



**REQUEST FOR PROPOSAL (RFP)**  
**From firms/institutes/organizations**

Dear Sir / Madam:

We kindly invite **Vietnam-based institutes/organizations** to submit proposals for a supply chain research contributing to the formulation of a roadmap and action plan for a forward-looking and sustainability focused COVID-19 response and recovery of private sector in Viet Nam (*Ref. B-200803*)

Please be guided by the form attached hereto as Annex 2 (a-b), in preparing your Proposal.

- 1. Procurement process is being conducted through the online tendering system of UNDP.**  
**Bidders who wish to submit an offer must be registered in the system.**

*Visit this page for system user guides and videos in different languages:*

<http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/>

If already registered, go to <https://etendering.partneragencies.org> and sign in using your username and password. Use “Forgotten password” link if you do not remember your password.  
**Do not create a new profile.**

If you have never registered in the system before, you can register by visiting the link below and follow the instructions in the user guide (attached):

<https://etendering.partneragencies.org>

- Username: event.guest
- Password: why2change

**It is strongly recommended to create a username with two parts: your first name and last name separated by a “.”, (similar to the one shown above).** Once registered you will receive a valid password to the registered email address which you can use for signing in and changing your password.

***Please note that your new password should meet the following criteria:***

- Minimum 8 characters
- At least one UPPERCASE LETTER
- At least one lowercase letter
- At least one number

You can view and download tender documents with the guest account as per the above username and password, However, if you are interested to participate, you must register in the system and subscribe to this tender to be notified when amendments are made.

**To attend this bid, please keep link below and insert the following information:**

<https://etendering.partneragencies.org>

BU Code: VNM10

Event ID number: **B-200803**

**Note:**

The system time zone is in **EST/EDT (New York)** time zone.

Your Proposal must be expressed in the English language, and valid for a minimum period of 120 days from the date of bid submission.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link: <http://www.undp.org/procurement/protest.shtml>.

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : [http://www.un.org/depts/ptd/pdf/conduct\\_english.pdf](http://www.un.org/depts/ptd/pdf/conduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

**Tran Thi Hong**  
*Head, Procurement Unit*  
8/20/2020

### Description of Requirements

Context of the Requirement	Please see information in the TOR
Implementing Partner of UNDP	Please see information in the TOR
Brief Description of the Required Services	Vietnam based firm for supply chain research contributing to the formulation of a roadmap and action plan for a forward-looking and sustainability focused COVID-19 response and recovery of private sector in Viet Nam work-package assigned for Viet Nam.
List and Description of Expected Outputs to be Delivered	Please see information in the TOR
Person to Supervise the Work/Performance of the Service Provider	UNDP Programme Officers, Climate Change and Environment Unit, UNDP
Frequency of Reporting	Please refer to the TOR
Progress Reporting Requirements	Please refer to the TOR
Location of work	<input type="checkbox"/> Exact Address: <input checked="" type="checkbox"/> Ha Noi with possible field travel to other locations in Viet Nam for interviews with companies
Expected duration of work	September – December 2020
Target start date	10 September 2020
Latest completion date	30 December 2020
Travels Expected	Please refer to the TOR
Special Security Requirements	Not applicable
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input type="checkbox"/> Office space and facilities <input type="checkbox"/> Land Transportation <input type="checkbox"/> Others <i>[pls. specify]</i>
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Currency of Proposal	<input type="checkbox"/> United States Dollars <input type="checkbox"/> Euro <input checked="" type="checkbox"/> Local Currency (Vietnam Dong)

	For the purposes of comparison of all Proposals: UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the proposal submission deadline.
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> 120 days  In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> Not permitted <input type="checkbox"/> Permitted
Payment Terms	As indicated in the TOR.  Condition for Payment Release: Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.
Person(s) to review/inspect/approve outputs/completed services and authorize the disbursement of payment	UNDP Viet Nam
Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract for Professional Services
Criteria for Contract Award	<input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is mandatory criteria and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.
Criteria for the Assessment of Proposal	Proposal shall be considered technically qualified if it achieves minimum 70% of total obtainable technical points.  <b>Weight of technical and financial point:</b> <u><b>Technical Proposal (70%)</b></u> <u><b>Financial Proposal (30%)</b></u> Financial score will be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.  <i>See detailed evaluation criteria in the below table.</i>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One bidder

Annexes to this RFP	<input checked="" type="checkbox"/> Detailed TOR (Annex 1) <input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2a: Technical proposal; Annex 2b: Financial proposal) <input checked="" type="checkbox"/> <a href="#">Contract for Goods/Services</a> (Annex 3) <input checked="" type="checkbox"/> <a href="#">General Terms and Conditions de minimis</a> (for contract below \$50k) (Annex 3) <input checked="" type="checkbox"/> or <a href="#">General Terms and Conditions</a> (for contract above \$50k) (Annex 3) <sup>1</sup>
Contact Person for Inquiries (Written inquiries only) <sup>2</sup>	<p>Ms. Quach Thuy Ha  Procurement Assistant, UNDP Vietnam  Email: quach.thuy.ha@undp.org</p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
Other information	

### **EVALUATION CRITERIA**

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity and experience	300
2.	Proposed Methodology, Approach and Implementation Plan	400
3.	Management Structure and Key Personnel	300
<b>Total</b>		<b>1000</b>

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	Reputation of Organization and Staff Credibility / Reliability / Industry Standing	50
1.2	General Organizational Capability which is likely to affect implementation: management structure, project management controls, extent to which any work would be subcontracted <ul style="list-style-type: none"> <li>Excellent track record of at least five years of supply chain diagnostics in Viet Nam or other countries with similar condition;</li> </ul>	100
1.3	Relevance of specialized knowledge and experience on similar engagements done in the region/country <ul style="list-style-type: none"> <li>Strong experience in supply chain analysis; business advisory services, particularly in market analysis and transformation;</li> <li>International experts with strong competencies based on research experience on research topics;</li> <li>its own strong network to conduct interviews with key companies to understand the status of each sector.</li> </ul>	90
1.4	Quality assurance procedures and risk mitigation measures	60
<b>Total Section 1</b>		<b>300</b>

<sup>1</sup> Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process

<sup>2</sup> This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?	80
2.2	Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference	100
2.3	Details on how the different service elements shall be organized, controlled and delivered	50
2.4	Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement	50
2.5	Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic	70
2.6	Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract	50
		<b>400</b>

Section 3. Management Structure and Key Personnel		Points obtainable
3.1	<p>Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services? (<i>CVs of key personnel are required</i>)</p> <ul style="list-style-type: none"> <li>• Excellent track record of at least five years of supply chain diagnostics in Viet Nam or other countries with similar condition;</li> <li>• Strong experience in supply chain analysis; business advisory services, particularly in market analysis and transformation;</li> <li>• International experts with strong competencies based on research experience on research topics;</li> <li>• its own strong network to conduct interviews with key companies to understand the status of each sector.</li> </ul>	100
	Qualifications of key personnel proposed	
	<b>National Team Leader</b>	
	Ph. D degree in business administration, economics, industrial engineering, and/or another relevant field.	40
	At least 15 years of experience in the business strategy development and industrial policy development in Viet Nam.	40
	Intensive knowledge and experience in three key industries and experience with working or researching with the industries	40
	Intensive experiences in using various professional research methodologies such as SWOT, PESTEL, meta-analysis or economic modeling	10
	Good understanding of government's mechanism, especially each ministry's COVID-19 and industry support related tasks and roles, and of key industry bodies and associations.	30
	Experience in working with SOEs, private sector and policy makers in Viet Nam;	10
	Experience in monitoring the planning and execution of the research and manage the quality of the output	10
	Excellent written English language skill ( <i>A report in English is required</i> ).	20
<b>Total Section 3</b>		<b>300</b>

### TERMS OF REFERENCE



**Title:** **Vietnam based firm** on supply chain research contributing to the formulation of a roadmap and action plan for a forward-looking and sustainability focused COVID-19 response and recovery of private sector in Viet Nam

**Duty Station:** Homebased, Hanoi and travel to the sites

**Duration and timing:** September – December 2020 (Lump-sum contract)

#### 1) GENERAL BACKGROUND

During the first half of 2020, the novel coronavirus (COVID-19) pandemic has spread rapidly throughout the world. COVID-19 is causing unprecedented human, social and economic disruption, leaving no community or nation untouched. By early August 2020, COVID-19 had spread to well over 200 countries, with the number of confirmed cases surpassing 19 million and the death toll exceeding 700,000. Global disease epicenters continue to shift, and the worldwide number of cases recorded per day was still rising.

The Government of Viet Nam's rapid response achieved outstanding results in disease prevention and control despite a shared border with China, the original epicenter of the virus. Viet Nam did not record its first death from COVID-19 until early August 2020, at which time the total number of cases was just 600. Regular international flights are yet to resume, and strict border controls remain in place.

The COVID-19 pandemic presents an unusual constellation of economic problems in that it is simultaneously a supply and demand shock. The supply shock originates in the disruption to supply chains of domestic producers, whether from overseas or within Viet Nam, due to the impact of the disease and prevention and control measures. The demand shock stems from the reduced purchase of goods and services contributing to interruptions to international and domestic production and trade in goods and services resulting in reduced earnings, lost income and depressed consumption levels.

In Vietnam, businesses are facing many difficulties and challenges, and the country's socio-economic development goals have been affected. According to the General Statistics Office (GSO),<sup>3</sup> GDP increased by 3.8 percent in Q1 2020, compared to 6.8 percent in Q1 2019. In Q1 2020, the Agriculture sector contracted by -1.2 percent and industry grew by 5.3 percent, much lower than the 10.5 percent growth in Q1 2018 and 9.0 percent growth in Q1 2019. Growth of 3.3 percent in the service sector was the lowest since 2011. In May 2020, the Government proposed to reduce the annual GDP growth target from 6.8 percent to 4.5 percent. This would be Viet Nam's lowest annual growth rate since 1999, and before that since the 1980s.

At the same time, Viet Nam's timely and effective response ensured that, while many other countries in the region are still struggling to bring COVID-19 under control, the country can start

<sup>3</sup> <https://www.gso.gov.vn/default.aspx?tabid=621&ItemID=19558>

to focus on the forward-looking recovery process. Viet Nam is expected to be the fastest growing economy in the ASEAN, and to be one of the very few to have a positive growth outlook for 2020-21.<sup>4</sup>

While private sector, particularly MSMEs, were significantly affected during the pandemic, the country adopted a number of measures to ensure that production and service delivery could take place to the extent possible, given reliance on imports for a raw materials and components in a number of industries and the disruption of global supply chains.<sup>5</sup> Moreover, there are emerging opportunities that can be capitalized upon, including from investors looking to diversify sources of supply and opportunities to develop domestic substitutes for imported components and finished products. The next period of national growth requires an anticipatory, agile and adaptive response from Government, local bodies, industries and enterprises to minimize risks and capitalize on new opportunities arising from changes in global supply chains and trade patterns.

The Government has already taken several measures in this regard. On May 29, 2020, the Government issued Resolution No. 84 / NQ-CP on tasks and solutions to continue eradicating difficulties for production and business, promoting disbursement of public investment and ensuring social order and safety in the context of the COVID-19 pandemic. The Resolution assigns the Ministry of Planning and Investment (MPI) as the lead agency to synthesize and report to the Prime Minister on the difficulties and recommendations of the business community; formulating projects to support industrial development, and anticipating and realizing opportunities from changing investment patterns after the COVID-19 pandemic. In May 2020, MPI proposed the establishment of a Special Task Force on Attracting FDI in order to ‘catch the wave of FDI’ following COVID-19. In particular, it is important to attract high-quality FDI for the development of Vietnamese industry. In 2018, Vietnam attracted \$36.4 billion in FDI commitments, of which \$19 billion was disbursed.

It should be noted that the focus is not just on increasing FDI and competitiveness in the post-COVID-19 period, but building on the progress over the past few decades to shift the focus in the next phase to high-quality FDI combined with domestic private sector development to ensure greater resilience and diversification going forward.<sup>6</sup> With respect to FDI, the focus is on creating incentives to achieve better linkages between foreign and domestic firms, including of SMEs.<sup>7</sup>

Even with a context overshadowed by COVID-19, the Government’s industrial policy will continue to emphasize sustainability and inclusiveness. As a nation with a long coast and densely populated river deltas, Viet Nam is vulnerable to climate change. Sea-level rise and flooding place millions of residents at risk of displacement and also threatened agricultural and industrial production.<sup>8</sup> Reducing the negative impact of industrialization on the environment has emerged as an important goal as water and air pollution levels have risen. Increasing energy efficiency, developing renewable energy sources and improving solid waste management are key objectives.

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<sup>4</sup> See [ADB trims Vietnam’s 2020 GDP growth forecast to 4.1 percent on Covid-19](#)

<sup>5</sup> See McKinsey [Emerging from the pandemic, Vietnam must position itself for recovery](#) Viet Nam is noted to have taken key steps to keep various operations running despite lockdowns in other countries and the government also collaborated with local businesses to ramp up production of PPE for essential workers and access global markets. Further, some industrial subsectors increased output having successfully diversify supply chains in the wake of the pandemic.

<sup>6</sup> In this context, high-quality FDI is investment that contributes to the achievement of the Government’s strategic goals, including increasing domestic value added in production for export, promoting the domestic technological capabilities, and upgrading the knowledge base and skills of domestic workers.

<sup>7</sup> The concept of DEPTH promoted by ACET may be of interest: **D**iversify production, make **E**xports competitive, increase the **P**roductivity of farms, firms, and government offices, and upgrade the **T**echnology used throughout the economy—all to improve **H**uman well-being.

<sup>8</sup> E.g., in Thailand, which faces some similar threats, severe flooding in 2011, led to more than 14,500 companies reliant on Thai suppliers suffering business disruptions worldwide.



Viet Nam's National Green Growth Strategy (2013) includes a focus on promoting clean industrialization through resource efficiency and advanced technologies. Importantly, there is growing interest in sustainability in global value chains and opportunities for Viet Nam to leverage niche markets. COVID-19 has accelerated the use of new information technologies and there is scope to support MSMEs in strengthening their capacity to adopt information-intensive production methods associated with the Fourth Industrial Revolution.

The Government has assigned a high priority to connecting FDI and domestic private investors with SMEs to accelerate industrial development and increase domestic value added. SMEs are a key sector of the Vietnamese economy (40 percent) and a significant contributor to employment, poverty reduction and sustainable development. Closer and more sustainable integration of SMEs into global and domestic supply/value chains, including the creation of a vibrant start-up ecosystem, is central to the Government's approach to industrial policy.<sup>9</sup>

Studies relating to the supply chains of highly impacted and potential growth industries/sub sectors in the context of post COVID-19 are useful to identify opportunities and challenges for Vietnamese businesses during the pandemic and in the recovery period. UNDP will assist the Government in this research with support for studies of three sectors in which SMEs are already active and could increase participation with the implementation of appropriate policies.

The research will consist of qualitative and quantitative analysis of sector supply chains leading to recommendations to the Government to assist in national industrial policy formation for COVID-19 response and recovery of the private sector. In view of the expressed intent of objectives of global companies to manage supply chain risks, the studies will help Viet Nam emerge as preferred destination for investors planning for the post-COVID period.

This ToR is for a Vietnam based firm to conduct research on COVID-19 impact and supply chain analysis including various methods of analysis including interviews with relevant stakeholders in enterprises in each sector.

## 2) OBJECTIVES OF THE ASSIGNMENT

The main objective of the assignment is to provide technical inputs to help the Government of Viet Nam to assess the impact of COVID-19 on Viet Nam's supply chains and to identify opportunities and constraints in developing a plan to support a sustainable COVID-19 response and recovery of the private sector in Viet Nam.

Specifically, the research will consist of:

- A **strategic, high-level Viet Nam sectoral supply chain review** in the context of COVID-19 pandemic;
- A rapid **mapping of emerging opportunities within three sectoral priority areas**<sup>10</sup> to focus attention on re-engineering and overhauling supply chains and strengthening the policy and institutional ecosystem in Viet Nam;
- Proposals for intervention by Government, industries/sectors and enterprises (including but not limited to State-Owned Enterprise (SOEs), Large Domestic Enterprises, Small and Medium Enterprises (SMEs) and Foreign Direct Investment enterprises) including

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<sup>9</sup> Out of approximately 800,000 existing domestic firms in Vietnam, an estimated 98 percent are MSMEs (2015) were operating mainly in low productivity agriculture, services and simple manufacturing. Few of these businesses were engaged in export activities and lacked the scale, access to finance and technology to transform into green, productive producers.

<sup>10</sup> See Annex I

changes to tax policy, financing and catalytic investments in key areas, and skill development to promote the improvement the efficiency/competitiveness, value-added and sustainability of the supply chains in three selected areas, and;

- Proposals to promote the integration of SMEs into global and domestic supply chains through supplier development and measures to improve the ecosystem for SMEs and start-ups/accelerators, including by youth in the digital space.

### 3) SCOPE OF WORK

The consultant team will complete the following key tasks:

#### **I. Undertake a strategic, high-level sectoral supply chains review in the context of COVID-19 pandemic (10 percent)**

- Outline the impact of COVID-19 on economic development, particularly for strategic focus areas in the economy, and the interventions deployed by the Government of Viet Nam and private sector;
- Identify risks and opportunities for Viet Nam emerging from the changed international economic and financing landscape in the wake of the COVID-19 pandemic
- Based on the analysis, recommend focus areas for sectoral supply chains, which are potentially “high impact” or offer opportunities post-COVID 19 and are important to the five-year socio-economic development plan; identify three sectors or sub-sectors for in-depth study based on an objective assessment of the potential within these sectors or subsectors to increase the role of domestic firm especially MSMEs in supply chains, and to create formal sector employment.
- The selected sectors will be finalized and agreed during the first phase of the assignment based on an assessment of the potential of each sector to increase linkages with domestic firms, especially MSMEs, and to create steady employment based on the principle of “No one will be left behind”. Some sectors and subsectors that that might be considered include: 1) Transportation; 2) Manufacturing: Garments, Footwear; 3) Electronics Manufacturing; 4) Agriculture, including horticulture and floriculture; 5) Tourism; 6) Infrastructure & Construction; 7) Energy: Renewable energy (solar, wind), LNG; 8) Environment & Water treatment (waste and supply); 9) Retail; 10) IT. Diverse sectors or subsectors with a wide range of entry points (for example, garments and agriculture) are more likely to meet these criteria than highly concentrated, capital and technology-intensive and specialized sectors.<sup>11</sup>
- Describe the methodology used for the selection of the three sectors or subsectors for further analysis and present the results of the analysis to explain the rationale for selected these sectors or sub-sectors;
- Present an overview of the entire value chain, including international trade, financial market dimensions, while capturing: (i) key and supporting activities in the supply chain; (ii) the linkage between activities in the chain and break-points; (iii) activities that create the highest value in the chain and strategic opportunities for domestic firms to increase local content, resilience and/or avoid disruption while also moving to meet

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<sup>11</sup> The sectors highlighted in a joint study of UNDP and MPI, "Productivity and Competitiveness of Vietnam's enterprises" are prioritized for in-depth review given their impact on those most left behind.

sustainability criteria; (iv) key actors and their role in the supply chains; (v) potential risks, challenges and opportunities;

- Desk research and review on impact of COVID-19 on each sectoral supply chain, and the interventions deployed by the Government, industrial sectors and enterprises; analyse the deployed interventions by at least 3 other countries' governments as the impact of COVID-19 pandemic and propose the lessons learnt for Viet Nam;

*[Methodology]*

- Leveraging the critical insights gathered through General Statistics Office, MPI data and sources from various industrial associations, international organizations, etc;
- Benchmarking studies on sector-specific international best practices from global resource;
- Supply chain model analysis;
- Peer review by external senior experts.
- Desk research and reviews

**II. Develop an action plan for three sectors selected as described above based on the potential for increased domestic value added and employment generation out of the 10 key sectors that significantly contribute to COVID-19 economic recovery and response of Viet Nam including in-depth analysis to identify new opportunities and possible Government support (90 percent).**

- Examine the impact of COVID-19 on the three sectors or sub-sectors identified as described above, including the impact of Government policies and response of businesses in the public and private sectors;
  - Review to the extent possible production, employment, inventories of inputs and finished product in the sector during the pandemic period
  - Review the impact of Government policies on production, employment and inventories during the pandemic period.
- Identify risks and opportunities in Viet Nam and internationally resulting from the COVID-19 pandemic including reconfiguration of supply chains, reorientation of government policies and shifts in demand.
  - For the 3 sectors or sub-sectors, present opportunities from a sustainable risk-informed forward-looking post- COVID-19 perspective; within these sectors, map opportunities and constraints for the use of new technologies, sustainable energy, materials and logistics chains, and identify areas where Vietnam can enhance its comparative advantage and local content and maximize productivity spillovers from promoting FDI and partnerships in these sectors;
  - Outline the characteristics of foreign firms which could potentially bring in the desired technologies and promote skilling & management spillovers, particularly in areas with a forward-looking niche focus on promoting competitiveness with sustainability;
  - Point to promising emerging trends and practices in these sectors and outline the characteristics of domestic firms (both state-owned and private sector including MSMEs) with a view to assessing the issues affecting the absorptive capacity and/or maximize spillovers, and where supplier development, accelerator and/or other programs would be catalytic.
- Generate policy recommendations to increase the participation of national firms, especially SMEs, in the supply chains of the three selected sectors or sub-sectors, and draft a framework for the evaluation of these policies over an 3 year period

which includes 1) short-term action for 6 months; 2) mid-term action for 1 year; 3) long-term action for 3 years;

- Identify government support measures to promote FDI and investment by domestic financial institutions in the 3 selected priority sectors or sub-sectors and/or cross cutting ecosystem supportive areas - including incentive systems such as credit policy, taxation, training; and risk-sharing for investment in new sustainable technologies, packaging and logistics, technologies and partnerships with domestic forward-looking start-ups.
- Make recommendations to use high quality FDI as a vehicle: (1) for obtaining foreign technology, knowledge, managerial skills, and other important inputs; (2) for integrating into international marketing, distribution and production networks; (3) and for improving the international competitiveness of firms and the country's economic performance.

*[Methodology]*

- Onsite/offsite interviews and surveys;
- Analysis of secondary data, especially the industrial census;
- Review of existing sectoral studies and comparison with other middle-income countries, especially from the Asia-Pacific region;
- Primary data collection from a sample of firms in each sector, including in-depth interviews with purchasing managers and SME owners to assess risks and opportunities for domestic firms, especially SMES, and to assess the impact of Covid-19 and policies in response to COVID-19;
- In-depth case studies of domestic firms that have achieved integration with domestic and international supply chains in these sectors, including lessons learned;
- Development of an evaluation framework to assess these policies over an 18-month period, and detailed methodology and terms of reference for these evaluations.
- Development of an evaluation framework to assess competitiveness of firms and the country's economic performance.
- Use of machine learning, data mining, Meta-analysis or economic modelling (It can be changed depending on the state of the data set);
- Peer review by external senior experts;
- Support to organise minimum 1 half-day workshop in Hanoi to get comments from relevant stakeholders and to present the research findings (ministries, government agencies, associations, industry experts, and so on). The cost for the workshop will be covered by UNDP.

*\* The research methodology for this study is not limited to the methodology presented above.*

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

The contract is a lump-sum contract, and the contract period is from the date of signing to December 30, 2020.

The assignment shall be based in the consultant team's office and can occasionally work in either Green One UN House or the Ministry of Planning and Investment in Hanoi, Viet Nam on an as need basis, with possible field travel to other locations in Viet Nam for interviews with companies. Field travel plan and associated field travel costs should be included in the proposal.

## **5) FINAL PRODUCTS**

The consultant team shall provide some following products:

- A comprehensive work-plan and approach for the implementation of the assignment
- A draft report that covers supply chain analyses of individual sectors and a consolidated supply chain analyses and recommendation for the future of Viet Nam supply chain in the context of the COVID-19.
- The final report that addresses all the comments by UNDP, MPI and the senior national expert.
- Notes of the interviews with relevant stakeholders during the process
- A PowerPoint presentation summarizing the findings and recommendations indicated in the draft and final report (Minimum 100 pages)
- All deliverables must be provided in both English and Vietnamese.

## **6) PROVISION OF MONITORING AND PROGRESS CONTROLS**

The overall assignment will be supervised by UNDP. The consultant team will work closely with the UNDP Programme officers, MPI staff and the senior national expert during the implementation. The report will be reviewed by UNDP, MPI and the assigned senior national experts.

## **7) DEGREE OF EXPERTISE AND QUALIFICATIONS**

The national consultant team shall have:

- Excellent track record of at least five years of supply chain diagnostics in Viet Nam or other countries with similar condition;
- Strong experience in supply chain analysis; business advisory services, particularly in market analysis and transformation;
- International experts with strong competencies based on research experience on research topics;
- its own strong network to conduct interviews with key companies to understand the status of each sector.

The National team leader who will be the primary person responsible for the coordination with UNDP, MPI and assigned senior technical experts during the implementation process and quality of the technical deliverables. He/she shall have

- Ph. D degree in business administration, economics, industrial engineering, and/or another relevant field.
- At least 15 years of experience in the business strategy development and industrial policy development in Viet Nam.
- Intensive knowledge and experience in three key industries and experience with working or researching with the industries
- Intensive experiences in using various professional research methodologies such as SWOT, PESTEL, meta-analysis or economic modeling
- Good understanding of government's mechanism, especially each ministry's COVID-19 and industry support related tasks and roles, and of key industry bodies and associations.
- Experience in working with SOEs, private sector and policy makers in Viet Nam;

- Possible to oversee the planning and execution of the research and manage the quality of the output, and can discuss UNDP, MPI and practice daily.
- Excellent written and oral English language skills.

## 8) REVIEW TIME REQUIRED AND PAYMENT TERM

**Payment:** Payments will be paid on a deliverable basis based on a work report submitted with final deliverables as indicated in the TOR, after confirmation of the Climate Change Private Sector Expert and acceptance of Head of Climate Change and Environment Unit of UNDP Viet Nam.

Installment	Deliverable	Payment	Timeline
1st	<ul style="list-style-type: none"> <li>• A comprehensive work-plan and approach for the implementation of the assignment</li> </ul>	10%	Within 7 working days
2nd	<ul style="list-style-type: none"> <li>• A draft report that covers supply chain analyses of individual sectors and a consolidated supply chain analyses and recommendation for the Viet Nam supply chain next and beyond the COVID 19</li> </ul>	40%	7 Oct 2020
3rd	<ul style="list-style-type: none"> <li>• The final report that addresses all the comments by UNDP, MPI and the senior national expert</li> <li>• Notes of the interviews with relevant stakeholders during the process</li> </ul>	50%	30 Oct 2020
	<ul style="list-style-type: none"> <li>• A PowerPoint presentation summarizing the findings and recommendations indicated in the draft and final report (Minimum 100 pages) for submission and approval of all deliverables under the contract</li> </ul>		5 Nov 2020

## Technical Evaluation Criteria for Firms/Organizations

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity and experience	300
2.	Proposed Methodology, Approach and Implementation Plan	400
3.	Management Structure and Key Personnel	300
	<b>Total</b>	<b>1000</b>

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	Reputation of Organization and Staff Credibility / Reliability / Industry Standing	50
1.2	General Organizational Capability which is likely to affect implementation: management structure, project management controls, extent to which any work would be subcontracted <ul style="list-style-type: none"> <li>Excellent track record of at least five years of supply chain diagnostics in Viet Nam or other countries with similar condition;</li> </ul>	100
1.3	Relevance of specialized knowledge and experience on similar engagements done in the region/country <ul style="list-style-type: none"> <li>Strong experience in supply chain analysis; business advisory services, particularly in market analysis and transformation;</li> <li>International experts with strong competencies based on research experience on research topics;</li> <li>its own strong network to conduct interviews with key companies to understand the status of each sector.</li> </ul>	90
1.4	Quality assurance procedures and risk mitigation measures	60
<b>Total Section 1</b>		<b>300</b>

Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?	80
2.2	Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference	100
2.3	Details on how the different service elements shall be organized, controlled and delivered	50
2.4	Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement	50
2.5	Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic	70
2.6	Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract	50
<b>Total Section 2</b>		<b>400</b>

Section 3. Management Structure and Key Personnel			Points obtainable
3.1	<p>Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services? (CVs of key personnel are required)</p> <ul style="list-style-type: none"> <li>• Excellent track record of at least five years of supply chain diagnostics in Viet Nam or other countries with similar condition;</li> <li>• Strong experience in supply chain analysis; business advisory services, particularly in market analysis and transformation;</li> <li>• International experts with strong competencies based on research experience on research topics;</li> <li>• its own strong network to conduct interviews with key companies to understand the status of each sector.</li> </ul>		100
3.2	Qualifications of key personnel proposed		200
	<b>National Team Leader</b>		200
	<i>Ph. D degree in business administration, economics, industrial engineering, and/or another relevant field.</i>	40	
	At least 15 years of experience in the business strategy development and industrial policy development in Viet Nam.	40	
	Intensive knowledge and experience in three key industries and experience with working or researching with the industries	40	
	Intensive experiences in using various professional research methodologies such as SWOT, PESTEL, meta-analysis or economic modeling	10	
	Good understanding of government's mechanism, especially each ministry's COVID-19 and industry support related tasks and roles, and of key industry bodies and associations.	30	
	Experience in working with SOEs, private sector and policy makers in Viet Nam;	10	
	Experience in monitoring the planning and execution of the research and manage the quality of the output	10	
	Excellent written English language skill. (It requires submitting a report writing in English.)	20	
<b>Total Section 3</b>			<b>300</b>



## Annex 2-a

### FORM FOR SUBMITTING SERVICE PROVIDER'S TECHNICAL PROPOSAL<sup>12</sup>

*(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>13</sup>)*

[insert: Location].

[insert: Date]

To: Procurement Unit - UNDP Vietnam

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated *[specify date]*, and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

#### A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating among others the following with appropriate supporting documents:

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.
- c) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references

Client	Contract value	Duration of activity	Services/goods provided	References contact (name, phone, email)

- d) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc. (if any)
- e) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.

**(Note:** Please refer to Form 1 – Evaluation criteria for providing appropriate information and supporting documents to demonstrate the bidders' capacity)

#### B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

<sup>12</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>13</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

(**Note:** Please refer to Form 2 – Evaluation criteria listed under section 1 and 2 for UNDP requirements when preparing this section)

**C. Qualifications of Key Personnel**

The Service Provider must provide:

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;
- b) CVs demonstrating qualifications must be submitted;
- c) Evidence on English report writing skills of the team leader (two sample reports, etc.)

(**Note:** Please refer to Form 3 – Evaluation criteria for UNDP requirements when preparing this section)

We agree to abide by this Proposal for 120 days from the date of proposal submission deadline.

*[Name and Signature of the Service Provider's  
Authorized Person]  
[Designation]  
[Date]*

## Annex 2-b

### FORM FOR SUBMITTING SERVICE PROVIDER'S FINANCIAL PROPOSAL<sup>14</sup>

*(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>15</sup>)*

The Proposer is required to prepare the Financial Proposal in an envelope separate from the rest of the RFP as indicated in the Instruction to Proposers.

The Financial Proposal must provide a detailed cost breakdown. Provide separate figures for each functional grouping or category.

Any estimates for cost-reimbursable items should be listed separately.

In case of an equipment component to the service provider, the Price Schedule should include figures for both purchase and lease/rent options. UNDP reserves the option to either lease/rent or purchase outright the equipment through the Contractor.

The format shown on the following pages is suggested for use as a guide in preparing the Financial Proposal. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples.

#### A. Cost Breakdown per Deliverable\*

	<b>Deliverables</b> <i>[list them as referred to in the RFP]</i>	<b>Percentage of Total Price</b> <i>(Weight for payment)</i>	<b>Price</b> <i>(Lump Sum, All Inclusive)</i>
1	Deliverable 1		
2	Deliverable 2		
3	....		
	Applicable taxes		
	<b>Total</b>	<b>100%</b>	

#### B. Cost Breakdown by Cost Component *[This is only an Example]:*

<b>Description of Activity</b>	<b>Remuneration per Unit of Time</b>	<b>Total Period of Engagement</b>	<b>No. of Personnel</b>	<b>Total Rate</b>
<b>I. Personnel Services</b>				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
2. Services from Field Offices				
a. Expertise 1				
b. Expertise 2				
<b>II. Out of Pocket Expenses</b>				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				

<sup>14</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>15</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

<b>III. Other Related Costs</b>				
<b>Applicable taxes</b>				

We agree to abide by this Proposal for 120 days from the date of proposal submission deadline.

[Name and Signature of the Service Provider's  
Authorized Person]  
[Designation]  
[Date]

## Annex 3

### Contract templates and General Terms and Conditions

Please find below link to the Professional service contract template:

[http://www.vn.undp.org/content/dam/vietnam/docs/Legalframework/Contract%20Face%20Sheet%20\(Goods%20and-or%20Services\)%20UNDP%20-%20Sept%202017.pdf](http://www.vn.undp.org/content/dam/vietnam/docs/Legalframework/Contract%20Face%20Sheet%20(Goods%20and-or%20Services)%20UNDP%20-%20Sept%202017.pdf)

Please find below link to the General Terms and Conditions:

☐

**below US\$ 50,000 (Services only):**

UNDP General Terms and Conditions for Institutional (de minimis) Contracts apply

[http://www.vn.undp.org/content/dam/vietnam/docs/Legalframework/3.%20UNDP%20GTCs%20for%20de%20minimis%20Contracts%20\(Services%20only\)%20-%20Sept%202017.pdf](http://www.vn.undp.org/content/dam/vietnam/docs/Legalframework/3.%20UNDP%20GTCs%20for%20de%20minimis%20Contracts%20(Services%20only)%20-%20Sept%202017.pdf)

☐

**below US\$ 50,000 (Goods *or* Goods and Services):**

UNDP General Terms and Conditions for Contracts apply

[http://www.vn.undp.org/content/dam/vietnam/docs/Legalframework/2.%20UNDP%20GTCs%20for%20Contracts%20\(Goods%20and-or%20Services\)%20-%20Sept%202017.pdf](http://www.vn.undp.org/content/dam/vietnam/docs/Legalframework/2.%20UNDP%20GTCs%20for%20Contracts%20(Goods%20and-or%20Services)%20-%20Sept%202017.pdf)

☐

**equal to or above US\$ 50,000 (Goods *and/or* Services):**

UNDP General Terms and Conditions for Contract apply

[http://www.vn.undp.org/content/dam/vietnam/docs/Legalframework/2.%20UNDP%20GTCs%20for%20Contracts%20\(Goods%20and-or%20Services\)%20-%20Sept%202017.pdf](http://www.vn.undp.org/content/dam/vietnam/docs/Legalframework/2.%20UNDP%20GTCs%20for%20Contracts%20(Goods%20and-or%20Services)%20-%20Sept%202017.pdf)