

TERMS OF REFERENCE

Consultancy to support development of (i) a monitoring and evaluation system for tracking the implementation of the National strategy on older persons and (ii) guideline on social work in providing care and rehabilitation for older persons

Hiring office:	UNITED NATIONS POPULATION FUND IN VIET NAM
Purpose of consultancy:	<p>Background</p> <p>Viet Nam is undergoing a period of rapid population ageing. Available projections indicate a swift transition from an "ageing" society in 2011 to an "aged" one by 2036 when the proportion of people aged 60 and over will reach 20% of the total population. In addition, Viet Nam's <i>"demographic dividend"</i> was also projected to end by 2039. This transition poses both opportunities and challenges to the social protection system, healthcare, long-term care, and the development of an age-friendly living environment.</p> <p>To pro-actively adapt to this demographic transition, the Government of Viet Nam has issued strategic documents, including the Decision No. 383/QĐ-TTg dated March 20th, 2025, approving the "National strategy on older persons (OP) to 2035, with a vision to 2045" (strategy). The Strategy emphasizes the need to build a society that adapts to the rapid population ageing context, ensuring that OP receive comprehensive care, live healthy and active lives with dignity, and participate fully in socio-economic activities.</p> <p>The new National Strategy on Older Persons is a major national policy intervention requiring the coordination of multiple ministries and all localities. For the first time, the Government has tasked the Social Protection Administration (SPA) to develop the Monitoring and Evaluation (M&E) system to track the strategy's implementation. Due to limited technical capacity and without additional funding from the government for external expert support in developing M&E indicators and SOPs that are SMART, link to the Sustainable Development Goals (SDGs), integrate real-time data from other ministries and localities nationwide, and leverage information technology, the SPA has requested UNFPA to provide technical support to produce/contribute to :</p> <ul style="list-style-type: none"> - A unified and comprehensive set of monitoring indicators to measure the progress and results of the Strategy's implementation nationwide. - A results-based and real-time reporting system to overcome the limitations of the current system, which is fragmented, primarily based on periodic local paper-based reports, and a lack of automation and real-time capabilities. - An information technology (IT) system to create a centralized database for monitoring the indicators related to OP. - Early warning tools to promptly detect shortcomings and risks during implementation, especially at the local level. <p>In addition to the need for UNFPA support in improving the M&E system to monitor the implementation of the National Strategy on OP, SPA also requested UNFPA support in developing the guideline on social work in providing care and rehabilitation for OP. Although social work has been developing in Viet Nam for over 25 years (since 2010), there are still no official guidelines on social work for providing comprehensive care for OP. This consultant team will also work closely with SPA officials to ensure the guidelines address the multifaceted needs of OP, encompassing physical, mental health, and social well-being as well as navigate the complexities and dynamics of population ageing, access necessary services, and maintain their dignity and active independence. This includes understanding the specific needs of older people with disabilities and older people from LGBTQI+ and ethnic minority communities. Therefore, UNFPA will bring an integrated</p>

	<p>approach to support OP moving away from the ‘silo’ approach which tends to be applied by SPA.</p> <p>Without UNFPA support, there is a substantial risk that the resulting M&E framework, SOP and guidelines on social work in providing comprehensive care for OP will be inadequate—failing to be comprehensive, evidence-based, aligned with SMART principles, SDGs and technology-enabled. To mitigate this risk, technical assistance from UNFPA is essential.</p> <p>Therefore, the Social Protection Administration (SPA), Ministry of Health proposed UNFPA to initiate consultancy support to develop (i) a monitoring and evaluation system for tracking the implementation of the National strategy on OP and (ii) guidelines on social work in providing care and rehabilitation for OP.</p> <p>Purpose of the consultancy</p> <p>A team of three consultants will be hired to assist the SPA:</p> <ol style="list-style-type: none"> 1. To develop a set of scientific, integrated, technology-enabled and SMART indicators and a reporting system to monitor the implementation of the national strategy on older persons at both central and local levels. This system will be designed to enhance the effectiveness of state management, strengthen accountability, and provide a robust evidence base for the timely adjustment of policies and programs on supporting OP, and contributing to improvement of M&E tasks of the strategy implementation. 2. Leveraging the results of the above objective, to develop a set of professional guidelines on social work for providing the comprehensive care and rehabilitation of OP. The guidelines aim to standardize the procedures for care and rehabilitation for OP, thus contributing to enhancing professional capacity and practical skills of social workers, and thereby improving the quality of support services to meet the individual needs of OP and facilitating effective adaptation to Viet Nam's rapid population ageing.
<p>Scope of work:</p> <p><i>(Description of services, activities, or outputs)</i></p>	<p>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 focal point officer from SPA/MOH, the selected consultants are requested to fulfil the purpose of this consultancy by completing - <i>but not limited to</i>, the following tasks and expected outputs:</p> <p>I. Expected outputs:</p> <ol style="list-style-type: none"> 1. A technical proposal for the consultancy implementation; 2. UNFPA technical recommendations and stakeholder consultation results incorporated and highlighted in the draft log-framework and set of SMART indicators for monitoring the strategy implementation; 3. UNFPA recommendations and stakeholder consultation results incorporated and highlighted in the draft reporting forms and SOP for monitoring and reporting on the strategy implementation; 4. UNFPA technical 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 road-map for implementation of the monitoring and reporting system on the strategy implementation; 5. UNFPA technical recommendations and stakeholder consultation results incorporated and highlighted in the draft guidelines on social work in providing care and rehabilitation for OP. 6. UNFPA technical recommendations and stakeholder consultation results incorporated and highlighted in the <i>final drafts</i> of (i) Log-framework and Set of indicators for monitoring the strategy implementation; (ii) Reporting forms and SOP

for monitoring and reporting on the strategy implementation; (iii) Road-map for implementation of the monitoring and reporting system on the strategy implementation and (iv) Guideline on Social Work for Care and Rehabilitation of OP.

II. Tasks

Task 1: Desk review of existing documents and development of technical proposal for the consultancy implementation.

- Conduct consultations with representatives from the line ministries (Ministry of Health, Ministry of Finance, Vietnam Association of the Elderly, etc.), development partners, NGOs, at least three provinces/cities representing different geographical regions, three social organizations, and three independent experts. The consultation can be conducted both in-person and virtually by telephone, or via zoom subjective to the arrangement for most convenience and effectiveness.
- Document needs, feedback, and current M&E practices to ensure the designed set of indicators are scientific, integrated, IT-applicable, SMART nationwide.
- Conduct a desk review of existing reports and documents, for *(but not limited to)*:
 - *Developing the M&E system of the National Strategy's implementation*: The Decision No. 383/QĐ-TTg, Decision No. 2156/QĐ-TTg, Decision 1579/QĐ-TTg, the Law on the Elderly, the Law on Statistics, Decree 20/2021/ND-CP, Decree 76/2024/ND-CP, and Decree 176/2025/ND-CP; and
 - *Developing guideline on social work for OP*: such as Decree No. 110/2024/ND-CP on social work; Decision No. 112/QĐ-TTg on the social work development program for 2021-2030; Circular No. 02/2023/TT-BLĐTBXH ; and the draft Master plan on development and improvement of community-based health care worker network and health care facilities for OP to 2030 with a vision to 2045; the 10-year review report of Law on the Elderly; the report on the survey of needs of OP and policy recommendations for adapting to rapid population ageing in Vietnam, and the policy paper: applying foresight for curating a care economy for OP in Vietnam, and other related documents.
- Analyze, synthesize, and develop a technical proposal to carry out this consultancy, including the objectives, methodologies, key outputs, timeline, detailed tasks to be performed, stakeholders for consultation, and a report outline.
- Propose key M&E indicators that are integrated, IT-applicable, and SMART on a national scale.
- Leverage the results of developing a set of SMART monitoring indicators and a reporting system to propose the main contents for the guideline on social work in assistance, care for and rehabilitation for OP.
- Discuss/consult with the SPA/MOH and UNFPA (the Population & Development team/PD) to reach a consensus on the technical proposal for the consultancy implementation before implementation.

Output 1: *Technical proposal for the consultancy implementation.*

Task 2: Consultation and development of a log-framework and SMART indicators for monitoring the strategy's implementation

- Based on consultation results, propose solutions and provide technical support to SPA in developing a logical framework for tracking the Strategy implementation,

including stratifying objective levels (strategic goals, specific objectives, outcomes, activities).

- Provide technical support to SPA to develop a set of SMART monitoring indicators to track the strategy implementation, including input, output, outcome, and impact indicators, disaggregated by gender, geographical area, and vulnerable groups.
- Link the monitoring indicators with national statistical targets, relevant SDGs, and current reporting needs.
- Prepare presentation(s) and present the draft log-framework and set of indicators at technical meetings/consultation workshops to gather multi-dimensional feedback and comments from the related stakeholders.

Output 2: UNFPA technical recommendations and stakeholder consultation results incorporated and highlighted in the draft log-framework and set of SMART indicators for monitoring the strategy implementation.

Task 3: Consultation and development of reporting forms and Standard Operating Procedures (SOP)

- Based on the draft log- framework and SMART monitoring indicators (Output 2), the consultant team will consult with the related stakeholder and provide technical support for SPA to:
 - Develop the reporting forms (both paper based and electronic/web-based versions) on the strategy implementation, including guidelines for data recording and field data collection procedures.
 - Design the structure for a centralized database for real-time data aggregation and analysis.
 - Develop the Standard Operating Procedures (SOP) for operational, maintenance, and updating the collected data – monitoring and reporting on the strategy implementation.
- Prepare presentation(s) and present the draft reporting system and SOP at technical meetings/consultation workshops to gather multi-dimensional feedback and comments from the related stakeholders.

Output 3: UNFPA recommendations and stakeholder consultation results incorporated and highlighted in the draft reporting forms and SOP for monitoring and reporting on the strategy implementation.

Task 4: Technical support for developing the road-map for implementing the monitoring and reporting system

- Based on the drafts of Outputs 2 and 3, the consultant team will conduct review and consultations with SPA, VNPA, VAE and UNFPA and to develop a roadmap/plan for the nationwide implementation of the monitoring and reporting system.
- Propose different design options for operating the monitoring and reporting system both online and offline. The online is preferred: Promote and utilize IT based monitoring & reporting forms to feed data into a centralized, real-time database for immediate aggregation and analysis. While the offline options are alternative: Use standardized paper-based monitoring & reporting forms for field data collection, followed by manual entry into the central system.
- Propose necessary infrastructure required for operating the system, including a centralized server or cloud hosting for the database and IT application. Users at all levels require internet-connected devices (computers, tablets) to access

	<p>digital/web-based forms, enabling real-time data collection, aggregation and analysis, etc.</p> <ul style="list-style-type: none"> • Propose a brief guideline on operational & maintenance (O&M) of the system, required trainings and technical support for operating M&E system at national level. • Prepare presentation(s) and present the proposed roadmap at technical meetings/consultation workshops to gather multi-dimensional feedback and comments from the related stakeholders. <p>Output 4: UNFPA technical 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 roadmap for implementation of the monitoring and reporting system on the strategy implementation.</p> <p><u>Task 5: Consultation with the related stakeholders and development of guidelines on social work for the comprehensive care and rehabilitation of OP</u></p> <ul style="list-style-type: none"> • The consultant team is required to consult with related stakeholders and propose key contents for the guidelines, focusing on <i>(but not limited to)</i>: <ul style="list-style-type: none"> ○ Specific guidance on social work professional practice steps (e.g., beneficiary identification, referrals, counselling, vocational guidance, service connection, implementation planning), roles and responsibilities of key stakeholders, and expected outcomes. ○ Specific guidance on governance/coordination/communication/counselling mechanisms among parties to ensure the quality of interventions in a comprehensive and synchronous manner. ○ Specific guidance on case management plans and follow-up after interventions end. ○ Key risks and mitigation measures. • Prepare presentation(s) and present the proposed roadmap at technical meetings/consultation workshops to gather multi-dimensional feedback and comments from the related stakeholders. <p>Output 5: UNFPA technical recommendations and stakeholder consultation results incorporated and highlighted in the draft guidelines on social work in providing care and rehabilitation for OP.</p> <p><u>Task 6: Consolidation of comments and finalization of the outputs</u></p> <ul style="list-style-type: none"> • Present Outputs 2, 3, 4, and 5 for consultation with stakeholders in at least two technical meetings/workshops to be organized by UNFPA and SPA. • Finalize all consultancy outputs based on feedback, comments, suggestions and recommendations from the related stakeholders. <p>Output 6: Final drafts with UNFPA technical recommendations and stakeholder consultation results incorporated and highlighted in the (i) Log-framework and Set of indicators for monitoring the strategy implementation; (ii) Reporting forms and SOP for monitoring and reporting on the strategy implementation; (iii) Road-map for implementation of the monitoring and reporting system on the strategy implementation and (iv) Guideline on Social Work for Care and Rehabilitation of OP.</p>
Duration and working schedule;	<p>The total estimated working days for the consultancy will be 86 days as a maximum for three consultants, of which 35 days for the team leader consultant, 28 days for team member 1 and 23 days for team member 2 during the period from tentatively 28 August</p>

				draft road-map for implementation of the monitoring and reporting system on the strategy implementation	
	5	Consultation with the related stakeholders and development of guidelines on social work for the comprehensive care and rehabilitation of OP	30/10 / 2025	UNFPA technical recommendations and stakeholder consultation results incorporated and highlighted in the draft guidelines on social work in providing care and rehabilitation for OP	Vietnamese and soft copy
	6	Consolidation of comments and finalization of the outputs	10/12 / 2025	Final drafts of (i) Log-framework and a set of indicators for monitoring the strategy implementation; (ii) Reporting forms and SOP for monitoring and reporting on the strategy implementation; (iii) Road-map for implementation of the monitoring and reporting system on the strategy implementation and (iv) Guideline on Social Work for Care and Rehabilitation of OP	Vietnamese and soft copy
Place where services are to be delivered:	Home based and technical meetings/consultation workshops in Ha Noi.				
Monitoring and progress control, including reporting requirements, periodicity format and deadline:	<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 SPA/MOH, VNPA/MOH, VAE/VFF and other related stakeholders to ensure all 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 for the consultants. ● SPA/MOH will participate in reviewing and evaluating the quality of the consultants' outputs. ● UNFPA and SPA/MOH will manage and facilitate the progress and quality of the assignment and approve consultant outputs to support UNFPA's approval and payment process. 				
Supervisory arrangements :	<ul style="list-style-type: none"> ● UNFPA will monitor and evaluate the performance of consultants. The consultants will work closely with UNFPA and SPA/MOH 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. 				
Expected travel:	<p>No travel to the field is required.</p> <p>The consultants are required to participate in and make presentations at least at two technical meetings, consultation workshops/meetings (to be organized by UNFPA and SPA/MOH) in Ha Noi.</p>				

<p>Requirements for expertise, qualifications and capacity, including language requirements:</p>	<p>Team leader, <i>(being responsible for overall coordination, in charge of finalizing outputs 1, 2, and 6, guiding and supporting the 2 team members in completing their assigned outputs)</i></p> <ul style="list-style-type: none"> ○ Hold a Master's degree in public policy, economics or related social fields. ○ At least 10 years of experience in research, monitoring, evaluation and reporting on policies, programs on labour, and social assistance/protection for vulnerable groups, especially OP. ○ At least 10 years of work experience in development of M&E systems, indicators, on social protection and care provision for vulnerable groups, development of IT based systems is an advantage. ○ Experience as a team leader, managing research teams, fostering collaboration, and experience in writing and publishing high-quality research reports. ○ Experience working with the Government's agencies, such as former Ministry of Labour, Invalids and Social Affairs (MOLISA), Ministry of Health on developing policies, M&E system and digital transformation; experience in working with policy makers and vulnerable groups, and with UN/UNFPA agencies is an advantage. ○ Fluent in English, proven by published articles/newspapers/reports in English. <p>Consultant member 1 <i>(being in charge of finalizing output 3 and 4, providing inputs and supporting the team leader and the team member 2 in completing all other outputs of this assignment)</i></p> <ul style="list-style-type: none"> ○ Hold a bachelor's degree in IT application, monitoring and evaluation, public administration or related social fields. ○ At least 12 years of experience in research or advocacy in the fields of IT, digital transformation, monitoring and evaluation of social assistance/protection. ○ At least 12 years of work experience in designing, developing IT based monitoring and evaluation systems, standard operating procedures and administrative procedures; proven experience in designing policies and programs on supporting vulnerable groups is an advantage. ○ Experience working with the Government's agencies, such as former Ministry of Labour, Invalids and Social Affairs (MOLISA), Ministry of Health on developing policies, M&E system and digital transformation; experience in working with policy makers and vulnerable groups, and with UN/UNFPA agencies is an advantage. ○ Fluent in English, proven by published articles/newspapers/reports in English. <p>Consultant member 2 <i>(being in charge of finalizing output 5, providing inputs and supporting the team leader and team member 1 in completing all other outputs of this assignment)</i></p> <ul style="list-style-type: none"> ○ Hold a Master's degree in management sciences, public policies or related social fields. ○ At least 10 years of research experience in development of policies, programs or guidelines, training curriculum on social work, social protection policies, programs. ○ At least 10 years of work experience in educating, coaching on the field of social work, social assistance and care provision for vulnerable groups, especially for OP is an advantage. ○ Experience working with the Government's agencies, such as former Ministry of Labour, Invalids and Social Affairs (MOLISA), Ministry of Health on developing policies, M&E system and digital transformation; experience in working with policy makers and vulnerable groups, and with UN/UNFPA agencies is an advantage. ○ Fluent in English, proven by published articles/newspapers/reports in English.
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	<p><u>Notes:</u> It is estimated that the team leader (TL) will be paid at VNM4 (maximum at 220 USD/day); TM2 will be paid at VNM4 (maximum at 200 USD/day); TM1 will be paid at VNM3 (maximum at 192 USD/day).</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>SPA/MOH 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 related partners in order to get their inputs and comments on the outputs. ● Provide necessary background documents relating to this TORs, especially the update reports by the Government on policies and programs on OP. ● 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: <ol 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

	<p>Viet Nam Dong (calculated using the UN exchange rate at the time of contract signature).</p> <ul style="list-style-type: none"> ● The consultancy payment will be made at two instalments upon the satisfactory submission of the outputs that are certified for the quality by SPA/MOH and UNFPA. ○ The first instalment of 50% of the estimated maximum consultancy fee will be paid upon the successful submission and acceptance of both UNFPA and SPA/MOH of outputs: 1, 2, 3 and 5 as stated in Section “Outputs”, no later than 05th November, 2025. ○ 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 December 15, 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 be paid for the actual working days on the basis of their claim of actual number of working days, and the final payment will be made based on 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. ● COA: VNM10AGE-TAUDSA/FPA90.
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>