

DETAILED PROJECT OUTLINE
ODA PROJECT FOR TECHNICAL ASSISTANCE
“Support for Effective Policy Making
Through the Development of Scientific Evidence Based Research”

Governing agency: Viet Nam Academy of Social Sciences (VASS)
Project focal point: Viet Nam Academy of Social Sciences

- 1- Project Title: Support for Effective Policy Making Through the Development of Scientific Evidence Based Research
- 2- Project Code
- 3- Name of Donor: United Nations Development Program (UNDP)
- 4- Governing Agency: Vietnam Academy of Social Sciences
 - a- Address: No. 1 Lieu Giai Street, Hanoi, Vietnam
 - b- Telephone: 2730445, Fax : 2730406
- 5- Proposal Agency: Vietnam Academy of Social Sciences
- 6- Implementing Agency: Vietnam Academy of Social Sciences
- 7- Tentative start date: 2008 for a duration of 3 years
- 8- Place of project: Hanoi
- 9 – Budget :
 - ODA : 3,543,000 USD
 - Vietnamese contribution : 480,000,000 VND (equal to 30,000USD)
- 10 – ODA Provision: No-repayment

Detailed Project Outline

I. Background

1. Brief situation of VASS Development Plan

Viet Nam has made impressive socio-economic achievements since the launch of the Doi Moi reform process in 1986. Poverty has been sustainably reduced, wide ranging institutional reform has been implemented, living standards have improved and notable progress towards the Millennium Development Goals has been achieved. While Viet Nam's growth has led to significant advances in human development however, poverty remains a reality for many people and inequality is increasing. Viet Nam's rapidly evolving socio-economic context also entails huge challenges for policy makers who are required to respond to increasingly complex demands. International integration requires working with multiple stake holders, managing cross regional/sectoral concerns and responding to the needs of a market economy. Suitable policies are able to help Viet Nam not only continue growing within this environment, but also address the consequences of the economic reform process, particularly with regards to social inequalities.

The Government of Viet Nam places high priority on developing scientific and technological institutions in order to meet the demands of this new policy environment. It is understood that systematic, scientific research in economic, political and social spheres is required to enable policy makers to understand the impact of international integration, assess development trends and ultimately provide appropriate policy responses. While social science research institutes in Viet Nam play an important role in assisting lawmakers and policy makers with policy-oriented research and advice however, overall capacity to manage and link complex researches to policy is still limited. This is attributed to a number of factors including insufficient funding for research, a shortage of qualified researchers, limited cooperation among institutes and poor research management.¹ Decree 115, issued by the Government in 2005, calls for Viet Nam's scientific research and technological development organisations to become autonomous and self-managing in order to enhance their responsibilities and strengthen their 'activity, initiative, dynamism and creativity' and fulfil 'with high efficiency the tasks assigned or ordered by state agencies'.

This project aims to enhance the research capacity and research management capacity of the Viet Nam Academy of Social Sciences (VASS), which been tasked by the Government to conduct fundamental researches to serve the socio-economic, cultural and human development in Viet Nam. Through applied-research projects within its 29 institutes, VASS provides the academic foundations for Government plans, strategies and policies, with a particular focus on issues arising from the country's reform process. While VASS,

¹ Hashimoto, T, Hell, S & Nam, S (2005) *Public Policy Research and Training in Vietnam*, Hanoi: Asian Development Bank Institute

as a Government funded institution is not required to transform itself into a self-financing organisation under Decree 115, it is called to be 'organisationally restructured and consolidated to strengthen the operation efficiency'.

2. Relevant Government strategies, plans, programmes

This project aims to build upon the work of the three year '*Assistance to the 20 Year Review of Doi Moi in Viet Nam*' project (DMR project) which has been implemented by VASS, with support from UNDP, the Swedish Embassy in Hanoi and the Spanish Agency for Development and Cooperation (AECI) and is due to finish in the second quarter of 2008. As part of the DMR project, support has been provided for policy oriented researches on different aspects of Viet Nam's Doi Moi process and for capacity building in research management and policy advocacy. Project activities include assessment of VASS research management process by analyzing its current practice and the role of research activities in informing and influencing the policy making process. Work in these areas has revealed clear constraints, including limitations with regards to the management of complex research projects and the use of scientific research-based evidence in order to engage policy makers.

Difficulties and delays in producing Viet Nam's second nationally owned National Human Development Report (one component undertaken by VASS in the project VIE/02/001 governed by the Ministry of Labour, Invalids and Social Affairs) has similarly revealed limited research management capacity and understanding of the research paradigm of human development, which provides a framework for analysing development issues and formulating scientific evidence based policies.

Implementation of the DMR project has thus demonstrated a need to combine capacity building efforts in the three areas of research management, human development research and policy advocacy in order to form a comprehensive contribution to expanding and increasing the impact of social science research in national policy making. Capacity building in these interrelated areas will be mutually beneficial, with improved research management processes at VASS leading to more efficient production of research, expanded human development research leading to increased understanding and analysis of the development context and strength in policy advocacy techniques leading to the practical application of research to policy formation.

Social science development was also one of the key objectives set up by the Communist Party's 10th National Congress in 2006 together with others to improve the Party's leadership capacity; make forecasts on the situation and development trends in the world, the region and the country; provide scientific foundations for the elaboration of guidelines, policy directions and policies of the Party and the State. Since 2007, VASS has been assigned by the Primer Minister to prepare, in collaboration with some institutions, the

2011–2020 Socio-Economic Development Strategy and 2011-2015 Socio-Economic Development Plan, therefore, the effective management of policy oriented research projects and implementation of scientific evidence based research are of particular importance

3. The project will be made up of three inter-related project components under which the following activities will take place:

- (i) *Research Management*: Introduce VASS research institutes with internationally recognised project/programme management methodologies, namely Managing Successful Programmes (MSP) and Projects IN Control Environment (PRINCE2) through translation of key training materials, development of a project/program management manual for VASS, workshops and mentoring. During the first two years of the project, research management methods will initially be introduced in six pilot institutes (Institute of Sociology, Institute of World Economy and Politics, Institute of Philosophy, Institute of Family and Gender Studies, Institute of Environment and Sustainable Development of the North and Center for Analysis and Forecast) before rolling out to all of 29 Institutes under VASS.
- (ii) Establishment of a cross-cutting, nationally owned research programme on human development along with translation of key materials such as toolkits, materials related to National Human Development Reports, online training materials, training workshops, international conferences, fellowships, preparation of research papers on all aspects of human development research and advocacy activities, preparation of Vietnam's National Human Development Report 2010.
- (iii) VASS to develop new strategies to strengthen scientific evidence based policy advocacy involving translation of key training materials, development of VASS manual to policy advocacy, workshops, training/coaching sessions, study tours and fellowships

4. Beneficiaries of the project

Institutes belonging to VASS and others research institutes under ministries, central government agencies, some universities will be also partners to the project.

II- Foundation to propose for sponsorship

1- Policy and priority orientation of the donor:

UNDAF Outcome 1: Government economic policies support growth that is more equitable, inclusive and sustainable.

UNDAF Outcome 3: Policies, law and governance structures conform to the values and goals of the Millennium Declaration

UN One Plan (Common Action Plan) Outcome:

Outcome 1: Social and economic development policies, plans and laws support equitable and inclusive growth and conform to values and goals of the Millennium Declaration and other relevant international agreements and conventions

2- UNDP comparative advantages:

The significantly increased overseas development assistance and foreign investment that has accompanied Viet Nam's economic transition have led to growing demand for high quality research from foreign donors and agencies. In line with this, a number of donors have provided support for developing policy research in Viet Nam's research institutions, particularly with regards to expanding research methodologies. Both bilateral and multilateral donors including UNDP, World Bank, WHO, SIDA, DANIDA, CIDA have contributed through the provision of funds for capacity building, collaborative projects and access to information resources (electronic libraries and networks). Donor support for the development of new research management methods however has been still rare.

With regards to human development research, UNDP's support to date has primarily focused on the production of Viet Nam's National Human Development Reports and has provided limited capacity building for more general application of the human development research paradigm. Capacity building for researchers on all aspects of the human development paradigm including the key concepts, measurements and policy implications will not only develop national ownership of future National Human Development Reports in Viet Nam but expand the scope of human development research to new arenas. Finally, while scientific evidence based policy advocacy has been applied in the field of health research and by a number of civil society organisations, it is an area that requires development in the context of social science research.

The project is based on UNDP's principles of neutrality and objectivity in matters relating to development and policy advice. This project will build upon UNDP's extensive experience in supporting the Government in policy areas such as public administration reform, international integration, human development and in particular supporting the Government's 20 Year Review of Doi Moi. With regards to the project component on human development moreover, the project will benefit from synergies with the current UN Joint Programme on Gender Equality where UNDP is currently leading the process of calculating two Human Development Indexes: Gender Development Index (GDI) and Gender Equality Measure (GEM).

Finally, in line with Viet Nam's needs and priorities, as well as the ONE UN reform process, UNDP has been moving further into upstream advisory and capacity building assistance for pro-poor policy and institutional development. As part of this, UNDP has been working to increase its own capacity in the area of policy advocacy. This initiative has significantly benefited from the piloting in Viet Nam of a new, global UNDP approach to programme and project management based on UK Government standards Managing Successful Programmes (MSP) and Projects IN Controlled Environments (PRINCE2). UNDP Viet Nam can draw directly on this institutional capacity building experience to carry out similar reform within VASS.

III- Objectives of the project

1- Long-term objectives

- (i) The adoption by VASS of an unified, modern and structured management approach to executing scientific research projects based on internationally recognised standards of project and programme management
- (ii) The establishment of an independent network of experts capable of producing high quality human development research including the annual National Human Development Report for Viet Nam
- (iii) The increased capacity of VASS researchers to produce and communicate scientific based evidence research in support of policy making at all levels of Government

2- Short-term objectives

- (i) Introduction to 6 research institutes under VASS of internationally recognised project/programme management methodologies: Managing Successful Programmes (MSP) and Projects IN Controlled Environment (PRINCE2)
- (ii) The establishment of a national program of human development research with a network of experts from different Vietnamese institutions, preparation for the next National Human Development Report 2010 for Viet Nam
- (iii) The establishment of a strategy for capacity development in VASS to increase scientific evidence based research in support of policy making.

IV- Main results of the project

- (i) The adoption by VASS of a unified, modern and structured management approach to executing scientific research projects based on internationally recognised standards of project and programme management. 40% of VASS researchers will get the foundation training and receive the certificate of MSP and PRINCE2. The programs will be provided online.

- (ii) The establishment of an independent network of experts capable of producing high quality human development research. Research results on Human Development in Vietnam will be presented at international conferences and in the reviews. Advocacy campaign to be implemented in order to raise awareness of human development among policy makers, civil society. National Human Development Report 2010 for Vietnam will be prepared and published.
- (iii) Enhance the capacity of VASS researchers to carry out and publish results of evidence-based researches to assist the policy making at the central government level. It is to link scientific research with policy making; to improve quality of both qualitative and quantitative researches; to develop research projects so as to policy requirements.

The three project results are closely inter-related and their combination will form a comprehensive contribution to strengthening and expanding the role of social sciences in national policy making. Support will be provided to researchers regarding to the process of not only *managing research* but also *developing research* contents and practically *translating social science research* into policy suggestions. Efficiently managed research, which is oriented towards the human development perspective of enlarging people's choices, can offer crucial analysis on Viet Nam's development context. Linking this research to policy formulation, in turn, can help to reduce forms of social, political and economic exclusion and improve the quality of life for all Vietnamese people.

V- Key groups of activities

The project will be made up of three inter-related project components under which the following activities will take place:

- (i) *Research Management*: Introduction to VASS institutes of internationally recognised project/programme management methodologies: Managing Successful Programmes (MSP) and PRojects IN Controlled Environment (PRINCE2) through translation of key training materials, organization of internal training, workshops and mentoring. Analysis of VASS institutes' portfolio of research projects and support for planning to be carried out to ensure research projects in line with vision/direction of VASS. Research management method will be initially introduced within six pilot institutes before rolling out to all of VASS.
- (ii) *Human Development*: Establishment of a nationally owned programme made up of an independent network of researchers and representatives from Government, civil society, academia and independent think tanks who collaborate on human

development research including the next National Human Development Report. Capacity development activities to include translation of key materials and participation on training workshops, fellowships and international conferences regarding all aspects of human development research. Advocacy campaign to be implemented in order to raise awareness of human development among policy makers, civil society and media through the public launches of human development reports, translation/dissemination of human development publications and introduction of human development concept into academic curricula of selected universities.

- (iii) *Policy Advocacy*: Introduction of a long-term strategy to strengthen scientific evidence based policy advocacy capacity in VASS, based on a simple analytical framework. Researchers will be provided with a range of practical tools in order to make better use of research-based evidence in the development of policy and will be helped to acquire capacity in understanding the policy making process, developing mutually beneficial partnerships with relevant stakeholders, collaborating on scientific evidence based research projects and publishing key findings. Capacity building activities to involve translation of key scientific evidence based policy advocacy documents, including a tailored policy advocacy manual for VASS, workshops and study tours. Scientific evidence based policy advocacy strategy and training activities will be initially introduced within pilot institutes in VASS, before expanding to other VASS institutes, key National Assembly agencies involved in policy formulation and relevant research agencies at national level.

The estimated budget of the project is approximately USD 3,543,000.

<i>Indicative Budget (\$)</i>	Year 1	Year 2	Year 3
International experts	470,000	250,000	250,000
National experts	147,000	147,000	147,000
Workshops/Training/Fellowships	475,000	443,000	418,000
Research/Translation/Publications	55,000	280,000	310,000
Equipment (office)	30,000	10,000	10,000
Management costs	15,000	13,000	13,000
Office space			
Other (NEX audit, supplies, printing)	5,000	5,000	5,000
Miscellaneous	15,000	15,000	15,000

Annual Totals	1,212,000	1,163,000	1,168,000
Project Total: \$3,543,000			

VI- Financial proposal of the project

1. ODA source : 3,543,000 US\$ supported by UNDP
2. Vietnamese Contributions: 480,000,000 VND from VASS's annual budget in compliance with the State Budget Law of Vietnam.

VII- Project Implementation Structure

1- Implementation modality: This project will be implemented through the National Execution (NEX) modality with VASS as National Implementing Partner (NIP). The NIP will ensure that the project meets the needs of the Government as the ultimate beneficiary of this project. UNDP will provide technical and other support at the request of the NIP.

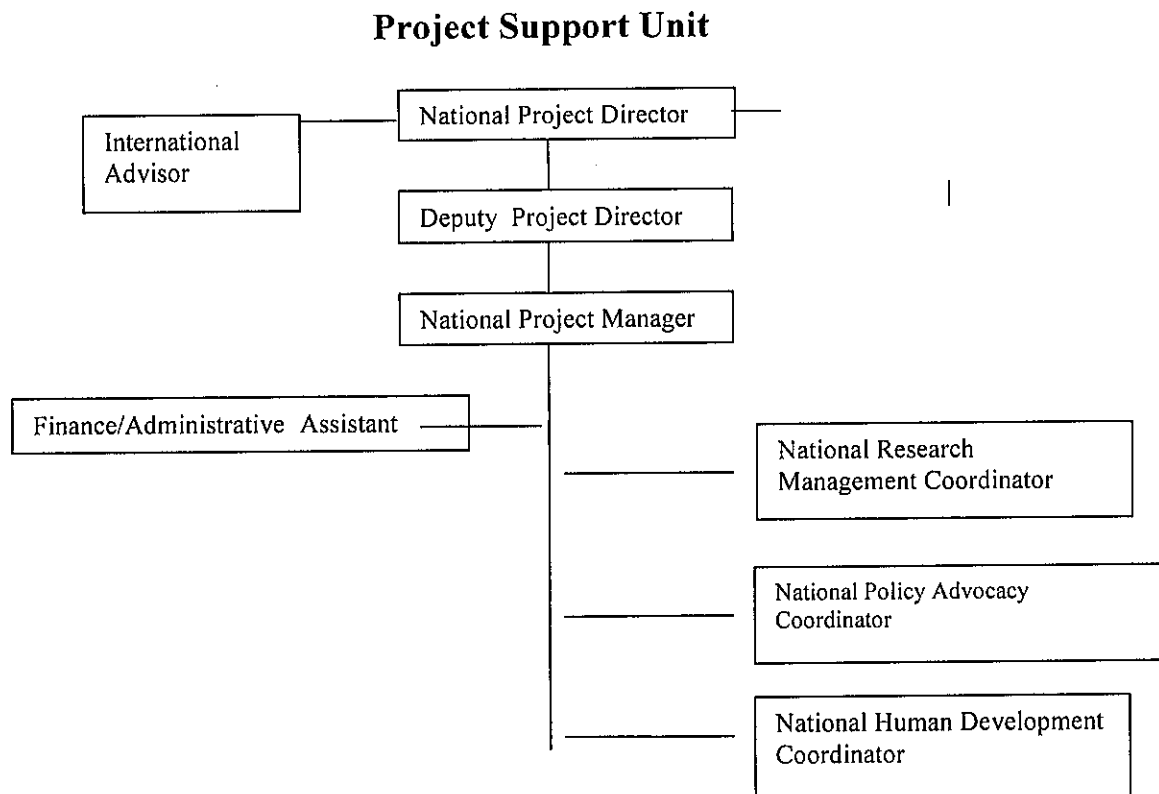
As the national focal point for the project, the NIP is accountable to the Government and UNDP for ensuring (a) the substantive quality of the project (b) the effective use of both national and UNDP resources allocated to it (c) the availability and timeliness of national contributions to support project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

2- Project Support Staff: A Project Management Unit (PMU) will be created and placed in VASS and VASS will hold overall authority for the project. Staff will be recruited for the PMU in close consultation with UNDP and under standard NEX procedures. The PMU receive additional technical support from an international Senior Technical Advisor (STA) to be recruited with the support of UNDP. Moreover, a national Human Development Advisor will be recruited under DEX procedures in order to play a quality assurance role in the project's development of the National Human Development Report. Project support staff to include:

PMU

- A National Project Director (NPD)
- A Deputy National Project Director (DNPD)
- A national project manager
- A national finance/administrative assistant
- A national policy advocacy coordinator
- A national research management coordinator
- A national human development coordinator

- An international advisor (for the first year of project)



Further expertise in the areas of change management, policy advocacy and human development research will be obtained through contracting specialised agencies/consultants. Priority will be given to contracting the services of relevant research institutions (as opposed to individuals) in order to enable the development of long term sustainable partnerships between VASS and the international research community.

The PMU will be housed in office space provided by VASS. VASS will also be responsible for other expenditures such as: compensation for VASS on-the-job staff working for the project and other expenditures not paid by the project. General office and IT equipment for the PMU will be provided from the project budget. The PMU will be responsible for designing, implementing and monitoring project activities with a view to building capacity within VASS to carry out similar tasks in the future. In line with this, VASS personnel assigned to the PSU will benefit from on-the-job training, coaching and capacity building on all aspects of project management.

UNDP will provide selected assistance in the course of project implementation in line with NEX regulations, especially in the area of identification and recruitment of specialists, organisation of training programmes and procurement of professional services and equipment.

3. Project Coordination

Implementation modality: The project will be implemented by VASS but will require effective cooperation with relevant stakeholders including: relevant Government agencies such as the National Assembly, General Statistics Office (GSO), Ministry of Labour, War Invalids and Social Affairs (MOLISA), Ministry of Planning and Investment (MPI) and others, academic institutions, universities, UN agencies and civil society organisations. Coordination and liaison will be managed by the PMU.

Project monitoring and evaluation: The project will be subject to monitoring and evaluation requirements as set out in the UN Harmonized Programme & Project Management Guide (HPPMG). As part of this, it will be mandatory for the Project Management Unit to prepare and submit to the National Implementing Partner and UNDP the following plans and reports:

- An Annual Work Plan (AWP) that is submitted by the end of the planning year
- A Quarterly Work Plan (QWP) for each quarter that is submitted by the 15th of the first month of the planning quarter and which is accompanied by the Quarterly Progress Report for the previous quarter, the Funding Authorization and Certificate of Expenditures (FACE) and the Cost Estimates by Activity for the next quarter
- An Annual Project Progress Report that is submitted by 31 October of the planning year and that provides input into the preparation of the Annual Thematic Cluster Progress Report. The report should highlight the extent to which gender issues and linkages to human rights treaties have been taken into account.

(i) Although annual project reviews are no longer mandatory, the NIP is encouraged to organize such a review should conditions warrant it. In all circumstances however, the PMU staff should remain in close consultation with responsible UNDP staff in order to ensure that project work plans, FACE forms and progress reports are of satisfactory quality, that they are submitted in a timely manner and that they are accompanied by adequate supporting documentation.

(ii) The project will be subject to evaluation in the event that it faces serious implementation problems. Such an evaluation should be agreed upon between the NIP and UNDP and included in subsequent QWPs.

(iii) The project will be subject to scheduled spot checks, programmatic monitoring visits and audits in line with the requirements set out in the HPPMG. These activities are intended to ensure that UNDP plays its assurance role effectively.

4. Organization and management capacity of the governing agency

VASS is a governmental organ, which was established in 1953. Throughout the 55 years in operation, VASS has gained tremendous experiences in implementing big research programs assigned by the Government and the State of Vietnam. In its international cooperation, VASS is very experienced in carrying out a number of ODA projects such as: “Assistance to the 20 year review of Doimoi in Vietnam” co-funded by UNDP and SIDA, “Assistance to researches of challenges of the socio-economic transition in Vietnam” and “Uphold the museum heritages in Vietnam” funded by the FSP (the Government of France).

VIII. Feasibility

The project consists of three main components:

a- Research Management: Within the operation framework of the project “Assistance to the 20 year review of Doimoi in Vietnam”, a number of VASS researchers attended the training courses on MSP (Managing Successful Program) and PRINCE2 (PRojects IN Controlled Environment 2) and received completion certificates. With initial experiences in organizing those training programs and the knowledge provided by the programs, VASS expressed the wish to experiment such training and management methods in 6 research institutions under VASS, namely the Institute of Sociology, Institute of World Economics and Politics, Institute of Philosophy, Institute of Family and Gender Studies, Institute of Sustainable Development Studies of the North, and the Centre for Analysis and Forecast) and then expand it to each and every institutions under VASS in a near future.

b- Human Development Research: Together with researches on Vietnam’s socio-economic development related topics, human development is getting much attention of the State and the Government of Vietnam. This issue has been being studied by some research institutes under VASS. However, researches in this area in Vietnam are still very limited because of the insufficient number of researchers. Therefore, there is an increasing demand for training and improving capacity of Vietnamese researchers as well as promoting researches on human development in Vietnam. With the financial support from UNDP, VASS will surely have better conditions to push up this process.

c- Policy advocacy with evidence-based research: One of the fundamental functions of VASS is to provide scientific foundations, research results and recommendations for policy makers. VASS has had significant scientific contributions for the policy planning and making process in Vietnam. Through this component, VASS will develop a training program and improve long-term research capacity to help its belonging research institutions undertaking researches with the principles of policy advocacy with evidence-based research.

IX- Project’s Impacts

Direct Impact on VASS : By strengthening management practices in VASS, developing a network of human development experts and building capacity in evidence based policy advocacy, this project promotes a long term, sustainable approach to expanding the role of social science research on policy development in Viet Nam. The focus on translating key documents into Vietnamese, developing tailored guides for VASS and providing a range of different training activities (from on-the-job training to overseas study tours) will help to ensure that long term capacity in the three project components is achieved.

Project impact on social, gender and environmental equity: Capacity building in the area of social science research, in particular the preparation and production of Viet Nam's next National Human Development Report, will help to provide the Government with reliable and objective data regarding the development context in Viet Nam. The provision of evidence based analysis of social, gender, economic, political and environmental sectors in turn, will enable the Government to make informed decisions and develop sound policies in order to address equity gaps in these areas.

Project sustainability: The sustainability of this project lies within its comprehensive approach to capacity building through the implementation of three, mutually reinforcing project components. By strengthening management practices in VASS, developing an independent network of human development experts and building capacity in scientific evidence based policy advocacy, this project promotes a long term, sustainable approach to expanding the role of social science research on policy development in Viet Nam. The focus on translating key documents into Vietnamese, developing tailored manual for VASS and providing a range of different training activities (from on-the-job training to overseas study tours) will help to ensure that long term capacity in the three project components is achieved.

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Annex 1: List of Major Supplies and Subcontracts

Supplies: Office equipment/services to be procured through competitive bidding:

- 1 scanner (HP or Canon A4)
- 2 headphone and microphone sets
- 6 Desktop (AMD processor, soundcard, DVD±R DL/DVD±RW/CD-RW, 2 HD (200 Gb), 1024 MB Ram, LCD screen 17" 1680 by 1050 pixels, infra-red keyboard and mouse, loudspeakers 2.1, Bluetooth, wi-fi connectivity, USB 2.0 and FireWire 800, modem)
- 1 external HD 200 Gb
- 1 MP3 recorder
- 1 digital camera (5 Mega Pixels)
- 3 Web Cam Creatives
- 1 phone line
- ADSL broadband installation
- 2 laptop computers conforming to the following minimum specifications:
 - Minimum 1024MB DDR2 533 MHz
 - Intel PRO/Wireless 3945A/G (802.11a/g)
 - Wi-Fi, USB 2.0, FireWire 80, Bluetooth
 - 24X DVD±R DL/DVD±RW/CD-RW
 - 100 GB Hard Drive

Office furniture:

- 6 large desks with computer tables
- 6 office chairs
- 2 office cabinets
- 2 metal bookshelves
- 1 safe box
- 1 white board
- 1 flipchart board

Sub- contracts: Sub-contracts will be provided to international institutions/agencies/experts in the fields of research management, human development and policy advocacy under standard NEX procedures. Emphasis will be placed on establishing long term agreements with relevant partners in order to ensure the sustainability of the project. Potential candidates identified under the DMR project and through desk review include:

- Research Management: ILX Solutions Limited (Specialists in Programme and Project Management), UK
- Human Development: Human Development and Capability Association, Oxford University, UK
- Policy Advocacy: Overseas Development Institute (ODI) UK

Annex 2: Results Framework

Project Result: Social science research in Viet Nam effectively informs and supports Government policies					
Level	Indicators (with baseline and target)	Method of Verification	Related ONE Plan Outcome	Related priority area in Decree 131	Risks and assumptions
Project Objective 1: Increased capacity of Vietnamese researchers to manage social science research					
Project Output 1: VASS adopts a unified, modern and structured management approach to executing scientific research projects Key groups of activities: Translation into Vietnamese of VASS tailored guide to MSP/Prince2 and other key training materials Creation of research database and online guide to MSP/Prince2 Training on MSP/Prince2 through workshops and mentoring Analysis of VASS institutes' research portfolios and development of high level research agenda Roll- out of project activities from 6 pilot institutes to all of VASS	Tailored version of MSP/Prince2 used widely throughout VASS to manage research projects MSP/Prince2 training material available in Vietnamese 50% of VASS researchers have obtained foundation level certificate of MSP and Prince2	Project supported consultants' reports Project progress reports Project monitoring mechanisms APM Group MSP and Prince2 exams	Outcome 1: Social and economic development policies, plans and laws support equitable and inclusive growth and conform to the values and goals of the Millennium Declaration and other relevant international agreements and conventions	Institutional capacity strengthening and human resource development; technology transfer; enhancing the research and development capability	Inconsistent implementation of new research management approach between institutes Resistance or lack of incentives to change by VASS institutes Pilot phase with 6 VASS institutes is unsuccessful and further roll to other institutes is cancelled

Level	Indicators (with baseline and target)	Method of Verification	Related ONE Plan Outcome	Related priority area in Decree 131	Risks and assumptions
Project Objective 2: Increased capacity of Vietnamese researchers to produce Human Development research					
Project Output 2:	A network of experts capable of producing high quality human development research including the next National Human Development Report for Viet Nam is established	National Human Development Report and research contributions to regional/global human development reports published	Project supported consultants' reports	Institutional capacity strengthening and human resource development; technology transfer;	Insufficient stakeholder commitment to expanding human development research
Key groups of activities:	Translation into Vietnamese of key human development training materials and publications	Human development research papers presented at human development related conferences	Project progress reports	enhancing the research and development capability	VASS research agenda does not prioritise human development themes
Training on Human Development through workshops, fellowships and study tours	Policy makers, academics, media and civil society aware of HD concepts and issues	National/regional/global human development reports	Outcome 1: Social and economic development policies, plans and laws support equitable and inclusive growth and conform to the values and goals of the Millennium Declaration and other relevant international agreements and conventions	the values and goals of the Millennium Declaration and other relevant international agreements and conventions	Insufficient collaboration with institutes and agencies relevant to human development research inside and outside of VASS
Establishment of cross-government research programme on human development including creation of Steering Committee, Advisory Group and Core Team		Level of human development debate in academic and public fora			
Publication of human development research including next National Human Development Report, research papers for regional/global reports and contributions to human development related conferences					
Implementation of Advocacy campaign regarding human development through public launches of human development reports, translation/dissemination of key publications and introduction of human development concept into academic curricula of selected universities					

Level	Indicators (with baseline and target)	Method of Verification	Related ONE Plan Outcome	Related priority area in Decree 131	Risks and assumptions
Project Objective 3: Increased capacity of Vietnamese researchers to produce scientific evidence-based research					
Project Output 3:					
<p>VASS adopts a unified strategy to support policy making with scientific evidence-based research</p> <p>Key groups of activities:</p> <p>Translation into Vietnamese of key scientific evidence based policy advocacy training tools and documents</p> <p>Development of a tailored guide to evidence based policy advocacy</p> <p>Development of online guide and tools for scientific evidence based policy advocacy</p> <p>Training on tools and analytical frameworks related to scientific evidence based policy advocacy through workshops, mentoring and study tours in pilot institutes</p> <p>Expansion of training activities to relevant VASS institutes, policy makers and other relevant research institutions at national level</p>	<p>Scientific Evidence Based Policy Advocacy guide and training materials disseminated and used widely throughout relevant research and government institutions</p> <p>Development and formulation of research projects linked to national policy needs</p> <p>Research findings and recommendations influential in the development of national policies</p>	<p>Project supported consultants' reports</p> <p>Project progress reports</p> <p>Project monitoring mechanisms</p> <p>Adoption by government of scientific evidence based research recommendations, objectives and practices</p>	<p>Outcome 1: Social and economic development policies, plans and laws support equitable and inclusive growth and conform to the values and goals of the Millennium Declaration and other relevant international agreements and conventions</p>	<p>Institutional capacity strengthening and human resource development; technology transfer; enhancing the research and development capability</p>	<p>Insufficient collaboration with institutes and agencies relevant to policy work inside and outside of VASS</p> <p>Negative interpretation of the word 'advocacy' leads to resistance by policy makers</p> <p>Pilot phase with VASS institutes is unsuccessful and expansion of training activities to other relevant evidence based policy making agencies is cancelled</p>

Annex 3: Project Concept Note

Support for Effective Policy Making Through the Development of Scientific Evidence Based Research

I: Project Introduction

This project aims to build upon the work of the three year '*Assistance to the 20 Year Review of Doi Moi in Viet Nam*' project (DMR project) which has been implemented by the Viet Nam Academy of Social Science (VASS) and is due to finish in June 2008. Although progress has been made, the DMR project has highlighted the need to continue to build capacity in the areas of research management and policy advocacy within VASS. Similarly, preparation of Viet Nam's second National Human Development Report (NHDR) has identified human development research as an area that requires further support.

Capacity development in the areas of research management, the human development perspective and policy advocacy is critical to not only improving the quality and scope of evidence based research in Viet Nam, but also using this research effectively to advocate sound national policies. Efficiently managed research, which is oriented towards the human development perspective, can offer crucial analysis on Viet Nam's development context. Linking this research to policy formulation, in turn, can help to reduce forms of social, political and economic exclusion and improve the quality of life for all Vietnamese people.

Developing research capacity in VASS is of particular significance in light of the Government's stated commitment to developing scientific and technological institutions. Decree 115, issued in 2005, calls for the increased operational efficiency of scientific research organisations engaged in research into strategies and policies in service of state management. The development of social sciences was also included as a key goal of the Communist Party's 10th National Congress in 2006 in order to improve the Party's leadership capacity, to make forecasts on the situation and development trends of the world, the region and the country and to provide scientific foundations for the elaboration of guidelines, policy directions and policies of the Party and State. Furthermore, as Viet Nam approaches its next planning cycle (2011 National Development Strategy and 2011-2015 Socio-Economic Development Plan) the effective management of policy oriented research projects and implementation of scientific evidence based research is of particular importance.

This concept note proposes a new project within VASS consisting of three complementary, mutually reinforcing components in order to improve the way in which research is managed, to provide researchers with the ability to carry out research using the human development perspective and to link research to policy more effectively. The ultimate aim is to enable Vietnamese policy makers to access high quality scientific evidence based research more easily in order to initiate and support policies and practices of benefit to the human development of Viet Nam.

II: Project Vision and Scope

This capacity development project aims to produce the following results:

- (i) The adoption by VASS of a unified, modern and structured management approach to executing scientific research projects based on internationally recognised standards of project and programme management
- (ii) The establishment of a network of experts capable of producing high quality human development research including the next National Human Development Report for Viet Nam
- (iii) The increased capacity of VASS researchers to produce and communicate research based scientific evidence in support of policy making at all levels of Government

Capacity development in these areas will contribute to:

- (i) Government Decree 131: Institutional capacity strengthening and human resource development; technology transfer; enhancing the research and development capability;
- (ii) United Nations Development Assistance Framework (UNDAF) Outcome 1: Government economic policies support growth that is more equitable, inclusive and sustainable;
- (iii) United Nations Development Assistance Framework (UNDAF) Outcome 3: Policies, law and governance structures effectively support rights-based development to realise the values and goals of the Millennium Declaration;

III: Project Approach

The overall objective of this project is to expand the role of social science research in positively informing national policy making. This will be achieved by building the capacity of Vietnamese researchers to manage and produce social science research through support for three key project components: research management, human development research and scientific evidence based policy advocacy.

Project component 1: Research Management

Strategy: A new management method will be applied across all 29 VASS institutes in order to achieve organisational goals and improve capacity to produce high quality social science research. Introducing a standardised and structured management will help to increase transparency (thus avoiding overlap of research projects across institutes) and effectiveness. Harmonisation of social science research will increase VASS' efficiency and enable it to produce high quality scientific evidence-based research to inform the policy making process of the Government.

Activities: Introduction to VASS institutes of internationally recognised project/programme management methodologies: Managing Successful Programmes (MSP) and Projects in Control Environment (PRINCE2) through translation of key training materials, introduction of a tailored training guide, workshops and mentoring. Analysis of VASS institutes' portfolio of research projects and support for planning to be carried out to ensure research projects in line with vision/direction of VASS. Research management method to be initially introduced to six pilot institutes before roll out to all of VASS.

Project component 2: Human Development

Strategy: A network of human development researchers will be developed in order to establish a cross governmental programme, driven by VASS, that will produce the next National Human Development Report and implement an advocacy/education campaign regarding human development issues in Viet Nam. As a concept of development that goes beyond economic growth, human development research can offer ground breaking analysis on a wide range of critical development issues and can stimulate debate for national and global action. High quality human development research will provide a comprehensive analysis of Viet Nam's development context, defining progress and priorities, which can form the basis for policy directions in such areas as health, education, environment and trade and enable Viet Nam to make further advances in human development.

Activities: Establishment of a cross-government research programme on human development along with translation of key materials and participation on training workshops, fellowships and international conferences on all aspects of human development research. Advocacy campaign to be implemented in order to raise awareness of human development among policy makers, civil society and media through the public launches of human development reports, translation/dissemination of human development publications and introduction of human development concept into academic curricula of selected universities.

Project component 3: Policy Advocacy

Strategy: A long-term strategy to strengthen scientific evidence based policy advocacy capacity will be introduced within VASS. VASS researchers will be provided with the tools and analytical framework to conduct, manage and effectively communicate scientific evidence-based research in order to maximise impact on policy. Supporting researchers to enhance the links between social science research and policy will ensure that VASS research is credible, relevant and can be used in the development of policies which are of benefit to Viet Nam.

Activities: Researchers will be provided with a range of practical tools in order to make better use of scientific research-based evidence in the development of policy and will be helped to acquire capacity in understanding the policy making process, developing mutually beneficial partnerships with relevant stakeholders, collaborating on scientific evidence based research projects and publishing key findings. Capacity building activities to involve translation of key scientific evidence based policy advocacy documents including a tailored policy advocacy guide for VASS, workshops and study tours. Scientific Evidence based policy advocacy strategy and training activities to be initially introduced to pilot institutes in VASS, before expansion to other VASS institutes, key National Assembly agencies involved in policy formulation and relevant research agencies at national level.

IV: Project Duration and Estimated Budget

The anticipated start date for the project is June 2008. It is estimated that the project will be delivered over a three year period between 2008-2011 and will have a budget of 3.6 million USD.

V: Project Implementation

This project will be implemented through the National Execution (NEX) modality with VASS as National Implementing Partner (NIP). The NIP will ensure that the project meets the needs of the Government as the ultimate beneficiary of this project. UNDP will provide technical and other support at the request of the NIP.

The project will receive technical support from the Project Support Unit (PSU) currently in place in VASS to support the DMR project, due for completion in the first quarter of 2008. Additional staff will be recruited for the PSU by VASS, in close consultation with UNDP and under standard NEX procedures. Further expertise will be obtained through subcontracting specialised agencies/consultants. Priority will be given to contracting the services of relevant research institutions (as opposed to individuals) in order to enable the development of long term sustainable partnerships between VASS and the international research community.

Monitoring and evaluation: The project will be subject to monitoring and evaluation requirements as set out in the UN Harmonized Programme & Project Management Guide (HPPMG).

VI: Project Sustainability

The sustainability of this project lies within its comprehensive approach to capacity building through the implementation of three, mutually reinforcing project components. By strengthening management practices in VASS, developing a network of human development experts and building capacity in evidence based policy advocacy, this project promotes a long term, sustainable approach to expanding the role of social science research on policy development in Viet Nam. The focus on translating key documents into Vietnamese, developing tailored guides for VASS and providing a range of different training activities (from on-the-job training to overseas study tours) will help to ensure that long term capacity in the three project components is achieved.

Annex 4: Project Budget

Expected Output	Key Activities	Planned Budget			
		Year 1	Year 2	Year 3	TOTAL
1. The adoption by VASS of a unified, modern and structured management approach to executing scientific research projects based on internationally recognized standards of project and programme management	Consulting services	150,000	80,000	80,000	310,000
	Capacity development and institutes' transition in VASS	225,000	193,000	168,000	586,000
	Miscellaneous	5,000	5,000	5,000	15,000
	Subtotal Output 1	380,000	278,000	253,000	911,000
2. A network of expert researchers capable of producing high quality human development research including the national Human Development report for Vietnam is established	Consulting services	80,000	80,000	80,000	240,000
	Local consultants	27,000	27,000	27,000	81,000
	Training, capacity development, fellowship visits	70,000	70,000	70,000	210,000
	Translation and interpretation	35,000	35,000	35,000	105,000
	Human Development related research		100,000	130,000	230,000
	Seminars and public events on Human Development	50,000	50,000	50,000	150,000
	Printing, publications and dissemination		60,000	60,000	120,000
	Miscellaneous	5,000	5,000	5,000	15,000
Subtotal Output 2	267,000	427,000	457,000	1,151,000	
3. The capacity of VASS researchers to produce and communicate scientific evidence based research in support of policy making at all levels of Government is increased	Consulting services	90,000	90,000	90,000	270,000
	Local consultants	30,000	30,000	30,000	90,000
	Training, capacity development, study visits and exchange	130,000	130,000	130,000	390,000
	Translation and interpretation	20,000	20,000	20,000	60,000
	Printing, publications, and dissemination	0	25,000	25,000	50,000
	Evidence based research projects	0	40,000	40,000	80,000
	Miscellaneous	5,000	5,000	5,000	15,000
Subtotal Output 3	275,000	340,000	340,000	955,000	
4. Project Management and Support Services	National Project Manager	18,000	18,000	18,000	54,000
	National Finance/Administrative Assistant	10,800	10,800	10,800	32,400
	National Coordinator of Research Management	13,200	13,200	13,200	39,600
	National Coordinator of Evidence-Based Policy Advocacy	13,200	13,200	13,200	39,600
	National Coordinator of Human Development	13,200	13,200	13,200	39,600
	National Human Development Advisor	21,600	21,600	21,600	64,800
	International Specialist (ALD4)	150,000			150,000
	Procurement of office and IT equipment	30,000	10,000	10,000	50,000
	Project www site (CMS)	5,000	3,000	3,000	11,000
	Operation and maintenance	10,000	10,000	10,000	30,000
	NEX Audit	5,000	5,000	5,000	15,000
	Subtotal Output 4	290,000	118,000	118,000	526,000
	1,212,000	1,163,000	1,168,000	3,543,000	

Annex 5: Model Job Descriptions

5.1 Job Description for National Project Manager (NPM)

Under the direct supervision of the National Project Director, the National Project Manager (NPM) will take responsibility for the operational management of the project, i.e. s/he will assume the day-to-day project management in line with the detailed project outline, annual work plans and policies/procedures for nationally executed projects. The NPM will be recruited by the NPD in consultation with UNDP and/or other independent advisors nominated by UNDP.

Duties and responsibilities

- Assume operational responsibility for the execution of the project in accordance with procedures and practices outlines in the NEX manual
- Manage, supervise and guide national/international project staff and contracted experts to ensure that the project functions effectively
- Draft and/or organize the drafting of all project management reports, including quarterly, annual and terminal reports
- Prepare and update work plans for submission to the NPD
- Prepare and facilitate scheduled meetings of VASS/UNDP in review of project activities
- Ensure that all agreements (Terms of Reference, contracts etc) prepared with designated implementing agencies and sub-contractors are negotiated and agreed. Supervise and coordinate their implementation
- Initiate and administer the mobilization of project inputs under the responsibility of the NIP
- Manage the preparation of project activities as per approved work plans, including workshops, meetings, training activities and study tours
- Prepare background materials for briefing sessions on project related matters
- Manage the preparation of Terms of Reference and contracts for consultants/experts for project activities.
- Assumes direct responsibility for managing the project budget on behalf of the NPD and with support from the project finance/administrative assistant to ensure that:
 - Project funds are made available as needed and are disbursed properly
 - Accounting records and supporting documents are kept
 - Financial reports are prepared
 - Financial operations are transparent and comply with NEX rules
 - Records are in order for auditing at any time
- Coordinate with government agencies at national and local level as well as mass organizations, NGOs, etc. to effectively implement project activities
- Manage the project's physical resources (equipment etc)
- Organise project monitoring systems and regularly update the NPD on progress, issues and constraints to project implementation

Qualifications

- Masters degree in a relevant field
- Proven experience (at least 7 years) in project development, management and implementation
- Strong financial, human resource and IT skills
- Experienced in gender mainstreaming
- General knowledge of substantive matters that are addressed by the project including research management, policy advocacy and human development
- Strong inter-personal, networking, partnership building, team building, presentation and communication skills
- Experience of working with government institutions (particularly VASS) and with UNDP projects an asset
- Fluent written and spoken English

5.2 Job Description for National Human Development Advisor

Under the supervision of the National Project Manager, the National Human Development Advisor will take responsibility for the overall coordination of Viet Nam's National Human Development Report. S/he will provide substantive support to realising the human development project component targets and will be recruited by UNDP under DEX requirements.

Duties and responsibilities

- Provide substantive support at all stages of the National Human Development Report (NHDR) production process including the preparatory stage, research and writing, production and advocacy and follow-up
- Assume responsibility for the coordination of the (NHDR) including liaison between institutional mechanisms: Advisory Committee, Steering Committee, NHDR Core Team (authors) and Project Support Unit (PSU), key stakeholders (e.g. General Statistics Office, civil society organisations) and human development experts through regular meetings, workshops, consultations and written/oral updates
- Establish information sharing through regular meetings, networks and the development of a master file/database of documents
- Organise training/capacity building activities on Human Development concepts, measurements and policy applications as required by the Advisory Committee, Steering Committee and NHDR Core Team and facilitate access to Human Development resources
- Develop briefs for NHDR background papers, chapter outlines, literature reviews, case studies and surveys in collaboration with the Advisory Committee, in order to provide comprehensive research directions to NHDR Core Team authors
- Provide editorial and substantive support to NHDR research papers ensuring that authors meet specified briefs regarding content and produce research at the required level of quality
- Coordinate peer review and incorporate feedback from consultations
- Monitor and ensure production deadlines

- Develop an advocacy and dissemination strategy to promote the NHDR including organisation of report launches
- Develop a monitoring and evaluation mechanism to monitor impact of report

Qualifications

- Advanced degree in a relevant field, preferably economics, development studies, political science or other social science
- Extensive research, editorial and project management experience (minimum 5 years)
- Practical experience in the coordination of NHDR projects and related advocacy activities an asset
- Strong knowledge of the scholarly literature relating to the human development philosophy and comprehension of the key concepts, methodologies and policy implication
- Significant knowledge of the political, economic and social/cultural context in Viet Nam including experience of working on government, research institution and UNDP projects
- Strong coordination and communication skills including ability to liaise with high level government representatives
- Experienced in gender mainstreaming
- Fluent written and spoken English

5.3 Job Description: National Policy Advocacy Coordinator

Under the supervision of the National Project Manager, the National Policy Advocacy Coordinator will take responsibility for the coordination of the policy advocacy project components. S/he will provide both administrative support to the project and will be recruited by the NPD in consultation with UNDP and/or other independent advisors nominated by UNDP.

Duties and responsibilities

Coordinate activities related to the policy advocacy project component, in cooperation with the international advisor and relevant project staff/consultants:

- Organisation of workshops, seminars, international study tours, mentoring sessions and other capacity building activities
- Coordination with key stake holders of project including government agencies, research institutions and UNDP for effective implementation of project activities through organisation of meetings, consultations and written/oral updates
- Preparation and facilitation of meetings to plan and review project activities
- Support for preparation of required project documents including quarterly/annual work plans, financial statements and monitoring/evaluation reports
- Provision of support in the day to day management of project activities including administrative, logistical and financial tasks
- Implementation of other relevant tasks as assigned by the National Project Manager

Qualifications

- Master degree in economics, development studies, political science or other social science
- A minimum of 3 years relevant work experience in project management and social science research preferably with government agencies and/or national research institutions
- Experience in the organization of workshops, seminars and on the job training
- Strong administrative, organisational and coordination skills
- Experienced in gender mainstreaming
- Familiarity with concept and principles of evidence based policy an asset
- Experience with UNDP/government procedures for project management an asset
- Fluent written and spoken English

5.4 Job Description: National Research Management Coordinator

Under the supervision of the National Project Manager, the National Research Management Coordinator will take responsibility for the coordination of the research management project component. S/he will provide both administrative support to the project and will be recruited by the NPD in consultation with UNDP and/or other independent advisors nominated by UNDP.

Duties and responsibilities

Coordinate activities related to the research management project component, in cooperation with the international advisor and relevant project staff/consultants:

- Organisation of workshops, seminars, international study tours, mentoring sessions and other capacity building activities
- Coordination with key stake holders of project including government agencies, research institutions and UNDP for effective implementation of project activities through organisation of meetings, consultations and written/oral updates
- Preparation and facilitation of meetings to plan and review project activities
- Support for preparation of required project documents including quarterly/annual work plans, financial statements and monitoring/evaluation reports
- Provision of support in the day to day management of project activities including administrative, logistical and financial tasks
- Implementation of other relevant tasks as assigned by the National Project Manager

Qualifications

- Master degree in economics, development studies, political science or other social science
- A minimum of 3 years relevant work experience in project management and social science research preferably with government agencies and/or national research institutions
- Experience in the organization of workshops, seminars and on the job training
- Strong administrative, organisational and coordination skills
- Experienced in gender mainstreaming

- Familiarity with concept and principles of Prince2/MSP project/programme methodologies an asset
- Experience with UNDP/government procedures for project management an asset
- Fluent written and spoken English

5.4 Job Description: National Human Development Coordinator

Under the supervision of the National Project Manager, the National Human Development Coordinator will take responsibility for the coordination of the human development project component. S/he will provide both administrative support to the project and will be recruited by the NPD in consultation with UNDP and/or other independent advisors nominated by UNDP.

Duties and responsibilities

Coordinate activities related to the human development project component, in cooperation with the international advisor and relevant project staff/consultants:

- Organisation of workshops, seminars, international study tours, mentoring sessions and other capacity building activities
- Coordination with key stake holders of project including government agencies, research institutions and UNDP for effective implementation of project activities through organisation of meetings, consultations and written/oral updates
- Preparation and facilitation of meetings to plan and review project activities
- Support for preparation of required project documents including quarterly/annual work plans, financial statements and monitoring/evaluation reports
- Provision of support in the day to day management of project activities including administrative, logistical and financial tasks
- Implementation of other relevant tasks as assigned by the National Project Manager

Qualifications

- Master degree in economics, development studies, political science or other social science
- A minimum of 3 years relevant work experience in project management and social science research preferably with government agencies and/or national research institutions
- Experience in the organization of workshops, seminars and on the job training
- Strong administrative, organisational and coordination skills
- Experienced in gender mainstreaming
- Familiarity with concept and principles of human development an asset
- Experience with UNDP/government procedures for project management an asset
- Fluent written and spoken English

Annex 6: Project Component Concept Notes

6.1 Concept Note for a project to develop research management within the Vietnamese Academy of Social Science

1. Introduction

The DMR Project has been working during 2007 with VASS in a key capacity development area: research management.

In this context Projects in Control Environment and Managing Successful Programmes (PRINCE2™ and MSP) have been proposed as possible methods to support this capacity building process. Developed by the Office of Government Commerce of the UK Government, MSP/P2 are world recognised programme/project management standards. During 2007, the DMR Project, while introducing the principles of these programme and project management methods also worked with VASS to design a long term approach for capacity development of research management.

2. Vision and Project Scope

Upon the completion of this capacity building programme, VASS will be able to execute scientific research projects based on a modern and structured management approach. This will strengthen the leadership of VASS, enable it to gain international recognition in the field of social science research in Viet Nam and increase its capacity to produce high quality evidence-based research to inform the policy making process of the Government. With growing attention on the socio-economic development of Viet Nam and the principles of human development, VASS will have a unified scientific approach to research management and will have better coordination of complex inter-institute research projects.

This change will enable VASS and its Institute Directors to have more confidence that VASS is doing the right projects at the right time in the most appropriate sequence to enable the Institutes and therefore VASS to achieve its stated goals.

As VASS continues to grow in size it is continually increasing the number of projects it is doing, this in turn increases the likelihood that two or more Institutes may be doing similar/related research. By having a system that allows more transparency it will be easier for related projects to combine so that there is no overlap in research, thus increasing the quality.

As VASS grows it is also increasingly likely that donors will have to deal with different standards depending on the Institute they are working with. This change will enable donors who are dealing across a wide range of institutes to receive the same standard of delivery regardless of which Institute they are working with, enabling VASS to be "easier to do business with". However, the management procedures of research projects will remain sufficiently flexible to accommodate different reporting government and donor agencies requirements/guidelines.

The scope of this project is to develop the processes required to manage the current and future portfolio of projects within VASS using the principles from MSP and PRINCE2™. The transition from the existing way of working to the new way of working will be done in six pilot Institutes, prior to a wider roll out to all of VASS. This project looks also at the training requirements of VASS for Programme and Project Management and develops a range of training interventions, including the translation into Vietnamese of the international standards for PRINCE2™ and MSP as well as exams and accredited training material.

The project will run from June 2008 –June 2011.

3. Approach

Planning workshops conducted in VASS during 2007 have produced a high level plan for the research management change project. 12 key activities will be carried out during the project period in order to roll out the change in the 6 pilot institutes first and in the whole of VASS later:

Tranche 1: VASS will be able to make use of the Local Guide and have trained staff ready to kick off the transition to the new way of managing research.

- Activity 1: translation into Vietnamese of VASS tailored guide on how VASS will use MSP and PRINCE2™ (hereinafter called the Local Guide).
- Activity 2: create a web-based IT platform where VASS will be able to generate a Research Database (RDB), monitor the trainings of its researchers and support a web based version of the Local Guide for individual training.
- Activity 3: translate the base standards in PRINCE2™ and MSP as well as accredited training material and exams.
- Activity 4: training on how to follow the Local Guide for the key staff involved in the 6 pilot Institutes, this will include any programme managers, project managers, Team Leaders/members and staff involved in governance.

Tranche 2: Roll out of the new research management method.

- Activities 5 to 10 (They are all the same project – but one per each individual institute): the programme and project managers who are trained on the use of Local Guide will receive one to one support to make sure he/she understands correctly what is taught during training. The project manager of the six pilot Institutes will also be assisted on how to proceed/plan and convert with his/her future project. After this activity, a coaching/mentoring session (assurance) will follow in order to help project managers with any issues arising from the application of the new research management process and to confirm that the project is ready for its first end stage review.
- Activity 11: after all six institutes' programmes have been assured and reviewed, analysis will be carried out to see if there is any overlapping of research conducted by different institutes, whether they are contributing to the achievement of a common goal, whether there are any projects that can be combined across different institutes, etc.
- Activity 12: this activity is timed to deliver for November 2008 budget/planning process, where a high level research agenda can be developed to show a total picture of how research institutes can align their research to follow the research vision/direction of VASS.

At the end of this tranche, the 6 pilot institutes should be able to manage research using the new process. A summary report of the pilot findings will be produced before the new processes are rolled out to the remainder of VASS

Tranche 3: assuming the pilot is successful, the remainder of VASS will be prepared to embark on the change. The process of making the change happen will be done in a similar way to that of the initial pilot institutes, i.e. planning workshops with senior managers, staff training, assurance and review sessions.

6.2 Concept Note for a project to develop capacity on the human development research paradigm at the Viet Nam Academy of Social Science

Project Background

As a concept of development that goes beyond economic growth, human development can be defined as *'a process of enlarging people's choices and building human capabilities...enabling them to: live a long healthy life, have access to knowledge, have a decent standard of living and participate in the life of their community and the decisions that affect their life.'* Human development thinking, which puts people at the centre of development, has been driven by UNDP through the publication of annual global human development reports (HDRs) since 1990. These reports offer ground-breaking analysis on a wide range of critical development issues and can stimulate policy debate for both national and global actions.

Many countries have now published their own National Human Development Reports (NHDRs) with the support of UNDP. Through their analysis of the opportunities and challenges facing human development, NHDRs have significantly contributed to the discussion of national development policies while improving people's awareness of the development process. As part of this, the human development index (HDI) system has played an important role in monitoring and clarifying development progress and priorities. In many cases, (NHDRs) have had a significant impact, ranging from affecting the climate of opinion to altering policy directions in areas such as health, education, environment and trade.

Viet Nam's vision of *'a rich people, a strong nation, and an equal and civilized society'* can be seen as a vision which, as with human development, puts people first. In 2001 Viet Nam produced its first nationally-led NHDR: *'Doi Moi and Human Development in Viet Nam'* which focused on the human development achievements obtained through the Doi Moi process and presented basic human development indices for all 61 provinces and cities of the country. This process of analyzing the Doi Moi process through the lens of expanded choices brought the human development concept to the attention of Vietnamese policy makers. Improvement of Viet Nam's human development index score was consequently included as a goal in the Ten Year Socio-Economic Development Strategy (2001-2010). The publication of three global human development reports in Vietnamese has also helped to increase Vietnamese policy makers' awareness of the key principles of the human development paradigm.

Despite support for the concept, human development research in Viet Nam has remained limited with progress constrained due to a number of factors including administrative issues, availability of human resources and access to relevant human development data.

Project Aim

In light of these issues, it is proposed that a UNDP NEX project component be implemented by VASS in order to build the capacity of Vietnamese academics to apply the human development framework, with a view to producing further human development research, including the next NHDR.

Furthermore, in order to increase the potential impact and influence of this research on policy, a human development advocacy campaign for policy makers, academics, civil society and media should be carried out. By building capacity, producing high quality research and raising awareness of the human development paradigm, this project aims to contribute to the analysis of Viet Nam's development context and to effectively impact policy making.

Project Objectives

- Increase the capacity of Vietnamese researchers/policy makers to effectively use the Human Development paradigm

- Increase and improve research on human development issues including the preparation of the next NHDR (2010)
- Increase awareness regarding the human development paradigm among policy makers, academics, civil society and media

Project Implementation

It is envisaged that this project will be implemented alongside two related research capacity building projects within Vass which will focus on change management and evidence based policy advocacy.

Project Framework

Objectives	General Activities	Specific Activities	Outputs
1. Increase capacity of Vietnamese researchers/policy makers to effectively use HD paradigm	1.1 Train Vietnamese researchers re HD paradigm	1.1.1. Organise training courses and workshops on HD 1.1.2 Enable researchers to participate on HD training at Oxford University and other international HD training courses organised by Human Development Report Office 1.1.3. Translate and publish key documents on HD including toolkits, NHDR related materials and on-line training materials	Vietnamese researchers educated and competent in using HD framework
2. Increase and improve HD research in Viet Nam	2.1 Establish cross cutting programme to produce HD research including NHDR	2.1.1 Establish organisational and administrative mechanism for research programme on HD that draws researchers from across VASS and other government agencies including GSO 2.1.2 Develop a database on key statistics relevant to the calculation of HDI at national and sub-national level 2.1.3 Research and produce background papers on HD issues in Viet Nam 2.1.4 Develop and produce 2010 NHDR via organisation of workshops, background papers and HDI research	Cross cutting programme on HD research operational with HD research including 2010 NHDR produced
3. Raise awareness regarding HD paradigm among policy makers, civil society, academics, and media	3.1 Implement HD advocacy and dissemination campaign	3.1.1 Produce and disseminate targeted HD briefing papers among policy makers, academics, NGOs and media 3.1.2. Organise HD briefing sessions/training workshops in conjunction with public launches of HD reports for policy makers, academics, NGOs and media 3.1.3 Assist selected universities to introduce HD concept as part of academic curriculum 3.1.4 Translate, publish and distribute Vietnamese HD reports and targeted HD papers to major government agencies, regional and local universities, civil society organisations and regional libraries	Policy makers, civil society, academics and media aware of HD concepts and issues

6.3 Concept Note for a project to develop the capacity of policy advocacy within the Viet Nam Academy of Social Science

1. Introduction

The DMR Project will begin work on capacity development in the area of scientific evidence based policy advocacy (EBPA), by conducting an in depth capacity needs assessment of the ways in which scientific evidence-based research informs and influences current policy making processes in Vietnam.

Increasing VASS capacity on this area requires a long term approach. Therefore the information collected in the assessment and workshops conducted in early 2008, will help to formulate a long term capacity development strategy for strengthening VASS' capacity in linking social science research and policy oriented research with the Government of Viet Nam and other state policy making institutions.

2. Vision and Project Scope

Upon the completion of this capacity development on EBPA, Vietnamese policy makers will make better use of research-based evidence in the development of policies and practices aimed at reducing poverty and improving quality of life in the country.

VASS will incorporate scientific EBPA principles in its vision statement and in the planning of institutes' research projects. This will enable VASS institutes to provide the right research, at the right time and in the right style to support policy makers in their decision making processes. In particular, VASS researchers will develop a detailed understanding of the key influencing factors of the policy making process. Moreover VASS will be able to define an overall strategy to ensure that the evidence from its research is credible and practically useful. VASS institutes will also build long term relationships with policy makers in order to inform them about research results more effectively.

The scope of this project is to integrate the scientific EBPA capacity development into the overall research management capacity development of VASS, which is based on principles from MSP and PRINCE2™. Scientific EBPA capacity building will be rolled out to pilot institutes in VASS before expansion to other relevant institutes and organisations. The project will develop a range of EBPA training interventions such as a study tour, seminars, workshops, as well as the development of training material.

The project will run from June 2008 – June 2011

3. Approach

The activities linked to scientific EBPA described in this concept note are a bridge between the Doi Moi Review project which will end in the second quarter of 2008 and the present project which will start in June 2008. The assessment conducted in VASS in early 2008 will produce a high level plan for the scientific EBPA project. Six key activities will be carried out during the project period with implementation in the pilot institutes in the first tranche and roll out to other institutes in the second tranche.

Tranche 1: VASS have a better understanding of the principles and practice of scientific EBPA and have trained staff ready to support the expansion of scientific EBPA in VASS research activities.

- Activity 1: completion of scientific EBPA assessment and strategic planning with the preparation of a three years plan on capacity development for VASS on scientific EBPA.
- Activity 2: translation of scientific EBPA training materials and toolkits into Vietnamese for wider distribution.

- Activity 3: contribution to the development of VASS' IT platform with input on training activities on scientific EBPA and the development of a web based/CD Rom version of a Computer Based Training on scientific EBPA for individual training.
- Activity 4: training on the principles of scientific EBPA

Tranche 2: roll out of scientific EBPA principles and practice in VASS.

- Activities 5: forums between policy makers and researchers are organised on a regular basis and lead to updates and identification of specific principles of scientific EBPA to be adopted by VASS.
- Activity 6: principles of scientific EBPA are part of a new way of VASS manages its research. Through training and capacity development, relevant institutes are able to conduct research that incorporates principles of scientific EBPA

