



Working together to  
conserve biodiversity in  
national parks and nature  
reserves in Viet Nam.

## REQUEST FOR PROPOSALS CONSULTING SERVICES

**Purchaser:** World Wide Fund for Nature – Viet Nam  
(WWF-Viet Nam)

**Project:** USAID Biodiversity Conservation

**Name of Package:** CONSULTANTS TO CONDUCT INSTITUTIONAL  
ASSESSMENT OF SPECIAL USE FORESTS AND  
PROTECTION FORESTS FOCUSED ON THE  
FUNCTIONAL ADEQUACY OF THEIR MANAGEMENT  
INSTITUTIONS

**Bid reference number:** Ref FY22-0884/BCA

**Submission Deadline:** April 15th, 2022 17:00 (ICT)

**Representative of Purchaser**

PTG

*Nguyễn Quốc Hùng*

Nguyễn Quốc Hùng  
Acting Chief of Party  
USAID Biodiversity Conservation

Issued on: 31 March 2022

## REQUEST FOR PROPOSALS OF CONSULTING SERVICES

### **Contract Title: Institutional Assessment of special-use forests and protection forest focus on the functional adequacy of their management institutions**

The World Wide Fund for Nature (WWF) was one of the first International non-government organizations working in Vietnam. In 1985, WWF began working on a national conservation strategy and since then has worked closely with the Vietnamese Government on a diverse range of environment issues and implemented field activities across the country.

WWF-Viet Nam is implementing the USAID Vietnam Biodiversity Conservation project, a 5-year USAID funded project implemented in partnership with Ministry of Agriculture and Rural Development (MARD), the provincial governments and other implementing partners. Targeting high conservation value forests in Quang Nam, TT Hue, Quang Tri, Quang Binh, Ha Tinh and Lam Dong provinces and Cat Tien and Cuc Phuong National Parks.

WWF-Viet Nam would like to request for proposals from eligible national consulting companies, research institutes (hereinafter called Consultant) who are interested in conducting the Institutional Assessment of special-use forests and protection forest focus on the functional adequacy of their management institutions

The selection will be conducted through the national competitive bidding procedures as specified in this Request for Proposals and is open to all eligible Consultants as defined in the USAID Standard Provisions M6 – Procurement Policies for Non-U.S based Organizations. The **Geographic code 937** applies to the USAID Biodiversity Conservation project. For more detailed information on the Geographic code 937, please refer to:

[ADS Chapter 310: Source and Nationality Requirements for Procurement of Commodities and Services Financed by USAID | U.S. Agency for International Development](#)

The proposal must be submitted on or before **April 15th, 2022 17:00 (ICT)**. Late submissions will be rejected.

Correspondence related to the tender shall be addressed to:

WWF-Viet Nam  
Procurement Unit (Tender Ref FY22-0884/BCA)  
Email: [procurement@wwf.org.vn](mailto:procurement@wwf.org.vn)

## A- TEAMS OF REFERENCE (TOR)

### Institutional Assessment of special-use forests and protection forest focus on the functional adequacy of their management institutions

**Project:** USAID Biodiversity Conservation

**Location:** Ha Noi, Viet Nam

**Duration:** May 2022 – June 2022

#### 1. BACKGROUND

The “USAID Biodiversity Conservation” activity (the Project) is a 5 year-project starting from July 2020 to June 2025. The project aims to maintain and increase forest quality and protect and stabilize wildlife population in high conservation value provinces (Ha Tinh, Quang Binh, Quang Tri, Thua Thien Hue (TT Hue), Quang Nam, and Lam Dong). The project targets 14 special use forests (SUFs) and 7 protection forests (PFs), linking forest management units across the landscape to maintain forest cover and connectivity of habitats vital for the protection of Vietnam’s threatened and endemic species. The project is implemented by WWF US and WWF Viet Nam in collaboration with the project partners Education for Nature Vietnam (ENV), Flora and Fauna International (FFI) Viet Nam, Global Wildlife Conservation (GWC), Helvetas, International Union for the Conservation of Nature (IUCN) Vietnam, and the Leibniz-Institute for Zoo and Wildlife (IZW).

The USAID Biodiversity Conservation project has four strategic approaches (SA):

- SA1. Promote Conservation-Friendly Enterprises in Forest Dependent Communities
- SA2. Strengthen Management of Special Use and Protection Forests
- SA3. Increase Functionality of Law Enforcement Systems for Forest and Wildlife Crimes
- SA4. Reduce Local Demand through Behaviour Change Methodologies

Strategic Approach 2 (SA2) aims to strengthen management of special use and protection forests in project provinces. Activities to strengthening management of the special use forests and protection forests include but are not limited to establishing collaborative management mechanisms, community patrolling and SMART reporting; supporting biodiversity monitoring and the development of key species monitoring action plans; upgrading or developing sustainable forest management plans; and capacity building.

In preparation of these activities the project will conduct an Institutional Assessment of SUF and PF management to support government counterparts in identifying options and opportunities to improve the institutional context and arrangements. How the management institution of SUFs and PFs—where *management institution* refers to the SUF or PF management board plus the FPD staff that are assigned to the SUF or PF—operates is determined by various factors. For this project two vantage points are selected from which to consider this. The first vantage point takes the provincial regulatory framework in which the management institution works as a focus. The second vantage point looks at how the management institution itself is structured and at matching requirements of jobs with the actual situation.

The Institutional Assessment has likewise been divided into two parts. The first part consists of an inventory of provincial legislation that determines how the management boards of the special use forests and protection forest plan and implement their management, with a focus on organization, reporting and budgeting, including analyzing the supervision-interface between provincial oversight and site management. This assessment has been conducted and reports on this are available.

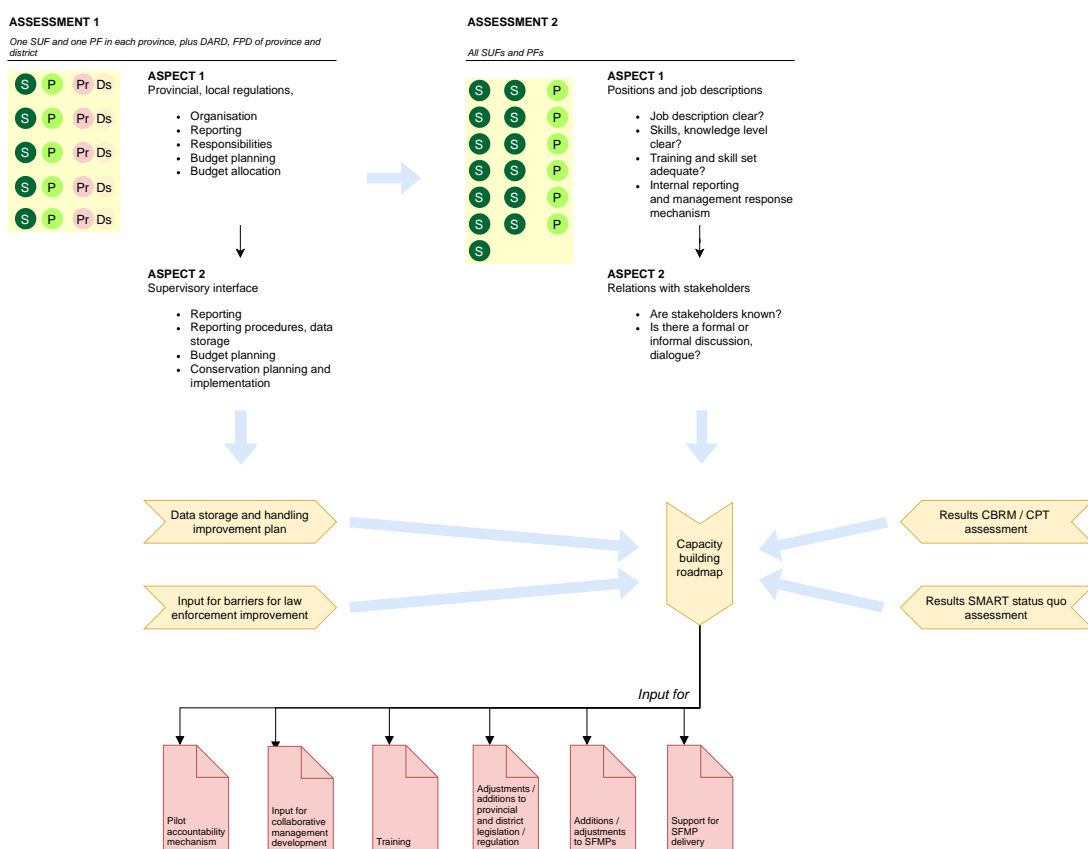
The second part is the subject of this SOW and consists of looking at whether the management institution is optimally capacitated to fulfill the legally mandated tasks and duties. The assessment consists of two main related areas of interest. The first area is the structure of the management institution and associated jobs and includes assessing whether staff competencies match the job requirements. The second area is training, and concerns training needs relative to the identified

needed competencies as described in Appleton, M.R., et al. (2003) and Appleton, M.R. (2016). Various training needs assessments have been conducted for different sites and training has been conducted in recent years through several projects, such as the Biodiversity Conservation Corridor (ADB/GEF) and Green Annamites (USAID). The USAID Sustainable Forest Management project has formulated a capacity building plan for FPD for 2021-2025. Gaps may still exist relative to a full competencies assessment.

The results of both Parts 1 and 2 of the Institutional Assessment, those of a survey of collaborative management and community patrol practices in Viet Nam, and of a survey of the SMART status quo in each of the target SUFs and PFs, will collectively inform a roadmap for capacity building and subsequent capacity building plans. (Error! Reference source not found.)

**Figure 1 Relation between the institutional assessment and other project activities**

#### INSTITUTIONAL ASSESSMENT IN TWO PARTS



This SOW concerns the Institutional Assessment Part 2 that will be conducted among the management institutions of the project SUFs and PFs listed in Table 1.

**Table 1 Target provinces**

Province	Type	Name
Quang Binh	SUF	Dong Chau – Khe Nuoc Trong Nature Reserve
	SUF	Phong Nha- Ke Bang National Park
Quang Tri	SUF	Bac Huong Hoa Nature Reserve
	SUF	Dakrong Nature Reserve

Province	Type	Name
Thua Thien Hue	PF	Huong Hoa-Dakrong Protection Forest
	PF	A Luoi Protection Forest
	PF	Bac Hai Van Protection Forest
	PF	Nam Dong Protection Forest
	SUF	Bach Ma National Park
	SUF	Phong Dien Nature Reserve
	SUF	TT Hue Saola Nature Reserve
Quang Nam	SUF	Song Thanh National Park
	SUF	Elephant Species and Habitat Conservation Area
	SUF	Quang Nam Sao La Species and Habitat Conservation Area
	PF	Dong Giang Protection Forest
	PF	Tay Giang Protection Forest
Lam Dong	SUF	Bidoup Nui Ba National Park
	PF	Da Nhim Watershed Protection Forest

## 2. PURPOSE AND OBJECTIVES

The purpose of this scope of work (SOW) is to assess the capacity of the management institution of SUFs and PFs relative to the legally expected functioning of it. This will be achieved by the following three objectives:

**Objective 1:** To assess the adequacy of the institutional structure, including whether staff competencies match the job requirements.

**Objective 2:** To identify options and possibilities to improve functionality and efficacy.

**Objective 3:** To conduct a training needs assessment for all staff.

## 3. SCOPE OF WORKS

Under the direction of the Protected Area and Law Enforcement Lead, in close collaboration with the USAID Biodiversity Conservation Focal Point on Institutional Assessment, and in close coordination with PPMUs, the Central Coordinator and Provincial Coordinators of the Project, the Consultant will undertake the tasks described below:

1. Conduct a desk study of (i) recent institutional and training needs assessments, inter alia by developments project in the last five years, and subsequent training or training and capacity building plans for any of the SUFs or PFs, including surveys done under USAID Biodiversity Conservation, and (ii) relevant plans and strategies of the Ministry of Agriculture and Rural Development<sup>1</sup> to contextualize and scope the mission's assessments. Identify specifically gaps in recent training needs assessments, training or training and capacity building plans, relative to competence standards as described in Appleton, M.R., et al. (2003) and Appleton, M.R. (2016).
2. Using the desk study results, prepare assessment tools and a detailed work schedule.
3. Compile a *function profile* of each management institution in a participatory manner, based on legal mandates and the contents of the sustainable management plan, if available.

4. Describe the current structure of the management institution and assess the adequacy of it relative to the function profile. The adequacy assessment will be informed by probing at least (i) the number and type of departments that constitute the management institution; (ii) the number and type of positions within these departments; (iii) how the functioning and working of these departments are organizationally defined; (iv) how the functioning and working of the positions within the departments are organizationally defined; (v) which institutional and organizational factors—for example staff turnover—affect functionality and efficacy.
5. Include in the adequacy assessment looking at whether the competencies of staff match the job requirements and include that in a training needs assessment for all staff of the management institutions based on (i) the results of the tasks above, (ii) staff education and training profiles, (iii) skills and knowledge needs, and (iv) staff self-assessments. The assessments will use Appleton, M.R., et al. (2003) and Appleton, M.R. (2016), apply the project's *Environmental and Social Safeguard Framework*, and consider the crosscutting issue of gender equality.
6. Identify in a consultative manner with the management institution options and possibilities to improve functionality and efficacy.
7. Compile a training program for all levels and staff that (i) lists which training (main topics and duration) is advised for whom and (ii) which training can be pooled among the management institutions. The training program will be customized for each management institution and include the estimated number of trainees per topic/subtopic. The training program will take the existing training courses available from WWF as a basis.
8. Assess for the five provinces of Lam Dong, Quang Binh, Quang Nam, Quang Tri and Thua Thien Hue whether a province or region-based training unit is necessary or desired. If deemed necessary or desired in at least one province, design in a participatory manner with SUF and PF Management Units, relevant provincial departments, and VN Forest, a plan for establishing such a training unit for each of the five provinces. The plan will include *inter alia* (i) an inventory of regulations that each province would be required to issue to create such a group; (ii) a Training of Trainer program; (iii) which staff of which department would be involved and how, inclusive of potentially dedicated trainer positions; (iv) potential source(s) of funding.
9. Conduct a half-day workshop for the five provinces to present the findings and subsequently draft a mission report that includes recommendations as addition to the identified training to address functional inadequacies of the management institutions. Recommendations will be specific to the individual institutions and be specific to the district or province.

#### 4. EXPECTED OUTPUTS/DELIVERABLES & TIMELINE

	Deliverable	Tasks included	Qty	Before	Form
I	Detailed work schedule and assessment tools.	1, 2	1	Within ten days after contract signing.	<ul style="list-style-type: none"> <li>Electronic file.</li> <li>Work schedule in English and Vietnamese.</li> <li>Assessment tools in Vietnamese, with headings in both English and Vietnamese.</li> </ul>

	<b>Deliverable</b>	<b>Tasks included</b>	<b>Qty</b>	<b>Before</b>	<b>Form</b>
II	Adequacy assessment report, inclusive of the training needs assessment.	3-6	18	Before the end of week four after contract signing.	<ul style="list-style-type: none"> <li>• Electronic file.</li> <li>• Main reports in Vietnamese.</li> <li>• Summaries in English.</li> </ul>
III	Training program, with programs for each management institution, and pooled training when preferred or feasible.	7	1	Before the end of week five after contract signing.	<ul style="list-style-type: none"> <li>• Electronic file.</li> <li>• Reports in English and Vietnamese.</li> </ul>
IV	Training of trainer plan, if applicable	8	1	Before the end of week five after contract signing.	<ul style="list-style-type: none"> <li>• Electronic file.</li> <li>• Reports in English and Vietnamese.</li> </ul>
V	Mission report that (i) briefly describes the mission execution and lists mission results; (ii) and presents recommendations to address functional inadequacies.	9	1	Not later than the end of week six after contract signing.	<ul style="list-style-type: none"> <li>• Electronic file.</li> <li>• In English and Vietnamese.</li> </ul>

## 5. CONSIDERING COVID-19 RELATED RISK IN IMPLEMENTING THE TASKS

In view of the ongoing pandemic and the increased risk in travel and possible restrictions in group gatherings and indoor events, the following possible measures are suggested. Such measures are not agreed to by default but need to be discussed with the Protected Area and Law Enforcement Lead and the BCA Focal Point on Institutional Assessment.

<b>Activity</b>	<b>Risk</b>	<b>Course of action and potential alternative</b>
Site visits for face-to-face meetings	Travel by public transport is restricted	<ul style="list-style-type: none"> <li>• Transport to be arranged by rental car. Logistics should consider possible interprovincial travel restrictions and plan accordingly.</li> </ul>
	In some or all sites, a maximum number of people are allowed to participate	<ul style="list-style-type: none"> <li>• In discussion with the provincial department or management key representatives will be agreed upon in advance.</li> <li>• A series of smaller meetings will be held in lieu of one large meeting to accommodate the maximum number</li> </ul>
	Some or all sites cannot be visited for face-to-face meetings	<ul style="list-style-type: none"> <li>• Face-to-face meetings will be replaced by virtual meetings</li> <li>• Attendance to the virtual meetings will</li> </ul>

Activity	Risk	Course of action and potential alternative
		<p>be agreed to between the consultant and the management board or other entity in advance</p> <ul style="list-style-type: none"> <li>Issues and questions will be to the extent possible provided to the meeting participants in advance to optimise the efficacy of the meetings.</li> <li>Tools and approaches to facilitate participatory analysis will be adapted to an online-format.</li> </ul>

The above are possible options. Other options and/or other pandemic-related challenges may arise and need to be considered in a similar fashion. In all circumstances, the Consultant needs to adhere to health and hygiene advice, guidance, and regulations issued by the government.

## 6. REQUIREMENTS OF QUALIFICATION AND COMPETENCIES

### Positions and roles

Position	Q'ty	Role	Total allocated person-days
Institutional expert	2	Function profiling and adequacy assessments.	66
Training expert	2	Training needs assessment, training program compilation, assessing provincial or regional training unit(s).	70
Protected area experts / Assessors	8	Conducting adequacy, training needs assessments	130

### Profiles

One of the Institutional Experts will be the Team leader and will be responsible for the deliverables.

*Institutional experts and Training experts are Key Experts.*

#### ***Institutional expert-Team-leader***

##### Qualification and skills

- Master's degree or higher in management, governance, business administration or similar.
- Fluent in both English and Vietnamese.

##### General professional experience

- A minimum of twenty years working in management, governance, business administration or similar.

##### Specific professional experience



- A minimum of two previous missions as team leader or lead consultant in management, governance, business administration or similar.
- A minimum of two previous missions related to assessing or advising on management and organization of Vietnamese government departments.
- Demonstrable experience in working in the natural resource sector.
- Working experience in the conservation sector is an advantage.

The second institutional expert will have a similar profile, with a minimum of ten years working in organizational management.

### ***Training expert***

#### Qualification and skills

- Master's degree or higher in conservation biology, natural resource management, forestry or related field.
- Fluent in both English and Vietnamese.

#### General professional experience

- At least fifteen years of experience in teaching and training conservation biology, natural resource management, forestry or related field.
- At least five years of experience in teaching and training of Vietnamese government departments.

#### Specific professional experience

- A minimum of two consultant missions related to training and/ or capacity building.
- A minimum of two consultant mission related to compiling a training program.

### ***Protected area specialist / Assessor***

#### Qualification and skills

- A Bachelor's degree or higher in biology, ecology, natural resource management, forestry, or similar.
- Fluent in Vietnamese.
- Working proficiency in English is an advantage

#### General professional experience

- A minimum of ten years working in conservation and natural resource management.
- Specific professional experience
- A minimum of five years working in or with SUFs and/or PFs.
- Demonstrable experience in working with provincial governments.

## **7. TIMELINE**

Tentative From 2<sup>nd</sup> May, 2022 to June 30<sup>th</sup> 2022.

## **8. REFERENCES AND ABBREVIATIONS AND ACRONYMS**

### **References**

Appleton, M. R., Texon, G. I., & Uriarte, M. T. (2003). Competence Standards for Protected Area Jobs in South East Asia., 106. ARCBC, Los Banos.

Appleton, M. R. (2016). A Global Register of Competences for Protected Area Practitioners. IUCN, Gland

## **9. ABBREVIATIONS AND ACRONYMS**

ENV	Education for Nature Vietnam
FFI	Flora and Fauna International
GWC	Global Wildlife Conservation
IUCN	International Union for the Conservation of Nature
IZW	Leibniz Institute for Zoo and Wildlife Research
PF	Protection forest
Project	USAID Biodiversity Conservation
SA	Strategic approach
SOW	Scope of Work
SUF	Special use forest

## B – INSTRUCTIONS TO CONSULTANTS

### I. ELIGIBILITY

#### **Source and Nationality Requirements for Procurement of Commodities and Services Financed by USAID:**

The authorized USAID Principal Geographic Code for the procurement under this Invitation to Bid is Code 937. Interested Consultant can acquire detailed information on the Geographic code 937 at ADS Chapter 310: Source and Nationality Requirements for Procurement of Commodities and Services Financed by USAID | U.S. Agency for International Development

Therefore, Goods and Services to be offered and supplied under the contract shall be United States, Viet Nam - as recipient country of USAID fund, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source. (Current there are no prohibited source countries). For the purposes of this Clause, the term “**Source**” means country from which a commodity is shipped to Vietnam as cooperating country (or Vietnam itself if the commodity is located therein at the time of the Contract Award). In the case of a commodity shipped from a free port or bonded warehouse in the same form it was received therein, "source" is the country from which the commodity was shipped to the free port or bonded warehouse.

**The term “Nationality” means the place of incorporation, ownership, citizenship, residence, etc. of suppliers of goods and services.**

An eligible Consultant may be a firm or any combination of such entities in the form of a joint venture (“JV”) under a JV Agreement. In the case of a JV, all members shall be jointly and severally liable for the execution of the Contract if awarded. The Consultant shall nominate an authorized representative who shall have the authority to conduct all business transactions for and on behalf of Consultant and any and all its members, if the Consultant is a JV, during bidding and contract execution (in the event the Consultant is awarded the Contract).

#### **Qualifications of Consultants:**

Consultants must: (i) have adequate financial controls; appropriate legal set-up; (ii) having fulfilled applicable fiscal obligations regarding payments of applicable taxes; (iii) have not been debarred from carrying out procurement; and (iv) not have a conflict of interest.

##### Criteria for adequate financial controls:

As a minimum, a net worth for the Year 2021 (last year), calculated as the difference between total assets and total liabilities should be positive. In the case of a Joint venture, each JV partner must meet this requirement by itself.

Average annual turnover is defined as the total payments received by the Consultant over the last 3 years of 5,000,000,000 VND or equivalent. In the case of a Joint venture, all partners combined must meet the requirement.

A Consultant's Profits for the Year 2021 (last year) should be positive. In the case of a Joint venture, each JV partner must meet this requirement by itself.

Consultant's experiences: Consultant must have relevant experience in conducting at least 3 consultant contracts/researches/ studies in the field of forestry management and/or forestry institutional development, which can be shown in the Consultant's experience list provided in the form of the proposal.

Consultants must have at minimum 1 contract with a value of at least 1,500,000,000 VND; or two contracts with value of at least 750,000,000 VND each; or having a cumulative value of the contracts equivalent to 1,500,000,000 VND VND per year.

Consultant shall commit in writing to meet with eligibility and qualification requirements and provide such evidence of satisfactory to the Purchaser when reasonably requested.

Conflict of interest: A Consultant shall not have a conflict of interest. Any Consultant found to have a conflict of interest shall be disqualified. A Consultant may be considered to have a conflict of interest for the purpose of this bidding process, if the Consultant:

- (a) Has the same legal representative as another Consultant; or
- (b) Participates in more than one Proposal in this bidding process, both as an individual firm and as a JV member. Participation by a Consultant in more than one Proposal will result in the disqualification of all Proposals in which such Consultant is involved. However, this does not limit the inclusion of the same subcontractor/outsourced key personels who are in more than one Proposal; or
- (c) Has a close business or family relationship with a professional staff of the Purchaser who: (i) are directly or indirectly involved in the preparation of the bidding documents or specifications of the contract, and/or the bid evaluation process of such contract; or (ii) would be involved in the implementation or supervision of such contract.
- (d) Envolves in circumstances as described WWF's COI policies in Section IX below.

## II. SELECTION CRITERIA AND SCORING

The contract will be awarded based on the Quality and Cost Selection Method.

### I.1 Technical proposal evaluation

The quality of the tender will be evaluated based on the following criteria. The maximum total quality score is 100 points. Technical proposals that receive less than 70% of the maximum possible marks for the whole quality evaluation or less than 60% for one of the quality criteria will be eliminated and their final score will not be calculated. Tenders that do not reach the minimum quality levels will be rejected and will not be ranked.

To assist in the examination, evaluation, and comparison of the bids, and qualification of the Consultants, the Purchaser may, at its discretion, ask any Consultant for a clarification and or integration of documents of its Bid whether these result incomplete or information is missing. Any clarification submitted by a Consultant that is not in response to a request by the Purchaser shall not be considered. The Purchaser's request for clarification and the response shall be in writing. No change in the prices or substance of the Bid shall be sought, offered, or permitted, except to confirm the correction of arithmetic errors discovered by the Purchaser in the evaluation of the bids.

Criteria, sub-criteria, and point system for the technical evaluation are:

1	<b>Overall approach:</b> This criterion assesses the quality of the approach set out in the tender, specifically with regard to clarification, work planning, the content-related preparation of the consultations and written deliverables, and communication with the contractor and external stakeholders. <b>Score (max points 50)</b>	<b>50 points – minimum threshold 60% (30 points)</b>
1.1	Demonstrating understanding the context of SUF&PF within the forestry sector based on the Vietnam Forestry Development Strategy and the Project objectives with the required tasks, specifically looking at feasibility, coherence of all methodology elements, and clarity of presentation (1-10)	10
1.2	Appropriateness of the methodology and tools for the current structure of the management institution and the adequacy of it relative to compiling function profiles (1-15)	15
1.3	Appropriateness of the methodology for training needs assessment (1-10)	10
1.4	Appropriateness and feasibility of the methodology for devising a training program (1-5)	5
1.5	Appropriateness and feasibility of the methodology for assessing the need	5

	for and interest in establishing a training unit or/and Training of trainer plan (1-5)	
1.6	Work Plan (1-5)	5
2	<b>Relevant work experience:</b> This criterion assesses the work experience of the tenderer relevant to criteria 2-5 listed above, as evidenced through a list of project references, reference publications and materials to be submitted in conjunction with the tender. <b>Score (Max points 50)</b>	<b>50 points – minimum threshold 60% (30 points)</b>
2.1	Experience and qualifications of Institutional expert-Team-leader and the second institutional expert	20
i	Qualification and skills (1-5)	5
ii	General professional experience (1-5)	5
iii	Specific professional experience (1-10)	10
2.2	Experience and qualifications of Training expert	15
i	Qualification and skills (1-5)	5
ii	General professional experience (1-2)	2
iii	Specific professional experience (1 - 8)	8
2.3	Experience and qualifications of Protected area specialist / Assessor	15
i	Qualification and skills (1-5)	5
ii	General professional experience (1-2)	2
iii	Specific professional experience (1 - 8)	8
<b>Total</b>		<b>100 points</b>

A weighting of 70% - 30% is given to quality and price.

Technical Proposals shall be evaluated on the basis of their responsiveness to the scope of work, applying the evaluation criteria, sub-criteria, and point system specified above. Each responsive Proposal will be given a technical score (TS).

**A Proposal shall be rejected at this stage if it does not respond to important aspects of the Scope of work or if it fails to achieve the minimum technical score of 70 points.**

## **I.2 Financial Proposal Evaluation**

The Consultant is deemed to have included all prices in the Financial Proposal and therefore no price adjustments shall be made for the purpose of evaluation. The total price, all taxes inclusive shall be considered as the offered price. Financial proposal needs to include all service costs, direct and indirect taxes.

The lowest evaluated Price is given the maximum financial score of 100.

The formula for determining the financial scores (F) of all other Proposals is calculated as following:

$F = 100 * Co/C$ , in which “F” is the financial score, “Co” is the lowest price, and “C” the price of the proposal under consideration.

## **Quality and Cost-Based Selection**

The weights given to the Technical (T) and Financial (F) Proposals are as follows:

WT = 70 %, and

WF = 30 %

The weighted technical score is calculated as follows:

PT = WT \* T, with

PT = weighted technical score (points) of a technical Proposal,  
WT = 70% (weight of the technical Proposal, in percent),  
T = technical score (points) as per technical evaluation.

The weighted financial score is calculated as follows

PF = WF \* F, with  
PF = weighted financial score (points) of a financial Proposal,  
WF = 30% (weight of the financial proposal, in percent),  
F = financial score (points) as per financial evaluation.

The overall combined score is calculated as:

$P = PT + PF$

### III. CURRENCY

Financial Proposal shall be developed and quoted in the following currency: Vietnamese Dong (VND)

### IV. LANGUAGE

Proposals shall be submitted in the following language: English

### V. TAXES

The Consultants shall familiarize themselves with the current regulations and laws of the Government of Viet Nam on consulting firms and individuals' taxes that may be applicable under this assignment.

Amounts payable by the Purchaser to the Consultant under the contract to be subject to local taxation.

### VI. VALIDITY PERIOD OF PROPOSAL

90 days since bid submission deadline date.

### VII. PROPOSALS SUBMISSION

Consultants are invited to submit electronic proposals via email. Consultants who intend to submit electronic proposals must observe the following submission instructions:

- The proposal shall be **separated in two files**: one for technical proposal and one for financial proposal.
- The file for the **financial proposal shall be protected by a password** which shall be kept with the Consultant. If the consultant passed the technical requirement threshold, WWF-Viet Nam would then request the password to open the financial proposal file. However, if the consultant loses the password or in case the file could not be opened, WWF-Viet Nam would not assume responsibility.
- The electronic file shall be in the form of MS word or MS excel or PDF.

- Please send the electronic proposal to WWF-Viet Nam's designated mailbox at [procurement@wwf.org.vn](mailto:procurement@wwf.org.vn) . Your e-mail must have the subject heading as **"Ref FY22-0884/BCA- [name of consultant] – Proposal Submission"**.
- Please be aware that bids or proposals emailed to WWF-Viet Nam will be rejected if they are received after the deadline for bid submission. As an email may take some time to arrive after it is sent, especially if it contains a lot of information, we advise all Consultants to send email submissions well before the deadline.
- The maximum size per email that WWF-Viet Nam can receive is **25MB**.

**Deadline for submission is April 15<sup>th</sup>, 2022 at 17:00 (ICT)**

## **VIII. REJECTION OF PROPOSALS, TENDER CANCELLATION**

Should any proposal fail to comply with the terms and conditions stipulated in this RFP, or be incomplete, conditional or obscure, or contain additions not called for or irregularities of any kind, or does not respond to important aspects of the RFP, and particularly the Terms of Reference or if it fails to achieve the minimum technical score indicated in Section II above, it may be rejected as non-responsive.

WWF-Viet Nam reserves the right to accept or reject any proposal, and to annul the bidding process and reject all proposals at any time prior to contract award, without thereby incurring any liability to the participating consultants.

## **IX. WWF-VN's POLICIES ON CONFLICT OF INTEREST**

<b>COI</b>	<b>Description</b>
Conflicting Activities	Consultant activities and those of affiliates conflict with their assignment: <ul style="list-style-type: none"> <li>▪ Downstream provision of goods, works, and non-consultancy services, related to the provider's assignment.</li> <li>▪ Downstream provision of consulting services related to works executed or equipment supplied either by the consultants or their affiliates.</li> </ul>
Conflicting Assignments	Consulting assignments that, by their nature, are or may be in conflict with each other: <ul style="list-style-type: none"> <li>▪ Conflicting assignments by nature, in which the consultants could bias their advice to be consistent with findings of another of their assignments or those of their affiliates;</li> <li>▪ Conflicting downstream assignments where the incumbent consultants create conditions under which they attain or are perceived to attain an undue advantage over other consultants who may apply for consideration in a downstream related assignment, thus depriving the client of the benefits of full competition. For example, a Consultant engaged to develop or draft TOR, specifications, requirements, statements of work, invitations for bids, and/or requests for proposals must be excluded from competing for such procurements.</li> </ul>
Conflicting Relationships	Relationships between the consultants and WWF staff, for example: <ul style="list-style-type: none"> <li>▪ The consultant competing for an assignment has a family or a business relation with a member of WWF staff involved in the preparation of the TOR of the contract, in the selection process or in the supervision of that assignment;</li> <li>▪ If a consultant nominates a WWF employee as key staff in its technical proposal.</li> </ul>
Conflicting Clients	Consultants serving different clients with conflicting interests on closely related assignments. For example, a consultant working simultaneously for two or more clients whose interests are in conflict.

## **X. CLARIFICATION QUESTIONS**

Questions for clarifications can be submitted to [chuong.buiphuoc@wwf.org.vn](mailto:chuong.buiphuoc@wwf.org.vn) and [procurement@wwf.org.vn](mailto:procurement@wwf.org.vn) before April 11<sup>th</sup>, 2022 – 17:00 ICT.

## **XI. PROPOSAL TEMPLATES**

Please use the below templates to structure the proposal.



# **TECHNICAL PROPOSALS**

## **CONSULTING SERVICES**

**To:** World Wide Fund for Nature – Viet Nam  
(WWF-Viet Nam)

**Project:** USAID Biodiversity Conservation

**Name of Package:** CONSULTANTS TO CONDUCT INSTITUTIONAL  
ASSESSMENT OF SPECIAL USE FORESTS AND  
PROTECTION FORESTS FOCUSED ON THE FUNCTIONAL  
ADEQUACY OF THEIR MANAGEMENT INSTITUTIONS

**Bid reference number:** Ref FY22-0884/BCA

**Consultant's information:**

FORM-1 – BID SUBMISSION

TO: WWF-Viet Nam  
No.6, Lane 18 Nguyen Co Thach Str.,  
Nam Tu Liem Dist., Hanoi  
Email: Procurement@wwf.org.vn

(date)

Dear Sirs/Madams,

Having carefully examined the Request for Proposals dated [insert date] for the assignment [insert number and name of the package], we, the undersigned, would like to submit our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal.

We agree to abide by this Proposal for the period of 90 days from the date fixed by WWF-Viet Nam for the submission deadline specified in the aforementioned Request for Proposals (as amended, if applicable), and it shall remain binding upon us and may be accepted at any time before the expiry of that period.

We undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts without written approval from WWF-Viet Nam may lead to the termination of contract negotiations.

Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

We understand that WWF-Viet Nam is not bound to accept the lowest or any Proposal you may receive.

We remain,

Yours sincerely,

Signature and seal : .....in the capacity of.....

Duly authorized to sign tenders for and on behalf of.....

.....

(IN BLOCK CAPITALS)

**FORM-2 – DECLARATION OF UNDERTAKING**

Date:

Tender Ref:

We, the undersigned, declare that:

- a) We underscore the importance of a free, fair and competitive procurement process that precludes abusive practices. In this respect we have neither offered nor granted directly or indirectly any inadmissible advantages to any of Purchaser’s staff or other person nor accepted such advantages in connection with our bid, nor will we offer or grant or accept any such incentives or conditions in the present procurement process or, in the event that we are awarded the contract, in the subsequent execution of the contract.
- b) We meet the eligibility requirements, and have no conflict of interest in accordance with the Request for Proposals.
- c) We commit to have sufficient financial and legal capacity as well as experience to carry our consultancy services in accordance with the provisions and requirements set forth in this Request for Proposal.
- d) We commit not being in the process of dissolution; nor be concluded to be in bankruptcy, nor in state of cash-flow insolvency and/or balance-sheet insolvency.
- e) We also underscore the importance of adhering to environmental and social standards in the implementation of the project.
- f) We undertake to comply with applicable labour laws and the Core Labour Standards of the International Labour Organization (ILO) as well as national and applicable international standards of environmental protection and health and safety standards.
- g) We also declare that our company/all members of the Joint Venture has/have not been included in the list of sanctions of the United Nations, nor of the US Government, nor Vietnamese Government and affirm that our company/all members of the consortium will immediately inform the Purchaser if this situation should occur at a later stage.
- h) We acknowledge that, in the event our company (or a member of the Joint Venture) is added to a list of sanctions that is legally binding on the Purchaser, the Purchaser is entitled to exclude our company/the Joint Venture from the procurement procedure and, if the contract is awarded to our company/the Joint Venture, to terminate the contract immediately if the statements made in the Declaration of Undertaking were objectively false or the reason for exclusion occurs after the Declaration of Undertaking has been issued.

Signature and seal : .....in the capacity of.....

Duly authorized to sign tenders for and on behalf of.....

.....

(IN BLOCK CAPITALS)

**FORM-3 - CONSULTANT'S ORGANIZATION AND EXPERIENCE (FOR FIRM CONSULTANT)****A - Consultant's Organization**

*[Provide here a brief (maximum one pages) description of the background and organization of the Consultant (including associate firms) and, if applicable, Sub-Consultant and each joint venture partner for this assignment.]* . Consultant can fill in the following form:

Name of Company: <i>[Insert Consultant's legal name]</i>
In case of Joint Venture (JV), legal name of each member: <i>[Insert legal name of each member in JV]</i>
Country of registration: <i>[Insert actual or intended country of registration]</i>
Year of registration: <i>[Insert Consultant's year of registration]</i>
Address in country of registration: <i>[Insert Consultant's legal address in country of registration]</i>
Authorized Representative Information Name: <i>[Insert Authorized Representative's name]</i> Address: <i>[Insert Authorized Representative's address]</i> Telephone/Fax numbers: <i>[Insert Authorized Representative's telephone/fax numbers]</i> E-mail address: <i>[Insert Authorized Representative's email address]</i>
<p>1. Attached are copies of original documents of <i>[Check the box(es) of the attached original documents]</i></p> <p><input type="checkbox"/> Articles of Incorporation (or equivalent documents of constitution or association) and/or documents of registration of the legal entity named above;</p> <p><input type="checkbox"/> In case of JV, letter of intent to form JV or JV agreement.</p> <p>2. Included are the organizational chart, a list of Board of Directors, and the beneficial ownership showing governance structure of the Consultant;</p> <p>3. Certified or notarized copies of the Consultant 's tax registration, tax clearance certificates or similar document;</p>

**B - Consultant's Experience**

*Using the format below, provide information on each assignment for which your firm, and each associated firm or joint venture partner or Sub-Consultant for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an association or joint venture or as a Sub-Consultant, **for carrying out consulting services similar to the ones requested under this assignment.***

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value (in US\$ equivalent)/ Amount paid to your firm	Role on the Assignment

*Notes: Consultant's experiences: Consultant must have relevant experience in conducting at least 3 consultant contracts/researches/ studies in the field of forestry management and/or forestry institutional development, which can be shown in the Consultant's experience list provided in the form of the proposal.*

*Consultants must have at minimum 1 contract with a value of at least 1,500,000,000 VND; or two contracts with value of at least 750,000,000 VND each; or having a cumulative value of the contracts equivalent to 1,500,000,000 VND per year.*

**C - Consultant's Financial Qualifications**

Each Consultant or member of a JV must fill in this form

**Information from Balance Sheet**

	Year 1: 2019	Year 2: 2020	Year 3: 2021
Total Assets			
Total Liabilities			
Net Worth			
Current Assets			
Current Liabilities			
Working Capital			

**Information from Income Statement**

	Year 1: 2019	Year 2: 2020	Year 3: 2021
Total Turnover			
Profits Before Taxes			
Profits After Taxes			

*Notes: Average annual turnover defined as the total payments received by the Consultant for contracts completed or under execution over the last 3 years of VND 5,000,000,000 or equivalent. In the case of a Joint venture, all partners combined must meet the requirement. A Consultant 's Profits for the Year 2021 (last year) should be positive. In the case of a Joint venture, each JV partner must meet this requirement by itself.*

**Form-4 – DESCRIPTION OF APPROACH, METHODOLOGY AND WORK PLAN TO PERFORM THE ASSIGNMENT**

*You are suggested to present your Technical Proposal divided into the followings:*

- a) Understanding and interpretation of the TOR*
- b) Technical Approach and Methodology,*
- c) Mitigation/Risk plan*
- d) Work Plan, and*
- e) Team organization and Personnel.*

*a) Understanding and interpretation of the TOR: You should explain your understanding of the TOR especially objectives, timeline and mandate of the assignment, approach to the services and outputs.*

*b) Technical Approach and Methodology: You should explain your approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.*

*c) Mitigation/Risk plan: Develop appropriate options and action plans to reduce the threats of specific risks to the consultancy objectives including Covid19 mitigation. Develop strategies for responding to risks and a management plan.*

*d) Work Plan. You should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and proposed delivery dates of the reports. Please use the timeline in the TOR as a reference. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here.*

*e) Team Organization and Personnel. You should propose the structure and composition of your team. You should list the main disciplines of the assignment, the key expert responsible, and proposed technical and support personnel. You shall also specify if you will be the lead firm in a joint venture or lead consultant in an association. It is suggested that the core researching team should include one team leader.*





**FORM-6 – CURRICULUM VITAE (VC) FOR PROPOSED KEY EXPERTS**

1. **Proposed Position** (*only one candidate shall be nominated for each position*): \_\_\_\_\_

2. **Name of Expert** (*Insert full name*): \_\_\_\_\_

4. **Date of Birth:** \_\_\_\_\_ **Citizenship:** \_\_\_\_\_

5. **Education** (*Indicate college/university and other specialized education of expert, giving names of institutions, degrees obtained, and dates of obtainment*): \_\_\_\_\_  
\_\_\_\_\_

6. **Membership in Professional Associations:** \_\_\_\_\_  
\_\_\_\_\_

7. **Other Trainings** (*Indicate significant training since degrees*) \_\_\_\_\_  
\_\_\_\_\_

8. **Countries of Work Experience:** (*List countries where expert has worked in the last ten years*): \_\_\_\_\_  
\_\_\_\_\_

9. **Languages** (*For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing*): \_\_\_\_\_  
\_\_\_\_\_

**10. Relevant Professional Record**

(*Describe work undertaken that best illustrates capability and experience to handle the Tasks Assigned*)

From (Year): \_\_\_\_\_ To (Year): \_\_\_\_\_

Employer: \_\_\_\_\_

Positions held: \_\_\_\_\_

**11. Relevant Researches, Publications**

(*List and Describe researches and publications that best illustrates capability and experience to handle the Tasks Assigned*)

FORM-7 – STATEMENT OF AVAILABILITY

To: WWF-Viet Nam  
No.6, Lane 18 Nguyen Co Thach Str.,  
Nam Tu Liem Dist., Hanoi  
Email: [procurement@wwf.org.vn](mailto:procurement@wwf.org.vn)

Ref. No.: \_\_\_\_\_

Dear Sir/Madam,

**Subject:** *[insert number and name of the package]*

*Statement of Availability*

I (We), the undersigned .....

State that the proposed named expert(s) listed below is/are available to carry out the services relating to the Request for Proposal dated *[insert date]* mentioned above as from ....., for the period initially envisaged in the proposal submitted.

No	Expert’s Name	Title/Position	Duration
1			
2			
3			
...			

I (We) understand that failure to make the named expert(s) listed above available for the performance of the services may lead to the cancellation of the Contract if the justification provided for the personnel change is not accepted by WWF Viet Nam in advance

Signature and stamp: \_\_\_\_\_

Name on behalf of the Consultant: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

FORM-8 –PERSONNEL SCHEDULE

No.	Name of Expert / Position	Professional Expert input in mandays													Total input (days)		
		Activity No.	1	2	3	4	5	6	7	8	9	..			Home	Field	Total
1		[Home]															
		[Field]															
2		[Home]															
		[Field]															
3		[Home]															
		[Field]															
N		[Home]															
		[Field]															
											Total						



## FORM 9 – WORK PLAN

[illegible]



FORM- 10– FINANCIAL PROPOSAL SUBMISSION

For *[insert number and name of the package]*

*[Location, Date]*

TO: WWF-Viet Nam  
No.6, Lane 18 Nguyen Co Thach Str.,  
Nam Tu Liem Dist., Hanoi  
Email: [procurement@wwf.org.vn](mailto:procurement@wwf.org.vn)

Dear Sirs/Madams,

We, the undersigned, offer to provide the consulting services for ***[insert number and name of the package]*** in accordance with your Request for Proposal dated *[Insert Date]* and our Technical Proposal.

Our attached Financial Proposal is for the amount of *[Indicate the corresponding to the amount(s) currency(ies)] [Insert amount(s) in words and figures], [Insert “including”]* of all indirect local taxes. The estimated amount of local indirect taxes is *[Insert currency] [Insert amount in words and figures]* which shall be confirmed or adjusted, if needed, during negotiations.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Signature and seal : .....in the capacity of.....

Duly authorized to sign tenders for and on behalf of.....

.....

(IN BLOCK CAPITALS)

**FORM-11– FINANCIAL PROPOSAL – COST BREAKDOWN**

Please kindly take the cost norm of WWF in the last page for reference when preparing the financial proposal. The financial proposal will be evaluate based on the best price offer which including all related cost to conduct this assignment as breaked down in below tables. Please also share this calculation on an Excel file for easer of reference and finance check.

**Table 1: COST CALCULATION FOR PACKAGE**

<b>1. Consultancy fee</b>	<b>Unit</b>	<b>Q'ty</b>	<b>Unit price</b>	<b>Total</b>
1.1 Institutional Expert - Team leader	Day			
1.2 Institutional Expert - Expert 2	Day			
1.3 Training Expert 1	Day			
1.4 Training Expert 2	Day			
1.5 Assessors 1	Day			
1.6 Assessors 2	Day			
1.7 Assessors 3	Day			
1.8 Assessors 4	Day			
1.9 Assessors 5	Day			
1.10 Assessors 6	Day			
1.11 Assessors 7	Day			
1.12 Assessors 8	Day			
<b>Sub-Total</b>				
<b>2. Allowance &amp; Accommodation</b>				
2.1		...		
2.2		...		
...				
<b>Sub-Total</b>				
<b>3. Travel &amp; Transport Cost</b>				
3.1 Vehicle lease/rent		...		
3.2 Other local transport (short-term, peak)		...		
3.3 Air-tickets		...		
<b>Sub-Total</b>				
<b>4. Other costs</b>				
4.1		...		
4.2 ...		...		
<b>Sub-Total</b>				
...				
<b>Total</b>				
<b>Local Taxes</b>				
<b>Grand total</b>				

**Table 2: DETAILED COST BREAKDOWN PER TASK**

	<b>Task/Activity</b>	<b>Unit</b>	<b>Q'ty</b>	<b>Unit price</b>	<b>Total</b>
<b>1</b>	<b>Conduct a desk study</b>				



	Institutional Expert - Team leader	Day			
	Institutional Expert 2	Day			
	Training Expert 1	Day			
	Training Expert 2	Day			
	Assessors	Day			
	<b>Sub- Total 1</b>				
<b>2</b>	<b>Prepare tools and work schedule, plus training of assessors</b>				
	Institutional Expert - Team leader	Day			
	Institutional Expert 2	Day			
	Training Expert 1	Day			
	Training Expert 2	Day			
	Assessors	Day			
	....				
	<b>Sub-Total 2</b>				
<b>3</b>	<b>Compile a function profile</b>				
	Institutional Expert - Team leader	Day			
	Institutional Expert 2	Day			
	Training Expert 1	Day			
	Training Expert 2	Day			
	Assessors	Day			
	Per diem	Day			
	Accommodation	Night			
	Car rental for ...consultants to the site (to 18 sites, ... days/ site)	Trip			
	Airplane cost including taxi to airport (roundtrip x .... pax/ trip) .... consultants x...roundtrip	Ticket			
	<b>Sub-Total 3</b>				
<b>4</b>	<b>Describe the current structure and assess the adequacy</b>				
	Institutional Expert - Team leader	Day			
	Institutional Expert 2	Day			
	Training Expert 1	Day			
	Training Expert 2	Day			
	Assessors	Day			
	Per diem	Day			
	Accommodation	Night			
	Car rental for ...consultants (to 18 sites, ... days/ site)	Trip			

	Airplane cost including taxi to airport (roundtrip x ... pax/ trip) ... consultants x... roundtrip	Ticket			
<b>Sub-Total 4</b>					
<b>5</b>	<b>Competencies match job requirements, TNA</b>				
	Institutional Expert - Team leader	Day			
	Institutional Expert 2	Day			
	Training Expert 1	Day			
	Training Expert 2	Day			
	Assessors	Day			
	Per diem	Day			
	Accommodation	Night			
	Car rental for ...consultants (to 18 sites, ... days/ site)	Trip			
	Airplane cost including taxi to airport (roundtrip x ... pax/ trip) ... consultants x ... roundtrip	Ticket			
<b>Sub-Total 5</b>					
<b>6</b>	<b>Options to improve functionality and efficacy</b>				
	Institutional Expert - Team leader	Day			
	Institutional Expert 2	Day			
	Training Expert 1	Day			
	Training Expert 2	Day			
	Assessors	Day			
	Per diem	Day			
	Accommodation	Night			
	Car rental for ...consultants (to 18 sites, ... days/ site)	Trip			
	Airplane cost including taxi to airport (roundtrip x pax/ trip) .... Consultants x... roundtrip	Ticket			
<b>Sub-Total 6</b>					
<b>7</b>	<b>Compile a training program</b>				
	Institutional Expert - Team leader	Day			
	Institutional Expert 2	Day			
	Training Expert 1	Day			
	Training Expert 2	Day			
	Assessors	Day			
	Per diem	Day			

	Accommodation	Night			
	Car rental for ...consultants (to 18 sites, ... days/ site)	Trip			
	Airplane cost including taxi to airport (roundtrip x... pax/ trip) ... consultants x... roundtrip	Ticket			
<b>Sub-Total 7</b>					
<b>8</b>	<b>Conduct a half-day workshop for the five provinces</b>				
	Institutional Expert - Team leader	Day			
	Institutional Expert 2	Day			
	Training Expert 1	Day			
	Training Expert 2	Day			
	Assessors	Day			
	Per diem	Day			
	Accommodation	Night			
	Car rental for ...consultants (to 5 cities, ... days per province)	Trip			
	Airplane cost including taxi to the airport (roundtrip x ... pax/ trip) ... consultants x... roundtrip	Ticket			
<b>Sub-Total 8</b>					<b>-</b>
<b>9</b>	<b>Conduct a half-day workshop for the five provinces</b>				
	Institutional Expert - Team leader	Day			
	Institutional Expert 2	Day			
	Training Expert 1	Day			
	Training Expert 2	Day			
	Assessors	Day			
	Per diem	Day			
	Accommodation	Night			
	Car rental for ...consultants (to 5 cities,... days per province)	Trip			
	Airplane cost including taxi to the airport (roundtrip x ... pax/ trip) ... consultants x... roundtrip	Ticket			
<b>Sub-Total 9</b>					
<b>10</b>	<b>Completing mission report</b>				
	Institutional Expert - Team leader	Day			
	Institutional Expert 2	Day			
	Training Expert 1	Day			
	Training Expert 2	Day			
	Assessors	Day			

	Per diem	Day			
	Accommodation	Night			
	Car rental for...consultants (to 5 cities, ...day/city)	Trip			
	Airplane cost including taxi to airport (roundtrip x... pax/ trip) ...consultants x... roundtrip	Ticket			
<b>Sub-Total 10</b>					
<b>Total</b>					-
<b>Local taxes</b>					
<b>Grand total</b>					

**WWF's cost norm for reference:**

**Daily allowance:**

Daily allowance 1 day = 02meals. If any meal was provided, it will be deducted from the daily allowance at the rate of 50% for 1 meal.

Location	Daily allowance (VND)
Cities and province	600,000
District, commune	350,000

**Airport transfer fee:**

Actual payment or following the norm below:

No.	Airport	Location	Cost norm for one way (from or to airport) - VND
1	Noi Bai	Ha Noi	300,000
2	Vinh	Vinh City	95,000
3	Dong Hoi	Dong Hoi city, Quang Binh province	140,000
4	Phú Bài	Hue City, Thua Thien Hue province	230,000
5	Da Nang	Da Nang city	70,000
6	Chu Lai	Tam Ky, Quang Nam	405,000
7	Lien Khuong	Da Lat city	210,000
8	Tan Son Nhat	Ho Chi Minh city	130,000

**Accommodation:**

Location	Maximum rate/pax/night (VND)
Cities and province	1,350,000
District, commune	700,000
Support if staying at or relative's house friends' house	200,000