



**Government
of the Socialist Republic of Viet Nam**



**United Nations
Development Programme**

**Title of the Project:
“Support to Effective Management of Country Programme
2006-2010”**

Brief description of the project

The project is designed to provide reasonable additional support for the Government and UNDP to effectively manage the Country Programme 2006-2010. Such support will relate to (i) key events, activities in the management, monitoring and evaluation of the CPD/CPAP 2006-2010 and the implementation of UN harmonization initiatives; (ii) Strategic events, activities in the mobilization, management and coordination of ODA, the management and coordination of other external aid, and donor harmonization processes; and (iii) Staff capacity development and modest direct support for the Government and UNDP to effectively manage events, activities in the above two areas.

A key element of this project will be supporting the implementation of donor and UN harmonization initiatives, in line with the spirit of the Paris Declaration on Aid Effectiveness and Ha Noi Core Statement.

Country: Socialist Republic of Viet Nam

Expected CP Outcome/Indicator (s): Improved development effectiveness at the country level through building national capacities and promoting national ownership

Expected CP Output(s)/Indicator(s): Enhanced effectiveness of Country programme management, monitoring and evaluation

Implementing Partners: Ministry of Investment and Planning (MPI)

Responsible Parties: MPI's Foreign Economic Relations Department
Ministry of Foreign Affairs
Ministry of Finance
UNDP Country Office in Viet Nam

Programme Period: 2006 - 2010
Programme Component: Country programme management, monitoring and evaluation
Project Title: Support to Effective Management of Country Programme 2006-2010
Award ID: 00044322
Project Duration: Four & a half years
Management Arrangements: National Execution and Direct Execution

Total budget: 1,376,000 USD
Resources available:

- Regular: 1,376,000 USD
- In kind contributions _____

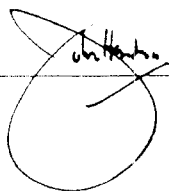
On behalf of the Government: _____



17/7/2006

Cao Viet Sinh - Vice Minister
Ministry of Planning and Investment

On behalf of UNDP: _____



18/07/2006

JOHN HENDRA - UNDP RESIDENT
REPRESENTATIVE ; UN RESIDENT COORDINATOR

SECTION I – ELABORATION OF THE NARRATIVE

PART I. SITUATION ANALYSIS:

At the High-Level Forum on Aid Effectiveness, held in Paris on 28 February – 2 March 2005, the Paris Declaration on Aid Effectiveness was adopted by Ministers from countries and Heads of multilateral development institutions to confirm their commitment to harmonize aid delivery and make aid effectiveness a high priority. The Paris Declaration built on five key guiding principles of Ownership, Harmonization, Alignment, Managing for Results and Mutual Accountability.

In response to the Paris Declaration, the Ha Noi Core Statement (HCS for short) was adopted in June 2005 by the Government of Viet Nam and its development partners and was approved in principle by the Prime Minister in September 2005. Building on the five guiding principles of the Paris Declaration, the HCS includes a set of country-specific indicators and targets to facilitate the monitoring of progress being made in joint efforts to harmonize aid delivery and improve aid effectiveness. It also confirms that while volumes of aid and other development resources are increasing to achieve the VDG's and the MDG's, aid effectiveness must also increase significantly to support the country's efforts to strengthen governance, improve development assistance and enhance development outcomes. In fact, the HCS establishes a localized framework of cooperation for the Government and its partners up to the year 2010. At the annual CG Meeting in December 2005, both parties re-confirmed their strong commitment to implement the guiding principles and targets set out in the HCS and Paris Declaration.

The United Nations Agencies have made strong efforts in harmonizing their country-level programming policies and procedures. They have implemented harmonized guidelines to prepare a Common Country Assessment (2005) and a coherent UNDAF 2006-2010 which provide a strong basis for the formulation of their Country Programme Documents (CPD's) and Country Programme Action Plans (CPAP's) for 2006-2010. What is of critical importance is that UN Agencies have linked their CP results to relevant UNDAF outcomes, thereby to ensure that the implementation of their CP results will contribute to the successful realization of the UNDAF outcomes. UN Agencies have planned to increase joint programmes in order to improve the synergy and impact of their assistance. UNDG has also launched a Harmonized Approach to Cash Transfers (HACT) which requires ExCom Agencies¹ to apply the same cash transfer modalities, procedures and assurance activities. Preparatory actions are being taken by the parties to roll out the HACT as of 1 January 2007. Furthermore, the ExCom Agencies in Viet Nam (namely, UNDP, UNICEF and UNFPA) and the Government have initiated joint efforts in developing a Harmonized Project Management Guide (HPMG) which will serve as the only set of operational guidelines to support the management of projects funded by these agencies. This HPMG is expected to be formally launched during the fourth quarter of 2006 and thereafter applied by all the parties.

UN harmonization efforts have gained momentum with the recent agreement by the Government and UN Agencies in Viet Nam to move towards "One United Nations in Viet Nam". This initiative is proposed to be implemented in "two tracks", i.e. a "fast track" for the three ExCom Agencies to move towards harmonization first and a "short- to medium-term track" for the rest of UN Agencies to join as they feel ready. The roadmap towards "One

¹ UNDG's Executive Committee consisting of UNDP, UNICEF, UNFPA and WFP

United Nations” consists of four components, namely (i) one management, (ii) one plan, (iii) one budget and (iv) one set of management practices, all proposed to be completed by the end of 2007 for the three ExCom Agencies. The HPMG is a part of the common management practices that the ExCom Agencies are pursuing. A set of “Agreed Principles, Objectives and Instruments” has been developed jointly by the Government, UN Agencies and interested development partners, to support the implementation of the “One United Nations in Viet Nam Initiative”. This joint position paper was approved by the Prime Minister in May 2006, immediately prior to the visit by the UN General Secretary.

The Government and UNDP had worked together to prepare UNDP/Viet Nam’s CPD 2006-2010 which was formally approved by the Executive Board in January 2006. They had also worked together to draft UNDP/Viet Nam’s CPAP 2006-2010 which was jointly signed in May 2006, in order to guide the formulation, management and implementation of new projects and/or Annual Work Plans (AWP’s) in the coming five years. On the one hand, these strategic programming documents will help achieve clearly defined development results. On the other hand, they will support UNDP’s pursuit of development effectiveness at the country level, emphasizing two of the key drivers, namely building national capacities and promoting national ownership. At the same time, while UNDP stays true to results-based management (RBM) principles in programme/project management, it is also strongly committed to moving towards the HPMG and other common management practices, in line with the “One United Nations” Initiative and the Ha Noi Core Statement. Similarly, with the full support from the Government, UNDP is keen to maintain its profile as a trusted partner of Viet Nam and to strengthen its substantive identity in providing the Government with technical assistance for national capacity building and impartial policy advice.

The Government and UNDP in Viet Nam are keen to address the above changing situation in an effective manner. To this end, they would require strong management support in the coming years from a new UNDP-funded project “Support to Effective Management of the Country Programme 2006-2010” (called “CPMS Project” for short).

PART II. JUSTIFICATION AND STRATEGY:

The formulation of this project originates from UNDP/Viet Nam’s CPD 2006-2010 which specifically states: “Resources from the Country Programme will be allocated to support critical activities relating to its review and evaluation as well as the learning of lessons from programme, project management modalities and the improvement of management capacities of staff from the Central Government and UNDP.”²

Therefore, this project is solidly based on the CPD/CPAP 2006-2010 and provides an overall framework for determining needs that would fall within what is called “programme management support” and identifies a number of priorities that can be anticipated at the time when this project is formulated. At the same time, it is important to keep the framework flexible enough in order to respond, in a timely and effective manner, to other “programme management support” needs that will arise during the implementation of the CPD/CPAP. Such needs can be broadly defined in three groups: (i) Support to key events, activities in the management, monitoring and evaluation of the CPD/CPAP 2006-2010 and the implementation of UN harmonization initiatives; (ii) Support to strategic events, activities in the mobilization/management/coordination of ODA, the management & coordination of other

² Paragraph 3-4, CPD 2006-2010.

external aid, and donor harmonization processes; and (iii) Support to staff capacity development and a modest degree of other direct support for the Government and UNDP Country Office to effectively manage key events/activities in the above two areas.

Direct support to the five staff posts in the UNDP Country Office is expected to evolve in view of its emerging needs. Support to the Interpreter/Translator post will continue until the end of December 2006. Thereafter, the post as such will be discontinued but adequate resources will be retained for programme-related translation services to be outsourced as appropriate. Interpretation services will be provided by relevant programme team members of the Country Office. Additional support to project management teams in interpreting financial & audit rules of the Government and UNDP and applying such rules correctly (in turn preempting potential errors before NEX audits take place) will be secured through retainer services without creating a long-term staff-post. Furthermore, some extra professional support focusing on public-private partnership development will be required in the Liaison Office in Ho Chi Minh City. This extra need will in due course be discussed with the Government Agencies concerned and incorporated in a future project revision, subject to mutual agreement between the two parties.

An Internship Programme will be implemented in the Ministry of Planning & Investment (MPI) and Ministry of Finance (MOF), for university graduates who are qualified and strongly motivated to work in the public service. Each year 10 candidates will be selected through a formal interviewing process for an apprenticeship period of maximum 18 months, and a performance evaluation will be done for each of them by the end of the first 12 months. Those who are satisfactorily rated will qualify for another 6 month extension before they are considered for regular staff contracts with the Government. A detailed Terms of Reference will be developed for each batch of interns.

Capacity building for relevant Government officials and UNDP staff will receive special attention in the coming years. The focus will be on updated knowledge, skills and information relating to new practices, methods, techniques and tools for the effective management of external aid generally and UNDP assistance particularly, as a result of the roll-out of the Paris Declaration, Ha Noi Core Statement and UN harmonization initiatives.

Future needs will be suggested and jointly selected by MPI and UNDP, in close consultation with the Office of the Government (OOG), Ministry of Foreign Affairs (MOFA), and MOF which constitute the Government Aid Coordinating Agencies. Once a new need has been approved, it will be added to the corresponding project output through a revision of the project work plan and budget. Such a flexible arrangement will help both the Government and UNDP to properly respond to future needs that will no doubt arise in the country's rapidly changing development and ODA environments.

The costs of communications activities relating to the CPD/CPAP 2006-2010 and aid coordination will be charged directly to this CPMS Project, instead of being charged to individual projects as has been the case. Similarly, the costs for the formulation of new projects/initiatives will be charged directly to the CPMS Project, instead of being loaned on a reimbursable basis as has been the traditional practice. These special arrangements which are drawn from the lessons learned from the previous PMSP Project, are expected to simplify administrative actions and speed up the implementation of activities in communications as well as in the formulation of new projects.

The project will allow the use of National Execution (NEX) by the Government and Direct Execution (DEX) by UNDP, with each party being held accountable for those components that are assigned to it. These flexible management arrangements will ensure both national ownership and fast decision-making which will in turn help ensure smooth project progress and produce expected results.

PART III. MANAGEMENT ARRANGEMENTS:

III.a. Counterpart capacity Assessment:

Decree 17/2001 on ODA Management and Utilization assigns MPI with the role as the Government focal point for ODA mobilization, management and coordination. The lead agency for MPI to perform this role is its Foreign Economic Relations Department (FERD). FERD is composed of divisions responsible respectively for General Issues, Asia, North America & International Integration, European & African Countries, International Financing Institutions, Japan & North-East Asia, and International Organizations & International Non-Governmental Organizations.

FERD's Division for UN Agencies has been the Responsible Party for the previous UNDP-funded "PMSP Projects", including the last one which has just ended. Recent annual NEX audits proved that FERD staff were well-versed with NEX policies/procedures and they managed the PMSP Project properly. At the same time, they were familiar with operational guidelines for programme/project management of UNICEF and UNFPA. In view of their heavy day-to-day duties, however, they would require some additional direct support, in terms of human resources and office facilities, which should be financed from this CPMS Project.

Given counterpart staff's enhanced capacities and skills in project management, the Quarterly Advance System will be adopted. This arrangement will enable the former to play a proactive role in planning and conducting project activities as well as will encourage them to assume greater accountability for the proper use of project resources.

III.b. Implementation Arrangements:

Implementing Partner: As the Government focal point for ODA mobilization, management and coordination, MPI will be the Implementing Partner for this CPMS Project. MPI will be responsible for the overall substantive quality of the project and proper use of the financial resources allocated to it.

Responsible Parties: MPI's Foreign Economic Relations Department (FERD) will be the first Responsible Party for the CPMS Project. More specifically, FERD's Division for International Organizations and INGOs will be responsible for the day-to-day project management and implementation duties, from planning project activities, mobilizing inputs, organizing activities, managing and accounting budgets, monitoring and reporting on progress, etc... in line with provisions in the *Provisional Guidelines on Project Management*. Among other things, MPI/FERD will appoint a National Project Director, a National Project Manager, support staff and in-kind contributions necessary to support the successful implementation of the project.

MOFA and MOF and will be involved in this CPMS Project as Responsible Parties depending on their mandates in ODA mobilization, management and coordination.

Finally, UNDP will be the fourth Responsible Party, with a particular responsibility of managing those activities that are marked for the direct execution modality. Upon approval of this project, the UNDP Country Office will be automatically authorized to take decisions on those activities that are assigned to it and incur related expenditures, and will be held fully accountable for its decisions.

III.c. Public Information and Advocacy: As mentioned in Part II, this project has a dedicated component to support communications activities relating to the CPD/CPAP and aid-related events. These activities generally consist of field visits to write feature stories/news reports, press meetings/conferences, advocacy events and publications. This component will be managed by the UNDP CO but may as well be used by the Implementing Partner to support government-led communications activities.

III.d. Country Office Support: Direct implementation support from the UNDP CO will be provided to the Implementing Partner only when this is formally requested by the latter. This will help promote national ownership and accountability in project implementation and management. Such support, whenever requested, will be provided in line with existing provisions of the *Provisional Guidelines on Project Management*.

PART IV. MONITORING AND EVALUATION:

IV.a. Monitoring: The project will be subject to flexible review mechanisms based on previous experiences of the Government and UNDP. Any issue or problem that comes up during project implementation can be raised by either party and discussed at Regular Programme Discussions (normally at fortnightly intervals) between MPI and UNDP, based on which decisions will be made jointly. The project may also be discussed at Annual Progress Reviews if such meetings are recommended by Annual Project Progress Reports which will be prepared by the Project Management Team, with inputs from UNDP on those components that are managed directly by UNDP.

IV.b. Evaluation: The project might be subject to an evaluation which, if decided, will be an integral part of the evaluation of management aspects of the CPD/CPAP 2006-2010.

IV.c. Audit: The project will be subject to scheduled and ad hoc audits in line with UNDP's standard rules and procedures for auditing UNDP-funded projects.

PART V. LEGAL CONTEXT:

“This project document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Socialist Republic of Viet Nam and the United Nations Development Programme signed by the parties on 21 March 1978. The host country executing agency shall, for the purpose of this Agreement, refer to the Government Cooperating Agency described in that Agreement.

Project Revisions: The following types of revision of this project document may be made with the signature of the UNDP Resident Representative only, provided s/he is assured that the other signatories of the project document have no objections to the proposed changes:

- (a) Revisions in, or addition to, any of the Annexes of the project document;
- (b) Revisions which do not involve significant changes in the outputs or activities of the project, but are caused by rearrangements of inputs already agreed to, or by cost increases due to inflation;
- (c) Mandatory annual revisions which rephase delivery of agreed project inputs, or reflect increased expert or other costs due to inflation, or take into account agency expenditure flexibility.

National Professional Project Personnel: The Government agrees to the recruitment of nationally recruited project professional personnel (NPPP) required for the implementation of this project, in accordance with UNDP policies and procedures established within the United Nations system for this purpose. These services constitute an addition to the regular personnel resources to be provided by the Government and will be available for the duration of UNDP participation in the project. The remuneration of NPPP will be determined on a case-by-case basis in accordance with the policies and procedures of UNDP; it should exceed neither the prevailing compensation for comparable functions in the host country nor remuneration levels applicable within the United Nations system.”

SECTION II: PROJECT RESULTS AND RESOURCES FRAMEWORK

Expected Outcome as stated in UNDP's MYFF 2004-2007: Improved development effectiveness at the country level through building national capacities and promoting national ownership				
Expected Output as stated in CPD/CPAP 2006-2010: Enhanced effectiveness of Country programme management, monitoring and evaluation				
Partnership Strategy: MPI and UNDP will be the two key partners in terms of both managing the project and identifying additional needs. The other Government aid coordinating agencies will be closely consulted, particularly when a project review takes place and new needs are considered. These arrangements will ensure that all the parties will be involved in accordance to their established roles and that they will be both participants in and beneficiaries from the project.				
Project title and ID: Support to the Effective Implementation of Country Programme 2006-2010				
Expected Outputs	Output targets (for year)	Indicative Activities	Inputs	Estimated Budgets
1. Effective support provided to key events in the management, monitoring and evaluation of UNDP/VN's CPD/CPAP 2006-2010 and UN harmonization initiatives	- CP monitoring & evaluation (including audit follow-up)	- Identifying needs, preparing TORs and undertaking joint programme monitoring missions or taking part in project reviews	- Travel costs - Consulting costs	45,000
	- New projects formulated as required	- Identifying needs, preparing TORs and organizing CP reviews & evaluations	- Consulting and admin. costs	120,000
	- Management practices, guidelines in line with UN harmonization efforts and "One UN" Initiative	- Identifying needs, preparing TORs and organizing consultant missions/workshops	- Consulting and admin. Costs	50,000
Output total: 215,000				
2. Effective support provided to strategic events in mobilization, management & coordination of ODA, management	- Annual/mid-term CG Meetings, ODA coordination conferences and related ODA monitoring activities	- Planning, preparing TORs where needed, arrangements, translation/interpretation, and conduct of activities	- Consulting, admin. and travel costs	100,000
	- Monthly Donor Group Forum, partnerships, studies/analyses, ad hoc requests in line with CPAP's results framework	- Planning, preparing TORs where needed, practical arrangements and undertaking activities	- Consulting and admin. costs	50,000

<p>& coordination of other external aid. and donor harmonization processes</p>	<ul style="list-style-type: none"> - M & E of projects financed by INGOs and legal/regulatory documents for INGO aid - In-country workshops on ODA/aid-related issues 	<ul style="list-style-type: none"> - Identifying needs, planning, preparing TORs where needed and undertaking activities - Identifying needs, planning, preparing TORs where needed and undertaking activities 	<ul style="list-style-type: none"> - Consulting and admin. costs - Consulting and admin. costs 	<p style="text-align: right;">20,000</p> <p style="text-align: right;">20,000</p>
<p>3. Staff capacity development and direct support provided to assist the Government and UNDP in effectively managing events relating to the CPD, CPAP, UN harmonization, ODA and aid harmonization processes</p>	<ul style="list-style-type: none"> - Project audits - Study tours - Fellowships - In-country training on new management tools - Internship programme - Admin Assistant/accountant - Local supplies & equipment - Interpreter/translator - Librarian - National Economist - Public Info. Officer - Publishing Assistant - Translation services - Auditing expert services - Premises in HCMC - Books for MPI library - Books for UNDP library - CP/ODA communications - CP/ODA publications - Miscellaneous 	<ul style="list-style-type: none"> - Preparing TORs, arranging contracts, conducting audits & taking follow-up actions - Identifying needs, preparing TORs, placing tours and evaluating/sharing results - Identifying needs, preparing TORs, placing fellowships, evaluating/sharing results - Identifying needs, preparing TORs and organizing courses - TORs and administration - TOR and administration - Arranging procurement actions - JD and administration - JD and administration - JD and administration - JD and administration - JD and administration - TORs, contracts as needed - TORs, contracts as needed - Contact and administration - Selection and procurement - Selection and procurement - TORs where needed, planning, preparation and launching - TORs where needed, planning, preparation, printing and launching 	<ul style="list-style-type: none"> - Consulting costs - Tuition, admin. and travel costs - Tuition, admin. and travel costs - Consulting and admin. costs - Allowance and admin. costs - Allowance and admin. costs - Procurement costs - Salary and entitlements - Salary and entitlements - Salary and entitlements - Salary and entitlements - Salary and entitlements - Translation service fees - Consulting service fees - Rentals and utilities - Procurement costs - Procurement costs - Consulting, printing and admin costs - Consulting, printing and admin costs - Miscellaneous expenses 	<p style="text-align: right;">Output total: 190,000</p> <p style="text-align: right;">10,000</p> <p style="text-align: right;">100,000</p> <p style="text-align: right;">100,000</p> <p style="text-align: right;">50,000</p> <p style="text-align: right;">35,000</p> <p style="text-align: right;">32,000</p> <p style="text-align: right;">35,000</p> <p style="text-align: right;">10,000</p> <p style="text-align: right;">68,000</p> <p style="text-align: right;">95,000</p> <p style="text-align: right;">75,000</p> <p style="text-align: right;">68,000</p> <p style="text-align: right;">40,000</p> <p style="text-align: right;">40,000</p> <p style="text-align: right;">28,000</p> <p style="text-align: right;">15,000</p> <p style="text-align: right;">15,000</p> <p style="text-align: right;">65,000</p> <p style="text-align: right;">50,000</p> <p style="text-align: right;">40,000</p>
<p>Project Total: 1,376,000</p>				<p style="text-align: right;">Output total: 971,000</p>

SECTION III – TOTALWORK PLAN AND BUDGET

The Annual Work Plan (AWP) is produced for each year. When a project has multiple years of duration, a Work Plan for each year with a total budget sheet will accompany the project budget. The Total Budget will use the same format, except that timeframe will be blank. The level of detail in AWP's for subsequent years, provided at the beginning of the project, need not be complete and may contain only the agreed activities and contractual commitments. However, as they progressively become current, the respective AWP for a given year should be completed in detail. Project budgets in ATLAS would also be entered and revised accordingly.

This section should also provide a “Project Budget Covering Government Contributions”.

SECTION IV - OTHER ARRANGEMENTS

Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs³ (where the NGO is designated as the “Implementing Partner”), should be attached.

³ See Chapter 6 of the Programming Manual.

Annual Work Plan - CPMS

Award Id:

00044322

Award Title:

CP Management Support Project

Year:

July-Dec 2006

Report Date: June 2006

Project ID	Expected Outputs	Key Activities	Responsible Party	Planned Budget					Amount US\$
				Fund	Donor	Budget Descr			
CP Management Support Project									
		Joint Programme M&E	VIE-NEX	04000	UNDP	71600	Travel	5,000.00	
			UNDP-DEX	04000	UNDP	71600	Travel	3,000.00	
		Formulation of new projects	VIE-NEX	04000	UNDP	74500	Misc. Expenses	30,000.00	
		Harmonized Project Management Guide	VIE-NEX	04000	UNDP	74500	Misc. Expenses	20,000.00	
		Supporting CPD/CPAP 2006-2010						58,000.00	
		HIV/AIDS Coordination Meeting	VIE-NEX	04000	UNDP	74500	Misc. Expenses	66,000.00	
		Support to CG 2006	VIE-NEX	04000	UNDP	74500	Misc. Expenses	22,000.00	
		Support to prepare legal docs for INGOs	VIE-NEX	04000	UNDP	74500	Misc. Expenses	3,000.00	
		M&E for INGO projects	VIE-NEX	04000	UNDP	74500	Misc. Expenses	2,000.00	
		In-country Workshops	VIE-NEX	04000	UNDP	74500	Misc. Expenses	5,000.00	
		Supporting ODA/Aid						98,000.00	
		NEX Audit	VIE-NEX	04000	UNDP	74500	Misc. Expenses	2,000.00	
		Study tour	VIE-NEX	04000	UNDP	74500	Misc. Expenses	30,000.00	
		Fellowships	VIE-NEX	04000	UNDP	74500	Misc. Expenses	30,000.00	
		In-country training on new management tools	VIE-NEX	04000	UNDP	74500	Misc. Expenses	10,000.00	
		Internships	VIE-NEX	04000	UNDP	74500	Misc. Expenses	3,600.00	
		Administrative Assistant/Accountant	VIE-NEX	04000	UNDP	71400	Contractual Services - Individ	3,500.00	
		Local Supplies and Equipment	VIE-NEX	04000	UNDP	72200	Equipment and Furniture	10,000.00	
		Interpreter/translator	UNDP-DEX	04000	UNDP	71400	Contractual Services - Individ	10,000.00	
		Librarian	UNDP-DEX	04000	UNDP	71400	Contractual Services - Individ	7,000.00	
		National Economist	UNDP-DEX	04000	UNDP	71400	Contractual Services - Individ	11,000.00	
		Public Information Officer	UNDP-DEX	04000	UNDP	71400	Contractual Services - Individ	8,000.00	
		Publishing Assistant	UNDP-DEX	04000	UNDP	71400	Contractual Services - Individ	7,000.00	
		Premises HCMC	UNDP-DEX	04000	UNDP	73200	Premises Alternations	3,000.00	

Books for MPI Library	VIE-NEX	04000	UNDP	74500	Misc. Expenses	2,000.00
Books for UNDP Library	UNDP-DEX	04000	UNDP	74500	Misc. Expenses	2,000.00
Communications	UNDP-DEX	04000	UNDP	74500	Misc. Expenses	10,000.00
Publications	UNDP-DEX	04000	UNDP	74500	Misc. Expenses	7,000.00
Miscellaneous expenses	VIE-NEX	04000	UNDP	74500	Misc. Expenses	5,000.00
	UNDP-DEX	04000	UNDP	74500	Misc. Expenses	5,000.00
Sub-Total	Capacity Development & direct support					166,100.00

Grand Total

322,100.00

LIST OF ABBREVIATIONS

CG	Consultative Group
CO	Country Office
CP	Country Programme
CPAP	Country Programme Action Plan
CPD	Country Programme Document
DEX	Direct execution
ExCom	Executive Committee
FERD	Foreign Economic Relations Department
HACT	Harmonized approach to cash transfers
HCS	Ha Noi Core Statement (on Aid Effectiveness)
HPMG	Harmonized Project Management Guide
MDGs	Millennium Development Goals
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MPI	Ministry of Planning & Investment
NEX	National execution
ODA	Official Development Assistance
OOG	Office of the Government
PMSP	Programme Management Support Project
RBM	Results-based management
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDGO	United Nations Development Group Office
UNDP	United Nations Development Programme
VDGs	Viet Nam Development Goals