

TERMS OF REFERENCE

Consultancy to support the finalisation of “The Master plan on development and improvement of community-based health care worker network and health care facilities for older persons to 2030 with a vision to 2045” and the development of an action plan to implement the Master plan

Hiring office:	UNITED NATIONS POPULATION FUND in Vietnam
Purpose of consultancy:	<p>Background</p> <p>According to Decision No. 1476/QĐ-BYT, dated May 30th, 2024 by the Ministry of Health (MoH) on promulgating the plan for implementation of the Resolution No. 42-NQ/TW dated November 24th, 2023 by the Party Central Committee on “Improving Quality of Social Policies” and the Resolution No. 68/NQ-CP by the Government, the Viet Nam Population Authority (VNPA) was assigned to develop the <i>“Master plan on development and improvement of community-based health care worker network and health care facilities for older persons to 2030 with a vision to 2045”</i> (hereinafter referred to as the Master plan) to be submitted to the Prime Minister for approval in 2025. This Master plan is instrumental to strengthen the care system for older persons which is poorly developed at the moment.</p> <p>In 2024, in response to VNPA’s request, UNFPA, the United Nations Population Fund provided support in developing a assessment report on the current situation of the community-based health care worker network and health care facilities for older persons and the care needs of older persons in short, medium and long terms, and proposed solutions for development of the “Master-plan” and organizing a national consultation workshop to obtain stakeholder comments for finalising the assessment report and drafting the Master-plan.</p> <p>Due to (i) the recent governance structure reform, especially the move of Social Protection Administration (SPA) from MOLISA, to MOH with an aim to ensure better coordination in providing comprehensive (both health & social) care for OP, (ii) the scope of Master-plan involves actions to be taken by various line ministries and other actors ; the draft Master plan requires intensive consultation with relevant stakeholders in order to reach consensus on innovative solutions and a detailed implementation plan toward building an integrated care system for OP in response to the rapid population ageing context of Viet Nam. To ensure a high quality consultation process, strong ownership and engagement of government ministries, VNPA is seeking UNFPA’s continued technical support to study and lead a meaningful consultation process for (1) finalization of the Master plan and (2) development of an Action plan for the Master plan implementation after it is approved by the Government. This TORs is developed with an aim to recruit a team of 02 national independent consultants to support this policy development and roll out process.</p> <p>Purpose of the consultancy</p> <p>Provide technical support to (1) finalizing the Master-plan on “development and improvement of the community-based health care worker network and health care facilities for older persons to 2030 with a vision to 2045” and (2) developing an action plan for the Master plan implementation ensuring strong ownership and engagement of government ministries and other relevant actors in development and implementation of the Master-plan.</p>

Scope of work:

(Description of services, activities, or outputs)

Working under the overall guidance and stewardship of the UNFPA Representative and the Population & Development Team Leader, the direct supervision and coordination of the Program Analyst on Inclusive Growth & Social Protection, and the technical officer from VNPA/MOH, the selected consultants are requested to fulfil the purpose of this consultancy by completing - *but not limited to*, the following tasks and expected outputs:

I. Expected outputs:

- 1) Technical proposal for implementation of this assignment (Output 1);
- 2) UNFPA recommendations and stakeholder consultation results incorporated and highlighted in the final draft of the Master-plan (Output 2);
- 3) UNFPA recommendations and stakeholder consultation results incorporated and highlighted in the Draft justification letter/Dossier on development of the Master-plan (Output 3);
- 4) UNFPA recommendations and stakeholder consultation results incorporated and highlighted in the Draft decision on approval of the Master-plan (Output 4);
- 5) UNFPA recommendations and stakeholder consultation results with clear outcomes, outputs, timeframe, responsibilities among different stakeholders, monitoring mechanism and resource plan incorporated and highlighted in the Draft action-plan for the Master-plan implementation (Output 5).

II. Tasks associated with the expected outputs:

Task 1: Prepare a technical proposal for implementation of the assignment.

- **Review existing documents** and relevant reports, including but not limited to three final thematic reports, namely (i) Synthesis and analysis of *international models and lessons* (both success and failure) in the ASEAN region and other countries around the world and recommendations on developing a health care worker network and health care facilities; (ii) Assessment and analysis of current situation and proposing development of *comprehensive health care worker network* for OP to 2030 and vision to 2045; (iii) Review and analysis of the current situation and proposing development *health care facilities* for OP to 2030 and vision to 2045, the consolidated assessment report on ‘*current situation on community based health care worker network and health care facilities for older persons, needs foresight and proposed solutions for development of the Master plan*’ and the ‘*current draft Master plan*’;
- **Consult with relevant agencies** (especially VNPA, Social Protection Administration (SPA), MOH and UNFPA) about future directions, requirements on development of a comprehensive health care system for OP, especially when SPA has been merged into MOH.
- **Draft a technical proposal** for implementation of this consultancy. The technical proposal should include key findings from the desk review work, key outputs, timelines and provide further detail information (beyond this TORs) about the plan to conduct this assignment, and propose innovative solutions/ideas approach in finalising the Master-plan
- **Discuss with VNPA and UNFPA** to get agreement on the technical proposal before implementation. (Output 1).

Task 2: Undertake in-depth consultation with related stakeholders for further improvement of the Master plan

- **Undertake a thorough review** on the draft Master plan;
- **Conduct intensive consultation** with VNPA, SPA, the Drafting Team and UNFPA about the existing contents and identify areas for further improvement of the Master-plan especially with regards to policy measures, coordination mechanism in providing comprehensive (both health & social) care for OP, standards and M&E framework for developing an integrated network of

	<p>caregivers/workers and care facilities for OP, etc., are included in the final draft Master-plan;</p> <ul style="list-style-type: none">• Facilitate a technical consultation meeting with related stakeholders (to be organized by VNPA) to get their further inputs and comments on the Master Plan and work with VNPA to finalize the Master plan (<i>Output 2</i>). <p><u>Task 3: Provide technical support to drafting the Justification document, Decision on approval of the Master-plan, and Action-plan for implementing the Master- plan</u></p> <ul style="list-style-type: none">• Undertake a thorough review on all draft approval documents, including the Justification document (<i>Output 3</i>), the Decision on approval of the Master-plan (<i>Output 4</i>) and provide comments, suggestions to ensure fundamental contents/ elements in the draft Master-plan are clearly reflected in the draft decision on approval of the Master-plan.• Work closely with VNPA, the Drafting Team and UNFPA to draft the Action plan for implementation of the Master-plan which includes clear outputs, timeframe, responsibilities among different stakeholders, SMART¹ monitoring mechanism and resource plan. A SMART action plan is required to ensure goals are clear, focused, and achievable. It revolves around five key principles: Specific, Measurable, Achievable, Relevant, and Time-bound.• Conduct further consultation with VNPA, SPA and UNFPA to finalize the Justification document (<i>Output 3</i>), Decision on approval of the Master-plan (<i>Output 4</i>) and Action plan for implementing the Master-plan (<i>Output 5</i>). <p><u>Task 4: Facilitate wider consultation with all relevant stakeholders to obtain their comments and consensus on the final draft outputs (#2, 3, 4,5)</u></p> <ul style="list-style-type: none">• Participate in and facilitate discussion at 02 national consultation workshops (to be organized by VNPA and UNFPA in Ha Noi) to get comments and consensus on the final draft Master plan (<i>Output 2</i>) at workshop 1; and the final draft dossier (<i>Output 3</i>), the draft decision on approval of the Master plan (<i>Output 4</i>) and the action plan for implementing the Master plan (<i>Output 5</i>) at workshop 2.• Consolidate inputs and comments from all stakeholders for further consideration in finalisation of outputs (#2, 3, 4,5). <p><u>Task 5: Provide technical support to finalising all outputs (#2, 3, 4,5)</u></p> <ul style="list-style-type: none">• Discuss and agree with VNPA on how to finalise all outputs (#2, 3, 4,5) based on stakeholders comments and inputs under task 4.• Work with VNPA to finalise all outputs (#2, 3, 4 and 5) stakeholders ensuring stakeholders comments and inputs are addressed.														
<i>Duration and working schedule:</i>	<p>The total estimated working days for the consultancy will be 50 days as a maximum for two consultants, of which 30 days for the team leader consultant and 20 days for the team member during the period from tentatively 5 May to 15 November 2025:</p> <table><tr><th rowspan="2">Tasks</th><th rowspan="2">Outputs</th><th colspan="2">No of working days</th></tr><tr><th>Team Leader</th><th>Team Member</th></tr><tr><td><u>Task 1</u></td><td>1</td><td>1</td><td>0.5</td></tr><tr><td><u>Task 2</u></td><td>2</td><td>10</td><td>5</td></tr></table>	Tasks	Outputs	No of working days		Team Leader	Team Member	<u>Task 1</u>	1	1	0.5	<u>Task 2</u>	2	10	5
Tasks	Outputs			No of working days											
		Team Leader	Team Member												
<u>Task 1</u>	1	1	0.5												
<u>Task 2</u>	2	10	5												

¹ SMART monitoring is a systematic process of tracking progress using the SMART criteria: Specific, Measurable, Achievable, Relevant, and Time-bound. It ensures that goals are clearly defined, progress is quantifiable, targets are realistic, outcomes align with objectives, and timelines are met. This approach improves accountability, decision-making, and overall Master-plan effectiveness.

	<table><tr><td><u>Task 3</u></td><td>3,4,5</td><td>15</td><td>10</td></tr><tr><td><u>Task 4</u></td><td>2,3,4,5</td><td>4</td><td>4</td></tr><tr><td><u>Task 5</u></td><td>2,3,4,5</td><td>5</td><td>0.5</td></tr><tr><td>TOTAL</td><td></td><td>30</td><td>20</td></tr></table>	<u>Task 3</u>	3,4,5	15	10	<u>Task 4</u>	2,3,4,5	4	4	<u>Task 5</u>	2,3,4,5	5	0.5	TOTAL		30	20
<u>Task 3</u>	3,4,5	15	10														
<u>Task 4</u>	2,3,4,5	4	4														
<u>Task 5</u>	2,3,4,5	5	0.5														
TOTAL		30	20														
<i>Place where services are to be delivered:</i>	Home based and technical meetings/consultation workshops in Ha Noi.																
<i>Delivery dates and how work will be delivered (e.g. electronic, hard copy etc.):</i>	Name of outputs		Delivery dates	Delivery methods													
	Technical proposal		10/5/2025	Soft copy in Vietnamese													
	Final draft Master plan		30/6/2025	Soft copy in Vietnamese													
	Final draft justification letter		30/9/2025	Soft copy in Vietnamese													
	Final draft decision on approval of the Master plan		30/9/2025	Soft copy in Vietnamese													
	Final draft action plan for implementation of the Master plan		30/10/2025	Soft copy in Vietnamese													
<i>Monitoring and progress control, including reporting requirements, periodicity format and deadline:</i>	<ul style="list-style-type: none">• The selected consultants will work closely and report progress on the outputs covered in these TORs to UNFPA and VNPA to ensure the outputs delivered meet the requirements and deadlines of outputs of the TORs.• UNFPA is responsible for signing contracts with selected consultants, managing the progress and quality of consultants' activities; Review and pay according to request/approval of VNPA.• UNFPA and VNPA will manage and facilitate the progress and quality of the assignment and approve consultant deliverables to support UNFPA's approval and payment process.																
<i>Supervisory arrangements :</i>	<ul style="list-style-type: none">• UNFPA will monitor and evaluate the performance of consultants. The consultants will work closely with UNFPA and VNPA under the overall guidance of the P&D Team Leader and under overall coordination and management of Programme Analyst on Inclusive Growth and Social Protection.• UNFPA Program Associate will provide necessary support during the implementation of these ICCs with regard to logistics, contractual procedures and financial issues.																
<i>Expected travel:</i>	No travel to the field is required. The consultants are required to participate in and make presentations at technical meetings, consultation workshops/meetings (to be organized by UNFPA and VNPA) in Ha Noi.																
<i>Requirements for expertise, qualifications</i>	Consultant 1 (Team leader) <ul style="list-style-type: none">○ At least a master's degree in population, social work, sociology or related field.																

<p><i>and capacity, including language requirements:</i></p>	<ul style="list-style-type: none"> ○ At least 10 years of experience in policy advocacy, developing policies and programs on social protection/social assistance for older persons, children and women. ○ At least 10 years of research experience in the fields of population and development and/or comprehensive health care (both physical and mental health care); life skills; psychology of older persons; development of guidelines for aged care. ○ Desirable: Experience of working with the Ministry of Health; experience as editor-in-chief/chief editor/team leader in developing master-plans/scientific reports. ○ Be excellent at English proven by published articles/newspapers/reports in English. <p>Consultant 2 (Team member)</p> <ul style="list-style-type: none"> ○ At least a master's degree in social sciences, education management, population or related social fields. ○ At least 08 years of experience working in the field of research or developing/compiling action-plan, guidelines and research reports. ○ At least 08 years of experience working with Government agencies, especially Ministry of Health and civil society organizations such as youth unions, women's unions and organizations of older persons. ○ Desirable: Experience of working with the Ministry of Health; experience working with partners who are international cooperation agencies of the United Nations/UNFPA. ○ Be good at English proven by published articles/newspapers/reports in English. <p>Notes: It is estimated that the team leader (TL) will be paid at VNM4 (maximum at 210 USD/day); TM1 will be paid at VNM3 (maximum at 192 USD/day) within the rates in the UN-EU cost norms).</p>
<p>Inputs/services to be provided by UNFPA or implementing partner (e.g support services, office space, equipment), if applicable:</p>	<p><u>UNFPA will:</u></p> <ul style="list-style-type: none"> ● Develop ICCs for signing with the selected national consultants. Honorariums will be applied using the UN-EU cost norms as stated under “Notes” above, considering the qualification of the selected consultant as well as the requirement of this technical service. ● Provide necessary background documents relating to this TORs. ● Monitor the progress and quality of the consultancy assignment. ● Provide comments on documents required to be submitted for inputs by the selected consultants under this consultancy contract. ● Facilitate and/or participate in technical meetings/consultation events with relevant partners/ individuals when needed. <p><u>VNPA will:</u></p> <ul style="list-style-type: none"> ● Cooperate with UNFPA in facilitating the progress and quality management of the assignment and endorsing the consultants’ outputs to facilitate UNFPA’s approval and payment process. ● Coordinate the selected consultants with the Master-Plan Drafting Team in order to get their inputs and comments on the outputs.

	<ul style="list-style-type: none"> ● Provide necessary background documents relating to this TORs, especially the current Master-plan, documents on legal framework and data on OP, health care for OP and population ageing in Viet Nam, including all related documents/reports to this assignment. ● Provide comments on documents required to be submitted for inputs by the selected consultant team under this TORs. ● Support to collect administrative reports and data, organize technical meetings, consultation workshops when requested. ● Organize and participate in technical consultations/meetings with relevant partners/ individuals when needed.
<p>Other relevant information or special conditions, if any:</p>	<ul style="list-style-type: none"> ● The selected consultants will be responsible for and comply with all requests of confidential data utilization. ● Interested consultants are requested to register into the UNFPA global consultant roster: http://www.unfpa.org/unfpa-consultant-roster; send the completed and signed P11 form and the updated CV and all related education degrees/certificates. ● Before signing the ICC, the consultant shall complete the following on-line training courses and submit the certificates to UNFPA: <ul style="list-style-type: none"> 1. BSAFE, Link: https://training.dss.un.org/course/category/6 2. Fraud and Corruption Awareness and Prevention Link: https://extranet.unfpa.org/Apps/Antifraud/English/story_html5.html 3. PSEA (Prevention of Sexual Exploitation and Abuse) Link: https://extranet.unfpa.org/Apps/PSEA2017/story_html5.html?lms=1 ● An individual consultant contract (ICC) will be signed with each selected consultant and will cover all the costs related to the implementation of the ICC. ● Payment of the consultancy is based on an all-inclusive daily rate (all applicable tax, insurance and other subsidies like consultation and interview costs, if any), payable in Viet Nam Dong (calculated using the UN exchange rate at the time of contract signature). ● The consultancy payment will be made at two instalments upon the satisfactory submission of the outputs that are certified for the quality by VNPA and UNFPA. <ul style="list-style-type: none"> o The first instalment of 30% of the estimated maximum consultancy fee will be paid upon the successful submission and acceptance of both UNFPA and VNPA of outputs: 1 and 2 as stated in Section “Deliverables”, no later than June 30, 2025. o The final instalment of the remaining maximum consultancy fee will be disbursed once the consultants complete and submit all remaining outputs, which are then accepted by both UNFPA and VNPA, no later than November 30, 2025. ● A performance assessment of each consultant by UNFPA Programme Analyst on Inclusive Growth and Social Protection, P&D Team will be required at the end of the contract, as the basis for the payment. ● In case the consultants are unable to complete the identified tasks due to unexpected reasons informed to both the consultants and UNFPA Programme Analyst on Inclusive Growth and Social Protection, P&D Team, the selected consultants will

	<p>be paid for the actual working days on the basis of their claim of actual number of working days, the submission of the consultant's certification for payment (UNFPA form), together with the consultancy outputs and other supporting documents on any consultancy milestone outputs achieved that are certified for the quality by UNFPA Programme Analyst on Inclusive Growth and Social Protection, P&D Team.</p> <ul style="list-style-type: none"> ● COA: VNM10AGE-MAPLANUDSA- FPA90-64000-PU0074-71305
Notice	<p>There are no application, processing or other fees at any stage of the application process. UNFPA does not request or screen for information related to HIV or AIDS and does not discriminate based on HIV/AIDS status.</p>