



Date: 1 November 2011

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

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

| | |
|--|--|
| Country: | Viet Nam |
| Description of the assignment: | 02 individual National Consultants for End-of-the-project evaluation of VIE 02/001 project "Support to the Implementation and Improvement of National Target Programmes for Poverty Reduction" 2006-2011 |
| Project name: | VIE 02/001 project "Support to the Implementation and Improvement of National Target Programmes for Poverty Reduction" 2006-2011 |
| Period of assignment/services (if applicable): | Nov – Dec 2011 |

1. You are requested to submit in English your CV and Financial Proposal for 02 National consultants for end-of-project evaluation, as per enclosed Terms of Reference (TOR).
2. To enable you to submit a CV and a Financial Proposal, 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) & [General Conditions](#) (Annex III)
 - [Insurance Coverage Table](#)..... (Annex IV)
 - [Vendor Form](#) (Annex V)
 - [Guidelines for CV preparation](#)..... (Annex VI)
 - [Format of financial proposal](#)..... (Annex VII)
3. Your offer comprising of a CV and a financial proposal, **in separate sealed envelopes**, should reach the following address **no later than 17:00 Hanoi time (UTC/GMT +7 hours), 11 November 2011 (Hanoi time)**.

UNDP Viet Nam
Procurement Unit
72 Ly Thuong Kiet, Ha Noi, Viet Nam
Tel. 84 4 3 942 1495 Fax 84 4 3 942 2267 Email: procurement.vn@undp.org

Marked with:

If you are submitting as **Team Leader**, please mark:
"Team Leader - End-of-the-project evaluation of VIE 02/001 project"

If you are submitting as **Team Member**, please mark:
"Team Member - End-of-the-project evaluation of VIE 02/001 project"

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

If submitted electronically, please send the CV and financial proposal as separate documents in pdf format. Submissions should be emailed to procurement.vn@undp.org.

4. A two-stage procedure will be utilized in evaluating the CVs: 1) evaluation of CVs (technical evaluation), and 2) evaluation of financial proposals.

Please note: For the consultancy firm/institution/organization, please provide the above information **of the assigned consultant (only ONE) for this service**, not the experience and information of **YOUR firm**.

6. Your CV will be evaluated using the following criteria:

Evaluation will be done separately for Team Leader and Team Member.

For the team leader:

| Consultant's experiences/qualification related to the services | | |
|---|---|-----------------------|
| | Criteria | Maximum Points |
| 1 | Master or higher education (a degree) in economics, business administration or any other social sciences related to pro poor economic growth, poverty reduction and ethnic minority development; | 10 |
| 2 | Extensive experience in conducting evaluations, strong working knowledge of UNDP, the civil society sector and working with state public authorities in the field of pro poor economic growth, capacity development, institutional development, ethnic minority development, policy-making for poverty reduction with a focus on ethnic minorities in particular; | 20 |
| 3 | Minimum 7-10 years professional expertise in poverty reduction area, in programme evaluation, impact assessment and strategic recommendations for continued support/development of programming/strategies including strong reporting skills | 20 |
| 4 | Extensive knowledge of results-based management evaluation, UNDP policies, procedures, UNDP capacity development approach, as well as participatory monitoring and evaluation methodologies and approaches; | 10 |
| 5 | Experience in building M&E tools for capacity development projects; Experience in applying SMART indicators and reconstructing or validating baseline scenarios | 20 |
| 6 | Demonstrated analytical, communication and report writing skills; | 10 |
| 7 | Teamwork capacity to work with the target group representatives | 5 |
| 8 | Extensive experience in working with the donors | 5 |
| | TOTAL | 1000 |

For the team member:

| Consultant's experiences/qualification related to the services | | |
|---|---|-----------------------|
| | Criteria | Maximum Points |
| 1 | Master degree in economics, business administration, social sciences or any other relevant disciplines | 20 |
| 2 | At least 3-5 years of professional experience with Government agencies and international organizations in the area of EM development and/or pro poor policy making in Vietnam | 20 |
| 3 | Deep knowledge and understanding of EM development and pro poor policy making concept in Vietnam | 20 |
| 4 | Experience in conducting research and other analytical works in the areas of capacity development, institutional development, EM development, pro-poor economic growth and policy making for poverty reduction Good analytical capacity and good communication and presentation skills | 20 |

| | | |
|---|---|-------------|
| 5 | Good analytical capacity and good communication and presentation skills | 10 |
| 6 | Fluency in written and spoken English. | 10 |
| | TOTAL | 1000 |

7. Evaluation

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

The CV 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.

An interview with the candidate given the highest combined score may be held before contract awarding, if deemed necessary.

8. 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)

Financial Proposal

9. Your 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 US Dollar at UN Exchange Rate at the submission deadline.

10. Payment

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

For team leader:

First installment of 30% of the contract value upon (i) submission of the detailed proposal of methodology, work plan and related research tools and (ii) certification for payment by UNDP

Second/last payment of 70% of the contract value upon submission and UNDP’s satisfactory acceptance of the final report and certification for payment by UNDP.

For team member:

First installment of 30% of the contract value upon (i) submission of the detailed proposal of methodology, work plan and related research tools and (ii) certification for payment by the Team Leader.

Second/last payment of 70% of the contract value upon submission and UNDP’s satisfactory acceptance of the final report and certification for payment by the Team Leader.

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

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

You are requested to acknowledge receipt of this Procurement Notice and to indicate whether or not you intend to submit a CV and Financial Proposal.



TERMS OF REFERENCE (TOR)

02 Individual National Consultants (including 1 Team Leader & 1 Team Member) for End-of-the-project Evaluation of VIE 02/001 project “Support to the Implementation and Improvement of National Target Programmes for Poverty Reduction” 2006-2011

1) GENERAL BACKGROUND

VIE 02/001 Project ‘Support to the improvement and implementation of National Targeted Programs on Poverty Reduction’ (hereinafter referred to as VIE 02/001), funded by the United Nations Development Programme (UNDP), which was approved by the Prime Minister according to the Decision No. 422/QĐ-TTg, dated on May 31st 2002. Thereafter, UNDP and Government of Vietnam agreed for extension of the Project operation until the end of 2010 according to the Document No.1451/TTg-QHQQT dated on September 26th 2005 by the Prime Minister. At the end of 2010, it was once again agreed to extend the project by one more year of operations with the end by December 31st 2011.

VIE 02/001 was developed to make a sound contribution to achieving the *United Nations Development Assistance Framework (UNDAF)* outcome 1 “Economic growth is more equitable, inclusive and sustainable” and outcome 1.1 in the **Country Programme Action Plan 2006-2010**: “National pro-poor policies and interventions that support more equitable and inclusive growth”.

Under the One UN Initiative, the objective has been put under Output 1.1 of One Plan II: “Improved design and more effective implementation of national target programmes for poverty reduction and national programme for socio-economic development for poorest communes”.

The Project contributes to the improvement and implementation of the National Target Programmes for Poverty Reduction (NTPs), specifically the National Target Programme for Poverty Reduction (NTP-PR) of which the Ministry of Labour – Invalids and Social Affairs (MOLISA) is the focal point and Socio-Economic Development Programme for in the communes facing severe difficulties in Ethnic and Mountainous Areas (P135-II) which is under the management of Committee for Ethnic Minority Affairs (CEMA). The project provides technical assistance (TA) that is (i) complementary to GOVN’s own TA and (ii) necessary for ensuring sound design and effective implementation of the national target programmes for poverty reduction 2006-2010. The support will be delivered via partnership with Ministry of Labour, War Invalids and Social Affairs (MOLISA) and Committee for Ethnic Minorities Affairs (CEMA) as leading agencies for the two NTPs, and related national agencies involvement in the management and implementation of the two NTPs. Key expected results of the Project are reflected via five key outputs:

- ✓ Output 1: The targeted programmes for poverty reduction and its implementation guidelines are designed in a transparent and participatory manner, are gender-sensitive, and take into account the lessons of the evaluation.
- ✓ Output 2: More participatory and efficient M&E systems at central and local levels established to systematically monitor progress of the poverty-targeted programmes and disseminate outputs timely to the wider public and policy makers for continuously increasing program effectiveness.
- ✓ Output 3: Effective mechanisms for improved targeting and participation are in place that enhance the poor men’s and women’s access to, benefits from and participating in all stages of the poverty targeted programmes.
- ✓ Output 4: Transparent budget allocation and participatory financial managements systems are established and used in poverty reduction targeted programs.
- ✓ Output 5: Improved capacity of programme staffs, including the people themselves for more effective, participatory decentralized local level planning, implementation and coordination of the poverty reduction targeted programmes at all levels.

A Mid-term review was conducted in 2008 to assess its progress against outputs and identify appropriate recommendations for the project to reach its objective. Management response to and implementation of

the key recommendations have been set up and monitored. As designed, VIE 02/001 will undergo a final evaluation upon completion of implementation. The final evaluation will assess the achievement, relevance, effectiveness, and efficiency of the project. The evaluation looks at early signs of potential impact and sustainability of results.

The End of Project Evaluation of VIE 02/001 is scheduled for November of 2011, and a team consisting of two national consultants will be recruited to conduct the evaluation.

2) OBJECTIVES OF THE ASSIGNMENT

The objective of the EOP Evaluation is to address the issues of:

- *Project achievements and results:* What are the end of project results against designed outputs and outcome, taking into consideration the implementation of MTE recommendations?
- *Relevance:* Was the project developed to address and did it implement the right things? Analysis of relevance of the project concept via context verification (both national situation and One Plan context) as now in comparison with the project design's period.
- *Effectiveness:*
 - To what extent were the objectives achieved? Assessment of processes that affected the attainment of project results: examination of preparation and readiness of the project, country ownership, stakeholder involvement, financial planning, effectiveness of national and local implementing agencies and designated supervision agency, coordination mechanism with other relevant donors projects/programmes, and reasons for any bottlenecks and delays in delivery of project outputs, outcomes and the attainment of sustainability. Assessment of implementation approach: including an analysis of the project's result framework, performance indicators, adaptation to changing conditions, overall project management and mechanisms applied in project management decentralization to local level in delivering project outputs.
 - What were the major factors influencing the achievement or non-achievement of the objectives?
- *Efficiency:*
 - Were the activities cost-efficient?
 - Were objectives achieved on time?
 - Was the programme or project implemented the most efficient way compared to alternatives? This includes overall project organization and processes.
- *Sustainability:* To what extent will the benefits of the project continue after donor funding ceased?
 - What are the major factors influencing the achievement or non-achievement of sustainability of the project?
 - Was there a clearly defined exit strategy and to what extent did it contribute to sustainability?
 - Initial impact of the project?
- *Assessment of Partnership and coordination*
- *Lessons learned* and recommendations in each of the mentioned above aspects as inputs for the future TA project to support PR policies and Programmes.

3) SCOPE OF WORK

The following works will be done by a **team of 2 National consultants**:

- Progress and achievement of the project outputs, and their contribution to the One Plan outcome.
- Progress to date in the implementation of management response to agreed recommendations of the MTE (see annex 2).
- The relevance of VIE 02/001 (its outputs) in the new context for poverty reduction and social protection in Vietnam; its contributions to the national and sub-national efforts in improving the poverty reduction policies and programs.
- The achievement of 5 outputs of the Project against the Result Framework and annual workplans

in alignment with the priorities and needs of the nation.

- Possible gaps/weakness in the current project design and provide possible interventions and measures that could be continued to support the country in the future.
- Preliminary impact of the project, particularly on the capacity to implement national programmes for PR and architecture of poverty reduction policies and programmes in the next period, toward the results set in the towards achievement of the identified outcome in the Country Programme Action Plan/OP2.
- The impact of piloting capacity building activities in designing, planning, targeting, monitoring national programmes for PR as well as in informing national PR policy framework.
- The role and contribution of VIE02/001 in the Partnership with P135-2, particularly in the formulation of the future joint TA framework
- The linkage between VIE 02/001 and other donors' TA projects (for P135-2 as well as NTPPR) targeting national partners as well as poorest ethnic minority and mountainous areas.
- Appropriateness of the programme logic, design and strategy in achieving the programme objective and outputs.
- **Efficiency of implementation and management arrangements of the Project, with consideration of level of mainstreaming gender equality and human right issues.**
- Sustainability: propositions to capitalize experiences from VIE 02/001 to national system, the readiness of the national and local stakeholders to maintain and continue piloted activities after project termination, with identifications of risks involved.
- Lessons learned and recommendations for UNDP and national partners to address the sustainability questions and emerging issues or indicators in the new context.

METHODOLOGY

The consultant team will conduct the following activities:

1. Propose a detailed work-plan and methodology for collection of primary data;
2. Collect relevant documentation with the support of the project offices at MOLISA, CEMA and UNDP (project office at MOLISA will be the focal point to support the EOPE);
3. Conduct a desk study of the UN/UNDP CPAP, One UN context (One UN Plan and outputs of VIE 02/001 in contribution to the Outcome of One Plan), key related project documents such as annual and quarterly plans, progress reports, annual review minutes, key notes and minutes with Leader of MOLISA, CEMA and provinces on the project implementation, as well as other related documents to the VIE 02/001 implementation (including MTE report, partnership papers, etc.).
4. Conduct interviews with key informants at central level (MOLISA, CEMA, MARD, SAV, MPI, MOF, ect. and other donors) to better understand the reasons for identified gaps in relevance and efficiency as well as to document initial impact and lessons learnt of the project.
5. Prepare the draft report to seek for comments from UNDP, GACA, interested donors and project implementing partners.
6. Present the key findings and recommendations in the project Final Review Workshop.
Finalize the report and submit to UNDP.

The Evaluation Team Leader will have overall responsibility for the quality and timely submission of the final evaluation report to UNDP. Specifically, the team leader will perform the following tasks:

- Lead and manage the evaluation mission;
- Design the detailed evaluation scope and methodology and approach;
- Ensure efficient division of tasks between the mission members;
- Conduct the outcome evaluation in accordance with the proposed objective and scope of the evaluation;
- Draft and communicate the evaluation report;
- Finalize the evaluation report in Vietnamese and English and submit it to UNDP and GACA.

The Team Member will perform the following tasks:

- Review documents;
- Participate in the design of the evaluation methodology;
- Conduct the outcome evaluation in accordance with the proposed objective and scope of the evaluation;
- Draft related parts of the evaluation report;
- Assist the Team Leader in finalizing the draft evaluation report through incorporating suggestions

received.

- Support the Team Leader during the implementation of the assignment in order to obtain satisfactory final outputs.

4) DURATION OF ASSIGNMENT, DUTY STATION.

The mission will commence in November 2011 and end not later than 25 December 2011. The duration of the assignment is up to 30 working days for each consultant. The consultants will work in Ha Noi.

5) FINAL PRODUCTS***

The Evaluation Team is expected to produce a comprehensive analytical Project EOP Evaluation Report that highlights the findings, recommendations and lessons learnt. The report is maximum 30 pages excluding annexes, which might include, but is not limited to, the following components:

- Executive summary;
- Introduction;
- Description of the evaluation methodology;
- Analysis of the situation with regard to outcome, outputs, resources, partnerships, management and working methods;
- Key findings and lessons learnt;
- Limitations of the chosen methodology
- Conclusions and recommendations

Besides following intermediate semi-products and tools should be submitted:

- Work-plan
- Questionnaire
- Draft report outline
- Draft Report on the findings and recommendations.
- Presentations in the final review workshop in Ha Noi to present EOP Evaluation findings and recommendations to, and to collect comments and recommendations from workshop participation to finalize the report.

The evaluation mission is expected to conduct the below approach to deliver the expected products described above:

- Desk study of existing project documents with support and inputs from UNDP PO/PA and the project Senior Technical Advisor (STA).
- Interview of national stakeholders (see the list of suggested interviewees in the annex 1);
- Interview of donors (see the list of suggested interviewee in the annex 1) – this should be done while interviews of national stakeholders.
- Participation of stakeholders and/or UN partners (through interviews and the debriefing workshop at the end of the mission).
- The EOP Evaluation team should cooperate and make best use of both project offices staff and experts at MOLISA and CEMA.

6) PROVISION OF MONITORING AND PROGRESS CONTROLS

The Consultants will work closely with UNDP Head of Inclusive and Equitable Growth unit, UNDP PO focal point of Poverty reduction, the project STA, the VIE/02/001 Project Management Unit and project offices at MOLISA, and CEMA, in order to implement the work and achieve the required results. The team will report directly to UNDP Head of Inclusive and Equitable Growth unit.

The two partner agencies and the project offices will be responsible for providing all documents and reference materials required to conduct the EOPE. They will also be involved in interviews, briefings and debriefings.

The partner agencies and the project offices at MOLISA and CEMA will be responsible for providing all documents and reference materials required to conduct the Evaluation. They will also be involved in

interviews, briefings and debriefings.

Tentative timeline is as follows:

| Activity | Estimated number of working days per consultant | Expected Timeline |
|--|---|-------------------|
| Initial briefing at project office, GACA representative and UNDP, Desk review, Evaluation design, methodology and detailed work plan, and access to relevant reports | 2 days | Mid Nov 2011 |
| Consultations, meetings as well as for phone/in-person interviews at national and provincial level | 10 days | Nov |
| Preparation of draft evaluation report to send to UNDP for comments (MPI is in GACA members) | 5 days | Nov |
| Second draft submitted to UNDP to send to GACA and other donors for comments | 3 days | Nov |
| Presentation of key findings at Project Final Review Workshop | 1 days | Dec |
| Finalization of evaluation report to send to UNDP and GACA | 4 days | 25 Dec 2011 |

The deliverables/reports are submitted according to planned. The findings of the mission should be disaggregated by gender where possible, and should follow the ethical code of conducts for UNDP evaluations as specified in the annex 3. The recommendations of the final report are feasible to be used by UNDP and implementing partners to conceptualize possible support to the planning reform topic. The content of final report of the Evaluation is endorsed by UNDP, MOLISA and CEMA.

7) DEGREE OF EXPERTISE AND QUALIFICATIONS

The Evaluation Team will consist of 2 national consultants of which one works as the Team Leader and the other as team member. Under the overall supervision of UNDP Head of the Inclusive and Equitable Growth unit, the Evaluation Team will conduct a participatory project EOP Evaluation.

Qualification requirements for the Team Leader:

- Master or higher education (a degree) in economics, business administration or any other social sciences related to the pro poor economic growth and poverty reduction;
- Extensive experience in conducting evaluations, strong working knowledge of UNDP, the civil society sector and working with state public authorities in the field of poverty reduction, ethnic minority development, and/or pro poor economic growth.
- Extensive knowledge of result-based management evaluation, UNDP policies, procedures, as well as participatory monitoring and evaluation methodologies and approaches ;
- Experience in applying SMART indicators and reconstructing or validating baseline scenarios;
- Minimum 7-10 years professional expertise in international development co-operation, in poverty reduction area, in programme evaluation, impact assessment and strategic recommendations for continued support/development of programming/strategies including strong reporting skills;
- Extensive experience in working with the donors;
- Demonstrated analytical, communication and report writing skills;
- Excellent interviewing, public speaking at high levels;
- Teamwork capacity to work with the target group representatives;
- Fluency in written and spoken English.

Qualification requirements for the Poverty Reduction Expert/Team member:

- Master degree in economics, business administration, social sciences or any other relevant disciplines;
- At least 3-5 years of professional experience with Government agencies and international organizations in the area of poverty reduction, ethnic minority development, and/or pro poor economic growth in Vietnam
- Deep knowledge and understanding of pro poor economic growth concept in Vietnam
- Experience in conducting researches and other analytical works in the area of pro-poor economic growth

- Experience in conducting evaluations is desirable
- Good communication and presentation skills

8) ADMIN SUPPORT AND REFERENCE DOCUMENTS

Suggested reference documents

- Harmonized Project & Program Management Guidelines (HPPMG 2010)
- Guideline for outcome evaluators (UNDP publication)
- UNDP, Capacity Assessment – Practice Note, Final Draft 14 October 2005
- UNDP CPD and CPAP 2006-2010; One Plan II;
- Extended Project Document (Prodoc);
- Quarterly and Annual workplans by two components
- Quarterly and Annual Progress and Financial Reports by two components
- Mid-term Evaluation report
- APR Meeting Minutes
- Related documents of the P135-2 Partnership (MOU, JPRs, discussion on TA framework, partnership study, etc.)
- Consultants Reports (Research/Studies/Training)
- Training Materials
- Study Tour Reports
- Any other materials if deemed useful and necessary

9) REVIEW TIME REQUIRED AND PAYMENT TERM

For team leader:

First installment of 30% of the contract value upon (i) submission of the detailed proposal of methodology, work plan and related research tools and (ii) certification for payment by UNDP

Second/last payment of 70% of the contract value upon submission and UNDP's satisfactory acceptance of the final report and certification for payment by UNDP.

For team member:

First installment of 30% of the contract value upon (i) submission of the detailed proposal of methodology, work plan and related research tools and (ii) certification for payment by the Team Leader.

Second/last payment of 70% of the contract value upon submission and UNDP's satisfactory acceptance of the final report and certification for payment by the Team Leader.

10) CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES

NONE

PARTIAL

INTERMITTENT

FULL-TIME

ANNEX 1 to the TOR: Suggested Interviewees

- GACA representative (FERD, MPI)
- UNDP (DCD (P), Head of Inclusive and Equitable Growth unit, PO
- MOLISA and CEMA (Vice Minister in charge, Director of Policy Dept – CEMA, Vice Director of SPD-MOLISA, Head of Coordination offices of P135-2 and NTPPR)
- VIE 02/001 PMUs at MOLISA and CEMA (NPD and DNPD, National Coordinators, STA, etc);
- Representative from MPI (Dept of Local Economy), MARD, MOF, SAV, VOV, GSO, SBV, Social Policy Bank, MOJ, former NCFAW, etc.
- National Assembly committees (CSA and EC)
- P135-2 Development Partners (WB, IA, Finland, DFID, SDC, Ausaid, EC), EMWG
- TA projects to support P135-2 and NTPPR (Finland, Irish Aid, UNICEF, GIZ, SIDA Chia se, ISP Quang Ngai)
-

ANNEX 2 to the TOR: Mid-term Evaluation key recommendations

1. Project future activities should give more emphasis on such support as to reduce the number of activities and ensure improved effectiveness, focus should be given to activities typical for poverty reduction projects. Also, in support to Government's development of poverty policy, support should be given to research on how to separate social protection policies from NTP-PR.

2. Attention should be given to strengthened coordination with local levels in identification of TA needs in the coming period. It should be noted that local agencies have not been familiar with the project and its approach, as well as how to identify needs in line with project objectives and principles. Therefore, local governments need support in identifying needs and separating TA and direct support to avoid unnecessary expectations, which is common in the initial phase of a TA project¹.

3. In the last two years, TA needs to be strengthened to the local levels in (i) support to development/improvement of local policies and mechanisms; (ii) capacity building to local staff and people, through TOTs; (iii) development of models for sharing experience and lessons learnt; (iv) support to stock-taking of experiences and best practices, information sharing and study tours. Research² shows that one of the drivers for good implementation of NTPs is that policies/mechanisms for implementation and guidelines (including training materials) are "localized" and tailored to local needs and conditions. In reality, even though a large number of policies and guidelines have been developed and local authorities have been assigned to develop detailed and localized guidelines, many provinces have not done this properly³.

4. To facilitate project progress monitoring and evaluation, it is necessary to review, revise and rearrange some of the initially designed indicators. It is important to distinguish between various result levels which the indicators are designed to measure, and on that basis to identify appropriate indicators to suit project M&E objectives, as well as the available resources and scope. A more appropriate set of indicators for the project framework is provided in Table 1. In 2009, there need to be some activities to review and sort out project products as a database for evaluation, based on the mentioned revised M&E framework.

5. Development of TA Plan for NTP-PR needs to be done in a similar way to P135-II. But for the complexity of the programme, special attention needs to be paid to coordination between MOLISA and other ministries involved in NTP-PR to ensure a meaningful TA framework. These TA frameworks are useful instruments for enhancing coordination mechanism between the Government and the donors and partnerships among all stakeholders.

6. To be prepared for implementation of Programme of 61 districts, a number of support activities can be considered at both central and local levels: At the central level, support can be made to programme implementing agencies in identifying TA needs for development and revision of necessary policies for implementation; mechanisms to integrate Programme of 61 districts with other existing NTPs and SEDP. Support to designing implementation of Programme of 61 districts should be built on recommendations of the Mid-term Evaluation of NTP-PR so as to minimize the issues faced by NTP-PR. At the local levels, supports can focus on development of policies and implementation mechanisms, capacity building via TOTs, development of models for learning, sharing information and exchanging knowledge for replication of good practices. Support to TA needs analysis to design a large-scale Capacity Building Project to promote implementation of Programme of 61 districts might also be considered.

7. Finally, for optimal use of project resources, full use should be made of every opportunity to enhance coordination with other donors in providing TA for the Government, so as to create best value of the spent resources. In the meantime, it is necessary to review cost norms and regulations of consultant use within possible capacity, in order to access quality consultants for project activities, as well as to engage experienced experts from the Government or those who have influence on policy making.

¹ Under CEM component, initial activities were started with 3 pilot provinces in late 2007, but results so far have been minimal. One of the reasons is that specific activities meeting both the project objectives and mechanisms and local urgent needs have not been identified. NTP-PR Component has not yet even started at the local level.

² Research on participatory planning and resource allocation in P135-II commissioned by Finland; research on factors for effective implementation of P135-II commissioned by AusAID.

³ For example, development of fund allocation criteria; training programme for P135-II while CEM has issued guidelines (Circular 01; Decision No.04/2007/QĐ-UBND) on Core Training Programme for local officers and community.

ANNEX 3 to the TOR: Ethical Code of Conduct for UNDP Evaluations

Evaluations of UNDP-supported activities need to be independent, impartial and rigorous. Each evaluation should clearly contribute to learning and accountability. Hence evaluators must have personal and professional integrity and be guided by propriety in the conduct of their business.

Evaluators:

Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded

Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.

Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.

Evaluations sometimes uncover evidence of wrongdoing. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.

Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.

Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.

Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

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).

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 | | | |

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