

09 August 2022



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE
for individual consultants and individual consultants assigned by
consulting firms/institutions

Country:	Viet Nam
Description of the assignment:	National consultants to conduct a background study for development/design and implementation scheme of payment for natural ecosystem services (PES) in Viet Nam
Period of assignment/services (if applicable):	- National Expert in Environmental Policy and Planning (Team Leader): 70 days - National Expert in Environmental/Natural Resources Economics: 40 days From September 2022 to 31 May 2023
Duty Station:	Home based
Tender reference:	P220802

1. Submissions should be sent by **email** to: nguyen.ngoc.phuong@undp.org no later than:

23.59 hrs., 25 August 2022 (Hanoi time)

With subject line:

P220802A – National Expert in Environmental Policy and Planning background study for PES in Viet Nam

P220802B – National Expert in Environmental-Natural Resources Economics background study for PES in Viet Nam

Submission received after that date or submission not in conformity with the requirements specified in 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 **30 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.
- After submitting proposal, bidder should send notification by email (without attachment) to: procurement.vn@undp.org informing that the bidder has submitted proposal. UNDP will not be responsible for the missing of proposal if the bidder does not send notification email to above address.

- Female consultants are encouraged to bid for this required service. Preference will be given to equally technically qualified female consultants.

2. Please find attached the relevant documents:

- [Term of References](#)..... (Annex I)
- [Individual Contract & General Conditions](#).....(Annex II)
- [Reimbursable Loan Agreement](#) (for a consultant assigned by a firm)..... (Annex III)
- [Letter to UNDP Confirming Interest and Availability](#)(Annex IV)
- [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:

- CV including experience with a similar type of work
- Financial offer
- At least 2 sample report in English to be submitted

b. Financial proposal (with your signature):

- The financial proposal shall specify a total lump sum amount in **US dollar for International Consultant** including consultancy fees and all associated costs i.e. airfares, travel cost, meal, accommodation, tax, insurance etc. – see format of financial offer in Annex V.
- 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:

National Expert in Environmental Policy and Planning

No.	Requirement	Points
1	Master's degree or higher in a relevant field, such as natural resource management and environmental management	200
2	At least 15 years of demonstrated relevant technical and policy analysis experience in environment and natural resources sector; and in providing policy advice to national and sub-national government agencies in relevant topics.	250
3	Demonstrated knowledge and working experience in PES, PFES in Vietnam. The CV and Cover Letter should provide clear and detail information.	350
4	Experience working with UNDP Viet Nam and the UN system is an advantage	100
5	Excellent written skills in English (02 English writing samples provided)	100
	Total	1,000

National Expert in Environmental Policy and Planning

No.	Requirement	Points
1	Master's degree or higher in a relevant field, such as environmental/natural resource economics;	250
2	At least 10 years of demonstrated relevant professional experience in environmental economics analysis and policy development/advocacy;	350
3	Demonstrated understanding of political, legal and institutional context for environmental management and biodiversity conservation in Viet Nam;	200
4	Experience working with UNDP Viet Nam and the UN system is an advantage	100
5	Excellent written skills in English (02 English writing samples provided)	100
Total		1,000

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 subject to positive reference checks on the consultant's past performance.

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:

- International consultant whose work involves travel is required to complete the courses on BSAFE which the new online security awareness training is and submit certificate to UNDP before contract issuance.
- Note: In order to access the courses, please go to the following link: <https://training.dss.un.org>
The training course takes around 3-4 hours to complete.
- Full medical examination and Statement of Fitness to work for consultants from and above 65 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

No.	Deliverables as indicated in Section IV	Due Date	Payment Amount
1	Deliverable 1	10/31/2022	25%
2	Deliverable 2 and 3	3/31/2023	45%
3	Deliverable 4	5/31/2023	30%

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



TERMS OF REFERENCE

2 National Consultants

Ref#: Enter Ref #

Name of service:	National consultants to conduct a background study for development/design and implementation scheme of payment for natural ecosystem services (PES) in Viet Nam - 01 National Expert in Environmental Policy and Planning (Team Leader) (70 days) - 01 National Expert in Environmental/Natural Resources Economics (40 days)		
Project:	Biodiversity and Ecosystem Services Network Phase II (BES-Net II)		
Reporting to:	UNDP Programme Analyst		
Duty Station:	Home based	Travel Required:	YES, travel to provinces might be required
Duration of Assignment:	From September 2022 to 31 May 2023		
Start date	September 2022	End Date:	31 May 2023

BACKGROUND & PROJECT DESCRIPTION

Viet Nam is one of the four countries that received support from The International Climate Initiative (IKI) of the German Federal Ministry for the Environment, Nature Conservation, and Nuclear Safety (BMU) via UNEP to carry out National Ecosystem Assessment (NEA) under BES-Net I, together with Cameroon, Colombia and Ethiopia. Given the NEA related achievements in Viet Nam to date, the country was selected as a priority target country for catalytic financial support (BES Solution Fund) under BES-Net II project's Component 1 'Create a shared vision and mode of collaboration among science, policy and practice communities for sustainable BES conservation and management in target countries'. The BES-Net II support is allocated strategically to strengthen the interface and partnership between 'policy', 'science' and 'practice', and promote the harmonized implementation of NEA recommendations by these three communities.

The Intended Project Outcome(s) are as follows:

1. BES Platforms for information exchange and dialogue between policy, science, and practice promote joint efforts to protect, maintain, and improve biodiversity and key ecosystem services in Viet Nam
2. NEA report recommendations adopted at national and local levels and contribute to the maintenance and improvement of biodiversity and ecosystem services in Viet Nam
3. Support Viet Nam's IPBES engagement process
4. Support the development and implementation of the Viet Nam Strategy on Biodiversity Conservation during 2021 -2030, vision to 2050

Since 1990, Viet Nam has achieved remarkable economic development resulting in a significant reduction of poverty and a virtual elimination of food insecurity. However, this growth has evolving social and environmental costs associated. The United Nations indicated in the 2005 Millennium Ecosystem Assessment report (MEA 2005) that humans are using natural ecosystems at a greater scale and faster rate than previously reported. However, there is a fact that, the value of, and external costs to, the natural capital and ecosystem services (ES) have been neglected and under-valued in markets and prices that shape production, consumption and

management decisions. Moreover, the natural resources and biodiversity, upon which economies and livelihoods are dependent, is stressed and further threatened by economic activities.

The recently enacted Law on Environmental Protection (Law No. 72/2020/QH14, dated November 17, 2020, or LEP2020 for short) states within Article 138 on 'Payments for natural ecosystem services (PES)' - Paragraph No.3 that *'Every user of one or more ES must make payments for ecosystem services; ...Payments for ES shall be included in the prices of finished products or services of users of ES and offset the costs of protecting, maintaining and developing ecosystems; and ES providers must use payments for ecosystem services to protect, maintain and develop ecosystems'*. This article also regulates five types of natural ecosystem services to be adopted with guiding payment principles. This is further articulated for implementation by the newly adopted Governmental Decree No.08/ND-CP dated January 10, 2022 ("Decree 08") guiding the implementation of some articles of LEP 2020 which includes guiding regulations from Articles 121-129 at one section in Chapter 10 on PES. It states within Article 124 that in order to implement the PES, it is required to prepare the provincial PES plan. While the PES for forest (PFES) has been practiced in Viet Nam for more than a decade now under the Law of Forest Protection and Development (now Law on Forestry), the payment for other natural ecosystem services related to wetlands (PWES), marine (PMES), karst mountains and geoparks remain undeveloped, except for those involving PFES implementation. Therefore, it is necessary to conduct thorough studies aligned with these regulations to determine, realize and enable relevant mechanisms for implementation and management of PES schemes in Viet Nam.

This activity will contribute directly to project's immediate objective 2 "NEA report recommendations adopted at national and local levels and contribute to the maintenance and improvement of biodiversity and ecosystem services in Viet Nam". This assignment shall make use of all relevant materials as available to the BES-Net II project; contribute specifically to the ongoing parallel consultancy assignments under Objectives 1. Work under the assignment shall specifically be based on a consolidated participatory consultation process that involves relevant stakeholders.

OBJECTIVES

The overall objective of the proposed consultancy is to stock-take/review and consolidate findings under previous national and international PFES/PES experience/studies and define relevant elements for possible adoption of PES for wetlands/marine ecosystem pilots

SCOPE OF WORK

The successful consultants will be expected to be responsible for the following:

Consultant 1: National Expert in Environmental Policy and Planning (Team leader) (70 days)

Role: The Team Leader will be responsible for preparing an inception report and a synthesis report on proposed options for implementation of the Payment for Marine Ecosystem Services (PMES) and Payment for Wetland Ecosystem Services (PWES) mechanisms in Vietnam, including examining and consolidating findings under previous PES/PFES experience/studies and defining relevant elements for possible adoption under PMES/PWES pilots (herein after referred to as "Report").

Responsibilities: To take lead in carrying out the tasks, including but not limited to:

- i. Take overall responsibility for the whole assignment; consolidating inputs of consultant 2 and taking responsibility for the quality of all deliverables from the team to UNDP, ISPONRE and BCA/VEA.
- ii. Review Vietnam's and international PES experiences and best practices to evaluate their application in PMES/PWES pilots in Vietnam. In particular, review of international experiences should focus on (i) study subjects: PMES/PWES; (ii) locations: representative sites for regions (i.e. Asia- Pacific, America/Latin America, Oceania, Africa and Europe, etc.); (iii) implementation options and best practice models.
- iii. Review policy framework on PES in Vietnam (special focus on Decree 08/2022/ND-CP dated 10 January 2022), with a highlight on requirements, opportunities and challenges in implementing PMES and PWES.
- iv. Propose options for implementing PMES/PWES mechanisms as set out in LEP2020 and Decree 08 to facilitate the realization of those mechanisms, especially at the provincial level.
- v. Conduct/Participate in relevant and sufficient consultation meetings/workshop with relevant stakeholders throughout the assignment.

Consultant 2: National Expert in Environmental/ Natural Resources Economics (40 days)

Role: The National Expert in Economics of Natural Resources will be responsible in providing written inputs (including ecosystem evaluation methods, ecosystem payment mechanism, stakeholder involvement in PES, etc.) for the Report.

Responsibilities: In collaboration with Team Leader to provide written inputs for the Report, including but not limited to:

- i. Written inputs (including ecosystem evaluation methods, ecosystem payment mechanisms/schemes, stakeholder involvement in PES, etc.) to the Inception Report at the beginning of the assignment.
- ii. Written inputs and contribution to the draft Report in accordance with national/international experience and requirement under relevant regulations, in particular LEP 2020 and Decree 08, in consideration of the following aspects:
 - o ecosystem valuation, pricing, willingness to pay, benefit-sharing mechanism, payment mechanism, etc.
 - o potential sellers, payers, and payment scheme, payment level for PMES/PWES;
 - o voluntary or compulsory payment approaches for the reinvestment in conservation, maintaining and development of ecosystems.
 - o possible payment vehicles and related conditions for the provision of the service; as appropriate, propose the legal framework and system for transactions including payment frequency, contractual setup, etc.
 - o roles and responsibilities of relevant stakeholders such as ecosystem service providers, users and management agency/authorized agencies.
- iii. Written inputs for the final Report.
- iv. Conduct/Participate in relevant and sufficient consultation meetings/workshops with relevant stakeholders throughout the assignment.

DELIVERABLES & IMPLEMENTATION TIMELINE

No.	Deliverable	Estimated days to complete	Target due date
I	National Expert in Environmental Policy and Planning (Team leader)	70	
1	An Inception Report that describes methodology and detailed work plan, work demarcation for team members, including stakeholder consultation plan, of the assignment, and includes an outline of the final Report	5	9/30/2022
2	The draft Report	45	12/31/2022
3	Present the draft Report for comments and feedback to relevant stakeholders, e.g. in a workshop, focus group discussions or other participatory method	5	2/28/2023
4	The final Report	15	3/31/2023
II	National Expert in Environmental/ Natural Resources Economics (Consultant 2)	40	
1	Written inputs to the Inception Report	3	9/30/2022

2	Written inputs and contribution to the draft Report	25	12/31/2022
3	Co-present the draft Report for comments and feedback to relevant stakeholders, e.g. in a workshop, focus group discussions or other participatory method	2	2/28/2023
4	Written inputs for finalizing the final Report.	10	3/31/2023

DURATION OF ASSIGNMENT, DUTY STATION & EXPECTED PLACES OF TRAVEL

Estimated number of working days: 70 working days for the National Expert in Environmental Policy and Planning (Team Leader) and 40 working days for the National Expert in Environmental/Natural Resources Economics from September 2022 to April 2023

Duty station: Home-based

Expected places of travel: Hanoi and other provinces. All cost related to travel outside duty station will be paid separately by UNDP Vietnam following UN-EU guidelines.

PROVISION OF MONITORING & PROGRESS CONTROL

The selected consultant will perform tasks as required under the direct supervision of the UNDP and ISPONRE. The consultant is required to regularly report to the UNDP and ISPONRE on the progress of the work. After the signing of the contract, the selected consultant, UNDP and ISPONRE will agree on the mechanism and actual timeline of the reporting requirement.

ADMINISTRATIVE SUPPORT & REFERENCE DOCUMENTS

Administrative Support

UNDP and ISPONRE will assist the selected consultants with administrative support related to, but not necessarily limited to:

- Assistance with acquiring official letters in case of visits or conducting interviews with official partners.
- Organizing necessary consultation meeting(s).

DEGREE OF EXPERTISE & QUALIFICATIONS

National Expert in Environmental Policy and Planning (Team leader)

- Master's degree or higher in a relevant field, such as natural resource management and environmental management;
- At least 15 years of demonstrated relevant technical and policy analysis experience in environment and natural resources sector; and in providing policy advice to national and sub-national government agencies in relevant topics;
- Demonstrated knowledge and working experience in PES, PFES in Vietnam. The CV and Cover Letter should provide clear and detail information;
- Experience working with UNDP Viet Nam and the UN system is an advantage;

Excellent written skills in English (02 English writing samples provided).

National Expert in Environmental/ Natural Resources Economics

- Master's degree or higher in a relevant field, such as environmental/natural resource economics;
- At least 10 years of demonstrated relevant professional experience in environmental economics analysis and policy development/advocacy;
- Demonstrated understanding of political, legal and institutional context for environmental management and biodiversity conservation in Viet Nam;

Experience working with UNDP Viet Nam and the UN system is an advantage;

- Excellent written skills in English (02 English writing samples provided).

PAYMENT TERMS

No.	Deliverables as indicated in Section IV	Due Date	Payment Amount
1	Deliverable 1	10/31/2022	25%
2	Deliverable 2 and 3	3/31/2023	45%
3	Deliverable 4	5/31/2023	30%

CONSULTANT PRESENCE REQUIRED ON DUTY STATION

☐ NONE

☒ PARTIAL

☐ INTERMITTENT

☐ FULL-TIME

ANNEX IV

OFFEROR'S LETTER TO UNDP CONFIRMING INTEREST AND AVAILABILITY FOR THE INDIVIDUAL CONTRACTOR (IC) ASSIGNMENT

Date _____

(Name of Resident Representative/Bureau Director)
United Nations Development Programme
(Specify complete office address)

Dear Sir/Madam:

I hereby declare that:

- A) I have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities of [*indicate title of assignment*] under the [*state project title*];
- B) I have also read, understood and hereby accept UNDP's General Conditions of Contract for the Services of the Individual Contractors;
- C) I hereby propose my services and I confirm my interest in performing the assignment through the submission of my CV which I have duly signed and attached hereto as Annex 1;
- D) In compliance with the requirements of the Terms of Reference, I hereby confirm that I am available for the entire duration of the assignment, and I shall perform the services in the manner described in my proposed approach/methodology which I have attached hereto as Annex 3 [*delete this item if the TOR does not require submission of this document*];
- E) I hereby propose to complete the services based on the following payment rate: [*please check the box corresponding to the preferred option*]:
 - ☐ An all-inclusive daily fee of [*state amount in words and in numbers indicating currency*]
 - ☐ A total lump sum of [*state amount in words and in numbers, indicating exact currency*], payable in the manner described in the Terms of Reference.
- F) For your evaluation, the breakdown of the abovementioned all-inclusive amount is attached hereto as Annex V;
- G) I recognize that the payment of the abovementioned amounts due to me shall be based on my delivery of outputs within the timeframe specified in the TOR, which shall be subject to UNDP's review, acceptance and payment certification procedures;

H) This offer shall remain valid for a total period of _____ days [*minimum of 90 days*] after the submission deadline;

I) I confirm that I have no first degree relative (mother, father, son, daughter, spouse/partner, brother or sister) currently employed with any UN agency or office [*disclose the name of the relative, the UN office employing the relative, and the relationship if, any such relationship exists*];

J) If I am selected for this assignment, I shall [*please check the appropriate box*]:

- ☐ Sign an Individual Contract with UNDP;
- ☐ Request my employer [*state name of company/organization/institution*] to sign with UNDP a Reimbursable Loan Agreement (RLA), for and on my behalf. The contact person and details of my employer for this purpose are as follows:

K) I hereby confirm that [*check all that applies*]:

- ☐ At the time of this submission, I have no active Individual Contract or any form of engagement with any Business Unit of UNDP;
- ☐ I am currently engaged with UNDP and/or other entities for the following work:

Assignment	Contract Type	UNDP Business Unit / Name of Institution/Company	Contract Duration	Contract Amount

- ☐ I am also anticipating conclusion of the following work from UNDP and/or other entities for which I have submitted a proposal:

Assignment	Contract Type	Name of Institution/ Company	Contract Duration	Contract Amount

L) I fully understand and recognize that UNDP is not bound to accept this proposal, and I also understand and accept that I shall bear all costs associated with its preparation and submission and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the selection process.

M) **If you are a former staff member of the United Nations recently separated, please add this section to your letter:** I hereby confirm that I have complied with the minimum break in service required before I can be eligible for an Individual Contract.

N) I also fully understand that, if I am engaged as an Individual Contractor, I have no expectations nor entitlements whatsoever to be re-instated or re-employed as a staff member.

O) Are any of your relatives employed by UNDP, any other UN organization or any other public international organization?

YES ☐ NO ☐ If the answer is "yes", give the following information:

Name	Relationship	Name of International Organization

P) Do you have any objections to our making enquiries of your present employer?

YES ☐ NO ☐

Q) Are you now, or have you ever been a permanent civil servant in your government's employ?

YES ☐ NO ☐ If answer is "yes", WHEN?

R) REFERENCES: List three persons, not related to you, who are familiar with your character and qualifications.

Full Name	Full Address	Business or Occupation

S) Have you been arrested, indicted, or summoned into court as a defendant in a criminal proceeding, or convicted, fined or imprisoned for the violation of any law (excluding minor traffic violations)?

YES ☐ NO ☐ If "yes", give full particulars of each case in an attached statement.

I certify that the statements made by me in answer to the foregoing questions are true, complete and correct to the best of my knowledge and belief. I understand that any misrepresentation or material omission made on a Personal History form or other document requested by the Organization may result in the termination of the service contract or special services agreement without notice.

DATE: _____

SIGNATURE: _____

NB. You will be requested to supply documentary evidence which support the statements you have made above. Do not, however, send any documentary evidence until you have been asked to do so and, in any event, do not submit the original texts of references or testimonials unless they have been obtained for the sole use of UNDP.

Annexes *[please check all that applies]:*

- ☐ CV shall include Education/Qualification, Professional Certification, Employment Records /Experience
- ☐ Breakdown of Costs Supporting the Final All-Inclusive Price as per Template

GUIDELINES FOR CV PREPARATION

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.

Annex V

FINANCIAL OFFER

Having examined the Solicitation Documents, I, the undersigned, offer to provide all the services in the TOR for the sum ofUS\$

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

Cost breakdown:

No.	Description	Quantity	Unit Rate (US\$)	Total
1	Consultancy fee (daily rate)			
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 65 years of age and involve travel – (required before issuing contract). *			
2.5	Others (pls. specify).....			
2.6	VAT** if applicable (in case your company signs the contract)			
	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.

** Individual Consultants/Contractors who request their employer to sign a Reimbursable Loan Agreement (RLA) with UNDP for their behalves are reminded to add the Value Added Tax into the total lump sum of the Financial Offer if applicable.

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

(The costs should only cover the requirements identified in the Terms of Reference (TOR)

Travel expenses are not required if the consultant will be working from home).