



Empowered lives.
Resilient nations.

Date: 14 September 2015

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

for individual consultants and individual consultants assigned by consulting firms/institutions

Country:	Viet Nam
Description of the assignment:	National consultant proposing criteria of performance-based incentive
Project name:	Removing Barriers Hindering Protected Area Management Effectiveness in Viet Nam (PA financing project)
Period of assignment/services (if applicable):	At least 27 working days during October – November 2015

1. Submissions should be sent by email to: huynh.huong.thanh@undp.org no later than **24 September 2015**

With subject line: National consultant proposing criteria of performance-based incentive

Bidders are requested to send notification by email (without attachment) to: procurement.vn@undp.org informing that they have submitted proposals. UNDP will not be responsible for the missing of proposal if the bidder does not send notification email to the above address.

Submission received after that date or submission not in conformity with the requirements specified this document will not be considered.

Note:

- Any individual employed by a company or institution who would like to submit an offer in response to this Procurement Notice must do so in their individual capacity, even if they expect their employers to sign a contract with UNDP.
- Maximum size per email is **7 MB**.
- Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mail indicated above. Procurement Unit – UNDP Viet Nam will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.

2. Please find attached the relevant documents:

- [Terms of Reference \(TOR\)](#).....(Annex I)
- [Individual Contract & General Conditions](#)..... (Annex II)
- [Reimbursable Loan Agreement](#) (for a consultant assigned by a firm)..... (Annex III)
- [Guidelines for CV preparation](#)..... (Annex IV)
- [Format of financial proposal](#)..... (Annex V)

3. Interested individual consultants must submit the following documents/information **(in English, PDF Format)** to demonstrate their qualifications:

a. Technical component:

- Signed Curriculum vitae
- Expression of interest, explaining why he/she is the most suitable for the work.
- Reference contacts of past 4 clients for whom you have rendered preferably the similar service

b. Financial proposal (with your signature):

- The financial proposal shall specify a total lump sum amount in **Viet Nam Dong** including consultancy fees and all associated costs i.e. airfares, travel cost, meal, accommodation, tax, insurance etc. – see format of financial offer in Annex VII.
- Please note that the cost of preparing a proposal and of negotiating a contract, including any related travel, is not reimbursable as a direct cost of the assignment.
- If quoted in other currency, prices shall be converted to Viet Nam Dong at UN Exchange Rate at the submission deadline.

4. Evaluation:

The technical component will be evaluated using the following criteria:

National Consultant’s experiences/qualification related to the services		
	Criteria	Maximum Points
1	Master Degree in the areas of biodiversity, environment, social science or in or relevant fields;	250
2	At least 7 years experiences with biodiversity conservation and/or PA management and/or natural resource governance in Vietnam	300
3	At least 5 years experiences with working with PAs and/or capacity assessment or relevant	250
4	Knowledge of and experience or familiarity in GEF/UN project implementation and approaches	200
	TOTAL	1000

A two-stage procedure is utilized in evaluating the submissions, with evaluation of the technical components being completed prior to any price proposals being opened and compared. The price proposal

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 component.

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

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. i.e. $S_f = 1000 \times F_m / F$, in which S_f is the financial score, F_m is the lowest price and F the price of the submission under consideration.

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

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

Interview with the candidates may be held if deemed necessary.

5. Contract

“Lump-sum” Individual Contract will be applied for freelance consultant (Annex II)

“Lump-sum” RLA will be applied for consultant assigned by firm/institution/organization (Annex III)

Documents required before contract signing:

- Personal History
- International consultant whose work involves travel is required to complete the course on Basic Security in the Field and submit certificate to UNDP before contract issuance.
Note: The Basic Security in the Field Certificate can be obtained from website: <https://training.dss.un.org/consultants>. The training course takes around 3-4 hours to complete. The certificate is valid for 3 years.
- Full medical examination and Statement of Fitness to work for consultants from and above 62 years of age and involve travel. (This is not a requirement for RLA contracts).
- Release letter in case the selected consultant is government official.

6. Payment

UNDP shall effect payments to the consultant (by bank transfer to the consultant’s bank account provided in the vendor form (Annex V) upon acceptance by UNDP of the deliverables specified the TOR.

- 20% of the contract amount will be paid upon the submission and approval of work plan
- 80% of the contract amount will be paid upon the submission and approval of the final report on on proposing criteria of performance-based incentive for PA staffs in Vietnam (in Vietnamese and English)

If two currencies exist, UNDP exchange rate will be applied at the day UNDP instructs the bank to effect the payment.

7. Your proposals are received on the basis that you fully understand and accept these terms and conditions.

8. Notification of selection result: UNDP will contact only successful bidder for contracting.

Annex I



Empowered lives.
Resilient nations.

TERMS OF REFERENCE

Title: 01 national consultant proposing criteria of performance-based incentive
Project: *Removing Barriers Hindering Protected Area Management Effectiveness in Viet Nam (PA financing project)*
Reporting to: UNDP/PMU-BCA
Duty Station: Hanoi, Viet Nam
Contract Type: Individual contract
Duration: Output based consultancy, 2 working months within the period of (Oct.-Nov. 2015)

1. GENERAL BACKGROUND

The United Nations Development Programme (UNDP), acting as an implementing agency of the Global Environment Facility (GEF), is providing assistance to the Viet Nam's Ministry of Natural Resources and Environment (MONRE) in the implementation of the GEF Full Size Project (FSP) "Removing Barriers Hindering Protected Area Management Effectiveness in Viet Nam". The project was planned for five years (2010- 2015).

The objective of the project is "to secure a sustainably financed PA system to conserve globally significant biodiversity". This will contribute to the broader goal "Effective conservation of biodiversity in Vietnam". In order to achieve the project objective, a number of outcomes will be secured including: (1) A comprehensive and harmonized legal and policy framework supports sustainable PA financing; (2) Clear and harmonized institutional mandates and processes support sustainable PA financing mechanisms; (3) Knowledge and experience of sustainable financing options developed through demonstrations; (4) Information on biodiversity and PA status supports PA management and builds public support for the PA system.

The project has three demonstration clusters, namely (1) Xuan Thuy National Park (NP) – Tien Hai Natural Reserve, (2) Cat Ba National Park – Bai Tu Long National Park, (3) Bidoup – Nui Ba National Park – Chu Yang Sin National Park. Of which, Xuan Thuy NP, Cat Ba NP, and Bidoup – Nui Ba NP are being selected/considered as three main demonstration sites of the Project.

The Project Document signed between the Vietnamese Government and UNDP Viet Nam Country Office is available at

http://www.thegef.org/gef/sites/thegef.org/files/gef_prj_docs/GEFProjectDocuments/Biodiversity/Vietnam%20-%20%283603%29%20-%20Removing%20Barriers%20Hindering%20PA%20Management%20Effectiv/5-29-09%20-%20Project%20Document%20-%203603.pdf

Good PA management requires a consistent system of incentives that rewards good performance. Performance of rangers/PA staff can be linked to changes in levels of threats to biodiversity, while performance of managers can be linked both the reduction of threats and to meeting targets with regard to revenue generation and financial sustainability. But, current incentives applied at PAs have not included performance - based criteria. Therefore one of main activities of the project is proposing biodiversity-based criteria of performance-based incentive.

In 2013, PA financing project - MARD component developed a report on Reviewing and assessment of current incentives applied for PA system in Vietnam. The report reviewed existing policies and human resources management in PAs and proposed to revise policies including incentives for PA staffs. Following up, in 2014, PA financing project - MARD component continued to develop a report on Proposing draft

circular issuing standards for conservation staff in PAs. Before that, the CBBC project is already working on an improved system of incentives, especially for rangers. These technical reports would be the references to proposing biodiversity-based criteria of performance-based incentive.

2) OBJECTIVES OF THE ASSIGNMENT

The current incentives applied at PAs have not included performance - based criteria, which serve as the basis for performance assessment of rangers/PA staff and managers. Accordingly, performance of rangers/PA staff can be linked to changes in levels of threats to biodiversity while performance of managers can be linked both the reduction of threats and to meeting targets with regard to revenue generation and financial sustainability. The objective of this research include (i) review international best practice on performance-based incentive criteria and technical reports to draw lessons learnt for Viet Nam, (ii) review current practice in Viet Nam in performance assessing/award criteria for PA staff, especially the year-end assessments, and (iii) provide comments on the gap in performance-based assessment criteria between Viet Nam and international best practice as well as provide technical and managerial recommendations for further improvement.

3) SCOPE OF WORK

- 1. Review international best practice by desk review of technical reports related to performance - based incentive criteria (PBIC). This assignment will include, not limited to, the following activities:**
 - Conduct studies to identify international models of best practice on performance-based in PAs in other countries.
 - Conduct literature review of PBIC related technical documents to collect information and data on PBIC
 - Conduct qualitative analysis on collected information and data to draw out technical lessons learnt in PBIC.
- 2. Review current assessing/awarding criteria to PA staff applying at PAs, especially assessment criteria of PA staff performance applied at the end of years. This assignment will include, not limited to, the following activities:**
 - Review national policies/strategies, regulations, etc. on current performance assessment criteria applied in the PAs in Viet Nam
 - Conduct in-dept interview with relevant stakeholders to collect qualitative data on current practice in PBIC applied in PAs in Viet Nam
 - Conduct quantitative data collection on PBIC and year-end performance assessment/award.
 - Conduct qualitative and quantitative analysis of the collected data to show the actual figure of current practice in Viet Nam
- 3. Propose criteria of performance-based incentive. This assignment will include, not limited to, the following activities:**
 - Provide technical comments on the gap between current practice in Viet Nam vs international practice to show the needs of further improvement
 - Propose technical criteria standards for PBAC that are applicable to Viet Nam under the current circumstance and context
 - Provide technical recommendations for technical and managerial improvements in filling in the gaps.

Besides, during the task implementation, the consultant is required to:

- Prepare presentation and attend consultation meetings/workshops organized by PMU;
- Develop final report and submit to and to be approved by UNDP and PMU.
- The incumbents are required to prepare and deliver presentations at consultation workshop and facilitate discussions of the workshops when needed.

- Collect comments/feedbacks from concerned stakeholders through either consultation workshop or written papers
- Revise and finalize the research report and submit to UNDP/PMU for approval.

4) DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

The total effort for conducting this study has been prolonged to 2 working months (from Sep to Oct, 2015) with expected at least 27 working days and travel fees (at least to Xuan Thuy and Cat Ba national parks). Based on the indicated scope of work and expected outputs, the consultant must make their own estimate of the time and resources taken to complete the assignment in line with this TOR and use this estimate as the basis of the financial proposals to be submitted which should include, among others, in their financial proposals, budget for travel, accommodation.

5) EXPECTED OUTPUTS AND TIMELINE

- Within 05 days as of the service contract is signed, the incumbent will submit an inception report together with detail working schedule presented on the given number of days with specific activities, selected stakeholders and appropriate methodologies for the process to UNDP for review.
- End of the evaluation (2nd week of October): Initial key findings for the evaluation presented at a consultation workshop with UNDP, MONRE, and other concerned stakeholders.
- 2 weeks after the consultation: submit to UNDP and MONRE the first draft of research report for comments and feedback
- 2 weeks after receiving UNDP and MONRE comments on the draft report: submit the final report

Expected timeline:

No.	Activities	Working days	Responsible Partners	Proposed Methodologies
1	Inception report and research schedule development	1	Consultant	Desk Review (home-based)
2	Desk review of international PBCA related documents	3	Consultant	Desk review (home based)
3	Field work data collection (tentatively in Hanoi and elsewhere) among key stakeholders including PA staff and managers, Officials and Managers at Central ministries.	6	Consultant,	Qualitative
4	Quantitative data collection from secondary sources	2	Consultant,	
5	Data analysis and report development	3	Consultant,	Could be home-based
6	Consultation with relevant stakeholders on primary findings via consultation workshop and written comments/feedback	2	Consultant, UNDP, BCA	Consultation
7	Final report compilation with key recommendations on PBCA	10	Consultant and UNDP	Documentation and debriefing

The deliverables include:

- A report on proposing criteria of performance-based incentive for PA staffs in Vietnam (in Vietnamese and English)

The report shall be submitted to the UNDP Viet Nam office and BCA PMU. Prior to approval of the final report, a draft version shall be circulated for comments to government counterparts, project team and UNDP Country Office. If any discrepancies have emerged between findings of the evaluation team and

information available at the aforementioned parties, these should be explained in an annex attached to the final report.

All final products should be submitted to UNDP and BCA PMU in both soft and hard copies.

6) PROVISION OF MONITORING AND PROGRESS CONTROLS

The Contractor must submit the assignment work plan to UNDP and PMU within a week after signing the contract. Implementation of the service's activities will be supervised by the UNDP representative and PMU.

The UNDP will require regular meetings or updating on progress as necessary. Contractor's outputs/reports will be reviewed by the UNDP and the PMU within 10 days from the date of outputs/reports submission.

7) REQUIRED DEGREE OF EXPERTISE, AND QUALIFICATIONS

The consultant **must not** have participated in the project preparation and/or implementation and must not have conflict of interest with project related activities. They should have the following competencies and qualifications:

- At least Master Degree in the areas of biodiversity, environment, social science,
- At least 7 years experiences with biodiversity conservation and/or PA management and/or natural resource governance in Vietnam is desirable;
- At least 5 years experiences with working with PAs and/or capacity assessment or relevant is desirable;
- Knowledge of and experience or familiarity in GEF/UN project implementation and approaches are preferable.

8) ADMIN SUPPORT AND REFERENCE DOCUMENTS

Administrative support will be provided by the Project Management Unit (PMU). The contractor will be provided following supports:

- Logistical arrangements for site visits located outside of Hanoi, contacting to local authorities, meetings with government/ other officials, local people, etc.
- Support to obtaining necessary project documents and reference documents which include (but not limited to):
 - Project document
 - Report on Reviewing and assessment of current incentives applied for PA system in Vietnam
 - Report on Proposing draft circular issuing standards for conservation staff in PAs

9) REVIEW TIME REQUIRED AND PAYMENT TERM

All payment will only be authorized upon the UNDP approval of the deliverables. Proposed payments are indicated below:

- 20% of the contract amount will be paid upon the submission and approval of work plan
- 80% of the contract amount will be paid upon the submission and approval of the final report on on proposing criteria of performance-based incentive for PA staffs in Vietnam (in Vietnamese and English)

10) CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES

NONE

PARTIAL

INTERMITTENT

FULL-TIME

Annex VI

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 5 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/UNOPS OR ITS AGENT TO VERIFY THE INFORMATION PROVIDED IN THIS RESUME.

(Signature)

Annex VII

FINANCIAL OFFER

Having examined the Solicitation Documents, I, the undersigned, offer to provide all the services in the TOR for the sum of VND

This is a lump sum offer covering all associated costs for the required service (fee, meal, accommodation, travel, taxes etc).

Note: The number of work-days in the TOR is estimated only. The bidder should make his/her own estimate of the time taken to complete the assignment in line with this TOR and his/her technical proposal, and use this estimate as the basis for financial proposal.

Cost breakdown:

No.	Description	Number of days	Rate (VND)	Total
1	Remuneration			
1.1	Services in Home office			
1.2	Services in field			
2	Out of pocket expenses			
2.1	Travel			
2.2	Per diem			
2.3	Full medical examination and Statement of Fitness to work for consultants from and above 62 years of age and involve travel – (required before issuing contract). *			
2.5	Others (pls. specify).....			
	TOTAL			

** Individual Consultants/Contractors who are over 62 years of age with assignments that require travel and are required, at their own cost, to undergo a full medical examination including x-rays and obtaining medical clearance from **an UN-approved doctor** prior to taking up their assignment.*

I undertake, if my proposal is accepted, to commence and complete delivery of all services specified in the contract within the time frame stipulated.

I agree to abide by this proposal for a period of 120 days from the submission deadline of the proposals.

Dated this day /month of year

Signature