

United Nations Development Programme

Country: Viet Nam

PROJECT DOCUMENT

Project Title: **Legal Empowerment through Support for the Vietnam Lawyers Association**

UNDAF Outcomes Policies, law & governance structures effectively support right-based development to realize the values & goals of the Millennium Declaration

Expected OP Outcome(s) 3.2: By 2016, all citizens, particularly the most vulnerable and disadvantaged groups, benefit from strengthened legal and judicial reform and increased access to justice, enhanced capacity of legal and judicial professionals, and strengthened national legal frameworks to support the implementation of international conventions ratified by Viet Nam;

3.4: By 2016, political, social, professional and mass organizations (PSPMOs) participate effectively in policy discussion and decision-making processes for the benefit of the most vulnerable and disadvantaged groups;

Expected OP Output(s): 3.2.4 Awareness raising programmes and legal support services developed and effectively implemented to enable all people, particularly the vulnerable groups to be aware of, and claim their rights

3.4.2: PSPMOs' human resources and organisation capacities strengthened to provide significant contributions in the development of policies in the best interests of the most vulnerable groups

Implementing Partner: Vietnam Lawyers Association (VLA)

Responsible Party: Vietnam Lawyers Association, Provincial VLA/Legal Consultancy Centres (LCCs), others to be identified

Brief Description

Legal empowerment of the poor and disadvantaged is a key strategic priority for VLA and UNDP cooperation given UNDP is strongly positioned to offer policy advice, expertise and experience from around the world on strengthening access to justice and legal empowerment of the poor and disadvantaged groups. Promoting rights-based approach, the project, through support to the VLA and its LCC network, aims to meet the legal needs of the poor and disadvantaged to be aware of and empowered to claim their rights. Experiences and evidences emerged from the VLA's practice will be used to shape the VLA's policy submission and participation in legal and judicial reform processes. Furthermore, the project will support the VLA in its advocacy efforts toward an enabling legal and institutional environment for civil society organizations' participation in policy discussion and social review in Viet Nam.

One Plan Period: 2012-2016
Key Result Area: Focus Area 3.2 & 3.4
Atlas Award ID: 00068222
Start date: 1 August 2012
End Date: 31 July 2015
Management Arrangements: NIM

2012-2013 AWP budget: **598,400 USD**
Total allocated resource: 598,400 USD

- Regular 577,000
- UNDP APRC 6,400
- VLA (parallel contribution) 15,000

Agreed by VLA:

Pham Quoc Anh, President

Agreed by UNDP:

Setsuko Yamazaki, Country Director

I. Annual Work Plan: period 1 August 2012 – 31 December 2013

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET					
		2012 (Aug-Dec)	2013				Funding Source	Budget Description	Amount			
			Q 1	Q 2	Q 3				Q 4	2012	2013	Total
<p>OP Output 3.4.2 PSPMOs' human resources and organizational capacities strengthened to provide significant contributions in the development of policies in the best interests of the most vulnerable groups</p> <p>Indicator 1: Number of new reports with recommendations on laws and policies that are developed by PSPMOs and submitted to legislative or executive agencies</p> <p>Baseline (2012): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): 10 reports submitted by PSMPOs to legislative or executive agencies (2 per year)</p> <p>MoV: Documents from PSPMOs</p> <p>Indicator 2: Number of new institutional capacity development activities targeting PSPMOs supported by the UN</p> <p>Baseline (2012): Not applicable at the start of the One Plan 2012-2016 Target (2016): 10 (2 per year)</p> <p>MoV: UN and IP reports</p> <p>Related OP Outcome 3.4: By 2016, political, social, professional and mass organizations (PSPMOs) participate effectively in policy discussion and decision-making processes for the benefit of the most vulnerable and disadvantaged groups</p>												

<p>Output 1: Strengthened the VLA capacity on policy advocacy and law-making participation through an increased focus on evidence-based advocacy, data collection and research</p> <p>Indicator:</p> <ul style="list-style-type: none"> - Number of VLA members participated in the membership survey - Mainstream of gender assessment in the membership survey - Number and quality –assessed by the VLA’s management --of the survey’s recommendations - Number, frequency, scope and quality of data collection and research initiatives implemented by the VLA. - Number and quality of evidence-based policy and law reform submissions to the central and provincial level 	<p><u>Activity result 1:</u> Results of an overall assessment of VLA membership (including gender assessment) available to inform future interventions</p> <p>Action 1.1: Membership survey and needs assessment conducted by independent experts</p> <p>Action 1.2: Consultative workshop to provide inputs to the assessment (with focus to assessment of the members’ capacity for policy advocacy and legal/judicial reform submissions)</p>	X	X			VLA central and provincials Research institutions Social organizations International/national consultants	TRAC	71100 71300	10,000	35,000	45,000
---	--	---	---	--	--	--	------	----------------	--------	--------	--------

<p>governments (in use of the justice survey's results)</p> <p>-</p> <p>Baseline:</p> <p>- VLA's limited use of empirical research in law and policy submissions</p> <p>- Information on VLA's membership assessment was outdated, the most recent assessment conducted in 2007</p> <p>Target:</p> <p>- Overall assessment to VLA membership available by end of 2013 to inform future interventions (including gender analysis of the membership)</p> <p>- New processes for data collection and analysis being used by VLA central and provincials</p> <p>- Results of justice index used by the VLA to inform policy makers, justice agencies on access to justice and justice administration at sub-national level by end of 2013</p> <p>MoV:</p> <p>- Project annual report</p> <p>- Annual report of the VLA to its Executive Board</p> <p>- Official feedbacks from NA and its deputies on the policy submissions of the VLA</p>	<p><u>Activity result 2:</u> Results of citizen-based survey on justice be used the VLA for oversight of justice administration at sub-national levels</p> <p>Action 2.1: Concept note and methodology of the survey developed by experts</p> <p>Action 2.1: Survey to measure justice from citizen's perspective rolled out at 1/3 of the provinces in Viet Nam</p> <p>Action 2.3: Consultation workshop to circulate the survey results and to exercise NA's Judiciary Committee's oversight</p>	X						TRAC	71100 71200 71400	110,000	140,000	250,000
	<p><u>Activity result 3:</u> New processes for data collection and analysis established</p> <p>Action 3.1: New processes for data collection and evidence analysis developed by consultants</p> <p>Action 3.2: New processes for data collection and evidence analysis piloted by the VLA</p>	X	X						TRAC	71300	5,000	20,000

OP Output 3.2.4 Awareness raising programmes and legal support services developed and effectively implemented to enable all people, particularly the vulnerable groups to be aware of, and claim their rights

Indicator 1:

Number of groups of vulnerable people receiving free legal support services with UN support

Baseline (2011): 7 (Under the Law on Legal Aid and Anti-Human Trafficking Law, people eligible for free legal aid services include (i) the poor, (ii) people who have merit with the State, (iii) the elderly without primary care givers, (iv) children without a primary caregiver, (v) ethnic minority people, (vi) people with disabilities, and (vii) victims of human trafficking

Target (2016): Increased number of vulnerable groups, such as children in conflict with the law, and victims of abuse and exploitation, receiving legal support services with UN support

MoV: Reports from national legal aid Agencies and other service providers, PSPMOs

Indicator 2:

Availability of new victim support services for children victims and witnesses developed with UN support

Baseline (2012): Not applicable at the start of the One Plan 2012-2016

Target (2016): At least 2 new children's victim support services available

MoV: Reports from MOLISA

Related OP Outcome 3.2: By 2016, all citizens, particularly the most vulnerable and disadvantaged groups, benefit from strengthened legal and judicial reform and increased access to justice, enhanced capacity of legal and judicial professionals, and strengthened national legal frameworks to support the implementation of international conventions ratified by Viet Nam

<p>Output 2: Promoted rights-based legal aid and legal empowerment of the poor and disadvantaged.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Number of LEP small grants supported by UNDP - Number of the poor and disadvantaged –as results of the LEP support--in the target regions being aware of their rights and benefiting from accessing the VLA's LCCs legal aid - Level of satisfaction of VLA LCCs clients/beneficiaries of the LEP support programme - Number of recommendations agreed at the LEAP conference (to be followed-up by participated countries/delegates) in strengthening the LEAP mechanism - Number of concrete actions/initiatives to be collaborated between VLA and social organizations on social justice (to be put into 2014 AWP) (as results of the active coordination and networking) <p>Baseline:</p>	<p><u>Activity result 1:</u> Mechanism to empower the poor to claim their rights established and strengthened</p> <p>Action 1.1 Assessment of LEP initiatives submitted by PVLAs</p> <p>Action 1.2: New processes and methods for delivering legal aid and legal empowerment of the poor piloted (through LEP small-grant projects) piloted</p> <p>Action 1.3: 2012 Legal Empowerment Asia Partnership Conference (LEAP) organized in Viet Nam</p>	X	X				VLA central and provincials	TRAC	71200	12,000	48,000	60,000
					X	X	X	Social organizations	APRC	71300		
		X					VLA		71300	30,000		30,000
							UNDP		71400	6,400		6,400
							CO/APRC		71600			
									72100			
									74500			
	<p><u>Activity result 2:</u> Rights to counsel for pre-trial detainees safeguarded</p> <p>Action 2.1: Legal aid programs to pre-trial detainees operated by PVLAs to ensure rights to counsel (a basic HRs stipulated in the ICCPRs)</p> <p>Action 2.2: Experiences and lessons learned in the PVLAs practice used by the VLA to advocate for reform of criminal justice system</p>						VLA provincials	TRAC	71300		10,000	10,000
									71400			
			X	X								
					X	X						

<ul style="list-style-type: none"> - Available data from needs assessment at target communities and selected areas (re. legal aid) carried by VLA in 2010 - For specific statistics on legal aid provision per province, refer to VLA's and NLAA's database - Data from VLA's assessment report on legal aid at pre-trial detention conducted during Sep 2011-April 2012 - Records on participants and topical issues discussed at and recommendations taken forward from LEAP meetings organized in 2010, 2011 <p>Target:</p> <ul style="list-style-type: none"> - Small grants to carry out legal empowerment of the poor (LEP) initiatives continued and attuned to protection of land rights, environmental and social justice - Legal Empowerment Asia Partnership conference organised in Hanoi - Pre-trial detainees provided with free counselling service to protect their rights - Networking and information/experience exchange among social organizations and the VLA promoted <p>MoV:</p> <ul style="list-style-type: none"> - GOV, VLA annual reports on legal aid - The project 2014 AWP - LEAP meeting, UNDP APRC reports 	<p><u>Activity result 3:</u> VLA internal networking and external coordination with other partners, stakeholders active in the areas of legal empowerment and social justice strengthened</p> <p>Action 3.1: Coordination meetings to discuss LEP experiences and to promote social organization networking organized</p>					<p>VLA central and provincial, social organizations</p>	<p>TRAC</p>	<p>71300 71600</p>		<p>15,000</p>	<p>15,000</p>
---	---	--	--	--	--	---	-------------	------------------------	--	---------------	---------------

OP Output 3.4.2 PSPMOs' human resources and organizational capacities strengthened to provide significant contributions in the development of policies in the best interests of the most vulnerable groups

Indicator 1:

Number of new reports with recommendations on laws and policies that are developed by PSPMOs and submitted to legislative or executive agencies

Baseline (2012): Not applicable at the start of the One Plan 2012-2016

Target (2016): 10 reports submitted by PSMPOs to legislative or executive agencies (2 per year)

MoV: Documents from PSPMOs

Indicator 2:

Number of new institutional capacity development activities targeting PSPMOs supported by the UN

Baseline (2012): Not applicable at the start of the One Plan 2012-2016 Target (2016): 10 (2 per year)

MoV: UN and IP reports

Related **OP Outcome 3.4:** By 2016, political, social, professional and mass organizations (PSPMOs) participate effectively in policy discussion and decision-making processes for the benefit of the most vulnerable and disadvantaged groups

<p>Output 3: Increased partnership between social organizations and the VLA to address social injustices and to advance legal empowerment of the poor (LEP)</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Availability of the mapping results by mid 2013 to shape future partnership and interventions - Quality of the mapping assessed by VLA management - Number of cooperative activities between VLA and social organizations - Quality of policy advocacy jointly 	<p><u>Activity result 1:</u> Networking between VLA and social organizations striving for social justice established</p> <p>Action 1.1: Mapping exercise on social organizations actively advocate for social justice completed</p>	X	X	X				VLA central and provincials, social organizations International/national consultants	TRAC	71300	2,000	3,000	5,000
---	---	---	---	---	--	--	--	--	------	-------	-------	-------	-------

<p>conducted by VLA and social organizations</p> <ul style="list-style-type: none"> - Number of VLA recommendations to NA on Constitution Amendments <p>Baseline:</p> <ul style="list-style-type: none"> - Available data (source: database on associations and NGOs published by ISS and Asia Foundation in 2011) is lack of classified information on social organizations and networks active in advocacy for social and environmental justice, in particular those operated at sub-national level <p>Target:</p> <ul style="list-style-type: none"> - Detailed mapping available mid 2013 that provides VLA with adequate information to actively engage with social organizations in implementation of the LEP and social justice programme - Inclusive participation of the VLA and social organisations in Constitution amendment process to voice their members and citizen's opinions <p>MoV:</p> <ul style="list-style-type: none"> - NA's Standing Committee report on public opinions in the Constitution Amendment process - VLA annual reports - the project 2014 AWP 	<p>Action 1.2: Mechanism for cooperation between VLA and social organizations working in the areas of LEP, environment protection, ethnic minority development developed by consultants</p> <p>Action 1.3: Mechanism for cooperation piloted</p>	<p>X</p>	<p>X</p>					<p>71300</p>	<p>1,000</p>	<p>4,000</p>	<p>5,000</p>
	<p><u>Activity result 2:</u> Inclusive participation in the Constitution amendment process promoted</p> <p>Action 2.1: Opinions of the VLA's members and members of social organizations gathered and analysis to produce substantive inputs to the process</p> <p>Action 2.2: Consultative meetings/workshop to voice citizen's opinion on Constitution amendments</p>	<p>X</p>	<p>X</p>				<p>VLA central and provincials, social organizations International/national consultants</p>	<p>TRAC 71200 71300 71400</p>	<p>10,000</p>	<p>25,000</p>	<p>35,000</p>
<p>Assurance activities</p>	<p>Micro assessment Other assurance activities</p>	<p>X</p>					<p>UNDP</p>	<p>TRAC 74100</p>	<p>4,000</p>		<p>4,000</p>

Project publication and communication	Publication of project's outputs	X	X				VLA	TRAC	72100	2,000	3,000	5,000
Project management	PMU recruitment, salary	X	X				VLA	TRAC	71400	20,000	58,000	78,000
	Project office, utilities, and miscellaneous	X	X				VLA	VLA	74300	3,000	12,000	15,000
Procurement	Project equipments	X	X				VLA	TRAC	72200 73300	8,000	2,000	10,000
TOTAL										223,400	375,000	598,400

II. Management Arrangements

Project Board

Representatives of UNDP and the VLA will sit on the Project Board. The Project Board will meet upon request of Project National Director and/or Project Quality Assurance officers to take strategic decisions when required to facilitate project implementation.

Project Management Unit

The Project Management Unit (PMU) will consist of National Project Director, Project Manager, a Policy and Law Reform Advocacy Specialist, a Legal Aid Specialist, an Administrative Assistant and a Project Accountant.

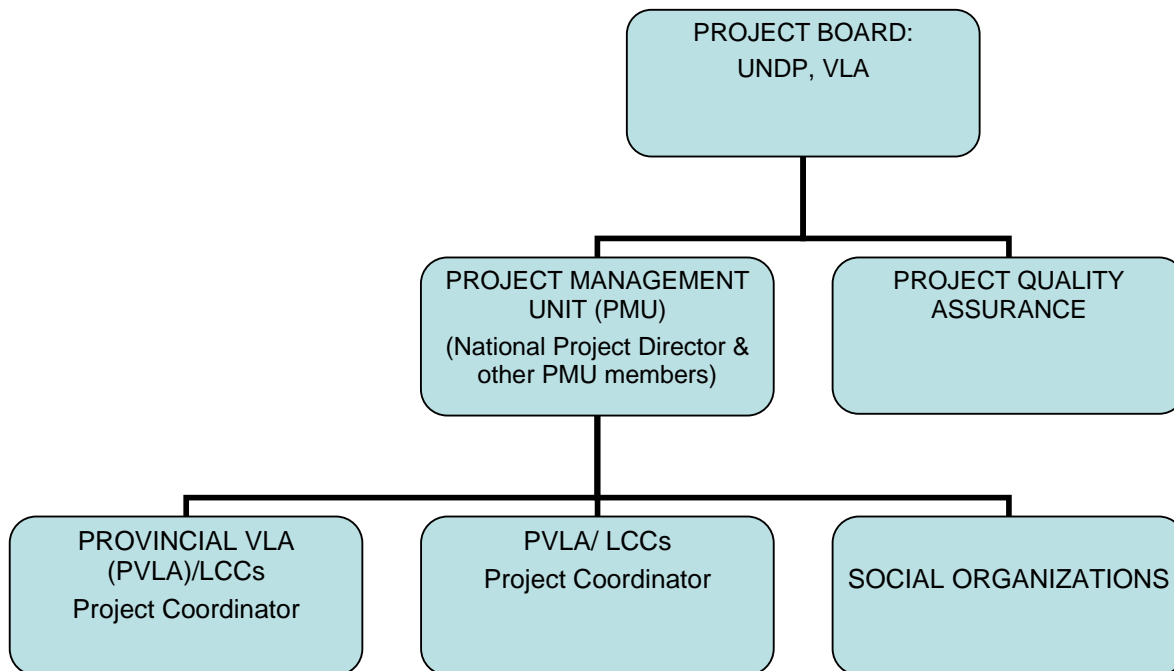
The **National Project Director** (NPD) appointed by the VLA's management will hold entirely accountability to the Government of Viet Nam and UNDP for all project activities including: i) reasonable and efficient use of project resources; ii) the quality of project outputs; iii) timely implementation of activities as mutually agreed; and iv) coordinate project activities, and cooperate with stakeholders during the process of project implementation. The NPD is responsible for results of technical activities and for the compliance to donor regulations and that of the government in regard to project financial management (both donor and counterparts funds) in accordance to rules and guidelines provided in the Vietnam – UN Harmonized Programme and Project Management Guidelines (HPPMG).

The **Project Manager** will report to the National Project Director and take responsibility for the operational management of the project. The two Specialists will work closely with the VLA's staff responsible for law research, legal aid and legal dissemination at the central level.

The Project Manager and other members of the PMU will be recruited according to UNDP guidelines in HPPMG and MPI Circular 03/2007/TT-BKH. All PMU staff will report to the Project Manager. The National Project Director is accountable to the Government and UNDP for all aspects of project management and implementation. In line with HPPMG, the National Project Director will set up an internal control system defining roles and responsibilities for the project oversight, working arrangement and mechanism for reporting to the NPD and between members of the PMU. The NPD will issue a Manual for PMU's Operating Standards to provide details on the project's internal control system and management-related issues.

A number of consultants (international and national) will need to be retained to support project implementation. They will be hired to provide technical assistance and support the implementation of project activities per assignment basis.

The **Project Organization Chart** below illustrates the above-mentioned arrangements.



Main mechanisms to develop and implement project work plans, manage financial resources

The Project Manager will be responsible for developing the annual work plans, which will be approved by the VLA and UNDP. In accordance with the approved annual work plan, quarterly work plans will be developed in close consultation and agreement with the UNDP. Based on the approved quarterly work plans, funds will be transferred to a designated project account managed by the VLA. The disbursement of project funds will be made in accordance with VLA financial procedures, Vietnamese regulations and UNDP guidelines. The PMU will prepare annual financial reports and annual progress reports on project activities to be submitted to the Project Board.

Project quality assurance

The UNDP country office and its assigned Quality Assurance officers will play an oversight role to ensure proper use of the project resources and quality assurance for implementation of the project activities. In accordance with the HPPMG, quality assurance is an objective oversight and monitoring function to ensure that an approved work plan is implemented and allocated resources are used in accordance with established rules and procedures.

III. Preliminary Risk Analysis and Capacity Assessment

Overall the project is very feasible as it aligns with the needs and priorities of both the Vietnam Lawyers Association and UNDP as well as the emerging needs of Vietnamese social organizations. Equally important, it is designed to address the needs of one of the project’s main beneficiaries: Vietnamese citizens and in particular, the poor and disadvantaged.

Risk Analysis

The following risks have been identified with respect to the implementation of the project and will need to be monitored on an ongoing basis:

Risks	Level	Control Measures
1. The VLA is not able to internalize new working methodologies due to its traditional hierarchical (“top down”) structure.	Medium	The majority of the project activities will have a “bottom up” focus with the expectation that the VLA’s traditional working processes will be challenged as new approaches are implemented the under the project. Using a “bottom up” approach for many of the project activities will provide the VLA with an opportunity to try and learn different working methodologies. It is expected that over time the VLA will adopt some of the more successful methodologies introduced through the project.
2. The GOV and CPV are not receptive to incorporating “critical comments” provided by the VLA into their policy and law making processes.	Low	Vietnam’s economic, social and political systems are in transition. The project is designed to support enhancing the VLA’s role in this process. Opportunities to provide critical comments on legislation should be chosen based on areas in which VLA can have the most impact on issues of social justice, and to the extent possible, which will be addressed in the GOV’s upcoming legislative agenda. Enhancing the VLA’s role is also viewed as a contribution to the longer term development of the evolving policy and law making processes in Vietnam.
3. The VLA is not able to work effectively with other social organizations due to different work cultures and/or a lack of trust between organizations.	Low	The LCCs will be responsible for identifying the social organizations that they will work with under the project and will be selected based on proposals they submit describing how the organizations will work together. It is expected that this approach will diminish the risk that the organizations will not be able to work together. At the central level there may be more challenges, but these should be limited by ensuring that both organizations agree to cooperate on specific issues for a specific period of time. In the event that problems do arise, the project management team will need to identify ways to intervene and support more productive working relationships.
4. The VLA and selected LCCs are not able to absorb the technical support provided by the project due to limitations on human and financial resources.	Low	The technical support provided to the LCCs and VLA under the project should be carefully designed and sequenced to take into account the limited capacity of the LCCs and VLA, particularly the provincial and lower level VLAs. Additional human resources and financial resources for the VLA and LCCs (such as LCC project coordinators and funds for implementing project activities), will be supported by the project in order to ensure that project activities can be implemented effectively. Initiatives to engage members more actively in VLA activities are also intended to assist in addressing the VLA and LCC’s human resources limitations. It is also expected that as the legal aid services of the LCCs continue to improve, there will be higher demand for fee-based LCC services from clients that do not qualify for legal aid and that this will provide LCCs will additional financial resources.
5. VLA members do not respond to membership engagement initiatives and are not willing to engage in	Medium	The project will support the development of a platform for online legal aid information, resources and advice and the strengthening of the legal aid services provided by selected LCCs. These activities will be

VLA activities		used as a vehicle for attracting and engaging members in VLA activities. The online legal aid information and resources will be available as an ongoing resource to Vietnamese citizens and legal aid services providers. It is expected that as the value of the online legal aid information becomes better known and LCC legal aid services continue to improve, members will become increasingly interested in becoming engaged and sharing their knowledge and experience on a volunteer basis.
----------------	--	--

Capacity Assessment of Implementing Partner

In 2011, GACA members in a joint GOV-UNDP visit to the Project “Strengthening capacity of the Vietnam Lawyers Association” was very impressed with about the cooperation between project counterparts and considered the project experiences to be documented and disseminated as best practice in project management and cooperation.¹ This is a strong evidence of VLA capacity as an implementing agency. In fact, over the past 4 years, the implementation capacity of the organization has been greatly improved so as it has be able not only to manage the project supported by UNDP but also various projects and supports from a number of foreign donors and development agencies including CIDA, DANIDA, EU, JPP, USAID, KASS, ABA, CBA.

Nevertheless, the organization shall be subject to HACT micro assessment to meet the HPPM requirements.

IV. Monitoring Framework and Evaluation

Monitoring, evaluation and reporting requirements

The project will be subject to the monitoring and evaluation practices in accordance to rules and guidelines laid out in the Vietnam – UN Harmonized Programme and Project Management Guidelines (HPPMG), Programme and Operations Policy and Procedures (POPP) of UNDP, and the applicable Government regulations on ODA management.

The Implementing Partner (IP) is required to prepare quarterly and annual project reports on the progress towards stipulated project specific outputs and their indicators. In addition to the regular (at least quarterly) monitoring of the project progress by IP and UNDP CO, Annual Project Review meetings, if necessary, will be organized for involved partners to thoroughly discuss the project progress and annual work plan for the coming year as well as to identify the areas for improving project implementation.

The PMU will be responsible for preparing the following project management tools and reports:

- Terms of reference (TOR) for project activities and JDs for consultant recruitments;
- Activity reports and evaluation forms;
- Quarterly Work Plans and Budgets;
- Annual Work Plans and Budgets;
- Quarterly Project Progress and Financial Reports;
- Annual Project Progress and Financial Reports.

¹ Report on Joint Gov – UNDP visit, 17 June 2011

Within the project term, the following monitoring and evaluation framework to be used:

Monitoring and Evaluation Activities	Responsible Parties	Timeframe
Quarterly Progress and Financial Reports	Project Team and UNDP	Quarterly
Annual Progress and Financial Reports	Project Team and UNDP	Annually
Mid-Term Project Review	UNDP and Independent External Consultants	Mid-2014
Scheduled Audit (under HACT framework)	Project Team and UNDP	Annual (or according to results of the IP's micro assessment)
Project Field Visits	UNDP and Project Team	As required, but at least twice per year; Spot-checks' frequency will be determined based on the IP's micro assessment results.
Final Project Evaluation	UNDP and Independent External Consultants	One month prior to completion of project

Evaluations are used to systematically and objectively assess progress towards the achievement of project specific outputs. The project will be subject to one Mid-Term Review (mid-term external evaluation), to consider and evaluate the relevance of objectives/outputs set forth as initially designed; identifying any deviations which need correction and make recommendations to ensure that the project will achieve expected results. Final Project Evaluation will be conducted three months before the completion of the project to assess the outputs, outcomes and initial impacts of the project.

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.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis specified above (page 13-14), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. 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.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project 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.

V. Quality Management for Project Activity Results

OUTPUT 1: Strengthened the VLA's policy advocacy and law-making participation through an increased focus on evidence-based advocacy, data collection and research		
Activity Result 1 (Atlas Activity ID)	Membership survey and needs assessment	Start Date: 1 August 2012 End Date: 31 December 2013
Purpose	Membership needs assessed in order to plan the project activities during the project term	
Description	Procurement of consultants; Need assessment carried out;	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Quality and timely delivery of the assessment	MoV: Assessment report, VLA report Consultative meeting with VLA members on the results/findings of the assessment	Jun 2012: field-work during the assessment mission; Aug 2012: consultative meeting to comment on the results of the assessment
Activity Result 2 (Atlas Activity ID)	Measuring justice from citizen's perspective – Justice Provincial Index (JUPI)	Start Date: 1 August 2012 End Date: 31 Dec 2013 (JUPI report to be completed by Mar 2013)
Purpose	Quantitative indicators and tools to measure justice at sub-national level developed	
Description	Procurement of survey experts, survey team; Fieldwork to be carried out	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Relevance of the JUPI tools and indicators; Participatory of users in the process	MoV: VLA report Consultative meeting with experts and concerned stakeholders	Sep 2012: consultative meetings to validate Justice Index's scope and methodology Oct 2012 – Feb 2013: field-work monitoring
Activity Result 3 (Atlas Activity ID)	Pilot new processes to improve data collection and policy advocacy built on grass-root interventions	Start Date: 1 Jan 2013 End Date: 31 Dec 2013

Purpose	Issues on law/policy implementation captured and be brought up to provincial/central institutions for policy consideration and change		
Description	Area of interventions to be selected; new process be piloted; policy paper on the selected regulatory area finalised and submitted to authorized institutions		
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>	
Quality and timely delivery of the pilot process	MoV: Policy paper submission to GoV, authorized institutions	Jun 2013: fieldwork monitoring Sep 2013: consultative meeting and peer-review to ensure quality of the policy paper	
OUTPUT 2: Promoted rights-based legal aid and legal empowerment of the poor and disadvantaged			
Activity Result 1 (Atlas Activity ID)	New processes and methods for delivering legal aid and legal empowerment of the poor implemented		Start Date: 1 Aug 2012 End Date: 31 Dec 2013
Purpose	LEP initiatives helping the poor and vulnerable to claim their rights supported		
Description	Review process for LEP small-grant projects; Implementation of the LEP small-grants		
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>	
Number of beneficiaries, actions undertaken to protect citizens' rights	MoV: VLA report; independent assessment report	Quarterly reports Nov-Dec 2012: quality assurance visits Oct-Nov 2013: independent assessment	
Activity Result 2 (Atlas Activity ID)	Legal aid to pre-trial detainees		Start Date: 1 Aug 2012 End Date: 31 Dec 2013
Purpose	Legal assistance to detainees during the pre-trial period to ensure their rights to counsel		
Description	Legal services to criminal accused during the pre-trial period		
Quality Criteria <i>how/with what indicators the quality of the activity result</i>	Quality Method <i>Means of verification. What method will be used to determine if</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>	

<i>will be measured?</i>	<i>quality criteria has been met?</i>	
Number of beneficiaries Number of accused having counsel provided by the project	MoV: VLA report; independent assessment report	Quarterly reports Oct-Nov 2013: independent assessment
Activity Result 3 (Atlas Activity ID)	Coordination meetings to discuss LEP experiences and lessons learned	Start Date: 1 Aug 2012 End Date: 31 Dec 2013
Purpose	Experiences and lessons learned shared among LCCs; Internal resource and peer network established and sustained	
Description	Coordination meeting with donors having support to the VLA in Q1/2012; Coordination meetings among LCCs in June and December	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Quality of discussion at the meetings, number of recommendations taken to improve the VLA's legal aid	MoV: VLA report; Minutes of the meeting and follow-up actions	Dec 2012 – Dec 2013: minutes of the meetings
OUTPUT 3: Increased partnership between social organizations and the VLA to address social injustices and to advance legal empowerment of the poor (LEP)		
Activity Result 1 (Atlas Activity ID)	Mapping social organizations actively advocate for social justice	Start Date: 1 Jan 2013 End Date: 31 Dec 2013
Purpose	Full-picture of active organizations and their capacity captured to explore available options for partnership	
Description	Mapping carried out; follow-up actions to be under recommendations	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Quality and timely delivery of the activity	MoV: assignment report; follow-up action taken by the VLA	Jun 2013: consultative meeting on the mapping report
Activity Result 2 (Atlas Activity ID)	Pilot mechanism for cooperation between VLA and social organizations working in the areas of LEP, environment protection, ethnic minority development	Start Date: 1 Jan 2013 End Date: 30 Jun 2013
Purpose	Cooperation between VLA and social organizations on prioritized areas piloted	

Description	Pilot activity	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Quality of the joint activity	MoV: VLA report	Dec 2013: end-year assessment
Activity Result 3 (Atlas Activity ID)	Support to ensure inclusive participation to constitution amendment process	Start Date: 1 Aug 2012 End Date: 31 Dec 2013
Purpose	Inclusive participatory on the process of constitution amendment ensured	
Description	Innovative actions to be initiated	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Quality and timely of the activity	MoV: VLA report	Dec 2013: end-year assessment

VI. 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".

ANNEX 1. Terms of Reference for Key Project Personnel

1. National Project Manager (NPM)

Functional Title:	National Project Manager (Full-time)
Duty Station:	Hanoi and provinces in Viet Nam
Duration:	Initially one-year with possible extension up to three years based on performance
Supervision:	The NPM will report directly to the National Project Director (NPD) and work closely with relevant UNDP officers responsible in charge of monitoring the project implementation

Background

Under the direct supervision of the National Project Director (NPD), the National Project Manager will take responsibility for the operational management of the project. S/he will assume the day-to-day project management in line with the Detailed Project Outline (DPO), Project Document, Annual Work Plans, and required standards and procedures of a Nationally Implementing Modality (NIM) project. The NPM will be recruited by the NPD in consultation with UNDP. This position will be funded by the project.

Specific tasks and responsibilities

- Fully responsible for the execution of the project in accordance with procedures and practices specified in the HPPMG (Vietnam – UN Harmonized Programme and Project Management Guidelines) and UNDP standards and regulations
- Prepare and update work plans for submission to the NPD
- Ensure effective coordination and communication between Implementing Partner and sub-contractors
- Initiate and execute field/study visits, workshops and other types of interventions in support of the project work plans
- Assumes direct responsibility for managing the project budget on behalf of the NPD to ensure:
 - Project funds are made available as needed and disbursed properly
 - Accounting records and supporting documents are kept
 - Financial reports are prepared
 - Financial operations are transparent and comply with the HPPMG and UN-EU Cost Norms
 - Records are available in order for auditing at any time.
- Coordinate with government agencies as well as social organizations to effectively implement project activities
- Ensure coordination and harmonization of project activities with other donor-supported projects
- Manage project resources financed by UNDP
- Supervise project staff and experts working for the project
- Prepare projects management reports and organize project tripartite reviews, monitoring and evaluation missions in coordination with the project key stakeholders
- Provide substantive inputs to all project outputs and products (including case study, survey, research and assessment conducted by national and international experts, and sub-contractors)

Qualifications:

- A post graduate degree in law
- General knowledge of substantive matters that are addressed by the project

- Profound understanding about LSDS and JRS implementation and legal and judicial reform process in Viet Nam
- At least 11 years working experience in the project subject area
- Proven experience on project management
- Strong team work and team management skills
- Good inter-personal, networking, partnership building, team building, presentation and communication skills
- Fluent in English (reading, speaking, listening, writing)
- Familiarity with technical assistance projects and UNDP programme in Viet Nam is an asset
- Full time availability for taking the position

2. Policy Advocacy Specialist

Functional Title: Policy Advocacy Specialist (Part-time)

Duty Station: Hanoi and provinces in Viet Nam

Duration: Initially one-year with possible extension up to three (3) years based on performance

Supervision: The PAS will report to the National Project Manager and work closely with the Project Management Unit (PMU) and relevant UNDP officers responsible in charge of monitoring the project implementation

Background

Under the direction and supervision of the National Project Manager (NPM), the Specialist will be responsible for quality and standard assurance of project interventions and advocacy. S/he will support the NPM in ensuring correctness, coherence and relevance of all substantive issues related to implementation of the project, new initiatives on access to justice and legal empowerment of the poor (LEP) and advocacy for legal/judicial reform-related policies through the project interventions in order to achieve the project objectives and targets. The Specialist is funded by the project.

Specific tasks and responsibilities

- Assist the NPM in preparing detailed work plans for completing the project objectives and targets as well as preparation of procurement and recruitment plans and methods for carrying out each project activities
- Provide substantive support and inputs to NPM in preparing Terms of Reference, and design of the project interventions and sequencing of interventions
- Work closely with NPM, internal and external legal experts on the technical aspect of the project implementation and interventions
- Assist the NPM in coordinating diverse activities to maximize the use of project resources
- Responsible for reviewing and giving recommendations to the NPM on all project products and outputs exclusively mission reports, training materials, documentation at workshops, seminars, training courses, field/study visits, to ensure that the relevant priorities of the project are reflected and in focus
- Prepare draft periodic progress reports under the supervision of the NPM
- Other duties and responsibilities to be requested by the NPM

Part-time arrangement

- It will be at the maximum 4 hours per day and 5 days per week
- During the recruitment process, detailed arrangements to be negotiated and then decided by the Project Manager with terms and conditions explicitly covered in contract to be entered between the Specialist and the project's authorised signatory

Qualifications:

- Master degree in law
- General knowledge of substantive matters that are addressed by the project
- Profound understanding and extensive experiences, at least 8 years, working on implementation of legal and judicial reform strategies in Viet Nam
- Sound knowledge of GOV's and social-political organization's activities and the procedures relating to the organization and activities of the judicial and legal institutions of the Government.
- Strong team work spirit, good inter-personal, presentation and communication skills
- Fluent in English (reading, speaking, listening, writing)
- Familiarity with technical assistance projects and UNDP programme in Viet Nam is an asset

3. Legal Aid Specialist

Functional Title: Legal Aid Specialist (Full-time)

Duty Station: Hanoi and provinces in Viet Nam

Duration: Initially one-year with possible extension up to three (3) years based on performance

Supervision: The LAS will report to the National Project Manager and work closely with the Project Management Unit (PMU) and relevant UNDP officers in charge of monitoring the project implementation

Background

The Specialist, under the direct supervision of the National Project Manager (NPM), is responsible for the implementation of project interventions on promotion of access to justice and legal empowerment of the poor (LEP) carried out under this project. S/he will help ensuring compliance of project procedures, progress and quality of respective components' outputs, as well as be responsible for the day-to-day administration of activities related to legal aid and legal empowerment of the poor as well as be responsible for ensuring inter-links with other components of the project. The Specialist is funded by the project.

Specific tasks and responsibilities

- Work closely with NPM and other members of the Project Management Unit on technical and operational aspects of the components
- Undertake substantive tasks in support of the component implementation and coordination, including monitoring and delivery of inputs (e.g. national/international expertise, training, subcontract) in accordance with the HPPMG and UN-EU Cost Norms; More specifically:
 - to monitor the activities of the LCCs to ensure that they are carried out in accordance with the objectives, requirements and policies of the project, UNDP and VLA;
 - to provide technical assistance necessary for the LCCs to successfully implement their legal aid programs and to ensure quality of the LCC's legal aid interventions to meet the target of the Project;
 - to give recommendations and suggestions to the VLA as regard to how to carry out the project activities by the LCCs effectively if so requested;
 - to make a quarterly report within 10 days before the end of each quarter, an annual report within 15 days before the end of the fiscal year and ad hoc reports as may be required by the PMU from time to time;
 - to collect and synthesize information and data regarding the project activities of the LCCs including but not limited to project implementation, disbursement, legal aid cases handled, obstacles and shortcomings for the purpose of writing the above mentioned reports.

- to submit periodic reports and update to the NPM on progresses, problems and constraints of the component implementation; travel to project as the work may require
- Assist the NPM and Policy Advocacy Specialist in preparing and monitoring agreements and working documents with the project's counterparts, sub-implementers and sub-contractors
- Other duties and responsibilities to be requested by the NPM

Qualifications:

- Bachelor degree in law, economics, public administration or a related field
- Broad knowledge on legal and judicial reform and working experiences, at least 5 years, on issues related to implementation of legal system development strategy and justice branch development
- At least 7 years of working experiences at a state or development institution in the project subject arena
- demonstrated experiences of technical assistance to legal aid at sub-national level as well as monitoring legal aid programs Viet Nam
- Good interpersonal and team building skills
- Demonstrated capacity to take initiatives and achieve results
- Strong organizational and office management skills, with excellent computer skills
- Fluent in English (reading, speaking, listening, writing)

4. Project Administrative Officer

Functional Title: Project Administrative Officer (Full-time)

Duty Station: Hanoi and provinces in Viet Nam

Duration: Initially one-year with possible extension up to three (3) years) based on performance

Supervision: The Administrative Officer will report to the National Project Manager and work closely with the Project Management Unit (PMU) and relevant UNDP officers in charge of monitoring the project implementation

Background

Under the direct supervision and management of the National Project Manager (NPM), the Project Administrative Officer will be responsible for the project administration in line with the HPPMG and UNDP standards and regulations. The Administrative Officer will work closely with all members of the Project Management Unit and consult with relevant UNDP officers.

Specific tasks and responsibilities:

The Administrative Officer will be responsible for the day-to-day administration of project activities and for the facilitation of the exchange of information between Vietnamese experts and international experts in order to properly implement the Project.

Specifically:

- Provide administrative support and logistical support to the Project Management Unit;
- Assist the Project Manager in preparing agreements with designated cooperating agencies and sub-contractors, and in monitoring implementation of these agreements
- Assist the Project Manager in administering the use of project inputs
- Assist the Project Manager in managing the project's physical resources (furniture, office supplies, equipment, etc)
- Assist the Project Manager in collecting data and information and in organizing and drafting project management reports including quarterly, annual, and terminal reports, and organizing tripartite reviews and evaluation missions, in collaboration with the VLA and UNDP
- Report to, and regularly update, the Project Manager on progress, problems and constraints of Project implementation

- Provide translation/interpretation services to senior project personnel and international consultants as needed. This may include:
 - Meetings to coordinate project activities with national and/or international experts;
 - Translation of documents, correspondence and administrative and operational materials
- 1. Other duties and responsibilities to be requested by the NPM

Qualifications:

- Bachelor degree in law, economics, public administration or a related field
- Broad knowledge on legal and judicial reform, and working experiences, at least 5 years, on issues related to promotion of access to justice and right-based interventions, at local level in particular, is an asset
- At least 7 years of working experiences at a state/non-state or development institution in the project subject arena
- Hand-on experiences on project administration, inclusively on activity planning, reporting, progress monitoring, result evaluation
- Good interpersonal and team building skills
- Demonstrated capacity to take initiatives and achieve results
- Strong organizational and office management skills, with excellent computer skills
- Fluent in English

5. Project Accountant

Functional Title: Project Accountant (Full-time)

Duty Station: Hanoi and provinces in Viet Nam

Duration: Initially one-year with possible extension up to three (3) years) based on performance

Supervision: The Accountant will report to the National Project Manager and work closely with the Project Management Unit (PMU) and relevant UNDP officers in charge of monitoring the project implementation

Background

Under the direct supervision and management of the National Project Manager (NPM), the Project Accountant will be responsible for the quality, accuracy, fidelity and timeliness of accounting data, including the funding source and the reciprocal source of the Government of Vietnam, in accordance with accounting standards of the Government and UNDP. The Project Accountant will work closely with all members of the Project Management Unit and consult with relevant UNDP officers.

Specific tasks and responsibilities

- Assist the NPM in proper administration and management of project funds in line with Government, UNDP rules and regulations, the Nationally Implementing Modality (NIM) and UN-EU Cost Norms to ensure that:
 - Project funds are made available as needed and are disbursed properly;
 - Accounting records, booking records and supporting documents are kept in order
 - Financial reports are prepared
 - Financial operations are transparent and in compliance
 - Records and supporting documents are available for auditing at any time.
- Assists the NPM in managing the project physical resources (furniture, stationary, equipment, etc) including:
 - Non-expendable ledger is prepared and kept for the whole life of the project.
 - Physical resources are periodically checked

- Depreciation is properly accounted and recorded.
- Responsible for supporting the Project Manager in the administration of project funds. This may include specifically:
 - establishing and maintaining a project bank account; preparing quarterly financial reports and quarterly advance requests and administration of advanced funds in line with UNDP standards and regulations
 - Preparing reports on project expenditures for Project Manager's review including Government Disbursement Report (GDR) (both in hard copy and electronically in line with UNDP procedures); the quarterly Reconciliation of Outstanding Advance /status of funds (ROA)
 - Maintaining Project financial records in accordance with UNDP regulations, including a Cash Receipt and Disbursement Journal, Government Disbursement Ledger, UNDP Cash Advance Ledger, and UNDP Direct Payment Ledger if necessary
- With guidance from the NPM, prepare and update proposed project budget allocations and revisions for review by the NPM before submission to UNDP
- Assist the NPM in meeting requirements for internal and external project audits and tax obligations, and in completion of tax procedures (VAT and personal income tax)
- Assist the NPM in all activities relating to project procurement and sub-contracting procedures to ensure the procurement undertaken in an efficient, open, transparent and competitive manner in line with UNDP standards, regulations and the HPPMG (Vietnam – UN Harmonized Programme and Project Management Guidelines)
- Other duties and responsibilities to be requested by the NPM

Qualifications

- Bachelor degree, preferably in accounting, finance, banking, or economics
- Formal training on and/or practical experience (at least 6 years) in accounting, experience in project accounting work is an advantage
- Good understanding of Vietnamese accounting rules and regulations (including tax-related ones), good accounting skills
- Preferably having experience in project accounting and budget administration with minimum of three-years of practical work experience
- Experience and/or familiarity with UNDP financial rules and regulation and project financial management practice is an asset
- Computer literacy, and in particular, knowledge of Microsoft Office software is mandatory
- Good spoken and writing skills in English, and be able to use English in work (for making financial report)
- Familiarity with UNDP financed technical assistance projects and NIM administration is an asset

ANNEX 2. List of reference documents on available statistics and information on legal aid and VLA's membership

- MOJ's NLAA statistics on legal aid provision period 2007-2010. Check for more updated information at <http://tqpl.gov.vn/default.aspx>
- User Need assessment for legal assistance conducted in 6 provinces in 2010
- VLA's assessment report on legal aid at pre-trial detentions conducted in 2011-2012
- VLA's capacity need assessment in 2007
- Vietnam Local NGO directory at <http://www.asiafoundation.org/resources/pdfs/TAFVNGODirectory.pdf>
- Documents related to LEAP meetings in 2010, 2011 including Concept Note and Minutes of the meetings