposal should include, but not necessarily be limited to, the following information:

- a) A brief description of past experience on implementing research projects of similar nature to this required research (pls. provide the required information in the below table of at least three projects especially of the consultant). You should also provide any other information that will facilitate our evaluation of your reliability and capacity to meet the TOR requirements

#	Brief description of services provided	Contract value US\$	Contract Duration	Name of client	Country of client	Email address of client
1						
2						
3						

- b) Copy of your maximum 03 publications if any.

- c) Proposed methodology

This section should demonstrate the Offeror's responsiveness to the specification by identifying the specific components proposed, addressing the requirements, as specified, point by point; providing a detailed description of the essential performance characteristics proposed warranty; and demonstrating how the proposed methodology meets or exceeds the specifications, including the number of person-months in each specialization that you consider necessary to carry out all work required. Bar-charts should support your proposal. (Maximum 5 pages).

- d) The curriculum vitae of the professional members of the team (Annex VI). Any other information that will facilitate our evaluation of the consultants' reliability and capacity to meet the TOR requirements could be provided. (Maximum 2 pages for each consultant).

- e) Your implementation plan detailing activities and timelines.

The operational and technical part of the Proposal should not contain any pricing information whatsoever on the services offered. Pricing information shall be separated and only contained in the appropriate Price Schedules.

It is recommended that the Offeror's Proposal numbering system corresponds with the numbering system used in the body of this RFP. All references to descriptive material and brochures should be included in the appropriate response paragraph, though material/documents themselves may be provided as annexes to the Proposal/response.

Information which the Offeror considers proprietary, if any, should be clearly marked "proprietary" next to the relevant part of the text and it will then be treated as such accordingly.

9. Proposal prices

The Offeror shall indicate on an appropriate Price Schedule, an example of which is contained in these Solicitation Documents, the prices of services it proposes to supply under the contract. The Price Schedule must contain a single all inclusive price for all services to be provided in order to satisfactory complete the tasks required in the TOR (consultancy fees, travel cost, per diem, insurance etc) with break-down lump sum amount for each consultant. The price shall include all related tax.

10. Proposal currencies

All prices shall be quoted in Vietnam Dong (Otherwise, prices shall be converted to Vietnam Dong at UN Exchange Rate at the submission deadline)

11. Period of validity of proposals

Proposals shall remain valid for (120) days after the date of Proposal submission prescribed by the procuring UNDP entity, pursuant to the deadline clause. A Proposal valid for a shorter period may be rejected by the procuring UNDP entity on the grounds that it is non-responsive.

In exceptional circumstances, the procuring UNDP entity may solicit the Offeror's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing. An Offeror granting the request will not be required nor permitted to modify its Proposal.

12. Format and signing of proposals

The Offeror shall prepare one "original proposal" and one copy of the Proposal, clearly marking each "Original Proposal" and "Copy of Proposal" as appropriate. In the event of any discrepancy between them, the original shall govern.

The original Proposal shall be typed or written in indelible ink and shall be signed by the Offeror or a person or persons duly authorised to bind the Offeror to the contract. The latter authorisation shall be indicated by written power-of-attorney accompanying the Proposal.

A Proposal shall contain no interlineations, erasures, or overwriting except, as necessary to correct errors made by the Offeror, in which case such corrections shall be initialled by the person or persons signing the Proposal.

13. Payment

UNDP shall effect payments to the Contractor after acceptance by UNDP of the invoices submitted by the contractor, upon achievement of the corresponding milestones.

D. Submission of Proposals

14. Sealing and marking of proposals

Hardcopy submission:

The Offeror shall seal the Proposal in one outer and two inner envelopes, as detailed below.

(a) The outer envelope shall be:

- addressed to –

Procurement Unit
UNDP Viet Nam
72 Ly Thuong Kiet, Ha Noi, Viet Nam
Telephone number: (84-4) 3 9421495
Telefax number: (84-4) 3 9422267

- marked with –

RFP for "Review and revision of indicators in relation to public administration services and public services – Project: Governance and Public Administration Performance Index (PAPI) at the Provincial Level in Viet Nam"

(b) Both inner envelopes shall indicate the name and address of the Offeror. The first inner envelope shall contain the information specified in Clause 8 (*Proposal form*) above, with the copies duly

marked "Original" and "Copy". The second inner envelope shall include the price schedule duly identified as such.

Note, if the inner envelopes are not sealed and marked as per the instructions in this clause, the procuring UNDP entity will not assume responsibility for the Proposal's misplacement or premature opening.

Softcopy submission:

If submitted electronically, please send the technical and financial proposals as separate documents in pdf format. Proposals should be emailed to le.tuyet.sinh@undp.org with the subject line:

{Name of company} *RFP for "Review and revision of indicators in relation to public administration services and public services"*

UNDP will acknowledge receipt of proposals within 01 working day after the deadline. Offerors are responsible to contact UNDP to clarify if they do not receive acknowledgment from UNDP. The request for clarification must be within 02 days after deadline.

Maximum size for electronic submission: The maximum size per email that UNDP can receive is 7 MB. Offerors can split proposals into several parts to fit the email size.

15. Deadline for submission of proposals

Proposals must be received by the procuring UNDP entity at the address specified under clause *Sealing and marking of Proposals* no later than **21 March 2010, 17.00 hrs, (Ha Noi time)**.

The procuring UNDP entity may, at its own discretion extend this deadline for the submission of Proposals by amending the solicitation documents in accordance with clause *Amendments of Solicitation Documents*, in which case all rights and obligations of the procuring UNDP entity and Offerors previously subject to the deadline will thereafter be subject to the deadline as extended.

16. Late Proposals

Any Proposal received by the procuring UNDP entity after the deadline for submission of proposals, pursuant to clause *Deadline for the submission of proposals*, will be rejected.

17. Modification and withdrawal of Proposals

The Offeror may withdraw its Proposal after the Proposal's submission, provided that written notice of the withdrawal is received by the procuring UNDP entity prior to the deadline prescribed for submission of Proposals.

The Offeror's withdrawal notice shall be prepared, sealed, marked, and dispatched in accordance with the provisions of clause *Deadline for Submission of Proposals*. The withdrawal notice may also be sent by telex or fax but followed by a signed confirmation copy.

No Proposal may be modified subsequent to the deadline for submission of proposals.

No Proposal may be withdrawn in the Interval between the deadline for submission of proposals and the expiration of the period of proposal validity specified by the Offeror on the Proposal Submission Form.

E. Opening and Evaluation of Proposals

18. Opening of proposals

The procuring entity will open the Proposals in the presence of a Committee formed by the Head of the procuring UNDP entity.

19. Clarification of proposals

To assist in the examination, evaluation and comparison of Proposals, the Purchaser may at its discretion, ask the Offeror for clarification of its Proposal. The request for clarification and the response shall be in writing and no change in price or substance of the Proposal shall be sought, offered or permitted.

20. Preliminary examination

The Purchaser will examine the Proposals to determine whether they are complete, whether any computational errors have been made, whether the documents have been properly signed, and whether the Proposals are generally in order.

Arithmetical errors will be rectified on the following basis: If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected. If the Offeror does not accept the correction of errors, its Proposal will be rejected. If there is a discrepancy between words and figures the amount in words will prevail.

Prior to the detailed evaluation, the Purchaser will determine the substantial responsiveness of each Proposal to the Request for Proposals (RFP). For purposes of these Clauses, a substantially responsive Proposal is one which conforms to all the terms and conditions of the RFP without material deviations. The Purchaser's determination of a Proposal's responsiveness is based on the contents of the Proposal itself without recourse to extrinsic evidence.

A Proposal determined as not substantially responsive will be rejected by the Purchaser and may not subsequently be made responsive by the Offeror by correction of the non-conformity.

21. Evaluation of proposals

Technical proposals will be evaluated using the following criteria (see detailed evaluation below)

- a) the approach in responding to the TOR and the detailed work plan (600 points)
- c) the qualifications and competence of the personnel proposed for the assignment for a total (400 points)

The personnel will be rated in accordance with the qualifications set out in the TOR and evaluation criteria.

A two-stage procedure is utilized in evaluating the proposals, with evaluation of the technical proposal being completed prior to any price proposal being opened and compared. The price proposal of the Proposals will be opened only for submissions that passed the minimum technical score of 70% of the obtainable score of 1000 points in the evaluation of the technical proposals.

The technical proposal is evaluated on the basis of its responsiveness to the Term of Reference (TOR).

Any proposed consultant given less than 50% of the points obtainable will be deemed as non-acceptable and will have to be replaced if the firm is selected without increasing its financial proposal. If a firm scores 50% or less of the total points for the personnel component, it will be disqualified.

Maximum 1000 points will be given to the lowest offer and the other financial proposals will receive the points inversely proportional to their financial offers.

The weight of technical points is 70% and weight for financial points is 30% of the obtainable points.

Proposal obtaining the highest points (technical points + financial points) will be selected.

If you consider that your firm does not have all the expertise for the assignment, there is no objection to your firm associating with another firm or hire freelance consultants to enable a full range of expertise to be proposed. If it is the case, the consortium must submit together with their proposal a letter of agreement signed by authorized representatives of both parties indicating (i) who will sign the contract with UNDP (ii) who is responsible for the receipt of the payments; and (iii) statement that none of the consortium members will hold UNDP liable for any dispute among the members.

TECHNICAL EVALUATION CRITERIA

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable	Company / Other Entity				
				A	B	C	D	E
1.	Adequacy of the proposed approach, methodology and workplan responding to the ToR	60%	600					
2.	Personnel competencies and human resource organisation	40%	400					
Total			1000					

The obtainable number of points specified for each evaluation criterion indicates the relative significance or weight of the item in the overall evaluation process. The Technical Proposal Evaluation Forms are:

Form 1: Adequacy of the proposed approach, methodology and workplan responding to the ToR
 Form 2: Personnel competencies

Technical Proposal Evaluation Form 1		Points	Company / Other Entity				
			A	B	C	D	E
Adequacy of the proposed approach, methodology, workplan and quality control responding to the ToR							
2.1	Does the suggested Workplan sufficiently address the key tasks/responsibilities expressed in the TOR?	100					
2.2	Is the suggested methodology for the research sufficient to address the needs/demands of the TOR?	150					
2.3	Does the proposal commit to providing quality assurance for the expected outputs?	100					
2.4	Does the proposal commit adequate human and logistical resources (including support staff, translation/interpretation etc.) to ensure high-quality and timely delivery of the report?	150					
2.5	Are activities and outputs in the technical proposal clearly and logically presented?	100					
		600					

Technical Proposal Evaluation Form 2		Points	Company / Other Entity				
			A	B	C	D	E
Personnel competencies							
3.1	Lead Senior National Expert	250					
		Sub-Score					

	Qualification (post-graduate degree in economics or political science with at least 10 years of professional experience)	50						
	Expertise on governance issues, including public administration and proven record of interacting with senior policy-makers	50						
	Experience in applied research and analysis (experience in data collection and analysis on governance, including public administration and public service delivery)	50						
	Proven writing skills	50						
	Management skills	50						
		250						
3.2	Mid-level National Expert(s)		150					
		Sub-Score						
	Qualification (post-graduate degree in social science, economy/finance, political science/public administration with at least 5 years of professional experience in Vietnam)	30						
	Knowledge of and expertise in governance issues, including socio-political development issues and public administration.	50						
	Experience in applied research and analysis (both qualitatively and quantitatively)	50						
	Proven writing skills	20						
		150						

F. Contract Award

22. Award criteria, award of contract

The procuring UNDP entity reserves the right to accept or reject any Proposal, and to annul the solicitation process and reject all Proposals at any time prior to award of contract, without thereby incurring any liability to the affected Offeror or any obligation to inform the affected Offeror or Offerors of the grounds for the Purchaser's action

Prior to expiration of the period of proposal validity, the procuring UNDP entity will award the contract to the qualified Offeror whose Proposal after being evaluated is considered to be the most responsive to the needs of the organisation and activity concerned.

An interview with the freelancer or assigned personnel from firms may be held during evaluation process, if deemed necessary.

23. Purchaser's right to vary requirements at time of award

The Purchaser reserves the right at the time of award of contract to vary the quantity of services and goods specified in the RFP without any change in price or other terms and conditions.

24. Signing of the contract

Within 30 days of receipt of the contract the successful Offeror shall sign and date the contract and return it to the Purchaser.

25. Your proposal is received on the basis that your organization fully understands and accepts these terms and conditions

26. Contract form & payment

- a) An all inclusive (lump-sum) Individual Contract (IC) for each individual consultant will be used if the selected proposal submitted from an individual consultant. Milestone payment for each team member will be released upon certification of the team leader on the work done by the team member. Milestone payment for the team leader will be released upon certification of UNDP (and project director) on the work done.
- b) Contract for professional service for firm will be used if the selected proposal submitted from a consulting firm, institution or organization.



TERMS OF REFERENCE

Service	Review and revision of indicators in relation to public administration services and public services as part of the research project “ <i>Governance and Public Administration Performance Index (PAPI) at the Provincial Level in Viet Nam</i> ” for external review of public administration reform efforts
Duty station:	Hanoi, Viet Nam
Expected Duration	01 April - 30 April 2011, with possible extension of the deadline to 15 May 2011
Supervision:	Successful Local Service Contractor will work closely with the MOHA-UNDP Project “Strengthening the capacity of Vietnamese Government’s agencies in accelerating and improving PAR efficiency and effectiveness” and UNDP Viet Nam Policy Advisor on Public Administration Reforms and Anti-corruption (AC)

1. Background

Public administration reform in Viet Nam, as in many other countries, is a complex process of government reform aimed at improving the quality of public services delivery and the quantity of services delivered. The reform is in fact more manifold than is often assumed, as it encompasses a comprehensive and inclusive process of change in a broader governance spectrum. Yet, one key characteristic is that it refers to the provision of better public services. Although the PAR program has been implemented for more than a decade now and achieved some advances, it has faced important laggards. Dissatisfaction usually evolves around complexity and red tape of public administrative procedures and difficulties in accessing good quality public services.

Perhaps, one source of citizens’ dissatisfaction relates to the lack of monitoring mechanisms to assess the performance of the public administration agencies that in charge of provision of public administrative procedures, public administrative services, and public services. There is yet any systematic monitoring instrument that gauges the performance of these agencies basing on the experiences of non-business and non-public sectors—especially the citizens. Citizen’s dissatisfaction has also been referred to weak participation mechanisms that make public officials accountable by due process in the public realm for their actions. A critical way to measure the performance of public administration agencies in terms of service delivery is through engaging citizens in overseeing the performance by asking them about their direct experience in interacting with the public administration agencies at their respective administrative unit levels (i.e. district and commune/ward levels).

In the recent years, Viet Nam has seen a proliferation of instruments and mechanisms trying to gauge non-state actors’ perceptions towards local governance and public service delivery as well as citizens’ satisfaction surveys. Examples include citizen report cards, and business and citizen surveys by HCMC Peoples Council, Ha Tinh by ActionAid, Danang People’s Committee, to name a few. Yet, while there are definitely positive developments, these exercises have been sporadic, episodic, unsystematic, and lack of time series for measurement of change. An exception is perhaps the Vietnam’s Provincial Competitiveness Index (PCI) done by VCCI with the support of USAID and VNCi. The PCI has become a recognized instrument aimed at measuring economic governance for private sector development across the 63 provinces in Viet Nam. In doing so, it surveys businesses and firms on a nation-wide basis, ranks provinces according to their responsiveness towards private sector development and forms the basis for policy discussion and intervention at the provincial level.

Given the current gap paucity of an instrument to measure performance of the public administration in general and public service delivery agencies in particular, a similar initiative is therefore has been devised by the United Nations Development Programme in Viet Nam (UNDP Viet Nam). The research to formulate the Provincial Governance and Public Administration Performance Index (better known as PAPI) was initiated in 2009 and has been replicated to 30 provinces in 2010. It aims at measuring local governance and public administration performance at the provincial level based on experiences of

citizens from different demographic backgrounds (i.e. the rich, the poor, the employed, the unemployed, people from majority or minority ethnicities, people working in the state sector or the private sector, elite individuals or individuals with limited education, etc.). PAPI pursues a multi-dimensional approach to measuring the performance of the state apparatus and the public administration system in terms of governance and public administration. PAPI in particular looks at six dimensions that directly involves and benefits citizens at the grass-roots and provincial levels, including (i) participation of citizens (in policy making, implementing and monitoring); (ii) transparency; (iii) accountability; (iv) control of corruption; (v) public administrative procedures/services; and (vi) public services. While PAPI aims at capturing a larger picture of the performance in terms of governance and public administration at the provincial level, it spares two dimensions examining citizens' experiences in using public administrative procedures/services and public services basing on citizens' experiences in interaction with their immediate and meso-level authorities.

With its success in implementation in 2010, the initiative is expected by different national and provincial stakeholders to be replicated and scaled up to all 63 provinces in order to establish an effective and peculiar tool for citizens to engage in overseeing the performance of the state apparatus and public administration system at the provincial level. Ultimately, the provinces and cities will be provided with a powerful tool to advance the process of empowering the society, to enhance local governance and to support national efforts in keeping the public administration system and local governments accountable to citizens and the society at large.

Having noted that, comments from three regional and one national validation workshops with 30 selected provinces and national stakeholders that also involved MOHA and DOHA representatives suggested that there is room for improvement of indicators regarding the two dimensions on public administrative procedures and services, as well as public services (hereunder referred to as Dimension 5 and Dimension 6). To contribute the development of this novel but important external review initiative of PAPI, UNDP is calling for technical and financial proposals from teams of national experts or local consultancy firms that can provide the service with objectives, expected outputs, scope of activities, methodology, and specific substantive and other requirements as set forth hereunder this TOR to join the bid.

2. Objectives

2.1. Main objective

- To review and revise the sets of indicators to measure the performance of provision of public administrative services and public services provided by the public administration agencies and public service delivery agencies at the provincial level based on experiences of citizens to be randomly selected from 63 provinces in Viet Nam.

2.2. Specific Objectives

- To review indicators in Dimensions 5 and 6 of PAPI (based on the existing sets of indicators provided in the PAPI 2010 questionnaire and report) aiming at monitoring the performance of provision of public administrative services and public services based on experiences of citizens to be randomly selected from 63 provinces in Viet Nam;
- To consult with national stakeholders on revised sets of indicators through direct interviews with key informants from the public administration agencies in charge of provision of the services under research; and,
- To produce a short but concrete report recommending revised sets of indicators that can be incorporated into PAPI 2011 and used by relevant state agencies at the provincial level for collecting citizens' feedback on their performance;

In particular, the revised set of indicators will cover, at the minimum level, the following areas:

- Performance outputs of provision of public administrative procedures/services and public services, in particular regarding the availability of, accessibility to and quality of public administrative services and public services in areas of basic necessities for citizens of different demographic backgrounds, including the poor and the disadvantaged.
- 'Performance' in PAPI conceptualisation means the quality, effectiveness and efficiency of the work performed by the public service providers (that is acknowledged by citizens using the public administrative services and public services. Performance under review in PAPI involves that of

civil servants/public employees in charge of interacting with citizens, and the quality of facilities in place, effectiveness and efficiency of services provided to citizens.

3. Scope of work, Activities and Expected Outputs

3.1. Scope of the review

The review will provide consolidated feedback of national stakeholders on the working sets of indicators under Dimensions 5 and 6 of PAPI, and recommend a revised set of indicators to measure the performance of the public administration agencies and public service delivery agencies in terms of service provision basing on citizens' direct experience.

In particular, the review will ensure the coverage of the following key areas:

- Quality of the processing of public administrative procedures/services that are most relevant to citizens' life (with the procedures/services to be selected by the bidder on a well-justified ground)
- Performance of one-stop shops where citizens come to deal with public administrative procedures/services (to be proposed and/or identified during the course of the assignment)
- Performance of basic public services (including, but not limited to, public healthcare, public education, water and sanitation, and law and order at residence areas)

3.2. Activities and Expected Outputs

The successful teams of national experts or local consultancy firm based in Viet Nam (in other words, the successful Local Service Contractor) will work under close supervision of the PAR & AC Portfolio at UNDP Viet Nam during the assignment to identify the review methodology, the set of indicators, and strategies for primary data collection for the review.

Expected activities and outputs include:

No.	Activity	Outputs/deliverable	Note
1.	<i>Desk review</i> of published PAPI 2009 and PAPI 2010 reports, methodology and questionnaires and other relevant materials	A 10-page briefing note detailing a well-justified review of working indicators and suggesting an approach to revising the set of indicators that can be measured from citizens' experience	max 10 working days
2.	<i>Interviews</i> with representatives of selected government agencies within the scope and coverage of the review to collect primary data	A 10-page draft note recommending a revised set of indicators on performance of public administrative services and public services, as a result of the desk review, interview and analysis.	Max 12 working days
3.	<i>Present</i> the draft note recommending a revised set of indicators on performance of public administrative services and public services in a consultative seminar organized by UNDP with relevant stakeholders and <i>collect feedbacks from participants</i>	A revised note recommending a revised set of indicators on performance of public administrative services and public services, taking into considerations of the seminar discussion	Logistic costs for participants attending this seminar will be covered by UNDP PAR MOHA project)

Interested teams of national experts or local consultancy firms shall propose in detail to roll out the review exercise as well as suggest the time frame, milestones and financial break-downs for each of the outputs set forth above to be delivered to the UNDP.

In this assignment, the successful Local Service Contractor, with its team of qualified experts/researchers, will have to generate primary information, and to develop and present in-depth analysis based on

compilation and processing of secondary sources. The Contractor will have to identify and properly cite sources of information and materials to be referenced in the research.

The UNDP shall be responsible for quality control of each output. Therefore, the successful Local Service Contractor shall be held accountable to the UNDP on the developments of the review and the outputs as well as request for advice and inputs where deemed appropriate.

4. Composition of the research team

Interested teams of national experts or local consultancy firms shall suggest the composition of the research team to ensure sufficient personnel and competencies to carry out and control the quality of the research project.

It is however stressed that the core research team of any interested teams of national experts or local consultancy firm include, but not limited to, 01 lead senior expert and 01 or 02 mid-level experts/researchers. The core research team should meet the following minimum requirements:

- Postgraduate degrees in social sciences, political sciences, public administration or related fields;
- Proven experience in empirical research on and expertise in governance, public administration reform and civil society engagement/public participation;
- Proven competence in qualitative and/or quantitative data analysis;
- Proven interpersonal and team-work skills;
- Strong command of written and spoken English an advantage;

It is required that interested bidders commit to providing adequate human and logistical resources for administrative support for the research project to be conducted successfully.

It is also required that interested bidders include one sample publication that involves the core team, or one sample publication by each suggested core team member as an enclosure to their CV for evaluation of writing skills.

5. Timing, duration and location

The indicative timeframe for this research will be one (01) month, commencing from 01 April 2011 and finishing on 30 April 2011, with possible extension of the deadline to 15 May 2011.

Any interested potential bidder shall develop a technical proposal that details a concrete and feasible plan on how to roll out the research (including data collection) and suggest a time frame with milestones for each of the outputs set forth in Section 3 hereinabove to be delivered to UNDP, in addition to a detailed financial proposal for the review exercise to be conducted.

6. Contract payment

UNDP shall effect payments to the successful Local Service Contractor upon the Project's satisfaction with expected deliverables set forth in Section 3 above and after acceptance by the Project of the invoices submitted by the Local Service Contractor to the address specified in the sample contract. Milestones for deliverables and payments shall be as follows:

Sequence	Percentage of installments	Indicative Dates for Installments
1 st payment	50% upon UNDP's receipt and acceptance of Output 1 stated in Section 3	10-April-2011
Final payment	50% upon UNDP's receipt and acceptance of Output 2 and 3 stated in Section 3	30-April-2011(*)

(*) with possible extension of the deadline to 15 May 2010

When a group of national consultants is selected, milestone payment for each team member will be released upon certification of the team leader on the work done by the team member. Milestone payment for the team leader will be released upon certification of UNDP (and project director) on the work done.

7. Support from UNDP and reference documents

UNDP will provide the following support where deemed appropriate:

- Substantive inputs in and quality control of deliverables;
- Office space for meetings and working sessions when needed;
- When requested, arrangement of introduction letters and/or requests for meetings/interviews;
- Any other substantive support where deemed appropriate.

Following are references that potential bidders may find useful:

- PAPI 2010 Questionnaire
- CECODES-VFF & UNDP (2010). Report on Pilot Project "Towards a Public Administration Performance Index at the Provincial Level in Viet Nam. Hanoi: January 2010
- CECODES-VFF & UNDP (2011). 2010 Provincial Governance and Public Administration Performance Index (PGPAPI): Measuring demand side of governance and public administration in Viet Nam. Hanoi, January 2011
- UNDP (2009). UN-EU Guidelines for Financing of Local Costs in Development Cooperation with Vietnam. Version 2009. Hanoi, 3 June 2009

8. Provision of monitoring and progress controls

UNDP shall monitor every stage of deployment of the project and shall evaluate the deliverables under each output as described in Section 3 of this TOR hereinabove.

Annex III

GUIDELINES FOR PREPARING CV

WE REQUEST THAT YOU USE THE FOLLOWING CHECKLIST WHEN PREPARING YOUR CV:

Limit the CV to 3 or 4 pages

NAME (First, Middle Initial, Family Name)

Address:

City, Region/State, Province, Postal Code

Country:

Telephone, Facsimile and other numbers

Internet Address:

Sex, Date of Birth, Nationality, Other Citizenship, Marital Status

Company associated with (if applicable, include company name, contact person and phone number)

SUMMARY OF EXPERTISE

Field(s) of expertise (be as specific as possible)

Particular development competencies-thematic (e.g. Women in Development, NGOs, Privatization, Sustainable Development) or technical (e.g. project design/evaluation)

Credentials/education/training, relevant to the expertise

LANGUAGES

Mother Tongue:

Indicate written and verbal proficiency of your English:

SUMMARY OF RELEVANT WORK EXPERIENCE

Provide an overview of work history in reverse chronological order. Provide dates, your function/title, the area of work and the major accomplishments include honorarium/salary. References (name and contact email address) must be provided for each assignment undertaken by the consultant that UNDP may contact.

UN SYSTEM EXPERIENCE

If applicable, provide details of work done for the UN System including WB. Provide names and email address of UN staff who were your main contacts. Include honorarium/salary.

UNIVERSITY DEGREES

List the degree(s) and major area of study. Indicate the date (in reverse chronological order) and the name of the institution where the degree was obtained.

PUBLICATIONS

Provide total number of Publications and list the titles of 3 major publications (if any)

MISCELLANEOUS

Indicate the minimum and maximum time you would be available for consultancies and any other factors, including impediments or restrictions that should be taken into account in connection with your work with this assignment.

Please ensure the following statement is included in the resume and that it is signed and dated:

I CERTIFY THAT ALL INFORMATION STATED IN THIS RESUME IS TRUE AND COMPLETE TO THE BEST OF MY KNOWLEDGE. I AUTHORIZE UNDP OR ITS AGENT TO VERIFY THE INFORMATION PROVIDED IN THIS RESUME.

(Signature)

