



Ministry of Foreign Affairs



United Nations Development Programme

United Nations Development Programme

Country: Viet Nam

Project Document

UNDAF Outcome(s):	Government economic policies support growth that is more equitable, inclusive and sustainable. Policies, law and governance structures conform to the values and goals of the Millennium Declaration.
Expected CP Outcome(s):	National pro-poor policies and interventions that support more equitable and inclusive growth.
Expected CPAP Output(s):	Improved knowledge promoting equal access of women to economic opportunities.
Implementing partner:	Ministry of Foreign Affairs
Responsible Parties:	Department of Multilateral Economic Cooperation (DMEC), MOFA

Brief Description

This project will create opportunities for highly qualified women employed in Viet Nam's public sector to undertake advanced study and research at the University of Cambridge and in collaboration with University of Cambridge scholars. The objective of the project is to help identify ways and means to empower women working in the public sector to deal with new challenges of the country's deeper and broader economic integration, and prepare exceptionally talented women from Viet Nam's public sector to take on leadership roles in all fields. The project outcomes in particular shall address the need of women working in the Foreign Service, international trade and related sectors to achieve balance between career development and family life. The Cambridge Overseas Trust has agreed to provide over one million USD in support of this initiative to be applied to Cambridge University scholarships. Post-graduate level scholarships will be open to women in all fields, including, but not limited to, the natural sciences, social sciences, public administration, management and humanities, international economics and trade, and international politics. In addition to postgraduate training, the project will finance joint research projects involving Cambridge scholars and Vietnamese research teams led by women researchers (although men may participate on the research teams). The project will also sponsor annual conferences of research results and special and short training programmes for women in the public sector. The project will also support the formation of an Alumni Association for the promotion of women leaders in the public sector affiliated with the Viet Nam Women's Union to create support networks, advocate policies conducive to women's career advancement in government and provide information to female professionals in the public sector on relevant issues.

The total budget of the project is USD 5,050,000, including a contribution from the Cambridge Overseas Trust for tuition and living allowances of USD 1,168,079 and USD 50,000 in in-kind services from the Government of Viet Nam.

Programme Period:	2006 – 2010
CPAP Programme Component:	Improved knowledge for promoting equal access of women to economic opportunities
Project Title:	Cambridge - Viet Nam Women's Leadership Programme: Empowerment of Women in Public Sector in the context of International Economic Integration
Atlas Award ID:	
Start date:	2008
End Date:	2012
PAC Meeting Date:	February 2008

2008 AWP budget:	USD 244,000
Total resources required:	USD 5,050,000
Total allocated resources:	USD 5,050,000
• Regular	USD 3,830,000
• Cambridge Overseas Trust	USD 1,170,000
• In kind contributions	USD 50,000

Agreed by Ministry of Foreign Affairs:

(Dao Viet Trung, Vice Minister of Foreign Affairs)

Agreed by UNDP:

(Christophe Bahuet, Country Director a.i)

I. ANNUAL WORK PLAN

Year: 2008



United Nations Development Programme

Viet Nam

Year: 2008

Project Number:

Project Title: Empowerment of women in the public sector in the context of international economic integration

ANNUAL WORK PLAN

YEAR: 2008

in USD

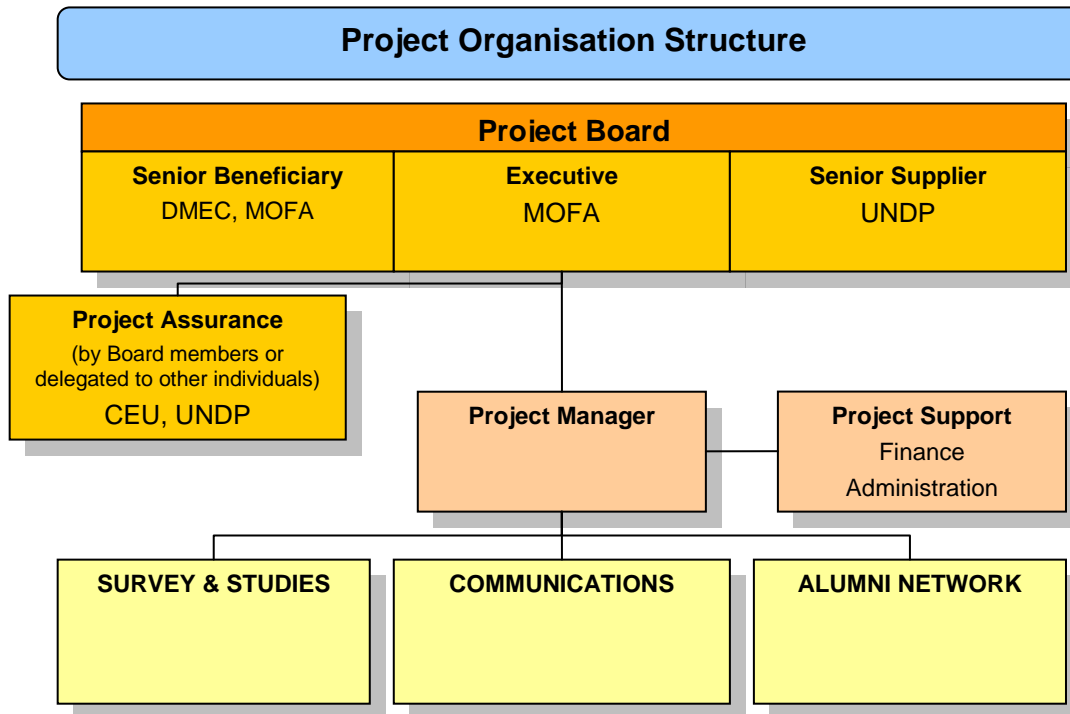
Proj. ID	Expected Output	Key Activities	2008				Resp. Partner	Planned Budget				2008 Budget
			Q1	Q2	Q3	Q4		Account	Fund	Donor	Description	
<p>1. A package of policy recommendations with an Action Plan to promote women's advancement and leadership in the public sector <i>Baseline: Insufficient information of obstacles and challenges faced by women in the public sector, particularly gender discrimination</i> Indicators: 1.1 Comprehensive study and survey on the obstacles and challenges that women in the public sector are facing, particularly gender discrimination. Males in the public sector will also be surveyed to identify perceived obstacles to women assuming leadership roles <i>Target: 1 survey</i> 1.2 Action plan identifying practical changes that can be made to reduce obstacles to women assuming leadership roles. <i>Target: 1 Action Plan</i> 1.3 Research papers/ case studies identifying ways in which other countries have promoted women's leadership within the public sector <i>Target: 1 report outlining best practice examples of ways to promote women's leadership</i> 1.4 Policy recommendations are drafted and provided to the Government. <i>Target: 1 Package of policy recommendations</i> Overall Targets: - Survey results that identify key obstacles to women assuming leadership roles in the public sector - An initial action plan on ways to increase women's leadership in the public sector - A package of policy recommendation for increasing the number of women in leadership roles in the public sector Related CP Outcomes: - National pro-poor policies and interventions that support more equitable and inclusive growth</p>												
1.1 Comprehensive study and survey on the obstacles and challenges faced by women in the public sector												
		1.1.1 Consultation around survey design, implementation of survey, analysis of survey data and production of results			x	x	MOFA	72100	04000	UNDP	Contractual services	50,000
						x	MOFA	71300	04000	UNDP	Local Consultants	5,000
						x	MOFA	74500	04000	UNDP	Miscellaneous	1,000
		1.1.2 Workshops/ focus groups to discuss and verify survey results				x	MOFA	74500	04000	UNDP	Workshops/ Seminars	3,000
1.2 Action plan identifying practical changes that can be made to reduce obstacles to women assuming leadership roles												
		1.2.1 Workshops				x	MOFA	74500	04000	UNDP	Workshops/ Seminars	3,000
		1.2.2 Stakeholder consultation (Viet Nam wide)				x	MOFA	71300	04000	UNDP	Local Consultants	5,000
1.3 Research papers/ case studies identifying ways in which other countries have promoted women's leadership within the public sector												
		1.3.1 Subcontracting best practice research papers/ case studies				x	MOFA	71400	04000	UNDP	Contractual services - individual	10,000
1.4 Policy recommendations are drafted and provided to the Government												
		1.4.1 Workshops/ stakeholder consultation				x	MOFA	71400	04000	UNDP	Contractual services - individual	3,000
Subtotal Output 1											80,000.00	

Proj. ID	Expected Output	Key Activities	2008				Resp. Partner	Planned Budget				
			Q1	Q2	Q3	Q4		Account	Fund	Donor	Description	2008 Budget
	2. Postgraduate study and short term training courses at the University of Cambridge and in Vietnam for women in the public sector <i>Baseline: Few women working in the public sector have the opportunity to undertake study at the University of Cambridge</i> Indicators: 2.1 Trip to the University of Cambridge to better understand application processes for the University and Cambridge Overseas Trust <i>Target: 1 trip</i> 2.2 Information and briefing sessions to inform women working in the public sector of opportunities to study at the University of Cambridge <i>Target: 5 briefing sessions</i> 2.3 Production of information kit and website for public sector women wanting to apply to study at the University of Cambridge <i>Target: 1 information kit & 1 website</i> 2.4 Short training courses on preparing high quality applications, interviewing skills and other skills to encourage women to apply for leadership roles in the public sector <i>Target: 2 short training courses</i> Targets: - Better understanding of the standards that need to be met to undertake study at the University of Cambridge and receive scholarships from the Cambridge Overseas Trust - Increased awareness of opportunities for women to study at the University of Cambridge - Increased number of women in the public sector applying to study at the University of Cambridge - Feedback from participants at the briefing sessions and training sessions that indicates the information provided at those sessions is relevant and useful Related CP Outcomes: - National pro-poor policies and interventions that support more equitable and inclusive growth											
	2.1 Trip to the University of Cambridge to better understand application processes for the University and the Cambridge Overseas Trust											
	2.1.1 One week study tour to Cambridge for key project personnel to gain a better understanding of the application processes and quality criteria candidates need to meet to gain entry to the University and obtain scholarship funding					x	MOFA	71600	04000	UNDP	Travel & per diem	20,000
	2.2 Information and briefing sessions to inform women working in the public sector of opportunities to study at the University of Cambridge											
	2.2.1 Information/ briefing session held in various locations in Viet Nam			x	x		MOFA	74500	04000	UNDP	Information sessions	10,000
				x	x		MOFA	71600	04000	UNDP	Travel & per diem	9,000
	2.3 Production of information kit and website for public sector women wanting to apply to study at the University of Cambridge											
	2.2.1 Publication of information kit				x		MOFA	72100	04000	UNDP	Contractual services	8,000
	2.2.2 Creation of project website				x		MOFA	72100	04000	UNDP	Contractual services	10,000
	2.4 Short training courses on preparing high quality applications, interview skills and other skills that will encourage women to apply for leadership positions in the public sector											
	2.4.1 Subcontracting of training			x	x		MOFA	72100	04000	UNDP	Contractual services	5,000
	2.4.2 Translation and publication of training materials			x	x		MOFA	72100	04000	UNDP	Contractual services	2,000
	2.4.3 Training courses outside of Hanoi			x	x		MOFA	71600	04000	UNDP	Travel & per diem	3,000
	Subtotal Output 2											
	67,000.00											
	3. Practical policy research in collaboration with University of Cambridge scholars <i>Baseline: Few women involved in research with international institutions</i> Indicators: 3.1 Production of a contact list of researchers at the University of Cambridge interested in carrying out research projects related to Viet Nam. <i>Target: 1 contact list</i> Targets: - Increased awareness of researchers at the University of Cambridge interested in undertaking research related to Viet Nam Related CP Outcomes: - National pro-poor policies and interventions that support more equitable and inclusive growth											
	3.1 Production of a contact list of researchers at the University of Cambridge interested in carrying out research projects related to Viet Nam.											
	3.1.1 Provision of project information and correspondence			x	x		MOFA	74500	04000	UNDP	Miscellaneous	2,000
	Subtotal Output 3											
	2,000.00											

Proj. ID	Expected Output	Key Activities	2008				Resp. Partner	Planned Budget					
			Q1	Q2	Q3	Q4		Account	Fund	Donor	Description	2008 Budget	
	4. Presentation of research results at international conferences and annual conferences in Viet Nam <i>Baseline: Few public sector women presenting research findings at national and international conferences</i> <i>Indicators:</i> 4.1 Annual conference to be held in Vietnam on various themes. Women in working in the public sector will be invited to present on research or policy work they are involved in <i>Target: 1 national conference to be held in Viet Nam each year</i> <i>Targets:</i> - Increased opportunities for women in the public sector to present at national conferences - Positive feedback from conference attendees about the relevance and usefulness of conference presentations <i>Related CP Outcomes:</i> - National pro-poor policies and interventions that support more equitable and inclusive growth.												
	4.1 Annual conference to be held in Vietnam on various themes												
		4.1.1 Planning and scheduling of annual conferences				x	MOFA	74500	04000	UNDP	Miscellaneous	2,000	
Subtotal Output 4											2,000.00		
	5. Formation of an alumni association for the promotion of women's leadership in the public sector and activities to support the development of the society <i>Baseline: There is no official alumni association based in Viet Nam for women who have graduated from the University Cambridge. The Government of Viet Nam has encouraged the establishment of an association for women with leadership potential.</i> <i>Indicators:</i> 5.1 Database of Vietnamese women who have studied at the University of Cambridge <i>Target: 1 database</i> 5.2 Survey of potential alumni to find out what field they are currently working in and whether they would be willing to participate in alumni activities <i>Target: 1 survey</i> 5.3 Alumni events - workshops, mentoring and training <i>Target: 1 alumni event to be held every six months</i> <i>Targets:</i> - Existence of Viet Nam - Cambridge alumni network - Schedule of future alumni events <i>Related CP Outcomes:</i> - National pro-poor policies and interventions that support more equitable and inclusive growth.												
	5.1 Database of Vietnamese women who have studied at the University of Cambridge												
		5.1.1 Design and establish database			x	x	MOFA	71300	04000	UNDP	Local Consultants	2,000	
					x	x	MOFA	74500	04000	UNDP	Miscellaneous	1,500	
	5.2 Survey of potential alumni												
		2.2.1 Design survey				x	MOFA	71300	04000	UNDP	Local Consultants	2,000	
		2.2.2 Dissemination of survey and collection of results				x	MOFA	74500	04000	UNDP	Miscellaneous	1,500	
	5.3 Alumni events - workshops, mentoring and training												
		2.4.1 Alumni events			x	x	MOFA	74500	04000	UNDP	Workshops/ Seminars	3,000	
					x	x	MOFA	71600	04000	UNDP	Travel & per diem	2,000	
Subtotal Output 5											12,000.00		
	6. Project management and support	Training for staff (NEX training, M&E training)				x	MOFA	71200	04000	UNDP	Contractual services	5,000	
		National Project Manager				x	x	MOFA	71400	04000	UNDP	Contractual Services	5,500
		International technical advisor				x	x	MOFA	71400	04000	UNDP	Contractual Services	20,000
		National Project Accountant / Administrative Assistant				x	x	MOFA	71400	04000	UNDP	Contractual Services	3,500
		Translate, print and publish project materials					x	MOFA	72100	04000	UNDP	Contractual Services	5,000
		Public Information and Advocacy for Project					x	MOFA	72100	04000	UNDP	Contractual Services	9,000
		Equipment and furniture				x	x	MOFA	72500	04000	UNDP	Equipment and furniture	30,000
		Operation and maintenance				x	x	MOFA	74500	04000	UNDP	Miscellaneous	5,000
Subtotal Output 4											83,000.00		
F & A (GMS) for total											Facilities & Administration	17,080.00	
TOTAL											244,000.00		
UNDP Contribution											244,000.00		

II. MANAGEMENT ARRANGEMENTS

The specific roles and responsibilities of project personnel are outlined in the Terms of Reference (TORs) in Annex 1.



This project will be implemented through the National Execution (NEX) modality with the Department of Multilateral Economic Cooperation of the Ministry of Foreign Affairs as National Implementing Partner (NIP) in collaboration with the Government Office, national research institutes, universities and other national partners. The NIP will have the overall responsibility for coordinating the inputs of other partners and to 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 Cambridge Overseas Trust (COT) will act as a co-implementing agency to deliver training services in the form of scholarships for study at the University of Cambridge to eligible participants. COT will provide fifty percent of the total value of each scholarship from its own resources.

III. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: A package of policy recommendations with an Action Plan to promote women's advancement and leadership in the public sector.		
Activity Result (Atlas Activity ID)		Start Date: 2008 End Date: 2009
Purpose	To survey women and men working in various areas of the public sector in order to identify the key impediments to women assuming leadership positions. And to use the results of this survey and related focus groups to develop an action plan and package of policy recommendation for empowering women working within the public sector.	
Description	The survey will be designed so that it can be easily carried out on a large scale (i.e. electronic format) and can be repeated over the life time of the project so that improvements can be measured over time.	
Quality Criteria <i>How/with what indicators will the quality of the activity result be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Survey response rate	Number of completed survey responses/ number of surveys sent	Initial survey in 2009 and then every 2 years thereafter
The degree to which focus group attendees believe that the action plan addresses key obstacles to women's empowerment in the public sector	Evaluation forms will be provided to attendees at workshops/ focus groups held to discuss the survey and results and draft action plan	After each workshop/ focus group
The number of policy recommendations implemented by the Government of Viet Nam	Scan of government policies to estimate number of recommendations that have been adopted.	Scan to be carried out once every year after the policy recommendations are finalised.

OUTPUT 2: Postgraduate graduate study and short term training courses at the University of Cambridge and in Vietnam for women in the public sector		
Activity Result (Atlas Activity ID)		Start Date: 2008 End Date: 2012
Purpose	To provide opportunities for women working in the under take research and training.	
Description	To provide opportunities for women working in the public sector to undertake 1 year postgraduate courses in any discipline or post doctoral research at the University of Cambridge and/or short term training courses within Viet Nam.	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
The quality of the activity will be externally assessed as it will depend on individual candidates' performance whilst studying at Cambridge.	External verification	Ongoing
Number of application from women in the public sector to receive scholarships from the Cambridge Overseas Trust	Measure over time whether the number of applications received by Cambridge Overseas Trust from women working in the public sector in Vietnam has increased.	After the scholarship application closing date each year
Satisfaction with the information kit and briefing sessions	Feedback form provided to attendees at briefing sessions	After each briefing session

OUTPUT 3: Practical policy research in collaboration with University of Cambridge scholars		
Activity Result (Atlas Activity ID)		Start Date: 2008 End Date: 2012
Purpose	To increase opportunities for women working in the public sector to work on collaborative research projects with scholars from the University of Cambridge.	
Description	A contact list of researchers at Cambridge interested in carrying out research projects with assistance from women working in the public sector will be developed. Over time women will be encouraged to lead research project teams to carry out research in collaboration with Cambridge scholars	
Quality Criteria	Quality Method	Date of Assessment
The quality of the activity will be externally assessed as it will depend on the quality of research outputs produces and whether these are published in international journals.	External verification	Ongoing

OUTPUT 4: Presentation of research results at international conferences and annual conferences in Viet Nam.		
Activity Result (Atlas Activity ID)		Start Date: 2009 End Date: 2012
Purpose	To encourage women in the public sector to present their research and policy findings at national an international conferences.	
Description	An annual conference will be held each year in Vietnam and women working in the public sector will be invited to present on various issues. For women who have completed courses at the University of Cambridge as part of this project they will be offered the opportunity to present their research at international conferences.	
Quality Criteria	Quality Method	Date of Assessment
Number of women in the public sector who participate in the annual conferences in Vietnam.	Analysis of attendee and presenter's lists to identify those women from a public sector background	After each annual conference
Number of project alumni accepted to present their research at international conferences and seminars	Acceptance to present at international conferences	Ongoing

OUTPUT 5: Formulation of an alumni association for the promotion of women's leadership in the public sector and activities to support the development of the society		
Activity Result (Atlas Activity ID)		Start Date: 2008 End Date: 2012
Purpose	To establish an alumni network comprised of Vietnamese women who have studied at the University of Cambridge and other women working in the public sector with leadership potential	
Description	A database of alumni will be developed. Alumni will be survey to identify the fields they are currently working in and their level of interest in participating in alumni events such as mentoring will be recorded. Alumni events will be held on a regular basis	
Quality Criteria	Quality Method	Date of Assessment
Quality of alumni events	Evaluation forms provided at alumni events	After each alumni event

IV. LEGAL CONTEXT

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

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

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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

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

ANNEXES

Terms of Reference: See Annex 1

Risk Analysis: See Annex 2

Agreements: A cost sharing agreement with Cambridge overseas Trust.

Annex 1: TERMS OF REFERENCE

I. NATIONAL PROJECT DIRECTOR (Part-time)

Duration of Services: 5 years

Location: Hanoi

Requirement: Vice Minister of Foreign Affairs of Vietnam

Duties and Responsibilities:

The National Project Director (NPD) will have the overall responsibility for the whole project to ensure that the objectives, outputs and outcomes of the project are achieved through efficient and effective use of project resources. Specifically,

- Supervising the operational management of the project;
- Being accountable on behalf of MOFA to the Government and UNDP for the effectiveness and efficiency of project resources to produce the project outputs and outcomes.
- Ensuring timely implementation of the project.
- Providing advices on methods and issues relating to the operations of the project.
- The NPD will be responsible for high-level coordination and cooperation with UNDP and other stakeholders of the project
- Hold the ultimate authority to expend funds/disbursement from the project budget.
- Approving the disbursement of project funds.
- Authorizing the Deputy National Project Director as his/her alternate to carry out all the relevant matters in the scope of his/her duties and responsibility in case of his/her absence.

II. DEPUTY NATIONAL PROJECT DIRECTOR

(Part-time)

Duration of Services: 5 years

Location: Ha Noi

Duties and Responsibility:

The National Deputy Project Director (D-NPD), under the instruction of NPD and with delegated authority from the NPD will assist NPD in the following tasks:

- Ensuring effective and efficient use of project resources/inputs to produce the project outputs and outcomes;
- Monitoring the implementation of the project;
- Supporting NPD in high level coordination and cooperation between the project and all relevant ministries, institutions and other stakeholders of the project to ensure that outputs are achieved and translated into outcomes;
- Supporting NPD in coordination of regular meetings to assess the progress of the project and decide the overall work plans;
- Reviewing and approving regular reports and activities, and submitting the regular workplans to UNDP for approval;
- Reviewing the budget process and ensuring that appropriate financial procedures are established and strictly pursued;
- Carrying out all the authorized tasks (i.e. signed approval as NPD's alternate) under the authorization of NPD in his/her absence.

Qualification

- Senior MOFA official;
- A post-graduate university degree in related disciplines;
- Knowledge and experience in management of ODA projects;
- Experience with nationally executed UNDP projects preferred;
- Extensive work experience and established relationships with the relevant ministries and agencies

III. INTERNATIONAL TECHNICAL ADVISOR

Duration of Assignment: One Year (subject to renewal)

Location: Ha Noi, Viet Nam

Post Level: A3

Duties and Responsibilities:

General Information

The Ministry of Foreign Affairs of the Socialist Republic of Viet Nam has launched a new capacity development programme in collaboration with UNDP and Cambridge Universities designed specifically to promote the role of women in the public sector. The Viet Nam Women's Leadership Programme provides scholarships to potential women public sector leaders to undertake postgraduate studies at the University of Cambridge. The programme will also develop an Action Plan to promote women's leadership in the Ministry of Foreign Affairs and will support policy research projects led by women researchers in collaboration with Cambridge University scholars. The programme will organize an annual conference in Viet Nam on issues related to gender equality, and will support the attendance of women from the public sector at international scholarly and professional conferences.

Description of Responsibilities:

Under the overall guidance and direction of the National Project Director, and the day to day management of the National Project Director, the International Technical Advisor will:

1. Advise the Ministry of Foreign Affairs on the design and implementation of a transparent and impartial application process for women in Viet Nam's public sector to allocate Cambridge Overseas Trust scholarships to the University of Cambridge to undertake postgraduate study;
2. Assist the Ministry of Foreign Affairs in monitoring progress towards programme goals including postgraduate study supported by the programme at the University of Cambridge, research, the formulation of the Action Plan for Women's Leadership and other project activities;
3. Assist the project to develop annual and quarterly work plans;
4. Assist the project in developing the Action Plan for Women's Leadership and in particular provide the Ministry of Foreign Affairs with relevant lessons from international experience;
5. Assist the project to organize an annual conference in Viet Nam on themes related to gender equality and in particular the promotion of women's leadership in the public sector.

Education/Knowledge/Skills and Experience :

The applicant will have at least five years working experience including four years of experience in gender equality, capacity development or related fields.

In particular, she/he will possess:

1- Education:

-Advanced university degree in the social sciences.

2- Experience/Knowledge:

- Experience in programme/project management;
- Solid understanding of gender equality issues,;
- Knowledge of UNDP procedures is desirable;
- Proven track record, ideally with experience in the region; and
- Knowledge of the situation in Viet Nam is an asset.

3- Skills:

- Excellent team-building, diplomatic, and interpersonal skills;
- Capacity to build strong and enduring alliances and partnerships at all levels;
- Excellent oral and written communication skills;
- Demonstrates cultural sensitivity and gender-sensitive behaviour;
- Proven ability to direct and manage teams/organizations, involving development of long-term strategies, mobilization of resources and programme development.

4- Professional Capacities:

- Able to exercise sound judgment;
- Works effectively in a high pressure, demanding professional environment;
- Works well in a team and projects a positive image and demeanor;
- Self-motivated and able to recommend options for resolution of complex issues;
- Ability to work under pressure and to meet deadlines;
- Strong analytical ability;
- Applies protocol appropriately; and
- Self reliant and able to work as a part of a multi-cultural team under stressful conditions.

5- Technical Skills:

- Proficiency in MS Office suite and familiarity with a variety of telecommunication systems; and
- Fluency in spoken and written English.

IV. PROJECT MANAGER

(Full-time)

Background

Under the direct supervision of the National Project Director, the Project Manager is responsible for the operational management of the project, i.e. s/he assumes the day-to-day operational management of the project in line with the project document as well as policies/procedures for nationally executed projects. For this reason, s/he must be able and ensure to work full-time on the post.

Duties and Responsibilities

1. Prepares and updates quarterly and annual project work plans, and submits these to the NPD and UNDP CO for clearance.
2. Ensures that all agreements with Responsible Parties are prepared, negotiated and agreed upon.
3. Drafts TORs for key inputs (i.e. personnel, sub-contracts, training, procurement) under the responsibility of the NIP, submits these to the NPD and UNDP CO for clearance, and administers the mobilization of such inputs.
4. With respect to external project implementing agencies:
 - (a) ensures that these agencies mobilize and deliver the inputs in accordance with their letters of agreement or contracts, and
 - (b) provides overall supervision and/or coordination of their work to ensure the production, quality and timeliness of the expected outputs.
5. Assumes direct responsibility for managing the project budget as Committing Officer, by ensuring that:
 - (a) project funds are made available when needed, and are disbursed properly,
 - (b) expenditures are in accordance with the project document and/or existing project work plan,
 - (c) accounting records and supporting documents are kept,
 - (d) required financial reports are prepared,
 - (e) financial operations are transparent and financial procedures/regulations for NEX projects are properly applied; and
 - (f) s/he is ready to stand up to audits at any time.
6. Assumes direct responsibility for managing the physical resources (e.g. vehicles, office equipment, furniture, stationary...) provided to the project by UNDP.
7. Supervises the project staff and local or international experts/consultants working for the project.
8. Drafts project progress reports of various types (e.g. quarterly report, annual report, and the Final Project Report) as scheduled, and organizes review meetings and evaluation missions in coordination with UNDP.
9. Reports regularly to and keeps the NPD up-to-date on project progress, implementing issues, emerging risks/problems as well as suggests to him/her necessary remedial actions.

General Qualifications

1. General knowledge of substantive matters that are addressed by the project
2. Knowledge and experience in project management
3. Good inter-personal and team building skills
4. Full time availability for project management duties
5. Working level of English language is an absolute necessity
6. Familiarity with technical assistance projects and UNDP programme in Viet Nam is an asset.
7. Female is encouraged to apply for the post.

V. PROJECT ASSISTANT

(Full - time)

Duties and Responsibilities:

Under the supervision of the NPD, D-NPD, và PM, the Project Assistant will:

- Provide necessary assistance in the operational management of the project according to the project document and the NEX procedures;
- Assist in the preparation of annuals and quarterly project work plan and progress reports;
- Provide assistance in the supervision of the preparation of project events as per approved work plans, including workshops, meetings, trainings and study tours, particularly those under the capacity building component., etc.;
- Assist with the supervision of logistical and administrative arrangements carried out by Admin staff.
- Monitor the preparation of background materials for discussion and briefing sessions on project matters, as well as ToRs and contracts for consultants/experts for project activities;

The Project Assistant will carry out other duties as may be required by the NDP, D-NDP and PM for the successful conclusion of the Project.

Qualifications:

- University degree in a relevant field;
- A minimum of five-years of relevant working experience in project/business/public administration;
- Experience and/or familiarity with UNDP regulations;
- Good secretarial skills and organizational capacity;
- Experience in project development and implementation;
- Familiarity with and experience in government institutions and procedures would be an advantage;
- Proficiency in the use of information technologies and good computer skills, particularly in the use of MS Office Package (MS Word, MS Excel, etc.) and Vietnamese typing software such as Unicode, Unikey and ABC; and
- Excellent command on both written and spoken English.

VI. PROJECT ACCOUNTANT

(Full-time)

Duties and Responsibilities

Under the direction of the NPD and D-NPD, the monitor of PM, the Project Accountant will:

- In charge of the project's financial management and accounting;
- Prepare financial statement on the quarterly (if required), annually basis and projects final financial statement;
- In charge of cash-in and cash-out in accordance with the regulation, assuring the availability of cash and legal disbursement;
- In charge of controlling and checking all the invoices and receipts and assuring them legal in accordance with the regulation and law;
- In charge of preparing and reporting monthly financial statement to the NPD;
- In charge of the filing system of the accounting record, invoices, receipts, etc of the projects in accordance with the regulation of record filing;
- Assuring the transparency of financial activities as well as the strict obedience of financial procedure/regulation for NEX project; and
- Must be able to assist the audit at anytime.

Project Accountant will carry out other duties if required by NPD for the ultimate successful implementation of the project.

Qualifications:

- University degree in accounting/ finance;
- At least three years of experience in project accounting/ business/ public sector;
- Experience with accounting software;
- Priority given to candidate with experience and/or good knowledge of UNDP regulation
- Dynamic, ability to manage and control the work;
- Knowledge of Viet Nam law;
- Experience in development field and project financial activities;
- Knowledge and experience on the government structure and procedure will be an advantage;
- Good IT skills, especially the MS Office Package (MS Word, MS Excel, etc), etc.
- Fluent spoken and written English
- Female is encouraged to apply for the post.

VII. PROJECT INTERPRETER/TRANSLATOR CUM ADMINISTRATION STAFF

(Full-time)

Duties and Responsibilities

Under the supervision of NPD, D-NPD, and PM, the Interpreter/Translator cum Administration staff will ensure quality of translation and interpretation services, administrative and logistical performance in the implementation of project activities, specifically:

- Provide interpretation during every event of the project, covering meetings, seminar, workshop and/or study tour, ect;
- Take notes at the meetings, seminar, workshop and prepare minutes in Vietnamese and English;
- Provide translation of project-related documents/correspondences (e.g. communication, reports and letters, documents);
- Be responsible for the accuracy and reliability of the interpretation and translation provided.
- Coordinate with Programme Officer and under the supervision of Project Assistant to undertake the preparation of project events as per approved work plans, including workshops, meetings, trainings and study tours, particularly those under the capacity building component., etc.;
- Make logistical arrangements for project staff, consultants and invited guests coming for project activities (visas, transportation, hotel bookings, etc.);
- Prepare background materials for discussion and briefing sessions on project matters;
- Assist with preparation of ToRs and contracts for consultants/experts for project activities;
- Take care of the project telephone, fax, and e-mail system;
- Draft correspondence on administrative and project matters under the responsibility of the project; and,
- Be responsible for the project filing system, including the numeration and filing of all incoming and outgoing correspondence.

Project Interpreter/Translator cum Administration staff will carry out other duties if required by NPD, D-NPD, and PM for the ultimate successful implementation of the project.

Qualifications:

- A University degree in English;
- Excellent command of written and spoken English;
- A minimum of two years of relevant working experience in project/business/public administration;
- Prior experience in international donors' project or UNDP funded project would be an advantage;
- Computer literacy in MS standards applications (MS Word, MS Excel, PowerPoint, Outlook Express, etc.);
- Good inter-personal and communication skills;
- Highly motivated, hard working, and conscientious

Annex 2: OFFLINE RISK LOG



Project Title: Empowerment of Women in the Public Sector in the Context of International Economic Integration	Award ID:	Date:
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Survey: - Low response - Time delay		Organizational	P=2 I=1	- consult with regards to survey design - trial the survey with a small group of public sector women to ensure the questions are relevant and the survey is not too time consuming - ensure respondents have enough time to complete the survey - provide survey follow-ups to encourage responses				
2	Action Plan & Policy recommendations - Not implemented - Not effective		Organizational	P=1 I=1	- action plan & policy recommendations are based on key results from the survey and focus groups - consult with parties responsible for implementing policy changes throughout the development of the action plan and policy recommendations				
3	Undertake Master/Phd study: - Insufficient number of women that match all requirements of the University of Cambridge		Other	P = 1 I = 1	- disseminate project information widely - identify the standards that need to be met for successful applications and any weaknesses in applications received from women working in the public sector - arrange training courses and workshops on application preparation skills - encourage mentoring of potential applicants by existing Cambridge alumni				
4	Briefing sessions:		Organizational	P=1	- disseminate information in a timely fashion				

	- Low attendance			I=1	- inform women in the public sector through all possible channels - emphasise the advantages of the project				
5	Workshops and Annual conference: - Few attendees - Materials are inadequate		Organizational	P=1 I=1	- disseminate information widely to target groups - good preparation regarding the content of the workshop/conference - respond to feedback provided in workshop/conference evaluation forms				
6	Publication: - Not in time		Organizational	P=1 I=1	- be clear about timelines and deliverables in publishing contract - ensure payment is provided upon delivery of key deliverables and not in advance				
7	Collaborative research projects: - Poor collaboration - Few projects undertaken		Other	P=2 I=1	- Make clear about the roles and responsibilities of research team members - Inform Cambridge scholars of opportunities to have research team members funded under this project - Make a system of exchanging information on available researches and available research projects Develop institutional linkages i.e. between Cambridge researches and those in VASS or other research institutes in Vietnam				
8	Alumni database: - Insufficient members - Low participation in alumni events		Other	P=2 I=1	- Emphasis the benefits of participating in the alumni network - Extend membership to all women in the public sector that would be interested in taking part - Advertise and disseminate information via a project website				