



Ministry of Industry and Trade



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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	National Project Manager
ISA Level:	SB5 - Local Professional (Mid-Level & Senior)
Main Duty Station and Location:	Hanoi, Vietnam
Mission/s to:	to be authorized separately
Start of Contract (EOD):	1 April 2023
End of Contract (COB):	31 March 2024
Contract Duration:	1 Year with possibility for extension
Contract Type (Regular or WAE). If WAE, indicate no. of working days	Regular – Full time

ORGANIZATIONAL CONTEXT

The United Nations Industrial Development Organization (UNIDO) is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. The mission of UNIDO, as described in the Lima Declaration adopted at the fifteenth session of the UNIDO General Conference in 2013 as well as the Abu Dhabi Declaration adopted at the eighteenth session of UNIDO General Conference in 2019, is to promote and accelerate inclusive and sustainable industrial development (ISID) in Member States. The relevance of ISID as an integrated approach to all three pillars of sustainable development is recognized by the 2030 Agenda for Sustainable Development and the related Sustainable Development Goals (SDGs), which will frame United Nations and country efforts towards sustainable development. UNIDO’s mandate is fully recognized in SDG-9, which calls to “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation”. The relevance of ISID, however, applies in greater or lesser extent to all SDGs. Accordingly, the Organization’s programmatic focus is structured in four strategic priorities: Creating shared prosperity; Advancing economic competitiveness; Safeguarding the environment; and Strengthening knowledge and institutions.

Each of these programmatic fields of activity contains a number of individual programmes, which are implemented in a holistic manner to achieve effective outcomes and impacts through UNIDO’s four enabling functions: (i) technical cooperation; (ii) analytical and research functions and policy advisory services; (iii) normative functions and standards and quality-related activities; and (iv) convening and partnerships for knowledge transfer, networking and industrial cooperation. Such core functions are carried out in Departments/Offices in its Headquarters, Regional Offices and Hubs and Country Offices.

The Directorate of **Technical Cooperation and Sustainable Industrial Development (TCS)** under the overall direction of the Director General, and in close collaboration with all relevant organizational entities within UNIDO, headed by a Managing Director, oversees the Organization's development of capacities for industrial development as well as industrial policy advice, statistics and research activities and the Organization's normative contribution to Member States and global development community in achieving the SDGs. The Directorate also ensures the application of strategies and interventions for sustainable industrial development related to Environment, Energy, SMEs, Competitiveness and Job creation, as well as Digitalization and Artificial Intelligence. Through coordination in-house and with Member States and industry stakeholders, it ensures that the services provided in these areas contribute toward effective and appropriate technical, business and policy solutions and are focused on results and on realizing any potential for scaling up and positioning UNIDO as a leading platform for industrial development in developing countries and global fora.

The Directorate houses the technical Divisions of Capacity Development, Industrial Policy Advice and Statistics (TCS/CPS); Circular Economy and Environmental Protection (TCS/CEP); Decarbonization and Sustainable Energy (TCS/DSE); SMEs, Competitiveness and Job Creation (TCS/SME); and Digital Transformation and AI Strategies (TCS/DAS). The Directorate also ensures close coordination and collaboration among the Divisions as well as with relevant entities in the Directorate of Global Partnerships and External Relations (GLO) and the Directorate of SDG Innovation and Economic Transformation (IET).

The Division of **Decarbonization and Sustainable Energy (TCS/DSE)** under the supervision of the Managing Director of the Directorate of Technical Cooperation and Sustainable Industrial Development (TCS), and in close coordination with other organizational entities within UNIDO, assists Member States in the transition to a sustainable energy future through the application of renewable energy solutions for productive uses, adoption of the efficient concepts of energy use by industry and the introduction of low-carbon technologies and processes. In transitioning to a sustainable energy future, the challenges of addressing energy poverty and climate change are an integral part of the Division's activities, as is the dissemination of relevant knowledge and technologies and paths to plan, manage and finance the energy transition. It collaborates closely on relevant and converging issues with the Climate and Technology Partnerships Division (IET/CTP) and analytical and strategic matters with TCS/CPS and ODG/SPU.

This position is located under the **Energy Systems and Industrial Decarbonization Unit (TCS/DSE/ESD)** which focuses on promoting sustainable energy solutions and infrastructure for industrial development. It promotes industrial decarbonization through crosscutting solutions, such as optimized energy management systems and the deployment of renewable energy technologies. Bringing together the supply and demand side for disruptive energy solutions, both technical and business related, the Unit fosters transformative change on the system level driven by the convergence of key technologies such as distributed generation, digitization and storage. The Unit is also responsible for coordinating dialogues and partnerships at national, regional and global levels to promote disruptive energy solutions and shape policy change for this. Finally, the Unit positions UNIDO strategically in the global energy and climate change forums and coordinates the Global Network of Regional Sustainable Energy Centres and related partnerships.

PROJECT CONTEXT

Accelerating energy efficiency in larger industries through energy management systems, systems optimization and the promotion and adoption of energy efficiency in small and medium-sized enterprises (IEEP) – 190311

UNIDO is implementing a project on accelerating energy efficiency in larger industries through energy management systems, system optimization and the promotion and adoption of energy efficiency in small and medium-sized enterprises (IIEEP) in cooperation with the Ministry of Industry and Trade (MOIT) of Vietnam. The IIEEP project is funded under Financing Agreement no. ACA/2021/040-898 “EU-Viet Nam Sustainable Energy Transition Programme” (SETP) as a complementary support measure. The project duration is five (5) years from 2023 to 2027. The project is designed with three substantive components that address the current market barriers to the promotion and stimulation of market demand and increase the adoption of energy efficiency practices by industry for greater energy performance, reduced carbon footprint, and enhanced productivity and competitiveness.

Capacity building and implementation support of the Project will be provided to improve the Energy Management Systems and energy efficiency (EE) related to steam, compressed air, chillers, refrigeration, pumping, process heat, and motor systems. These represent the highest energy consumption and operational costs within industrial energy systems, and therefore present the largest potential for energy savings. The project will target a broad base of 10 industrial sectors including seafood, food-processing, textiles and garment, rubber, pulp and paper, cement, metallurgy and steel, chemicals and fertilizers, plastics and beverages.

The project will also focus on awareness raising and building the capacity of the following key stakeholders: Government authorities (local and central government agencies), equipment manufacturers/suppliers, equipment distributors, engineers, relevant industrial associations, Energy Conservation Centres (ECCs), Energy Service Companies (ESCOs), national experts/consultants including energy audit experts, and financial institutions with special attention to participation of women and women-led enterprises.

Furthermore, the project will stimulate a market for EE products and services by working with industry to build awareness and implement EE practices to increase demand. Trained energy managers and other local experts will form a critical mass of expertise and networks to support the replication and scale up of these activities in other DEUs and SMEs and industrial enterprises across the country. The increased availability of national experts will create new opportunities for companies such as ECCs or ESCOs to provide EE services.

The project is therefore envisioned to provide long-term development gains and benefits for Viet Nam including significant energy savings, reduced environmental and climate change impacts, enhanced energy security, capacity building of the government counterparts and empowerment of the project beneficiaries. The project will thereby directly contribute to the achievement of the targets and overarching objective outlined in the VNEEP 3.

FUNCTIONAL RESPONSIBILITIES

The National Project Manager (NPM) will have overall responsibility for the management and effective execution of the project, and the achievements of planned outputs and set objectives. The NPM will be responsible for ensuring that all relevant partners and institutional stakeholders are kept involved and informed as appropriate, in order to ensure optimum cooperation. The NPM will play a key role in all project activities. The NPM will be responsible also for the management of the Project Management Office (PMO) comprising of the NPM, National Technical Advisor, Project Assistant, Financial Assistant, Training Coordinator and Communication Officer. With the technical and managerial supervision and support of the UNIDO’s Project Manager, periodic consultation with the Project Coordination Board (PCB) and ongoing dialogue with key project partners, the NPM will be responsible for the daily

management of the project to ensure that the project is effectively and smoothly implemented. Specifically, the NPM is expected to carry out the duties and activities listed in Table I below under general supervision of the UNIDO Project Manager (PM) and guidance from the UNIDO Vietnam Country.

<u>MAIN DUTIES</u>	Concrete/ measurable Outputs to be achieved	Expe cted durat ion	Location
<p>1. Inception Phase</p> <p>To lead the PMO to implement all activities of the Inception Phase presented in the Project Document such as:</p> <ul style="list-style-type: none"> - Project office establishment (recruitment of project staff, hiring of office venue, purchasing of office equipment) - Call the 1st PCB meeting and validate draft PCB ToR - Reviewing the Project Logframe - Develop the project's first Annual Work Plan and its Procurement Plan - Prepare for the first UNIDO supervision visit and agree on the reporting format (aide memoire) - Develop the Sustainability Strategy Plan - Develop the Gender Mainstreaming Plan - Develop the Communication and Visibility Plan - Develop the Environmental and Social Management Plan - Organize the Inception Workshop to get the consensus of key stakeholders on the above Project deliverables. 	<p>Effective management, sound coordination and timely implementation of inception phase activities in line with UNIDO and EU rules and regulations.</p>	<p>50%</p>	<p>Hanoi and other locations with Vietnam</p>
<p>2. Project Management and Implementation</p> <ul style="list-style-type: none"> a) To lead, manage and coordinate the day-to-day operations of the project management office (PMO), including administration, accounting and reporting; b) In close consultation with project execution partners, primarily the Ministry of Industry and Trade (MOIT), and project stakeholders, to lead the formation of the PCB, including definition of terms of reference and 	<p>Effective management, sound coordination and timely implementation of project activities in line with UNIDO and EU rules and regulations.</p>	<p>40%</p>	<p>Hanoi and other locations with Vietnam</p>

<p>modus operandi;</p> <p>c) To act as Secretariat of the PCB by convening regular meetings to report and review project implementation progress;</p> <p>d) In close consultation with project execution partners, primarily the MOIT, and UNIDO PM, to prepare detailed annual working plans with human resource, budget requirements, design monitoring and evaluation tool for the project activities;</p> <p>e) Coordinate the execution of all activities leading to the successful implementation of the project in the country, including implementation, quality control and monitoring of all project activities in the country;</p> <p>f) To monitor project activities execution against working plans' milestones and outputs, and take prompt corrective actions whenever needed;</p> <p>g) To lead the preparation of national subcontracts' terms of reference; identification of national subcontractors/bidders and preparation of cost estimates and time schedules for providing services as required by the project;</p> <p>h) To lead the preparation of job descriptions for national consultants and assist in their recruitment process through advertisement, collection of applications and short-listing of candidates;</p> <p>i) To inform the UNIDO Project Manager (PM) the need of international expertise in the implementation of project activities and assist the PM in preparing job description for international consultants for different project activities;</p> <p>j) Coordinate the preparation of technical requirements/technical specifications for procurement, including designing of technical requirements, elaboration of relevant questions from tenders, evaluations, etc. ensuring compliance with the relevant UNIDO administrative rules and policies;</p> <p>k) To ensure timely delivery and quality of national subcontractors' and</p>			
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<p>experts' outputs and deliverables;</p> <ul style="list-style-type: none"> l) To coordinate activities of project execution partners, consultants and subcontractors including contract management, supervision of field operations, logistical support, review of technical outputs/ reports, assessment of project achievements and cost control; m) Supervise the work of the local project team assigned to work on the project and/or to perform ad-hoc activities; n) Attend key meetings related to the project and act as the focal point of the project at national level; o) To assist the Project Manager in identifying any issues and risks of the project implementation and make recommendations on necessary actions to effectively cope with identified risks and coordinate the implementation of the approved risk mitigation actions. 			
<p>3. Monitoring, Evaluation and Reporting</p> <ul style="list-style-type: none"> a. Provide inputs for strategic advice in the elaboration of the operational planning and monitoring system for the project; b. Coordinate the monitoring and evaluation for the activities of the project using appropriate tools with output verifiable indicators; c. Execute the administrative and financial monitoring of the project and its activities; d. Coordinate the preparation of monthly, quarterly and annual reporting for the programme according to donor specifications and UNIDO requirements; e. Support the preparation of PCB meetings and provides relevant documentation, including reporting, drafting TORs of the PCB based on UNIDO templates and if required act as Secretary of the PCB; f. Coordinate the preparation of a final report at the end of the contract comprising all relevant information compiled from the interim reports, conclusions and recommendations. 	<p>Timely and quality reporting of project progress and performance vis-à-vis planned activities, outputs and set outcomes and indicators; Quality of project expertise and services ensured</p>	<p>8%</p>	<p>Hanoi and other locations with Vietnam</p>

<p>4. External Relations</p> <p>a. Maintain networks and partnerships with national institutions, private sector, UN project partners;</p> <p>b. Coordinate the dissemination of project knowledge to the wider public by proposing examples of best practices and success stories, as well as replicable strategies and approaches.</p>	<p>Partnerships with project partners are strengthened.</p> <p>Communications strategy completed and success stories and lessons learned disseminated through identified appropriate media.</p>	<p>2%</p>	<p>Hanoi and other locations with Vietnam</p>
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MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in engineering, energy economics, management or other relevant discipline is required.

Technical and Functional Experience:

- At least seven (7) years in the implementation and management of industrial energy projects in the private sector; experience in managing multi-disciplinary team of experts working in thematic areas such as energy efficiency and industrial energy systems is required.
- Strong understanding of and experience in energy management standards and system optimization application in Viet Nam;
- Good knowledge and understanding of key stakeholders involving in energy efficient promotion and financing of energy efficiency sector in Viet Nam; with ability and experience to work with government officials, businesses, financial institutions and CSOs;
- High self-motivated, with good leadership skills, capable of planning, initiating and managing multi-disciplinary activities within the context of a multi-donor international project;
- Excellent knowledge and familiarity with the working of Vietnamese government agencies and their process and rules will be an asset;
- Proficient in the Microsoft Office software package (Word, Excel, Power Point and Project)

Reporting:

In line with UNIDO and EU requirements and templates, the NPM will have to prepare and submit the following reports and documents and others as required:

- Inception report
- Annual project implementation review reports
- Minutes of PCB meetings

The NPM will have also to submit quarterly and a final short summary of his/her in-country travels and main activities. All reports must be in English and as long as possible, submitted in electronic format.

- With good appreciation of, and strong links with relevant international organizations; and
- Proficient in the Microsoft Office software package (Word, Excel, Power Point and Project)

Languages: The NPM shall be fully proficient in Vietnamese and have a strong command of English in both speaking and writing

REQUIRED COMPETENCIES

Core Values

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

Key Competencies

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.

Managerial and Leadership Competencies

WE ARE STRATEGIC, DECISIVE, PRINCIPLED AND INSPIRATIONAL: As managers, we are strategic and fair in driving our team’s performance. As leaders, we are a source of inspiration, stand for norms and standards established in the UN Charter and duty bound to defend these ideals with a principled approach.

WE ARE INCLUSIVE AND ACCOUNTABLE: As managers, we are inclusive in our approach and maintain constructive engagement with all our stakeholders. As leaders, we embrace all personnel and stakeholders and are accountable mutually within UNIDO, within the system, to beneficiaries and the public and beyond.

WE ARE MULTI-DIMENSIONAL AND TRANSFORMATIONAL: As managers, we go beyond conventional methods to help our organizational units strengthen their own agility and adaptability to change. As leaders in the UN system, we have a vision which is integrated and engaged across the pillars of Peace and Security, Human Rights and Development.

WE ARE COLLABORATIVE AND CO-CREATIVE: As managers, we foster a team spirit and create meaningful opportunities to hear the voices of those around us, while realizing that only by working together can we accomplish our mission. As leaders we see the inter-dependency of imperatives of the UN Charter and personally champion a collaborative inter-agency, multi-stakeholders and cross-thinking approach.