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Date: 10 August 2016

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

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

Country:	Viet Nam
Description of the assignment:	02 national consultants for Formulation of priority Policies and Measures to support the revision of NRAP, targeting 02 topics of <i>Improved forest plantation models</i> and <i>Restoration and rehabilitation of natural forests</i>
Project name:	Project 00085319: UN-REDD phase II
Period of assignment/services (if applicable):	30 days per package over 2,5 months (August - October 2016)

1. Submissions should be sent by email to: huynh.huong.thanh@undp.org no later than: **28 August 2016 (Hanoi time)**.

With subject line: **National consultant 1 – Improved forest plantation models**
 or National consultant 2 – Restoration and rehabilitation of natural forests

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

- Copy of 1-3 publications/writing samples on relevant subject.
- 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 the above currency at UN Exchange Rate at the submission deadline.

4. Evaluation:

The technical component will be evaluated using the following criteria:

Team member #1

Consultant's experiences/qualification related to the services		
	Criteria	Maximum Points
1	Advanced degree in Forestry, Natural Resources Management, Social Science, Economy, or related disciplines	200
2	At least 5 years experiences in strategy and policy development at the national level and policy review, particularly in the field of forest management and plantations	200
3	Strong experience providing strategic advice and dealing with the government and development partners	150
4	Strong knowledge of the institutional and legal framework of Viet Nam in relation to forest plantations	200
5	Proven record in engaging with constituencies and stakeholders, including private sector, in the field of forest plantations	100
6	Understanding of REDD+	100
7	Used to work or publish books/writings in English	50
	TOTAL	1000

Team member #2

Consultant's experiences/qualification related to the services		
	Criteria	Maximum Points
1	Advanced degree in Forestry, Natural Resources Management, Social Science, Economy, or related disciplines	200
2	At least 5 years experiences in strategy and policy development at the national level and policy review, particularly in the field of the field of natural forest management	200
3	Strong experience providing strategic advice and dealing with the government and development partners	150
4	Strong knowledge of the institutional and legal framework of Viet Nam in relation to the field of natural forest management	200
5	Proven record in engaging with constituencies and stakeholders, including private sector, in the field of the field of natural forest management	100
6	Understanding of REDD+	100
7	Used to work or publish books/writings in English	50
	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.

1st payment: 20% of total contract value will be paid upon UNDP's receipt and acceptance of the inception reports, for all priority areas, in English and Vietnamese, with work plan and timeline, approach and methodology;

2nd payment: 30% of total contract value will be paid upon UNDP's receipt and acceptance of the initial brief in English, for all priority areas, including summary compilation of relevant datasets, research reports, legal documents and early consultations;

3rd payment: 30% of total contract value will be paid upon UNDP's receipt and acceptance of the draft report for each detailed policies and measures, in English, according to specified table of content;

Final payment: 20% of total contract value will be paid upon UNDP's receipt and satisfactory acceptance of the final report of policies and measures for each priority area.

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.

TERMS OF REFERENCE

Formulation of Priority Policies and Measures

To support the revision of Viet Nam's National REDD+ Action Programme (NRAP)

FOR INDIVIDUAL CONSULTANTS

TITLE:	02 national consultants - Formulation of priority Policies and Measures to support the revision of NRAP, targeting 02 topics of <i>Improved forest plantation models</i> and <i>Restoration and rehabilitation of natural forests</i>
Duty Station:	Ha Noi
Duration of Appointment	30 days per package over 2,5 months (August - October 2016)
Reporting	UNDP and National Programme Director of UN-REDD phase II
Project code	00085319

1. Background

Vietnam is one of the first Asian countries engaged in REDD+, with early support from the UN-REDD Programme, the World Bank FCPF, and various other initiatives. Vietnam is preparing to benefit from the REDD+ result-based payment mechanism as defined under UNFCCC, which requires a set of 4 major elements including a national strategy or action plan.

In June 2012, Vietnam was among the first countries in the world to formulate and adopt its National REDD+ Action Programme (NRAP), covering the 2012-2020 period. The first phase of the NRAP was implemented between 2012 and 2015, and assessed independently in late 2015. The evaluation recommended revising the NRAP to build on updated UNFCCC guidance, as well as international, national and subnational experiences. Main recommendations for the revised NRAP include:

- To be developed through a more participatory process, providing the basis for a shared vision for REDD+ in the country
- Needs to clearly fit and support the wider context of sustainable development in the country
- Provides clarity on key REDD+ design elements and focus more on priority elements for REDD+ implementation
- Needs to better define how REDD+ will be implemented: scope and scale
- Needs to define appropriate policies and measures based on a strong analytical base, understanding the costs and benefits of the choices
- Needs to more clearly build upon current policies and practices and identify additional activities which need to be introduced and funded
- Needs for clear monitoring and evaluation system for the NRAP
- Needs to review, streamline and strengthen institutional arrangements

There are various challenges for Vietnam to credibly and convincingly revise its NRAP, so as to strengthen trustful relationship with financial partners, mobilize all relevant stakeholders, and eventually secure and deploy investments and achieve expected results. A key challenge consists in effectively engaging inter-

sectoral dialogue and mobilizing other sectors, at technical and political levels, to address direct and indirect drivers of deforestation and forest degradation in a comprehensive manner, and participate fully in the national REDD+ endeavor.

Policies and measures (PAMs) are a central part of the NRAP, precisely presenting what Vietnam will do to address drivers and implement REDD+. They can encompass specific sectors, like forestry, agriculture, energy etc. They can also deal with enabling conditions for REDD+, usually targeting underlying drivers.

Targeted Consultancy to Support the Revision of the NRAP

The revision of the NRAP falls under the responsibility of MARD. It is guided by the National REDD+ Steering Committee, supervised by an inter-ministerial drafting committee, and technically led by the Vietnam REDD+ Office with support from the UN-REDD Programme. It will follow a core process composed of three steps:

- March-August 2016: Consolidation of all data, studies and experiences into an “Issues and Options Paper”, as the robust technical and analytical background and framework to revise solutions (policies and measures).
- July-October 2016: Formulation of REDD+ revised policies and measures through intensive consultations.
- September-November 2016: Broader consultations including political level, revisions, finalization and approval of the revised NRAP for the period 2016-2020.

A set of targeted consultancies will support the second step with “formulation of priority policies and measures”. Individual consultants are being recruited as per present terms of reference to gather all relevant experience and expertise and formulate the policies and measures in the fields to be identified by step 1. As part of this framework, these terms of reference determine the objectives, work plan and deliverables of 2 out of 8 targeted consultancies.

2. Objectives

The main objective of the framework of targeted consultancies is to formulate a set of Policies and Measures (PAMs) to address challenges and opportunities related to each priority area, as part of REDD+ implementation in Vietnam for the 2016-2020 period. Be noted that the PAMs should not be understood purely as policy level, but also very much focus on practical implementation measures to achieve related targets.

A set of REDD+ PAMs priority areas has been developed. 4 PAMs priority areas have been identified and launched earlier, in the field of forest land tenure, forest law enforcement community forestry and forest-friendly agriculture commodities including coffee and aquaculture. The present terms of reference encompass 2 additional areas:

- ***Improved forest plantation models***
- ***Restoration and rehabilitation of natural forests***

As part of these terms of reference, the consultants will formulate the related and detailed PAMs (one PAM per consultant) to fit into the technical annex of the revised NRAP.

For each priority area, these terms of reference encompass the following specific objectives:

- Foster national leadership on forest and priority areas for REDD+ PAMs
- Improve coordination of stakeholders and partners on forest, REDD+ and priority areas, inside and outside the forestry sector
- Enhance collective understanding of relations between forest, REDD+ and priority areas
- Take advantage of, and build on accumulated experience and expertise at national and sub-national levels
- Review the available experience and knowledge, and formulate comprehensive set of policies and measures for the revised NRAP
- Consult with key experts and practitioners to ensure robustness of proposals
- Prepare consolidated report on Vietnam forest, REDD+ and priority areas to fit into the revised NRAP technical annex.

3. Scope of Assignment and Methodology

Based on the preliminary information and analysis made in the 1st phase of the NRAP revision process, the role of the consultant team will be to (i) detail the initial analysis of the issue in relation to REDD+ and green growth, (ii) propose relevant PAMs, and (iii) provide inputs for the results framework. \

Building as much as possible on existing PAMs, complementing them as necessary, consultants will analyze options and formulate their main report (fully-fledged policies and measures for the 2016-2020 period, cf. table of content above) according to:

- The nature and scope of existing REDD-relevant PAMs, ;
- Alignment with national (and/or subnational) development priorities and plans;
- Political acceptability and/or support for particular actions;
- The likely costs and benefits of the PAMs (incl. non-carbon benefits), potential for (national/bilateral/multilateral; public/private) funding for PAMs implementation;
- The mitigation potential of the PAMs;
- The potential social and environmental benefits and risks;
- The capacity (at national and provincial levels) to implement the PAMs effectively & efficiently;
- The ability to monitor the implementation and, as relevant, the outcome of individual PAMs;
- The ability of the NFMS to measure the outcome of the overall package of PAMs.

4. Expected Outputs/deliverables

Each targeted consultancy (on each priority area) is expected to produce:

- **August 26th, 2016:** An initial brief scoping the priority area in the context of REDD+, including a summary review of all background information, and listing preliminary activities and actions of relevance for the NRAP 2016-2020 PAMs, as well as identifying the necessary linkages with other relevant thematic areas;
- **September 30, 2016:** A draft comprehensive report on proposed policies and measures related to land tenure as part of the revised NRAP, based on existing PAMs and how they would need to be adapted and/or complemented;
- **October 28th, 2016:** Full report, including detailed methodology supporting the PAMs formulation

The full report is expected to contain:

- Executive summary
- **Part 1: Summary review**
 - Overview of the topic (plantations, natural forests) to the economy and related strategies and plans
 - Key institutional & private actors at national and subnational – mandates and relations
 - Relevant policies, laws, regulations and plans, and their implementation
 - Challenges and opportunities related to the topic for REDD+ in Vietnam
 - Relevant experiences and lessons learnt at national and sub-national level
- **Part 2: Proposed policies and measures for each topic** within the revised NRAP
 - Theory of change (Problem statement, desired changes, objectives and strategic directions)
 - Logical framework (including articulating current priorities, policies and plans with additional REDD+ driven activities)
 - Priority geographical areas
 - Proposed activities (national, provincial & local-levels) with expected outputs and budget, and integration with existing policies and programmes
 - Stakeholders' engagement and partnerships
 - Cost and multiple benefits analysis (including mitigation potential and non-carbon benefits)
 - Potential for (national/bilateral/multilateral; private/public) co and parallel funding for PAMs implementation

- Risk assessment and management: feasibility of implementation (including political, technical, capacity factors), potential socioeconomic and environmental impacts...
- Monitoring and evaluation framework and arrangements
- **Annex: activity report** (reviewed literature, lists of consultations and meetings, methodological tools and matrices...)

5. Location and logistic/technical supervision

Duration: Maximum 30 working days per priority area on average between August and October 2016 – With 02 priority area of works: Improved forest plantation models, restoration and rehabilitation of natural forests.

Technical supervision: Each consultant will work under the supervision of the National Programme Director (NPD) and the Deputy NPD who is also the Director of Viet Nam REDD+ Office (VRO). They will work closely with NPD, VRO and the three UN implementing agencies (UNDP – the Lead Facilitating Agency, FAO and UNEP), with the consultants working on the NRAP revision, as well as the governmental NRAP drafting team and other REDD+ stakeholders in Viet Nam, through regular meetings and discussions. Consultants will be required to regularly report to the responsible staff of UNDP Viet Nam, the PMU, and VRO on the progress of the work.

Location: Hanoi (home based possible)

1. Requirements for the consultants

The consultants will have to demonstrate (through resume and relevant references) capacity to provide the appropriate expertise with recognized qualification to conduct assignments on each of related priority areas. Each consultant is applying for one Policy and Measure priority area, or a maximum of two priority areas (as each assignment represents a half-time work load, provided the consultant qualifies on both areas of expertise). Consultants for the priority areas should meet the following shared and specific expertise and qualifications:

Shared expertise and qualification:

Education	<ul style="list-style-type: none"> - Advanced degree in Forestry, Natural Resources Management, Social Science, Economy, or related disciplines
Professional experience for both	<ul style="list-style-type: none"> - At least 5 years experiences in strategy and policy development at the national level and policy review. - Strong communication skills, including demonstrated written and presentation skills and the capacity to relate to both internal and external constituencies of the project; - Strong experience providing strategic advice and dealing with the government and development partners - Understanding of REDD+ - Fluent English

Specific expertise:

<u>Consultant #1</u> Improved plantation models	<ul style="list-style-type: none"> - Strong knowledge of the institutional and legal framework of Viet Nam in relation to forest plantations - At least 5 years of relevant experience in the field of forest management and plantations - Proven record in engaging with constituencies and stakeholders, including private sector, in the field of forest plantations
<u>Consultant #2</u> Restoration and rehabilitation of	<ul style="list-style-type: none"> - Strong knowledge of the institutional and legal framework of Viet Nam in relation to natural forest - At least 5 years of relevant experience in the field of natural

natural forests	forest management – Proven record in engaging with constituencies and stakeholders, including private sector, in the field of natural forest management
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2. Deliverables, timeframe and payment schedule

Outputs	Deadlines for completion	Tentative payment schedule
1. Inception Reports, for all priority areas, in English and Vietnamese, with work plan and timeline, approach and methodology.	Updated and submitted for approval of the programme within 10 days after the date of signing contract.	20% of total contract
2. Initial brief in English, for all priority areas, including summary compilation of relevant datasets, research reports, legal documents and early consultations.	Submitted for approval of the programme within 05 (five) weeks since the approval of the inception report, or no later than September 16th, 2016	30%
3. Draft report for each detailed policies and measures, in English, according to specified table of content.	Submitted for consideration of the programme within 07 (seven) weeks since the approval of the inception report - no later than September 30th, 2016	30%
4. Final report of policies and measures for each priority area	Submitted for approval of the programme no later than October 28th, 2016	20%

Annex #1 – Rationale for each priority area

✓ Improved forest plantation models

Plantations have been increasing rapidly in Vietnam since 2000, from about 1 million ha in 2000 to 3.6 million ha in 2014. Of the plantation area, commercial plantations account for around 72% and half of the plantation areas are being managed by smallholders - with an average area of 1-3 ha per household. Such a rapid increase in the area of plantations is a result of numerous factors: in particular forestland allocation policies, financial support measures from the government, as well as the growing domestic and international demand for forest products. Acacia is the predominant species used for plantations. The plantation expansion has contributed to the increase in the country's forest cover, increased income of local people, particularly households while helping meet the demand for some wood based products.

Annually, about 6-7 million cubic meter of timbers are harvested from plantations, mostly for woodchip production. Vietnam is currently the largest country exporting woodchip in the world while it is still importing round wood for furniture making. Given the rapid expansion of the plantation sector the authorities are looking to designate further areas of forest land for plantation purposes. However, competition of various uses on increasingly scarce land is a constraint to plantations expansion, that lately led the Central Government to reduce its targets related to forest expansion (from 44% to 42% forest cover in 2020). On top of that, conversion of so-called 'non-critical' or poor protection forests would mean a reduction in overall forest area that is not compliant with REDD+ objectives (*Decision No. 845/QĐ-BNN-TCLN dated on 16 March 2016*). So the future enhancement of the forest plantation sector relies mainly on improvement of practices, profitability and sustainability of current plantations, and to a lesser extent on well-targeted expansion on most appropriate bare land. In terms of REDD+, better plantation models could yield higher carbon storage on the first hand, but also a more systematic alternative to legal and illegal pressures on natural forests, as well as additional ecological and social benefits. Such enhancement strongly relies on adoption of longer rotation cycles and therefore gradually shifting purposes beyond wood chip production (even though the current quality of production and demand implies a continuous attention to woodchips).

There are, however, many barriers to sustainably managed plantations and accessing higher value markets. Our initial analysis of barriers to sustainable plantation management indicates that low profits, lack of market access and ineffective governance and support are the direct barriers leading to weaknesses in the sector. Existing plantations generally are of low quality due to poor practices as a result of a no/ poor technical guidance and extension support; a lack of access to quality germplasm as well as the poor/limited site conditions. Support historically [through the 661 program] was based on payments per area in order to meet the overall objectives of reaching forest cover targets, not market demand. There continues to be a lack of technical guidance and extension support around sustainable and higher yielding plantation practices. Such guidance would be a critical first step in moving towards more sustainable or potentially certifiable practices. Given the current state of plantation practices for smallholders it is unlikely certification can be met without a major subsidy program.

Another key barrier are the poor linkages along the value chain which is also reducing the benefits and opportunities for farmers engaged in the plantations. There is a lack of cooperation amongst forest owners which provides them with limited negotiation power or broader knowledge of what species and/or production techniques to use to satisfy existing and/or evolving market demand. This barrier can be overcome through greater transparency along the value chains and providing a more informed understanding of the market. Greater market intelligence and linkages to the value chain could help open up new market opportunities, in particular around longer rotation species.

Finally the lack of any recent supporting policies from government, including economic incentives (e.g. access to finance) is also deemed a barrier which needs to be overcome.

As part of this targeted consultancy, the consultant will need to pay particular attention to the following issues when implementing the methodology and formulating the PAM based on the provided table of content:

- Understand best practices for sustainable management of plantations, develop guidelines (incl. quality of germplasm, site assessment, silvicultural practices, productivity etc.) and assess barriers to adoption of these best practices particularly for small scale forest growers. Develop closely with extension.
- Carry out a value chain assessment in order to identify areas to strengthen the role of small holders. This could include the strengthening of current wood associations and also provide further information on possible markets for higher value plantation products. State of wood supply chain and factors.
- Clearly identify the multiple barriers to transformation towards improved practices, and suggest relevant solutions including adapted financial instruments for large scale shift in the coming years.

Consultant will have to closely cooperate with other targeted PAMs to ensure consistency, synergies and avoid overlap, notably:

- Rural integrated landscape planning
- Community forestry
- Land tenure and forest land allocation
- Forest law enforcement

✓ **Restoration and rehabilitation of natural forests**

Over the past 20 years, about 2 million ha of natural forests have been rehabilitated through national programs on forest rehabilitation; in particular through the 5 million hectares reforestation (661 program). Due to large scale conversion before the 1990s most of the natural forest areas have low quality.

Our analysis of natural forest rehabilitation indicates that there are a number of barriers which limit the scope of natural forest rehabilitation in the country. Important barriers identified include: lack of support to rehabilitation (technical, planning and financial support), low economic benefits from rehabilitation (poor site and forest condition, low survival, poor practices) and insufficient land access for local communities (high demand and pressures for land and forest products, lack of alternative support for livelihood options). A critical issue is that forest rehabilitation is primarily to serve ecological benefits, such as forest connectivity and watershed protection benefits which means there is little economic incentives for forest companies and/or households to engage, beyond paying labour for planting. Add to this a lack of technical support for rehabilitation and overall limited government budget, there are clearly major barriers to overcome. Given the ecological services provided through forest rehabilitation one mechanism to access more funds should be through Payment for Ecological Services (PES) and REDD+. However PES payments are limited and it is challenging to associate the economic value of such rehabilitation activities. There also need to be ways to increase the economic benefits to households to act as an incentive for their engagement beyond the supply of labour. However, until there are other means by which to raise funds for rehabilitation, support will primarily have to come through national forest funds, unless some high potential business models can also be developed to attract private interests and investments into sustainable and profitable natural forest management.

Another barrier identified is the lack of comprehensive and inclusive planning/strategy and inconsistent guidelines for forest rehabilitation. There continues to be a lack of a clear methodology and approach to identify critical areas for forest rehabilitation which would be prioritised, nor consistent policies and guidelines.

Rehabilitation is closely related to the issue of sustainably and effectively managing natural forests. State Forestry Companies (SFCs) now manage approximately 1.6 million hectares of forest (natural forests and plantations) in which a large area of the natural forests are poor secondary forests, due to deforestation and over exploitation prior to the 1990s. There are numerous interrelated barriers to the sustainable management of natural forests. Central to them is poor governance and the national policy on logging.

SFCs have been undergoing a process of reform since the 1990s, the foundation for restructuring being the 'ineffective land use' and 'low economic performance', as well as growing conflicts over land with local communities. However, mainly due to issues of weak governance the reform process has been slow and many of these issues remain. A critical shortcoming has been the lack of defining clearly the rights of companies in the exploitation, consumption, management and use of funds obtained from the sale of timber. This still remains under the direction of the provincial authorities. This removes the ability and incentives for SFCs to run like a business. Also the lack of check and controls on their operations, has led to the misinterpretation of guidelines and/or abuse on forest exploitation. There has also been resistance in the process of allocating more forests to households from land under SFCs. This has caused growing land conflicts with local communities. The unclear governance of the SFCs continues to be major problem and without major overhauls to the current governance structure this situation is unlikely to change.

Another major barrier is the current policy on logging in the country. There is a logging ban (quota) in natural forests, unless the forest management unit achieves SFM certification. However, the problem remains that forestry companies will struggle to meet these stricter SFM requirements. The current situation at most forest companies is having poor forest resources and high costs of production. Add to this the additional costs to meet certification standards, including the need to settle social problems, such as disputes and encroachment of land, as well as stop the phenomenon of illegal forest exploitation, implies the considerable difficulty to meet SFM requirements.

This situation is hindered by a lack of guidance and support from the State. The Forestry Development Strategy for Vietnam has set a target by 2020 of at least 30% of the natural forest area certified. It will be challenging to meet this target due to a lack of a strategic plan for SFM, the late issuing of guidelines, a lack of sufficient funds and the lack of awareness and capability on sustainable forest management. Also, currently most forestry companies manage production forests in natural forests with low annual revenue and do not have the funds to invest into investigating and evaluating the status of their forest resources or for the development and implementation of a management plan necessary for SFM. For example, in the development of a SFM management plan companies would need to carry out an assessment of their land to identify whether parts of the land need to be allocated to other groups, such as local communities.

As part of this targeted consultancy, the consultant will need to pay particular attention to the following issues when implementing the methodology and formulating the PAM based on the provided table of content:

- ✓ Develop a consistent approach on identifying area for rehabilitation and consistent technical guidelines for implementation of forest rehabilitation. Priority areas and underlying criteria should be identified.
- ✓ Undertake analysis of the economic benefits provided by forests rehabilitation, and identify additional sources and means of capturing funds, including through REDD+/ and increasing direct benefits to local households; undertake basic cost-benefit to determine possible models for scaling up (including livelihood development for forest dependent people).

- ✓ Explore profitable and sustainable business models for natural forests activities, like forest-based tourism, medicinal plants and marketing of other provision goods; potential, barriers, players, barriers to better tapping on this potential for Vietnam's natural forests and economy.
- ✓ Assess which companies are in the best situation for reaching SFM. It is therefore recommended that a supporting assessment is carried out (particularly for companies in the Central Highlands and North Central) to help prioritize and quantify the required effort to increase the certification for natural forest.
- ✓ In addition there needs to be an assessment of the costs and benefits of companies to meet SFM requirements and support provided in particular around training for SFM. Info can also be gathered from companies which are already meeting certification. It is necessary to conduct various reviews, including (i) assessment of pilot SFM, (ii) development of planning and plan for SFM and forest certification, (iii) cost benefits analysis of SFM; (iv) policy-oriented recommendations to promote SFM and forest certification.

Consultant will have to closely cooperate with other targeted PAMs to ensure consistency, synergies and avoid overlap, notably:

- Rural integrated landscape planning
- Community forestry
- Land tenure and forest land allocation
- Forest law enforcement

Annex #2 – Methodology for PAMs formulation

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Introduction

This document is intended as a support to the consultancies on thematic issues aimed at feeding the NRAP revision process. It is requested that consultant build on this and integrate these elements in their report. Regular interactions with the NRAP consultant team and VRO are encouraged and expected.

This consultancy work should build heavily on the extensive corpus of analytical work already existing in Vietnam, placing it in the context of REDD+, and make strategic recommendations to the NRAP consulting team, which will be in charge of integrating the various recommendations in an overall coherent package of policies and measures for REDD+. Numerous analytical documents have been or are being carried out through the national REDD+ process which are directly relevant to these consultancies that the consultant should also draw from, in particular the preliminary Issues & Options paper from the NRAP consultant team, but also various documents on safeguards and other elements of REDD+. The consultants should also ensure adequate consultation of key experts as well as stakeholders groups (government, research & education institutions, domestic & international civil society, donors etc).

The steps described aren't meant to be strictly sequential and the templates given are indicative and should be adapted according to context and needs.

Proposed processes: Review of legal & policy framework, Review of relevant past & present programmes and interventions, Literature review of analysis and lessons learnt, Consultations (Bilateral, small groups of key experts from various stakeholders groups, stakeholders groups)

Proposed inputs: Draft NRAP Issues & Options paper, report on institutional capacity to implement Policies, Laws & Regulations, report on Stakeholders analysis and stakeholders engagement for REDD+; other Analytical documents, programmes & projects reports, etc

Identification of main issues, challenges and opportunities

Some support documents:

- **Preliminary Issues & Options paper**, building on and reviewing it, including the broad review of relevant policies, laws and regulations, and the drivers/barriers conceptual models & narratives (either the specific one if the thematic issue is covered: e.g. subsistence agriculture, or identify the various problems identified in the various conceptual models that are relevant to the specific thematic issue)
- **Report on institutional capacity to implement Policies, Laws & Regulations** (ongoing, final report by end July)

Some guiding questions:

- **What is the policy, legal & institutional framework relevant to the thematic issue and how does it support or hinder the 5 REDD+ activities** (deforestation, degradation, sustainable management of

forests, conservation and enhancement of forest carbon stocks):

- Policy: adequacy, political support, guidance, budget, coherence across sectors as well as across levels of government, adaptive management, etc;
- Legal: adequacy, coherence, etc;
- Institutional: mandate, HR, budgeting, etc)
- **How does practice differ from these frameworks** and how does that support or hinder the 5 REDD+ activities? (incl. multi-level governance)
- **Is information flowing adequately, horizontally and vertically, and how does that influence implementation?** (Awareness/understanding among stakeholders, adequate M&E adaptive management tools and processes, information sharing across administrations, etc)

	Main issues identified	Recommendations from literature
Policy framework		
Legal Framework		
Institutional framework		
Implementation		
Information flow		
xxx		

This should be accompanied by a narrative

Identification of 'agents of change'

Some support documents:

- [Stakeholders analysis and stakeholders engagement for REDD+ report \(2014\)](#)
-

For the main issues or categories of issues listed, identify the various agents involved directly or indirectly, as well as those that may have a positive or negative influence on it, and how.

Types of agents to be considered (complement and precise as relevant): Government, Civil society, Private sector, Research institutions, Forest users (as appropriate), etc

List these by issue or by agent, depending on what's most feasible. E.g:

	Governance level	Influence (Currently)	Influence (Potentially)
<i>Main issue 1</i>			
X (e.g. MARD)	• National	•	•
	• Provincial	•	•
	• District/Local?	•	•
Y	• National	•	•

	• Provincial	•	•
	• District/Local?	•	•

Long-listing of potential interventions

Brainstorming of potential interventions to address the

Some guiding questions:

- What past and current programmes related to the thematic issue (e.g. forest land tenure) have been contributing positively or negatively to the 5 REDD+ activities? (How, where, by whom, how effective)
- What have been the factors of success and weaknesses from these programmes and how could have they been improved?

Main issues identified	Proposed interventions	Type of intervention
	• •	• •
	• •	• •
	• •	• •
	• •	• •
	• •	• •

The various types of interventions may include Diagnostic, Reforms (policy, legal, institutional framework), Incentives schemes, Investments, Capacity building, Research, etc

Multi-criteria prioritization

Some support documents:

- [BeRT worksheets](#)

The overall scoring and prioritization process is for consultation purpose of various stakeholders groups and should be taken only as such, as some individual or combination of criteria may prove critical in the decision to take it forward or not. This should necessarily be complemented by thematic as well as REDD+ experts' assessment, before political approval.

Some guiding questions:

- How do these potential interventions build on existing programmes and initiatives and complement them to address their weaknesses (i.e. how do they address finding of evaluations and assessments)? In other words: how are they transformational rather than just "business as usual" interventions?
- What interventions are necessary pre-requisite for others? (sequencing)
- How do these interventions link to other sectors?

Main criteria to be considered:

Type	Main criteria	Note (1/5)
Impact	Expected carbon impact / Importance in addressing the main direct & underlying drivers and barriers (<i>for enabling interventions</i>)	

	Viability of impact	
Financial feasibility	Costs of implementation	
	Opportunity of alignment with domestic financing	
	Opportunity for international fundraising	
Political feasibility	Political support at National level	
	Political support at Provincial level	
	Political support at local level	
	Alignment of interests across levels of government	
Technical feasibility	Technical feasibility	
	Legal feasibility (new law required?)	
Non-Carbon benefits	Contribute to national development objectives	
	Contribute to national environmental objectives	
Risks	Risks of negative social impact (<i>requiring mitigation measures</i>)	
	Risks of negative environmental impact (<i>requiring mitigation measures</i>)	

Risks and non-carbon benefits: *Consultants should read the UN-REDD factsheets and guiding question for each of the Cancun safeguards in order to be able to do a preliminary quick assessment, as well as guide consultations adequately. It is not however expected that each intervention will at this stage undergo an extensive consultation through this guidelines.*

Additional criteria may be considered, as relevant to the thematic issue considered:

Type	Potential additional criteria	Note (1/5)
Impact	Makes use of non-forested land	
	Reduces pressure on forest	
	Increases value of standing forests	
	Helps stabilize migration flows	
Financial feasibility	Short-term cost-effectiveness	
	Long-term cost-effectiveness	
	Transaction costs	
Political feasibility		
Technical	Technical capacity required for implementation	

feasibility	Logistical feasibility of implementation	

Grouping of short-listed interventions

Short-listed interventions should be grouped in coherent packages that will help demonstrate the overall coherence of the set of individual interventions prioritized in order to tackle the main issues, and identify potential gaps.

PAM package (issue)	PAM	Gov level			Coordinating agency	Implementing agency/partner
		N	P	L		
P-PAM 1		X			MARD	
				x	MPI	
				x	...	
P-PAM 2			x	x		
P-PAM 3						

Detailed Risks and non-carbon benefits analysis

Some support documents:

- [BeRT worksheets](#)

PAM package (issue)	PAM	Multiple benefits
P-PAM 1		
P-PAM 2		
P-PAM 3		

PAM package (issue)	PAM	Social & Environmental	Mitigation measures
P-PAM 1			
P-PAM 2			

P-PAM 3			

Mapping of relevant financing flows and gaps

Mapping of relevant existing interventions (government, technical and financial partners) and budgets related to the main issues and interventions prioritized, in order to identify potential synergies and gaps

Nb	Coordinating agency/ Implementing partner	Prog. name	Period	Budget (M\$)	Sector of intervention	Main objectives	Target areas	Potential for REDD+ synergies	Comments

PAM package (issue)	National budget	ODA	Others	Gaps
P-PAM 1				
P-PAM 2				
P-PAM 3				

Summary description of proposed intervention packages

Intervention package X:	
Description:	Expected budget needs:
Main issues addressed	Interventions proposed
Factors for success	Opportunities for synergies

Social risks	Environmental risks
Priority geographic areas	Geographic selection criteria

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	Consultancy fee			
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