



Roadmap for the Commission for Management of State Capital toward Net-Zero Emission in Energy State-Owned Enterprises

Terms of Reference | 01.04.2022

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1 BACKGROUND

I. Southeast Asian Energy Transition Partnership

1. The Southeast Asia Energy Transition Partnership (ETP) brings together governments and philanthropies to work with partner countries in the region. We support the transition towards modern energy systems that can simultaneously ensure economic growth, energy security, and environmental sustainability. Enabling the transition toward greener energy systems will greatly contribute to the achievement of the UN's Sustainable Development Goals (SDGs) and the Paris Climate Agreement objectives.
2. ETP is initially focusing on Indonesia, the Philippines and Vietnam, which are the countries in the region with the highest energy demand, a substantial pipeline for fossil fuel-based projects, and a significant and cost-effective potential for renewable energy and energy efficiency. ETP provides High Level Technical Advisory Support, Holistic Support to Governments on financing and technical needs, capacity and skill development and facilitation of dialogues in all related areas.
3. A Secretariat, incorporated into UNOPS will support the Steering Committee (SC) and facilitate the implementation of SC's decisions. The Secretariat will operate as per defined Terms of Reference approved by the SC. The Secretariat will undertake day-to-day management and operation of the ETP Fund: (1) it launches Calls for Proposal and carries out proposals assessments; (2) it provides assistance and support to implementing partners; (3) facilitates the design, development and implementation of an overall M&E strategy; (4) monitors progress made by each project during the implementation phase.
4. ETP Secretariat hosted at UNOPS Thailand Hub Offices will support the SC and facilitate the implementation of SC's decisions. The Secretariat will operate as per defined Terms of Reference approved by the SC. ETP Secretariat will undertake day-to-day management and operation of the ETP Fund: (1) it launches Calls for Proposal and carries out proposals assessments; (2) it provides assistance and support to projects; (3) facilitates the design, development and implementation of an overall M&E strategy; (4) monitors progress made by each project during the implementation phase.
5. ETP Secretariat will work in close cooperation with the SC, the Advisory Panel and UNOPS Services. The members of the secretariat will be selected following the UNOPS rules and regulations. Within the framework of the delegated authority, the incumbent is assigned all or part of the following duties which are performed according to organisational needs and structure.

II. Project background

6. The energy sector plays a significant role in the continued development of Viet Nam, and access to affordable and reliable energy will be critical for sustained economic growth.
7. Energy demand in Viet Nam is expected to continue to grow significantly, driven by robust economic growth, industrialization, urbanisation, and population growth. Viet Nam's economic growth in 2021 was 2.58% due to negative impacts of Covid-19. It is expected that the country's GDP will rebound to 6.7% in 2022 and to 7% in 2023¹. The growth momentum is expected to continue, thanks to ongoing reforms to improve the business environment and Viet Nam's participation in multiple free trade agreements involving almost all advanced economies. Therefore, in the coming years the energy demand is forecast to keep increasing by 9.1% per annum during 2021-2025 and 7.958.0% in 2026-2030 under the Business as Usual Scenario (BAU).² This pressure for rapid capacity build-up has triggered significant changes in market structure. The Government of Viet Nam has several key policies for sustainable energy development with four main pillars: energy efficiency, renewable energy, energy market and climate change.
8. The Party Politburo's Resolution No 55-NQ/TW dated 11 February 2020 on Orientations of the Viet Nam's National Energy Development Strategy to 2030 and outlook to 2045 provides for the prioritisation of fast and sustainable energy development, while aiming to foster favourable conditions for all economic sectors, particularly the private sector, to participate in energy development. The Resolution further aims to eliminate subsidies, monopolies, opaqueness and unfair competition in the energy sector. More specifically, Resolution No. 55 sets out the following key targets and policies:
 - a. Build a synchronous, competitive and transparent energy market with diverse forms of ownership and business models;
 - b. Emphasise the integrated and reasonable development of diversified types of energy sources;
 - c. Prioritise the thorough and efficient exploitation and use of renewable, new and clean energy sources;
 - d. Use domestic fossil energy sources reasonably;
 - e. Concentrate on the objective of stabilising and regulating national energy reserves;
 - f. Prioritise development of gas-to-power;
 - g. Build a roadmap for the reasonable reduction of the power share of coal-fired power projects;
 - h. Actively import fuels for power plants;

¹ Standard Chartered Bank's forecast on January 13, 2022

² Draft Master Plan VIII, Sep.Mar. 2021.

- i. Promote optimal distribution/allocation of national energy systems, in all fields, on the basis of the comparative advantages of each region or locality;
 - j. Concentrate on research and application of Industry 4.0 achievements in the energy sector and its sub sector development; and
 - k. Accelerate digital transformation in the energy sector.
9. To follow this orientation, it requires “Reforming mechanisms and policies, development of a synchronous, interlinked, modern and efficient energy market, with the socialist orientation” including “Finalising market mechanisms, policies and instruments to boost energy efficiency.”
10. According to the Electricity Law (No. 28/2004/QH11 and the Amending Law Law No. 24/2012/QH13), the electricity development plannings serve as a basis for power development in Viet Nam that “must be elaborated and approved for use as basis for activities of investment in electricity development and be adjusted to suit the socio-economic conditions in each period”.
11. The development of Vietnam’s Power system from 2010 to 2018 was primarily based on coal power expansion with 16.2 GW added in the period. However, in the last 3 years, the development trends show a drastic transition toward clean energy resource with RE booming phase started in 2018 with solar energy. The share of solar in the capacity mix growth from negligible level to an astonishing of 25% by the end of 2020. The total installed capacity of solar increases from 84 MW in 2018 to 4439 MW in 2019. After the FIT2 deadline in the end of December 2020, this capacity achieved 8.6 GW of solar farm and 7.9 GW of rooftop solar. The wind to power sector has been observed the similar momentum, with about 4 GW of wind power projects in the pipeline commissioned by the end of October 2021 (deadline of FIT 2 for wind), raising the VRE capacity share to 28.3%.
12. The total installed capacity of the Vietnam power system reached 77.98 GW at the end of 2021, of which major energy sources for power generation are coal (24.7 GW ~ 31.7%), hydropower (22.1 GW ~ 30%), solar (16.6 GW ~ 21.3%, including RTS), gas (7.4 GW ~ 9.5%), and wind (4.6 GW ~ 6%). The peak load capacity of the overall system (Pmax) in 2021 reached 42.5 GW (on 21/06/2021), increased 10% compared to 2020. The Pmax followed a similar growth rate as the commercial power demand for 2010 – 2020, at rate of 10.8%/year. Implementing the spirit of Resolution 55, Vietnam’s electricity system will develop in the direction of promoting the development of renewable energy projects and gradually reducing the development of coal-fired plants nationwide.
13. In addition, to implement the Paris Agreement under the United Nations Convention on Climate Change (UNFCCC) in Viet Nam, the first Nationally Determined Contribution (NDC) of Viet Nam was submitted in September 2015. In 2020, the Government of Viet Nam updated its first NDC. In the updated version, the unconditional Greenhouse Gas (GHG) emission reduction targets by 2030 compared to its business as usual (BAU) scenario increased to 9% (previously 8%) and further 27% (previously 25%) with international support. The commitments, in equivalence, require efforts to unconditionally reduce 83.9 million tCO₂eq and 250.8 million tCO₂eq with international support.

Table 1. GHG Inventory in 2014 and BAU scenario to 2030 (in Millions tCO₂eq)

Year	Energy	Agriculture	Waste	LULUCF	IP	Total	Share of energy sector
2014	171.6	89.8	-37.5	21.5	38.6	284.0	60.4%
2020	347.5	104.5	-35.4	31.3	80.5	528.4	65.8%
2025	500.7	109.2	-37.9	38.1	116.1	726.2	68.9%
2030	678.4	112.1	-49.2	46.3	140.3	927.9	73.1%

Source: Viet Nam's Updated First NDC, 2020.

14. In the updated NDC, the government estimates the total of GHG emissions are 528.4 million tons of CO₂ in 2020 and 726.2 million tons in 2030. Energy is considered as the biggest contributor to GHG emissions in Viet Nam, accounting for about 65.8% of the total national GHG emissions in 2020 and 73.1% by 2030. Therefore, out of the 75 mitigation options for Viet Nam to achieve the Updated First NDC's targets, 33 options are in the energy sector, 10 of which are related to the use of renewable energy in the national context. Thus, the development and deployment of renewable energy in Viet Nam is crucially important for Viet Nam to meet its NDC's targets.
15. In November 2021, at COP26, Prime Minister Pham Minh Chinh announced strong commitments to tackle climate change. He emphasised that with Viet Nam's own resources, along with the co-operation and support from the international community, especially developed countries, both in terms of finance and technology transfer, including implementing mechanisms under the Paris Agreement, Vietnam will develop and implement strong emissions reduction measures to achieve net-zero emissions by 2050. Vietnam also agreed to support a number of important statements and initiatives on protecting forests, shifting to clean energy, supporting adaptation for local communities, and methane reduction. The commitment of net-zero emissions and joining the methane commitment sent a strong signal to the international community, opening the door for global finance for low-emission development, which is also an opportunity for Vietnam's development.
16. In light of its commitment to a low carbon economy, the current energy sector governance and policy framework as well as the financial costs and investment needs in the energy sector, ETP brings significant technical and financial resources and coordination capacity to improve the readiness of the Viet Nam to pursue its goals and support a rapid transition to a more environmentally sustainable energy system.
17. ETP will act as an innovative platform that will design and coordinate interventions aimed at:
 - a. Strengthening the alignment of policy environment with climate commitments;
 - b. Increasing public and private investments flow in EE/RE;
 - c. Increasing amount of RE integrated in smart grids; and
 - d. Strengthening human capital, knowledge and public awareness.

18. ETP completed a review and gap analysis of existing coal abatement scenarios for Vietnam which assesses the potential emission reduction in the power sector in Vietnam. The study was conducted under the Rapid Response Facility of COP26 and broadly presented to the representatives of MOIT, development partners and relevant stakeholders in the 4th high-level meeting of Vietnam Energy Partnership Group. ETP is planning to take the study further to the net-zero emission scenario for the energy sector in Vietnam, which is expected to identify overall and specific packages of solutions for the Government of Vietnam to achieve its COP26 commitment by 2050. The identified coal abatement scenarios and results of the further study will be utilised for the ETP-CMSC collaboration so that concrete technical assistance and capacity building activities are designed and implemented to realise the net-zero emission targets at the state-owned energy enterprises.

2 PROJECT DETAILS

III. Rationale

19. The Commission for State Capital Management (CMSC) plays an important role in managing the Vietnam government's capital in back-bone state-owned enterprises (SOEs). With relation to the energy sector, the three SOEs of Electricity Corporation of Vietnam (EVN), Petroleum Corporation of Vietnam (PVN) and Vietnam Coal and Mining Corporation (VINACONMIN) are dominant players who produce approximately 60% of the electricity of the country. Among them, EVN is not only running its own power plants but also exclusively controls the distribution and transmission systems.
20. The three energy SOEs are managed directly by the CMSC's Department of Energy. Accordingly, the Department supervises the SOEs' operations and investments as the representatives of the state shareholders, develops and recommends policies and legal mechanisms for the SOEs governance and investments to the government of Vietnam and designs long-term and short-term investment and development plans of the SOEs in line with the government's long and medium term socio-economic development objectives.
21. Given that Viet Nam made its commitments to net-zero emission and the Government of Viet Nam is not able to provide guarantee for loans taken by these energy SOEs, the SOEs are now at the critical stage to make bold changes to turn themselves into effective and efficient enterprises which have resources for sustainable investments in coal phase-down activities and renewable energy integration while simultaneously maintaining their roles as the back-bone of the energy sector. ETP with its deep-dive study on coal abatement scenarios for the country and planned study on net-zero emission for the energy sector will offer valuable support to the CMSC and the energy SOEs to identify an appropriate and sustainable development roadmap toward net-zero targets.
22. ETP's support to CMSC will enhance the Commission's capacity to effectively manage the SOEs during the energy transition period and accelerate the coal phase-down process at the energy SOEs. It is expected that ETP will support CMSC to develop and propose well-established

policies to the government in order to realise the coal phase-down roadmap for the energy SOEs, improving the SOEs management practice and performance while being mindful of jobs and benefits for coal-industry employees, channelling fund for investment in renewable energy and restructuring the energy SOEs toward sustainable and profitable development.

23. CMSC has outlined challenges and barriers for Vietnam’s energy transition, for which it requests ETP TA support, including:

- a. Low electricity tariff while Feed-in-Tariff (FIT) is high, which causes burden to the EVN.
- b. Low energy storage capacity.
- c. Barriers related to legal and technical requirements that make a regional grid network (GMS) difficult.
- d. Lack of funding for investments in grid network infrastructure and renewable energy.
- e. The existing corporate structure and the mix of business and social responsibility functions are reducing the competitiveness of the SOEs, which prevents them from making investment in renewable energy.
- f. Pressure from the public and local authorities to develop greener power plants.
- g. Employees’ worry about their future, particularly those working for coal mines and coal-fired power plants.

IV. Objectives

24. The cooperation between ETP and CMSC is in line with the commitment of the Government of Vietnam to renewable energy development and green-house gas reduction and net-zero target by 2050. ETP’s support will facilitate the CMSC’s management of state-owned energy enterprises toward coal phasing-down, better governance, profitable and sustainable business while facilitating a transparent and sustainable development of energy market and renewable energy.

V. Expected outputs and outcomes

Table 1. Expected Outputs and Outcomes

#	Outputs/project	Outcomes ³
1	A consolidation and analysis through the review of current documentation and stakeholder engagement, to describe the technical and financial conditions of the	The roadmap supports the CMSC and the SOEs to take firm actions toward energy

³ The expected outcomes are in line with the ETP’s Result-Based Management Framework and its short-term outcomes 1.1, 1.2 and 4.1

	existing and planned coal-fired power plants (CFPPs) under the SOEs' management, taking into consideration any existing roadmaps and plans for the retirement strategy of CFPPs under CMSC management.	transition and contribute to the country's commitment to Energy Transition agenda and to contribute to the achievement of Paris Agreement
2	Building on Output #1, develop a roadmap for coal-phasing down and net-zero emission at SOEs' power plants based on solid, technologically and financially viable alternative scenarios providing recommendations to the CMSC and the Government of Vietnam. Technical and financial solutions to fill in the gap left by phased-out CFPPs are included and an analysis of the impediments to achieving phase-down.	The technical assistance will support the CMSC and the SOEs to propose policy improvements to relevant authorities to create an Investment climate that is conducive to investment and financial flows into RE/EE.
3	A list of recommended technical assistance and capacity building for CMSC and the SOEs to realise the coal phasing-down and net-zero emission roadmap development.	
4	A workshop to disseminate the report and roadmap for coal phasing-down at CFPPs of the three energy SOEs.	Stakeholders (relevant Government entities, Public sector companies, Financial institutions, Private entities, Academia, and Consumers) involved in the RE/EE value chain, are knowledgeable and better informed to advance the energy transition agenda.

VI. Scope

25. The ETP's technical assistance to CMSC will be limited to supporting the three energy SOEs of EVN, PVN and VINACONMIN to improve their performance, to accelerate energy transition and to find appropriate resources for investments given the fact that Vietnam committed to net-zero by 2050 and coal abatement is inevitable in the long-term. The support to CMSC and the three energy SOEs will, in turn, benefit the energy sector development of Vietnam as they make up over 60% of the total electricity generation capacity and EVN exclusively manage the transmission and distribution.
26. The Project, to be delivered within a 6 month timeframe, will take advantage of the Synthesis Report of the Coal Abatement Scenarios and focus the study on the coal abatement scenarios for coal-fired power plants under the energy SOEs' management. The consultant team will

evaluate the existing conditions of the coal-fired power plants, develop a roadmap and its technical and financial implications for the SOEs and the CMSC toward net-zero emission by 2050 and identify the needs for specific technical assistance and capacity building for CMSC and SOEs to realise the roadmap and net-zero targets. The identified technical assistance and capacity building will serve as a basis for ETP's further support to CMSC and the three SOEs to realise the net-zero emission roadmap.

VII. Existing Support and Programs

27. CMSC is a new government agency established in late 2018 by the Government of Vietnam to manage the state capital at 19 state-owned enterprises of different economic sectors. The Energy Department of the CMSC is managing the three energy SOEs of EVN, PVN and Vinaconmin. Therefore, there have been only very few discussions and cooperation between CMSC and international partners.
28. On November 24, 2021, the Commission for Management of State Capital at Enterprises (the CMSC) signed a Memorandum of Understanding (MOU) with Japan Bank for International Cooperation (JBIC) for the purpose of promoting cooperation for the realisation of JBIC's financial support to proposed investment projects by Electricity of Vietnam (EVN) and Vietnam Oil and Gas Group (PVN) in the power and oil and gas sectors in Viet Nam. The MOU aims to further enhance and consolidate the cooperation between the CMSC and JBIC on: (1) establishing a framework for dialogue and information exchange in the power sector and oil and gas sector; (2) the possibility of JBIC providing financial support to EVN and PVN for promotion of investment projects of in the power sector and oil and gas sector in Viet Nam. At the same time, this MOU will support the expansion of business opportunities by Japanese companies in these sectors as well as the promotion of energy transitions in Vietnam.

VIII. Description of Specific Activities

29. The project is planned for two phases. Phase 1 of the project is planned to be implemented in six months.
30. At the end of Phase 1, a roadmap for phasing-down existing and planned CFPPs will be developed and a list of further technical assistance and capacity building activities to realise the roadmap will be recommended, which will serve as a basis for ETP and CMSC to discuss and design the next phases. This tender is to select the consultancy services to complete Phase 1. Determination and process to select a consultant to do the Phase 2 will be determined in due course.
31. The expected deliverables of Phase 1 include:
 - a. Deliverable 1: A report which describes technical and financial conditions of the existing and planned coal-fired power plants (CFPPs) under the SOEs' management, (for example: technology, output and generation time, emissions, industrial safety, labor and employment, financial potential, management mechanism and the power plant's role in the power system)

- b. Deliverable 2: A report on coal abatement scenarios and coal phasing-down roadmap with technical and financial implications for CFPPs under the SOEs' management. Technical and financial solutions to fill in the gap left by phased-out CFPPs are included.
- c. Deliverable 3: A list of recommended ETP's further technical assistance and capacity building for CMSC and SOEs to realise the identified coal abatement scenarios and coal phasing-down roadmap.

IX. Beneficiaries & Impact

- 32. **CMSC:** A direct beneficiary of the ETP's support. CMSC will have a better understanding and vision of the energy SOEs development given the fact that coal abatement and net-zero are inevitable. ETP's studies and recommendations for improvements of the energy SOEs' performance will form the basis for CMSC's proposal to the central government.
- 33. **EVN, PVN and VINACONMIN:** ETP's recommendations for changes will pave the way for the three SOEs to perform better and access to appropriate financing sources for their investment needs.
 - a. For the EVN: a separation of state management and profit-making-business functions will release their potential and help them access financing sources without the Government's guarantee.
 - b. For the PVN: given their existing capacity with offshore works, if the government accepts their proposal to make investment in offshore wind farms, their potential will be released.
 - c. For the VINACONMIN: a viable coal phasing-down roadmap and transition to renewable energy will help them improve their cash-flow, invest more in renewable energy while maintaining jobs for their current employees.
- 34. **The Government of Vietnam:** ETP's support will improve the performance of CMSC in the context of the Government's commitment to the Net Zero Emissions' target by 2050. It will enable the SOEs benefit from a structured approach to reducing GHG emissions from its energy assets and thus foster national interests, energy security and sustainable national development.

3 IMPLEMENTATION & TIMELINE

X. Implementation Modality & Arrangements

- 35. The TA will require the services of an experienced consultant with deep international experience and knowledge of energy sector SOE financial and governance, change management, asset management and disengagement processes, combined with a strong

background in Vietnam's energy sector development, opportunities and challenges to accelerate energy transition. The consultant is expected to be able to expose CMSC and its energy sector SOEs to international experience in divestment from GHG emitting energy production assets and point to experience for expanding international and national finance for the energy sector to reduce physical infrastructure and energy production impediments and enable acceleration toward energy transition.

Table 2. Expected timeline for Phase 1 activities

Phase 1 activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Mobilisation and Inception Report						
Report which describes technical and financial conditions of the existing and planned CFPPs under the SOEs' management, based on official and legal sources						
Draft Report: Coal abatement scenarios and coal phasing-down roadmap with technical and financial implications for CFPPs under the SOEs' management. Technical and financial solutions to fill in the gap left by phased-out CFPPs are included.						
Report review and comments						
Final report with recommended ETP's further TA and capacity building						
Report dissemination and final workshop						

XI. Assumptions

36. The proposal will be delivered by an implementing entity that has current or past experience with modelling and forecasting, and carrying out financial implication scenarios for the retirement of coal fired power generation plants or similar power assets at the SOEs' management, or relevant similar engagement.
37. The proposal will include resources for suitable powerpoint presentation, graphical and infographic skills to present the resultant information in a way that is easily accessible to all levels of understanding and eye-catching.

38. The implementing organisation will incorporate global best practises and latest technological inputs and concepts based on a highly developed, detailed and analytical assessment of the current data.
39. The Project assumes cost-free, easy and unobstructed access to existing roadmaps and data sets from CMSC and the energy SOEs under CMSC's management, availability of the pertinent staff for discussion on the data and analysis to the Project purposes, and where possible, availability of the Government and its agencies involved in energy sector scenario planning. Where this is not possible, the analysis aims to identify the underlying assumptions based on the publicly available results. The Project will make use of ETP's convening capacity and partnerships with its aligned programs and engage with the stakeholders economy-wide, particularly in the local context and based on the specific factors.
40. ETP Secretariat will help coordinate engagement with the Government parties and country authorities on the implementation of and process of this study.
41. The Project will capitalise on the latest information of the recent technological and energy related developments available globally and developments in fossil fuels abatement policy, as well as reflect their impact on prices and tariffs, among others efficiency improvements. The Project works in the context of Vietnam but will draw on global trends and examples
42. The Project will work under the overall guidance of ETP Steering Committee, its Secretariat and Advisory Committee. The implementing entity will prepare the reports with the relevant materials in publishable quality, through ETP Secretariat, Interim Report, and Final Reports. All reports will be reviewed and accepted by the ETP Secretariat upon the incorporation of its comments with the objective to improve the comprehensiveness and quality of the final Review. The Implementing organisation will develop effective methods for collecting comments and suggestions in a speedy fashion and incorporate these into the proposal, as deemed quality improving.
43. The Project will ensure that it accounts for environmental and social impacts in the context of the terms of reference and identifies environmental and social costs and benefits within the Project. Furthermore, the Project shall provide a response that demonstrates its commitment to support gender equality and women's empowerment through its operations.

XII. Communication and Dissemination Plan

44. During the project implementation, CMSC will take the lead in coordinating with Vietnamese government agencies and organisations relevant to the energy sector. The project findings and reports will be communicated and disseminated through the workshops, seminars and training with participants of the high-level government agencies, the energy SOEs and local news agencies. The report will also be publicly available on ETP and CMSC's websites.
45. The deliverables of the project will be published in CMSC and ETP's websites and other communication channels. The project will interact with the Government's coordination mechanisms as well as the Vietnam Energy Partners Group (VEPG) to ensure coordination and

transparency. The expected deliverables of Phase 2 will be identified in the final report of Phase 1.

Table 4 . Deliverables of Phase 1

Task	Review	Distribution	Timelines
Inception Report	ETP Steering Committee, CMSC	CMSC, EVN, PVN, VINACONMIN	4 weeks after contract start date
Technical and financial report of the CFPPs	ETP Steering Committee, CMSC	CMSC, EVN, PVN, VINACONMIN	8 weeks after contract start date
Draft final report	ETP Steering Committee, CMSC	CMSC, EVN, PVN, VINACONMIN	16 weeks after contract start date
Final report	ETP Steering Committee, CMSC Peer Review: Reviewers selected by ETP	CMSC, MOF, MOIT, CEC, SBV, major donors in the energy sector, EVN, PVN, VINACONMIN.	24 weeks after contract start date
Final workshop	ETP Steering Committee, CMSC	CMSC, MOF, MOIT, CEC, SBV, major donors in the energy sector, EVN, PVN, VINACONMIN.	24 weeks after contract start date

XIII. Sustainability & Gender Diversity

46. The Project will adopt sustainability measures and mechanisms to extend the Project's objectives beyond the present administration. These will require stakeholder support, budget allocation from the involved agencies, and adoption of policies to institutionalise the design of the reserve market. The involvement of CMSC officials from the start of the Project is essential to carry over the Project into the next administration. In addition, information and communication of the Project to constituents and beneficiaries shall also secure the commitment of the stakeholders.
47. The Project is committed to the promotion, enhancement and development of gender sensitivity of its implementation activities. For cause-oriented groups, the Project shall be inclusive of the invited stakeholders during the consultation, more particularly women's groups. The Project shall also ensure gender balance among the officials designated into the inter-departmental committee. Emphasis shall be given to policy measures that shall not discriminate or marginalised any personalities and groups based on gender.

Qualification and Experience of the Service Provider

The consultant's project team should demonstrate the capacity to execute the works and should include all essential roles filled with personnel with relevant experience. CV's of the personnel proposed should be used to verify this information. The lead individual should have the following qualifications :

- Education
Master's Degree in Energy, Engineering, Economics, Climate Change, Social Sciences, Political Sciences, Development or related field is required. Additional two years of similar experience with a Bachelor Degree is considered equivalent.
- Work Experience
 - 1) A minimum of 10 years of experience in similar role is required
 - 2) Professional experience in energy system modelling and forecasting Southeast Asia is preferred
 - 3) Previous successful involvement with, and good knowledge of, donor, government, private sector and civil society is desired
 - 4) Knowledge of the energy sector modelling and forecasting, energy transition, political, economic and social situation in Vietnam is desired
 - 5) Computer literacy in Microsoft packages (MS Word, MS Excel, MS Access, MS Power Point) is required

Bidders should propose a team that has the required skills, knowledge, and experience to provide the service within the timeframe outlined in this Terms of Reference. While ETP does not prescribe the composition of the team, the below list might be used as a reference on the expertise that the proposed team needs to have:

- 1) Renewable Energy / Energy System and Management / relevant similar fields
- 2) Economics

3) Social sciences / political sciences

Considering the importance of close coordination with stakeholders in Vietnam, it is expected that the team proposed consists of consultant(s) who understands the local context in Vietnam.

The bidder should also assign a Contract Manager who would liaise on the non-technical part of the contract implementation, including coordination, liaising with key counterparts, liaising with UNOPS on submission of invoice and payment-related documents.

5 Evaluation Criteria

5.1 Eligibility and Formal Criteria

The criteria contained in the table below will be evaluated on Pass/Fail basis and checked during Preliminary Examination of the proposals.

Criteria	Documents to establish compliance with the criteria
1. Offeror is eligible as defined in Instructions to Offerors, Article 4. In case of JV, all JV members should fulfill this requirement	<ul style="list-style-type: none"> • Form A: Joint Venture Partner Information Form, all documents as required in the Form, in the event that the Proposal is submitted by a Joint Venture. • Form B: Proposal Submission Form
2. Completeness of the Proposal. All required Questionnaires (if any), and Returnable Bidding Forms and other documentation requested under the Document Checklist section have been provided and are complete	<ul style="list-style-type: none"> • All documentation as requested under Instructions to Offerors Article 10, Documents Comprising the Proposals
3. Offeror accepts UNOPS General Conditions of	<ul style="list-style-type: none"> • Form B: Proposal Submission Form

Contract as specified in Section IV: Contract Forms	
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5.2 Qualification Criteria

The criteria contained in table below will be evaluated on Pass/Fail basis and checked during Qualification Evaluation of the proposals.

Criteria	Documents to establish compliance with the criteria
1. The company should have a minimum of 5 years of continuous experience in delivering similar projects in the past with a track-record of success. In case of JV, the experience will be calculated as an accumulation of the experience of each of the JV members.	<ul style="list-style-type: none"> • Certification of incorporation of the Offeror • Form F: Performance Statement Form
2. Offeror must provide a minimum of two (2) customer references from which similar services have been successfully provided, within any of the last 5 years	<ul style="list-style-type: none"> • Form F: Performance Statement Form

5.3 Technical Criteria

Technical evaluation will be carried out to bids that pass the eligibility, formal and the qualification criteria, with requirements as follows:

The maximum number of points that a bidder may obtain for the Technical proposal is 80. To be technically compliant, Bidders must obtain a minimum of 56 points

Minimum pass score: 70% of maximum 80 points = 56 points

Technical proposal points allocation

Section number/description		Points Obtainable
1.	Offeror's qualification, capacity and expertise	25
2.	Proposed Methodology, Approach and Implementation Plan	30
3.	Key Personnel proposed and Sustainability Criteria	25
Total Technical Proposal Points		80

Section 1

Section 1: Offeror's qualification, capacity and expertise		Points	Sub-points
1.1	Brief description of the organization, including the year and country of incorporation, and types of activities undertaken, including relevance of specialised knowledge and experience on similar engagements done in the past. Bidders partnering up with a Vietnamese entity to provide for the strategic consultation, translations; as well as the communications expertise is considered a valuable asset. (Max 4 pages written text plus 1 Matrix)	20	
	1. Experience in projects of comparable size, type, complexity and technical specialty		10
	2. Experience in providing similar services in the region, especially Vietnam		5
	3. Understanding of local context, and partnering up with a		5

	Vietnamese entity to provide for the strategic consultation, translations; as well as the communications expertise		
	General organizational capability which is likely to affect implementation: management structure, and project management controls. (Max 4 pages written text)	5	
	1. Management structure, management controls, and extent to which any part would be subcontracted		3
1.2	2. Financial Capacity/financial stability: Bidder should have minimum annual turnover of 150,000 USD in any of the past 2 years Liquidity / quick ratio should be minimum 1, in any of the past 2 years In case of a joint venture, annual turnover is calculated based on the total annual turnover of the JV members. In case of a joint-venture, at least one of the JV members should have 1 liquidity/quick ratio in any of the past 2 years.		2
Total points for section		25	

Section 2

Section 2: Proposed Methodology, Approach and Implementation Plan		Points	Sub-points
2.1	Description of the Offeror's approach and methodology for meeting or exceeding the	20	

	requirements of the Terms of Reference		
	1. Description of the offeror's approach to data collection which describes technical and financial conditions of the existing and planned coal-fired power plants (CFPPs)		10
	2. Description of the offeror's approach to development of coal abatement scenarios and coal phasing-down roadmap with technical and financial implications for CFPPs		10
2.2	Quality Assurance Plan	5	
	A plan outlining how the bidder intends to ensure oversight and quality assurance throughout the assignment. Quality Assurance plan should include discussion on risk-assessment and its mitigation plan		5
2.3	Implementation Timeline	5	
	Bidder submits a detailed implementation timeline which includes detailed activities to be undertaken during this assignment, and is completed with gantt chart		5
Total points for section		30	

Section 3

Section 3: Key personnel proposed and Sustainability Criteria		Points	sub-points
3.1	Qualifications of key personnel proposed	20	
	1. Project lead		10
	2. Qualification of other proposed team members		10
3.2	The bidder shall provide a response that demonstrates its commitment to support gender equality through its operations	5	
Total points for section		25	

5.4 Financial Criteria (20 maximum points)

The financial part of those proposals that are found to be technically compliant will be evaluated as follows.

The maximum number of points that a bidder may obtain for the Financial Proposal is 20. The maximum number of points will be allocated to the lowest evaluated price bid. All other prices will receive points in reverse proportion according to the following formula:

Points for the Financial Proposal of a bid being evaluated =

$$\frac{[\text{Maximum number of points for the Financial Proposal}] \times \{\text{Lowest price}\}}{[\text{Price of proposal being evaluated}]}$$

Financial proposals will be evaluated following completion of the technical evaluation. The bidder with the lowest evaluated cost will be awarded (20) points. Financial proposals from other bidders will receive prorated points based on the relationship of the bidder's prices to that of the lowest evaluated cost.

5.5 Formula for computing points: Example

$$\text{Points} = (A/B) \text{ Financial Points}$$

Bidder A's price is the lowest at \$20.00. Bidder A receives 20 points
Bidder B's price is \$40.00. Bidder B receives $(\$20.00/\$40.00) \times 20$ points = 10 points

The total score obtained in both Technical and Financial proposals will be the final score for the proposal, with 80% allocated to the Technical proposal and 20% to the Financial proposal. The proposal obtaining the overall highest score will be considered as the winning proposal. This proposal will be considered to be the most responsive to the needs of UNOPS in terms of value for money.

The selection of the preferred bidder will be based on a cumulative analysis, analysing all relevant costs, risks and benefits of each proposal throughout the whole life cycle of the services and in the context of the project as a whole. The lowest priced proposal will not necessarily be accepted.