United Nations Development Programme
Project Document

Project Title Support to Knowledge Management and Policy Dialogue through the Partnership on Avian and Pandemic Influenza (KMP-API)

Expected One Plan III Outcome:

Outcome 2.2: By 2016, increased quality and effective management of a comprehensive national health system, including health promotion and health protection, with a focus on ensuring more equitable access for the most vulnerable and disadvantaged groups

Expected One Plan III Output:

Output 2.2.1: Policy advice and technical support provided to strengthen the building blocks of human and animal health systems, including information systems and the generation of evidence, at national and sub-national levels

Implementing Partner: Ministry of Agriculture (MARD)
Responsible Parties: International Cooperation Department (MARD)

Brief Description

Avian influenza viruses of the H5N1 subtype emerged as a serious cause of disease in poultry and humans in Viet Nam in late 2003. The response activities undertaken over the past five years have been guided by the first National Integrated Operational Program for Avian and Human Influenza , 2006-2010 (Green Book). To follow on from the Green Book, the Government of Viet Nam, represented by the Ministry of Agriculture and Rural Development (MARD) and the Ministry of Health (MOH), has worked closely with international partners to develop the new **Integrated National Operational Program on Avian Influenza, Pandemic Preparedness and Emerging Infectious Diseases (AIPED)**, 2011-2015.

This project will provide support for launching the AIPED, 2011-2015 and will play a lead role in Avian and Pandemic Influenza (API) knowledge management and policy dialogue between national and international partners and their activities within the framework of AIPED, through the Partnership on Avian and Human Influenza (PAHI). The Project will be comprised of three interrelated objectives:

1. Launching and inception of the AIPED 2011-2015
2. Enhancing API knowledge management and policy dialogue
3. Support to the personnel and operations for KMP-API

Programme Period:	2012-2016		2012 AWP budget:	**253,132 USD**
			2013 AWP budget	**46,868 USD**
Atlas Award ID:	00064004			
			Total resources required	314,285 USD
Start date:	May 2012		Total allocated resources:	314,285 USD
End Date	May 2013		• Regular	_____
			• Other:	
PAC Meeting Date	15 June 2012		o USAID 300,000 USD	
			o Government in-kind Contributions	
Management Arrangements:	National		14,285 USD	
Implementing (NIM)				

Agreed by (Implementing Partner) MARD_____ Date _____

Agreed by UNDP   _____ Date _____

Project title: Support to Knowledge Management and Policy Dialogue through the Partnership on Avian and Pandemic Influenza (KMP-API).

Atlas award ID: 00064004

Annual Work Plan
Year: 2012-2013

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME					RESPONSIBLE PARTY	PLANNED BUDGET				
		2012			**2013**					Amount		
And baseline, associated indicators and annual targets	*List all activities including M&E to be undertaken during the year towards stated CP outputs*	Q2	Q3	Q4	Q1	Q2		Source of Funds (Fund/Donor)	Budget Description	2012	2013	**Total**

One Plan III Output 2.2.1. Policy advice and technical support provided to strengthen the building blocks of human and animal health systems,
including information systems and the generation of evidence, at national and sub-national levels

Indicators 1:
Number of policy studies/options developed with UN support during 2012-2016 to strengthen the building blocks of human and animal health systems
Baseline (2012): Not applicable at the start of the One Plan 2012-2016
Target (2016): At least 10

MoV: Government and UN reports/documents

Indicator 2:Number of regulatory, policy, planning, strategy and guideline development processes supported by the UN during 2012-2016 related to strengthening the building blocks of human and animal health systems (disaggregated by provision of normative standards/guidelines; provision of tech advice/review; number of consultations supported; promulgation; reviews of implementation)

Baseline (2012): Not applicable at the start of the One Plan 2012-2016
Target (2016):At least 40 …..

MoV: Government and UN reports/documents

Indicator 1: Mechanism for implementation of AIPED (National Operation Programme on Avian Influenza Pandemic Preparedness and other Emerging Infectious Diseases, AIPED 2011-2015) developed	Activity Result 1: Successful launching and rolling out of the AIPED 2011-2012											
	Actions:											
Baseline: National Communication Strategy and M&E Framework were developed in line with Green Book. AIPED has just started and will be rolled out in 2012. There is a need to revise and update the two key documents in the changing context of AIPED	1.1. Disseminate AIPED plan to national partners at the central level, to provincial steering committees, and to international partners and other stakeholders and support the roll-out of the national programme,	x					KMP-API		30000/ 10480			
	1.2. Collect information on donor and national funding in a matrix for AIPED, and provide advice as required on potential funding needs and potential funding resources.		x	x			KMP-API		30000/ 10480			
Project specific Target :	1.3. Review Communication Strategic framework 2008-2010 and develop the Strategy framework for public awareness raising and BCC for AIPED 2012-2015 (01 international consultant, 03 half day meetings, 01 full day meeting)	x	x	x			KMP-API & BCC Working group		30000/ 10480	75700-Training, workshop and conferences		
- Communication framework for AIPED developed with the BCC Working Group			x	x			KMP-API & UNDP		30000/ 10480	71200-International consultant		
- National monitoring framework for AIPED developed with the support of MEASURE Evaluation	1.4.1 Guide and facilitate MEASURE International to prepare a monitoring framework for AIPED (based on the OPI monitoring framework, with updated indicator reference sheets).	x	x				KMP-API & MEASURE Evaluation		30000/ 10480			
Means of verification (MOV): - Workshop proceedings - - media coverage (press release circulated)	1.4.2 Organize a workshop to present the monitoring framework. Facilitate collection of the year 1 data/results against the framework. Organize a workshop to present and discuss the year 1 data/results		x	x			KMP-API		30000/ 10480	75700-Training, workshop and conferences		

							Responsible					
	1.5. Support the application of a One Health approach to the implementation of AIPED 2011-2015 – update on international progress on One Health, take stock of progress in Viet Nam since the 1st national One Health workshop in October 2010, and provide a forum for updates on specific projects and programmes (e.g. EPT) and identifying practical ways to enhance One Health under AIPED. A workshop to present the update/review the situation will be held back to back with a meeting of NSCHP. These two may be combined into one review workshop.			x			KMP-API	30000/ 10480	75700-Training, workshop and conferences			
	1.6. Reporting and documenting (including translation, editing)	x	x	x	x	x	KMP-API	30000/ 10480	74200-Audio visual & print prod costs			
	1.7. Domestic travel for project staff		x	x	x		KMP-API	30000/ 10480	71600-Travel			
Indicator 2: number of API policy briefs developed and dialogues held **Baseline:** AIPED has just started and will be rolled out in 2012. There is a need to formulate plans and mechanism **Project specific Target:** - mechanism to share project outputs of PAHI Partnership members developed on PAHI	***Activity Result 2: Enhanced API knowledge management and policy dialogue and an enabling environment for API policy advocacy and strategic discussions***											
	Actions:											
	2.1. Enhance knowledge management and information sharing							30000/ 10480				
	2.1.1. Enhance knowledge management and information sharing: review existing API knowledge management and information sharing, collect key matierals from PAHI members, and identify practical ways share these more effectively online, focused on PAHI website. (01	x	x				KMP-API & USAID (mobilization of Knowledge Management Intern	30000/ 10480	71200-International consultant			

website and resources uploaded - 6-7 policy reports developed - 5-6 policy dialogues held - 01 specific study on policy/ coordiation aspects developed *MOV:* **-** publications of policy briefs approved by MARD - Media coverage **** Note**: Gender equality will be one element in all policy dialogues with partners, and will be incorporated in all studies/reviews and coordination mechanism, under this Activity 2	international intern, , fully funded by the US, not using fund of KPM-AIP Project)											
	2.1.2. Planning and advice on policy coordination, specific studies and national policy discussions (supporting the activities under 2.2 and 2.3 below) (01 international consultant)		x	x	x		KMP-API & UNDP	30000/ 10480	71200-International consultant			
	2.1.3 Policy discussion coordination group to bring together PAHI members to share their policy & advocacy plans and activities, and to identify opportunities for exchange and coordination in this area (NB. 2 initial meetings of this group were organized in 2011, this is the follow-up activity). (6 working meetings).		x	x	x		KMP-API	30000/ 10480	75700-Training, workshop and conferences			
	2.2 Commission a specific studyon policy/ coordination aspects (focusing on aspects not being directly covered by other partners in their policy activities), including policy recommendations. (01 international consultant and 01 national consultant for each study, printing costs).		x	x			KMP-API & UNDP	30000/ 10480	71200-International consultant			
			x	x			KMP-API	30000/ 10480	71300-National consultant			
				x	x		KMP-API		74200-Audio visual & print prod costs			
	2.3. Organize 06 national policy discussion forums for GoV and other PAHI members to discuss on specific policy areas and identify recommendations based on the work results and discussion from PAHI members. (06 meetings, printing costs)	x	x	x	x		KMP-API	30000/ 10480	75700-Training, workshop and conferences			
			x	x	x	x	KMP-API	30000/ 10480	74200-Audio visual & print prod costs			
	2.4. Upgrade the Partnership website, newsletter and email network – ensure that the Partnership website will be linked and a part of the MARD		x	x	x	x	KMP-API	30000/ 10480	74200-Audio visual & print prod costs			

Activity						Responsible	Amount	Budget description			
website. (01 package Newsletter design, printed and disseminate; Website design and upgrading, maintance)		x						73300 Rental & maint of IT equipment			
2. 5. Carry out specific reviews and studies to enhance coordination, policy and strategic decision-making related to AIPED 2011-2015							30000/ 10480				
2.5.1. Review national API coordination mechanisms (01 international consultant, 01 national consultant, 01 technical translator and 01 technical editor, 01 interpreter, 01 package report design and printing, expenses related to domestic travel for team field trip)			x	x		KMP-API & UNDP	30000/ 10480	71200-International consultant			
		x					30000/ 10480	71600-Travel			
			x	x		KMP-API	30000/ 10480	71300-National consultant			
		x	x	x	x	KMP-API	30000/ 10480	74200-Audio visual & print prod costs			
2.5.2. Map areas for mainstreaming and linkages with related sectors, activities and networks and review of the Partnership to support AIPED 2011-2015 (01 national consultant, 02 meetings)		x	x			KMP-API	30000/ 10480	71300-National consultant			
		x	x				30000/ 10480	75700-Training, workshop and conferences			
Activity result 3: Supported personnel and operations costs for coordination of national and international partners and activities under AIPED 2011-2015											
Actions:											

	3.1. Partnership personnel	x	x	x	x	x	KMP-API	30000/ 10480	71400-Service Contract			
	3.2. Office equipment procurement (03 desktop computers)		x					30000/ 10480	72200-Equipment and furniture			
	3.3. Office operations	x	x	x	x			30000/ 10480	72500-Supplies			
	3.4. Other printing (name cards, letter-heads, envelops, Christmas/NewYear Poscards, banners, slogans, folders...)	x	x	x	x	x		30000/ 10480	74200-Audio visual & print prod costs			
	3.5. Annual Audit				x	x	UNDP	30000/ 10480	74100-Professional services			
	Total											
	GMS											
	Total PAHI									253,132	46,868	300,000

I. MANAGEMENT ARRANGEMENTS

Explain the roles and responsibilities of the parties involved in managing the project.
Please refer to the Project Document - Deliverable Description to complete this component of the template.
Use the diagram below for the composition of the Project Board.

Project implementation modality: The project will be implemented using the Nationally Implementation Modality (NIM) in accordance to the rules and guidelines laid out in the Harmonized Programme and Project Management Guidelines (HPPMG) and Programme and Operations Policy and Procedures (POPP) of UNDP Country Office in Vietnam.

The Ministry of Agriculture and Rural Development (MARD) is responsible for realizing the project outcomes and objectives within the project budget and time scale. The management structure will include a Project Executive Board and a Project Management Unit as follows:

Implementing Partner
As the National Implementing Partner (IP) for the project, MARD is accountable to the Government and UNDP for ensuring (a) the substantive quality of the project, (b) the effective use of both national and UNDP resources allocated to it, (c) the availability and timeliness of national contributions to support project implementation and (d) the proper coordination among all project stakeholders, particularly national parties.

As the day-to-day implementer of project activities, International Cooperation Department (ICD) of MARD is responsible for mobilizing all national and international inputs to support project implementation, organizing project activities in accordance with the agreed work plan, and reporting to MARD and UNDP on the progress as well as financial status of the project.

Project Executive Board (PEB)
Project Executive Board (PEB) includes National Project Director (NPD), a representative from Department of Animal Health, a representative from UNDP, and a representative from Ministry of Health (MOH). PEB is responsible for overall guidance, ensure cooperation and synergies with other related programmes and projects, and linkage and contribution to the national AIPED programme. The PEB will meet two times during the 12-month period of the project.

National Project Director
The National Project Director (NPD) is appointed by the Ministry of Agriculture and Rural Development (MARD) for project implementation and management. NPD is responsible for overall operations and accountable to MARD. NPD is a MARD ICD leader. NPD is responsible for overall implementation to achieve project objectives and is accountable to MARD and UNDP for effective utilisation of project resources. On behalf of MARD, NPD responsible for leading and supervising the project manager. The main duties and responsibilities of NPD are described in TOR in DPO:
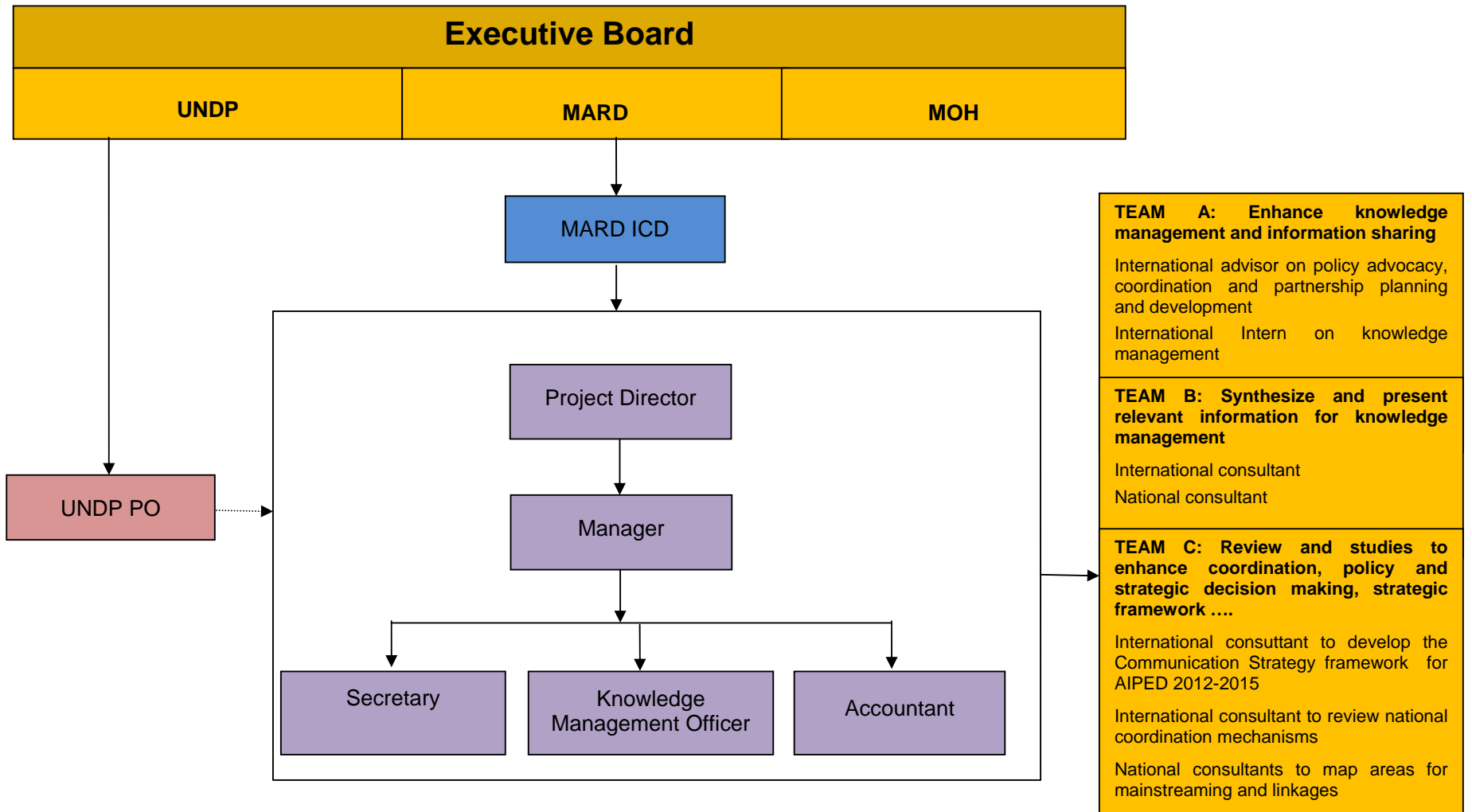
Project Management Unit (PMU)
The PMU will be responsible for the overall coordination, management, implementation, monitoring & evaluation and reporting of all project activities. The PMU will consist of the following positions (TORs of the main positions are given in DPO):

- National Project Director (NPD, MARD appointed senior official, at directorial level, part-time, 30% of working time)
- Project Manager (PM, recruited, 12 months, full-time)

- Knowledge Management Officer (KMO, recruited, 12 months, full-time)
- Secretary (SE, recruited, 12 months, full-time)
- Project Accountant (PA, recruited, 12 months, full time)

PROJECT STRUCTURE

Executive Board

UNDP	MARD	MOH

MARD ICD

UNDP PO

Project Director

Manager

Secretary	Knowledge Management Officer	Accountant

TEAM A: Enhance knowledge management and information sharing

International advisor on policy advocacy, coordination and partnership planning and development

International Intern on knowledge management

TEAM B: Synthesize and present relevant information for knowledge management

International consultant

National consultant

TEAM C: Review and studies to enhance coordination, policy and strategic decision making, strategic framework ….

International consuttant to develop the Communication Strategy framework for AIPED 2012-2015

International consultant to review national coordination mechanisms

National consultants to map areas for mainstreaming and linkages

This function will be assumed by the UNDP programme Officer and Programme Unit. The UNDP PO will work closely with PMU to develop quality criteria for project products/outputs as mentioned in the table below. The PO will be in charge of monitoring and evaluating products against the agreed quality criteria.

Peer reviewers/ panel will be engaged/established to assess quality of products/results as required during the project implementation.

Capacity assessment of implementing partner

The past experiences cooperation with MARD shows that the Ministry has demonstrated its capacity to implement international donor and UNDP projects. MARD has managed and implement many UNDP-funded project over the past 20 years with satisfactory performance MARD has been managing 7 programmes and projects in One Plan 2 programme cycle with total project budget of about 14.7 million USD.

MARD was the implementing partner of UN Joint Programme of Avian Influenza from 2007-2011 and the final evaluation conducted in September 2011 showed satisfactory performance of the Programme. International Cooperation Department (ICD) of MARD, in particular, successfully managed IMCAPI project of 500,000 USD in period 2009-2010. The Ministry fully comprehends all rules/regulation of NEX/NIM modality

In addition, a Micro Assessment of MARD was conducted in 2010 for the previous programme cycle and the overall risk rating was moderate.

According to UNDP SOP on IP Capacity Assessment, Micro Assessment and Spot Checks and with the above evidence, an implementation capacity assessment is not required

UNDP Support Services (if any)

If National Implementation Partner (NIP) requires any additional support services from UNDP CO as stipulated in UNDP Programme and Operations Policy and Procedures (POPP), they will be expected to send to UNDP CO requests for such support services, together with specific TORs, specifications and/or other instructions based on which the UNDP CO will directly access funds to undertake its implementation support duties and recover service costs ("ISS"), in line with relevant provisions in UNDP POPP.

A brief description/summary of the inputs to be provided by all partners
-   ODA fund: 300,000 USD
-   Counterpart fund (In-kind contribution): 300,000,000 VND equivalents to 14,285 USD

Audit arrangements

The project is subject to audit regulations of UNDP and agreement between UNDP and USAID as the donor of the project

Agreement on intellectual property rights and use of logo on the project's deliverables

UNDP shall be entitled to all intellectual property and other proprietary rights including but not limited to patents, copyrights and trademarks, with regard to documents and other materials which bear a direct relation to or are prepared or collected in consequences. The Implementing Partner, at the UNDP's request shall take all necessary steps, execute all necessary documents and generally

assist in securing such proprietary rights and transferring the same to the UNDP in compliance with the requirements of the applicable law.

II. MONITORING FRAMEWORK AND EVALUATION

Please refer to the [Project Document - Deliverable Description](#) to complete this component of the template. Suggested text to be adapted to project context

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- ➢ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

- ➢ Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- ➢ On a quarterly basis, a quarterly work plan and a project progress report shall be submitted by the Project Manager using the standard format in HPPMG

Annually

- ➢ **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Executive Board and Government Aid Coordinating Agencies (GACA). As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- ➢ **Annual Project Review combined with Terminal Project Review**. Based on the above report, an annual combined with terminal project review shall be conducted during the first quarter of 2013, to assess the performance of the project. This review is driven by the Project Executive Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Agencies	Monitoring and evaluation Products	Time or frequency	Submitted to
- National Implementing partner	Quarterly progress report (QPR) and Quarterly work plan	Quarterly	UNDP CO
- National Implementing partner	Annual Project Review Report (APR) combined with Project Terminal Report (PTR) and Annual Work Plan	Year end	UNDP CO

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1: One Plan III Output 2.2.1. Policy advice and technical support provided to strengthen the building blocks of human and animal health systems, including information systems and the generation of evidence, at national and sub-national levels		
Activity Result 1 **(Atlas Activity ID)** *AIPED_INCEPTION*	*Short title to be used for Atlas Activity ID* *AIPED inception 2011-2015*	Start Date:June 2012 End Date:November 2012
Purpose	This activity will contribute to the launching and dissemination of the Viet Nam Integrated National Operational Program on Avian Influenza, Pandemic Preparedness and Emerging Infectious Diseases (AIPED), 2011-2015 to national and provincial stakeholders, and key inception activities for this national programme.	
Description	Planned actions to produce the activity result: 1. Disseminate AIPED plan to national partners at the central level to provincial steering committees, and to international partners and other stakeholders and support the roll-out of the national programme 2. Collect information on donor and national funding for AIPED 3. Review Communication Strategic framework 2008-2010 and develop the Strategy framework for public awareness raising and BCC for AIPED 2011-2015 4. Support to elaborate and roll out the national monitoring framework for AIPED 2011-2015 5. Support the application of a One Health approach to the implementation of AIPED 2011-2015	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Key national stakeholders (central, provincial level) and international stakeholders aware of the objectives and main contents of the AIPED.	List of National and International stakeholders completed. Records of AIPED dissemination.	June 2012 June 2012
Information available on main national and international contributions for AIPED in terms of amounts and main activity contents.	Presentation of the funding matrix to Partnership members for feedback.	August 2012
TOR and plan developed by BCC Working Group are in line with AIPED.	TOR document available. Plan document available.	June 2012 September 2012
Preparation of detailed indictor reference sheets for the AIPED and completion of the 1st annual monitoring report for AIPED.	Indicator reference sheets available. 1st annual monitoring report completed	June 2012 September 2012
National workshop on One Health provides and update on international and national OH activities and outlines a plan to progress the key areas identified in	Workshop proceedings/report	November 2012

	the AIPED One Health annex		

Activity Result 2 (Atlas Activity ID) KM_POLICY	*Short title to be used for Atlas Activity ID* *KM POLICY dialogue*	Start Date:June 2012 End Date: March 2013
Purpose	This activity will contribute to enhanced knowledge management and information-sharing and will create an enabling environment for API policy advocacy and strategic discussions.	
Description	Planned actions to produce the activity result: 1. Enhance knowledge management and information sharing 2. Facilitate policy discussion forums and research on key API issues 3. Commission a specific study on policy/ coordination aspects (focusing on aspects not being directly covered by other partners in their policy activities), including policy recommendations.4. Upgrade the Partnership website, newsletter and email network 5. Carry out specific reviews and studies to enhance coordination, policy and strategic decision-making related to AIPED 2011-2015 5.1. Review national API coordination mechanisms 5.2. Map areas for mainstreaming and linkages with related sectors, activities and networks and review of the Partnership to support AIPED 2011-2015	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Policy discussion group identifies a prioritized list of policy advocacy issues and identifies related messages, target groups, products and events	Advocacy plan document	July 2012
Studies and Policy forums for GoVN and PAHI members support dialogue and identification of options and recommendations on key API issues	Documents available, including proceedings of the policy discussion forums	March 2013
Talking points on key issues picked up by UN Resident Coordinator and US Ambassodor in contacts with senior national officials	Records of meetings with senior national officials, media reports	March 2013
Recommendations from the review of national coordination mechanisms presented to key relevant national officials	Report including list of key recommendations Minutes of the workshop on the study report	October 2012
Partnership mapping study forms a basis for direct discussions with key stakeholders in related work areas/sectors	Minutes of meetings with stakeholders Minutes of meetings of other partnership groups in related work areas/sectors	October 2012

Activity Result 3 (Atlas Activity ID) SUPPORTPAHI	*Short title to be used for Atlas Activity ID* *Support PAHI operations*	Start Date:June 2012 End Date: May 2013
Purpose	This activity will support overall personnel and operations costs for coordination of national and international partners and activities under AIPED 2011-2015 by KMP-API office	

Description	Planned actions to produce the activity result:
	1. Partnership personnel
	2. Office equipment procurement
	3. Office operations
	4. Annual Audit
	5. 5.. Other printing (name cards, letter-heads, envelops, Christmas/NewYear Poscards, banners, slogans, folders...)

Quality Criteria	Quality Method	Date of Assessment
how/with what indicators the quality of the activity result will be measured?	*Means of verification. What method will be used to determine if quality criteria has been met?*	*When will the assessment of quality be performed?*
Timely mobilization of Secretariat staff following project approval	Recruitment records	June 2012

III. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

ANNEXES

Risk Analysis: An assessment of risks that may affect the project should be conducted during the formulation

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	The disease outbreak situation in Vietnam and neighbouring countries is relatively unpredictable with regard to avian influenza A(H5N1).	15/3/12	Environmental	A significant increase in the number of H5N1 outbreaks in animals or human cases may focus additional attention on the project and increase demands for assistance from related government agencies or Partnership members. There may be both a need and opportunity for enhanced support to the national response. P = 2 I = 3	The project will monitor the ongoing disease situation through media reports, participation in national steering committee meetings, and direct contacts with government officials, in order to facilitate early identification and planning for any significant change.	KMP-API			
2	The detection of other new or emerging zoonotic communicable diseases in animals and humans during the project period.	15/3/12	Environmental	While this project includes a focus on zoonotic infectious diseases other than H5N1, based on the experience with influenza A (H1N1) in 2009, there is a risk that established project mechanisms, plans, expectations and donor rules, as well as existing positioning within the government (under MARD rather than MOH), may limit the ability of the project to rapidly refocus to new threats. P = 1 I = 5	The project will monitor the ongoing disease situation through media reports, participation in national steering committee meetings, and direct contacts with government officials, in order to facilitate early identification and planning for any significant change.	KMP-API			
3	Inflation	15/3/12	Financial	Vietnam continues to have the highest inflation of any country in the region. If prices become significantly higher during the implementation period than	This issue applies generally to UNDP projects in Vietnam. Both UNDP and KMP-API will monitor	UNDP and KMP-API			

				anticipated during preparation of the budget, this may limit the project's ability to fully meet its objectives. P = 2 I = 4	the inflation rate and any impact on specific project costs for early identification and mitigation.				
4	Exchange rate fluctuation	15/3/12	Financial	In recent years, the USD/VND currency pair has been subject to significant fluctuation. Depending on the timing, future fluctuations may result in an exchange rate loss or project fund devaluation that could limit the sufficiency of financial resources to complete the project activities. P = 1 I = 3	This issue applies generally to UNDP projects in Vietnam. UNDP will manage project funds through the established quartely advance and acquittal system and institutional monitoring of exchange rate fluctuations.	UNDP			
5	Project management procedures: approval of the DPO and procurement plan according to HPPMG / national procurement procedures.	15/3/12	Financial	Delayed approval of the DPO by the PM or of the procurement plan by MARD could lead to delays in mobilizing consultant inputs and other key activities. P = 3 I = 3	KMP-API will maintain close contact with relevant counterparts within MARD, MOH, MPI, MOF, OOG etc. to facilitate timely approvals and early identification and mitigation of any significant delays.	KMP-API			
6	Institutional arrangements: the sectoral responsibilities for this project cover areas under the competent authority of two different ministries, MARD and MOH. This sometimes leads to questions over which sector is responsible for a particular	15/3/12	Organizational	This is a constant context for project implementation, requiring continual attention to ensure strong relations and appropriateness of activities undertaken with each sector. Activities that can be undertaken in a unitary/cross-sectoral manner by the project may need to be divided up for future sustainability under the ownership of the respective sectors. P = 5 I = 3	The project will discuss with counterparts within both sectors on how to address this, and explicitly address this in the preparation and facilitation of API policy advocacy and strategic discussions including attention to the proposed joint circular between the	KMP-API			

	issue or who will be responsible after the project ends.				two ministries.				
7	Institutional arrangements: the National Steering Committee for Human Influenza Pandemic Prevention and Control (NSCHP) has been identified as a key stakeholder, however has not met frequently over the past 6 months. It is unclear whether this committee will continue to meet during the project period.	15/3/12	Organizational	If this committee effectively ceases to function or is suspended for a period of time, this may constrain the ability of the project to strengthen the relationship between international partners and the overall response in the health sector. It may be harder to bring policy lessons and reccomendations to relevant health policy-makers and experts. P = 4 I = 3	PAHI Secretariat is accepted as a member of the NSCHP meeting and will directly monitor the status of this Steering Committee. Activity 2.5.1 of the project will explicitly address the role of this committee and include recommendations for GoV and partners in this regard. PMU will ensure to support the organization of at least one meeting of NSCHP upon request during the 12-month period of the project.	KMP-API			
8	Human resources Processes and Procedures: the gap between the previous programme and this project means that experienced staff may seek other employment.	15/3/12	Organizational	Loss of experienced staff may reduce the capacity of the project office and delay the implementation of key activities. P = 2 I = 4	The project manager will follow up closely to facilitate timely approval of the DPO. The Project Director and UNDP will move as quickly as possible after approval to mobilize project staff.	KMP-API, UNDP			
9	Government commitment: while overall GoV commitment to addressing avian influenza A(H5N1) and other zoonotic threats to human	15/3/12	Political	Declining attention to H5N1 or other threats may make it harder to obtain support and approval from senior ministry leaders and international partner representatives for key activities, and also make it more difficult to promote the application of	The Policy Group convened by KMP-API will prepare a specific policy advocacy plan, taking into account the need to carefully identify appropriate channels and	KMP-API			

#	Risk	Date	Type	Description / Impact	Counter measures	Owner			
	health remains high, the global and national focus on this issue has been progressively decreasing over several years in the absence of a serious human pandemic, decreasing poultry outbreaks and in the face of other competing issues.			lessons and recommendations from the projects implemented with support from Vietnam's international partners. P = 2 I = 4	to mobilize appropriate support from international partner agency representatives to access required levels of GoV.				
10	Procurement: the project requires mobilization of a number of national and international consultants within a relatively short period.	15/3/12	Operational	Delay in mobilization of consultants may negatively impact the success of the project. P = 2 I = 4	MARD ICD and UNDP will consider the capacity of MARD ICD to proceed with direct contracting of consultants.	UNDP, MARD ICD			
11	Procurement: some activities of the project under Objective 2 require inputs from related projects of PAHI members.	15/3/12	Operational	Delays in implementation of these related projects may lead to delays or otherwise negatively affect the quality of the project implementation. P = 2 I = 3	KMP-API will convene the Policy Group with these projects, and work closely with them to ensure timely, high-quality inputs as well as early identification and mitigation actions if those projects experience delays.	KMP-API			
12	New unexpected regulations, policies related to poultry production, poultry vaccination, etc.	15/3/12	Regulatory	Significant changes in relevant regulations or policies may lessen the relevance of specific planned technical and advocacy inputs through the project, for example if there is a significant rapid change to poultry raising, trading or vaccination regulations. P = 2 I = 2	The project will maintain awareness of possible regulatory or policy changes through close coordination with national government counterparts and participate in national steering committee meetings.	KMP-API			