

United Nations Development Programme Vietnam Project Document

Project Title: *Strengthening capacity for human development policy making in Vietnam*

UNDAF Outcome(s): One Plan 2006-2012 Focus Area 1: Inclusive, equitable and sustainable growth;

Expected CP Outcome(s): OP3 Outcome 1.1: By 2016, key national institutions formulate and monitor people-centered, green and evidence-based socio-economic development policies to ensure quality of growth as a middle-income country

Expected Output(s): Output 1.1.2: Strategic options for development policies defined and considered by policy-makers to promote inclusive, people-centred and equitable development

Implementing Partner: International Cooperation Department of Vietnam Academy of Social Sciences (VASS)

Responsible Parties: VASS Scientific Management Department, Graduate Academy of Social Sciences, Institute of Human Studies of VASS, General Statistic Office.

Brief Description

The project, building on the success of the previous VASS-UNDP collaborations including on 2001 and 2011 NHDRs, projects “*Assistance to the 20 year Review of Doi Moi in Viet Nam*” and “*Support for Effective Policy Making Through the Development of Scientific Evidence Based Research*” and based on the request of VASS, aims to support *Strengthening capacity for human development policy making in Vietnam*.

The project will make its contributions to achieving the goal of “*Vietnam’s HDI to reach the high average level of the world by the year 2020*”, as stated in Vietnam’s 2011-2020 SEDS, and Output 1.1.2, Outcome 1.1 of One Plan 2012-2016, through realisation of the following output targets: (i) Strategic policy options base on human development vision, which is identified and supported by a series of background/thematic studies with strong scientific and quality evidences, and periodically published human human development reports and (ii) HD concept awareness increased and understanding deepened among policy makers and researchers in Vietnam. HD courses are institutionalized at VASS to increase the abilities and skills in applying HD concepts and methodologies into policy making and assessment. These output targets will be achieved through the provision of (i) support to the participatory process of conducting quality background studies and preparation of 2013 and 2015 National Human Development Reports; (ii) support wide dissemination of NHDRs, NHDR-related inclusive policy debates/dialogues; (iii) capacity development support for strengthening VASS capacity in providing training to national stakeholders on, and application of, Human Development concepts, skills and tools in policy research/assessment and policy making; and (iv) support strengthening partnership/collaboration between VASS and international human development research/training institutions.

The project will be nationally implemented, under the leadership of VASS, with International Cooperation Department as the IP. Different institutes/centers – members of VASS and GSO will be participating in the project implementation. The wide range of stakeholders of GOVN policy making and research institutions, international development partners, civil organisations will be involved in identifying the NHDR themes and NHDR-related policy debates and dialogues. The result-based management will be the principal approach in managing, implementing and monitoring this project.

Programme Period: 2012-2016

Key Result Area (Strategic Plan): Inclusive, Equitable and Sustainable Growth

Atlas Award ID: 00068890

Start date: 2 Sept. 2012

End Date: 31 Dec. 2016

PAC Meeting Date: _____

Management Arrangements: NIM

I. COMBINED ANNUAL WORK PLAN - YEARS: 2012-2013

EXPECTED PROJECT OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME						RESP. PARTY	PLANNED BUDGET			
		Q3 - 12	Q4 - 12	Q1 - 13	Q2 - 13	Q3 - 13	Q4 - 13		Funding Source	Budget Desc.	2012	2013
<p>Output 1.1.2: Strategic options for development policies defined and considered by policy-makers to promote inclusive, people-centred and equitable development.</p> <p><i>Indicator 1: Degree to which research/policy papers are considered and utilized by national stakeholders in formulating development policies</i></p> <p><i>Baseline (2011): Research results</i></p>	<p>Output Target 1 Human development concept applied and advocated in strategic policy options, which are based on periodical National Human Development Reports (NHDR) and background research papers. Indicators: (i) Number and quality of background thematic papers on topics identified as related to each NHDR overall subject and NHDR published. (ii) Number and quality (participation of high ranking policy makers and policy researchers, clear policy messages, depth and relevance of policy discussions) of policy dialogues/debates and policy advocacy activities conducted based on the background studies and NHDRs. (iii) Number and relevance (to Vietnam's development issues/agenda) of strategic policy options defined based on findings and recommendations of background studies and NHDRs and the degree to which the options are considered and used by policy makers in Vietnam in formulating development policies. Baselines: Two NHDRs and related background studies were published in 2001 and 2011. 2012 and 2013 Annualized Targets: (i) Subject(s)/theme(s) for NHDR 2012 identified and well elaborated, and report detailed outline completed (2012/2013); (ii) Related topics for background/thematic studies identified, some studies commissioned and conducted (2012, 2013); (iii) 2013 NHDR related policy dialogues/debates and advocacy activities planned. (2013); (iv) All background policy research papers completed for NHDR 2013 (2013); NHDR 2013 published and disseminated.(2013); MoV: project progress reports; existence and quality of the list of 2013 themes/topics of background studies, of background studies and 2013 NHDR.</p>											
	<p>Activity Result 1.1: Subject for NHDR 2013 identified and well elaborated</p>											
	<p>1.1.1 Organize brainstorming sessions with national experts/academics and policy makers, NGOs and private sectors for identifying possible themes for NHDR 2013</p>	X						UNDP/VASS				

<p>and policy recommendations are not fully and effectively utilized in formulating development policies. Target (2016):Laws, socio-economic development strategies, plans and policies at national, local and sectoral levels are developed based on solid evidence and recommendations by research and policy papers. MoV: records of various stakeholders and media</p> <p>Indicator 2: Degree to which a participatory and evidence-based approach is applied in SED and sectoral planning at central and local levels. Baseline (2011): Participatory and evidence-based approach has not been applied in SED and sectoral planning at all central and local related agencies. Target (2016): All partners of UN agencies who are policy makers and planners at central, local and sectoral levels apply a participatory and evidence-based methodology in SED and sectoral planning. MoV: UN programmes/projects' reviews, reports</p> <p>Related CP outcome: OP3 Outcome 1.1: By 2016 the core country organizations will complete building and observing the implementation of people-centered socio-economic development policies toward</p>	1.1.2. Prepare the first annotated list of possible NHDR themes (with pros and cons)	X											
	1.1.3 Consult with stakeholders including UNDP RC and HDRO on the first annotated list of possible themes of NHDR2013	X						UNDP					
	1.1.4 Develop NHDR2013 detailed concept note on the agreed theme;	X	X					UNDP/ VASS					
	1.1.5 Launch workshop to announce the winning theme and brainstorm on background research topics (linked to 1.2.1)	X						UNDP/ VASS					
	1.1.6 Develop the detailed outline of NHDR 2013							UNDP/ VASS					
	1.1.7 Consult with stakeholders incl. the UNDP Regional Center and HDRO on NHDR2013 detailed outline	X	X					UNDP/ VASS					
	1.1.8 Finalize the detailed outline of NHDR2013			X	X			UNDP/ VASS					
	Activity Result 1.2: 2013 NHDR related background/ thematic studies identified and well elaborated												
	1.2.1 Organize brainstorming workshop to identify subthemes for thematic technical background papers (TBPs) and develop detailed outlines for each (can combined with the brainstorming workshop 1.1.1 if possible)	X	X					UNDP/ VASS					
	1.2.2 Consult with stakeholders incl. UNDP RC and HDRO to get agreement on the subthemes of TBPs	X	X					UNDP/VASS					

green development, ensuring the growth quality of a middle-income country.

1.2.3 Develop and finalize detailed outlines and TORs for TBPs		X					UNDP					
Activity Result 1.3: 2013 NHDR related background studies commissioned and conducted												
1.3.1. Call for EOI and make LTAs for consultancy services for conducting NHDR 2013 related TBPs	X	X										
1.3.2. Select (from LTAs) best qualified research institutions/consultants to conduct literature reviews, case studies and NHDR related TBPs		X	X									
1.3.3. Establish Joint UNDP-VASS mechanism (Technical Comm) for quality assurance for NHDR and related TBPs	X											
1.3.4. Organize technical training/workshop for national consultancy institutions (engaged in LTAs and selected for conducting TBPs) on HD concepts and methodologies		X	X									
1.3.5. Organize technical workshops for quality assurance of the TBPs with participation of international and national senior experts, from and outside VASS and UNDP			X	X	X							
1.3.6. Policy briefs prepared and policy dialogues conducted based on the results of TBPs				X	X	X						

Activity Result 1.4: HD related indexes calculated and used for NHDRs, database of HD related indexes maintained/ disseminated through websites of VASS and GSO and UNDP											
1.4.1 Establish QA HD Indexes team (from GSO, VASS and UNDP)	X	X	X	X			UNDP / GSO/ VASS				
1.4.2 GSO/VASS collect data and calculate HDIs with support from focal points in HDRO and RC							GSO				
1.4.3 Organize HDIs introductions sessions to research and media (in combination with training courses in OT2)						X	UNDP / GSO/ VASS				
1.4.4 Provide special training on indexes calculation and use/ interpretation to VASS, GSO and interested research institutions.		X	X				UNDP / GSO/ VASS				
Activity Results 1.5: 2013 NHDR published											
1.5.1. Senior International Technical Consultant (Chief Editor) writes the main body/ narrative report	X	X	X	X			UNDP				
1.5.2. Establish the Reader Group (consisting of UNDP Policy Advisors, UNDP international experts from regional centers and HDRO and national senior researchers of VASS and other relevant policy makers) and conduct peer reviews (by the Reader Group)			X	X			UNDP/ VASS				

	1.5.3 Develop key messages of NHDR 2013 for Technical Committee to validate											
	1.5.4. Edit and translate the final report					X	X	UNDP				
	1.5.5. Print and disseminate NHDR 2013						X	UNDP				
	1.5.6 Launch the report to media, etc.						X					
	1.5.6. Organize Policy dialogues around the NHDR 2013					X	X	UNDP				
SUBTOTAL 1												
	<p><u>Output Target 2</u> HD concept awareness increased and understanding deepened among policy makers and researchers in Vietnam. HD courses are institutionalized at VASS to increase the abilities and skills in applying HD concepts and methodologies into policy making and assessment. <u>Indicators:</u> (i) Number of VASS training courses on Human Development (concepts, methodologies and skills for applying HD concept) in policy research and making conducted, types of participants and level of their satisfaction; (ii) Number of participants in the above training course (with at least 30% being women); (iii) Number of applications of the newly obtained knowledge and skills by the course participants in policy research/assessments and policy making. <u>Baselines:</u> Academy of Social Sciences and Faculty for Human Development training have been established under VASS, though staffing of the Faculty still is to be filled according to VASS' plan; no courses on HD have been conducted so far. Only several VASS staff obtained hand-on experience in HD research. The concept of HD has been introduced to Vietnam since 2000, but not used in policy research and policy advocacy. <u>2012/2013 Annualized Targets:</u> (i) VASS training course on HD in policy research and making ready for institutionalization and launching. (2013); (ii) (at least two by the end of 013) Partnerships between VASS and international HD research/training institutions established and functional (to support VASS work on HD training, research and HD promotion in Viet Nam); (iii) VASS plan for promoting HD in policy research and making in Viet Nam defined (2013); (iv) At least 1 HD training course for policy researchers and policy makers and/or graduate students conducted (with at least 50% funding from VASS/GOVN budget) in 2013; (v) VASS 2013 annual plan for promoting HD in policy research and making in Viet Nam implemented (at least 1 policy research/ review and/or policy formulation applied the HD concepts, methodologies and skills; and at least 1 HD promotion events organized for policy makers in Viet Nam in 2013). <u>MoVs:</u> project progress reports, the existence of training course/materials and participants' assessment; the existence of VASS policy research applying HD tools and concepts</p>											

Activity Result 2.1: Training course on HD in policy research institutionalized and operational at Graduate Academy of Social Sciences (GASS)											
2.1.1. Conduct survey of level of understanding and need assessment for targeted groups (such as Post graduate students, policy researchers and policy makers)	X						VASS				
2.1.2. Organize study trip for developing curriculum, learning experience in conducting training of HD in other countries			X				VASS				
2.1.3. Design HD training course with support from int. experts (possibly from Oxford, IPEA and/or by another centers in the world having delivered similar courses)		X	X				VASS/ UNDP				
2.1.4. Develop curriculum (with support from above institutions)		X	X				VASS/ UNDP				
2.1.5. Organize consultative sessions on the design and curriculum of training programs				X			VASS/ UNDP				
2.1.6 Train trainers including refresher training as necessary based on training need assessments (in the country and overseas e.g. at Oxford)				X	X	X	VASS				
2.1.7. Deliver training courses for target groups of participants on pilot basis and conduct post-course assessment					X	X	VASS				

2.1.9 Review and update teaching curriculum and textbooks						X	VASS				
Activity Result 2.2: Partnerships between VASS and international HD research/training institutions established and functional (to support VASS work on HD training, research and HD promotion in VN)											
2.2.1. Assign VASS focal point for partnership building and develop partnership plan	X						VASS				
2.2.2. Make initial contacts with potential int. HD institutions, partnership MOU developed and followed up (in connection with 2.1.2 and 2.1.3)	X						VASS				
2.2.3. Provide further information, advices and facilitation services in partnership development		X					UNDP				
2.2.4. Invite international HD experts/practitioners invited to Vietnam for partnership strengthening and thematic events			X			X	VASS/UNDP				
2.2.5. Organize HD study tours for high ranking delegations			X				VASS				
Activity Result 2.3: National network of HD researchers and practitioners established and coordinated by VASS											
2.3.1. Activate the e-forum on VASS website for HD dialogues and debates	X						VASS				

2.3.2. Establish and maintain the Roster of HD researchers, advisors and trainers		X				X	VASS				
Activity Result 2.4: VASS plan for promoting HD in policy research and making in Viet Nam defined and implemented (policy research/ review and/or policy formulation applied the HD concepts, methodologies and skills and HD promotion events for policy makers in Viet Nam)											
2.4.1. Develop, review and update the action plans for 2012/2013		X				X	VASS				
2.4.2. UNDP-project supports (some additional technical and financial support) the implementation of the annually planned policy research/ review and/or policy formulation applied the HD by trained researchers and policy makers			X	X	X	X	VASS/ UNDP				
2.4.3. UNDP-project supports (technical and some financial assistance to event design and implementation) the implementation of the annually planned HD promotion events (could be linked to 2.2.4)			X	X	X	X	VASS/ UNDP				
SUBTOTAL 2											
3. Effective Project Management											

	3.1. Set-up the Project Management Unit (recruiting NPM, Admin/Acct Assitant, Technical Advisor, office set-up)	X	X					UNDP/ PMU			
	3.2. Salary of project team	X	X	X	X	X	X				
	3.3. Misc. Management Expenses	X	X	X	X	X	X				
	3.4. Report on progress and financials quarterly, annually	X	X	X	X	X	X				
	3.5 Prepare and update monitoring plan prepared and updated	X	X	X	X	X	X				

II. MANAGEMENT ARRANGEMENTS

The Project will be managed and implemented using National Implementation modality and in compliance to the Harmonized Programme and Project Management Guidelines.

A Project Board will be established, headed by President of VASS and UNDP Country Director, with participation of implementing agencies and other project stakeholders. The Project Board is responsible for determining directions for project implementation through approving annual Plans/Budget of the Project and taking decisions on major project management issues¹.

VASS International Corporation Department (ICD) will play the role as the National Implementing Partner (NIP). ICD is responsible, before the Government of Vietnam and UNDP, for ensuring: (a) achievement of Project objectives and estimated impacts (contributing to improving Vietnam's development policy toward human development approach); (b) effective Project implementation and management, effective utilization of national and UNDP resources for the Project; (c) well prepared for ready and timely contributions by the country (timely and strictly steering and monitoring of VASS leaders in project implementation and management, appointment of VASS experts to take part in project implementation and management, and other contribution – in kind and in cash) to support project implementation; and (d) sound coordination among related partners (among national organizations, international organizations having cooperation relations with VASS in research and training, with UNDP in particular in project implementation and management).

For realization, in accordance to HPPMG, a Project Management Unit (PMU) will be established by VASS. The President of VASS will be National Project Director (NPD), and General Director of ICD - Deputy National Project Director (DNPD). To support NPD and DNPD, a Project Support Office (PMU) will be set up, and some positions to be hired, including 01 National Project Manager; 01 Administrative cum Accounting Assistant. For assisting this PMU in the first phase of Project implementation, one national Technical Expert will be hired for the first 2 years. In addition, VASS will assign some other staff to support project implementation and management. Work description, professional requirements, responsibility and roles of these basic positions must follow HPPMG and other regulations stated in Circular 03/2007/TT-BKH². To support PMU in procurement of goods and services for NIP, consultants from the Office of Tender Support under Ministry of Investment and Planning will be hired for planning and bidding packages, meeting the Procurement Regulations.

VASS (through the Scientific Management Department) will: (i) together with UNDP co-chair inclusive consultations for identifying the themes for Vietnam Human Development Reports; (ii) together with UNDP identify the subthemes, involve in technical assessments for the procurement of research services and quality assurance of the Thematic Background Papers – TBPs (including data processing, relevant to human development indexes) for serving the drafting of Vietnam Human Development Report, assuring that the TBPs and human development reports of Vietnam (a) to match with issues/contents for development of Vietnam; and (b) to well meet the demands for policy research and advocacy, and to support development policy making of Vietnam in general and of VASS in particular.

In addition, VASS (with support from PMU, Scientific Management Department and some other related institutes) will: (i) lead technical consulting actions, organize technical workshops and consult with related parties to identify specific themes and discuss TORs for thematic studies to serve Human Development Report Drafting; (ii) lead the training activities for VASS researchers, as related to HDI indexes calculation; building database and publication. Reviews and/or experiences will be made at the end of every report-making stage, on TBPs and drafting of Human Development Reports and other activities.

VASS (through its International Cooperation Department, Graduate Academy of Social Sciences) will (i) lead the implementation of actions to strengthen cooperation relations with international organizations in

¹ Apart from the project management functions, the Project Board, with the participation of relevant senior policy makers and representatives from civil society, will also serve as the steering committee for the NHDR. The main purposes of the NHDR steering committee are to ensure the ownership of the NHDR, its relevance to the national development issues. The key members of the Steering Committee also serve as the “reader group” who will conduct the critical peer reviews of/provide critical feedback/comments to the draft NHDRs.

² Preferably candidates having working experience with UNDP project following HPPMG management, deep understanding of VASS and UNDP work, understanding of state management and policy planning system, with basic knowledge of project management principles, MSP and PRINCE2, MPI certificate of bidding practice, and familiar with Microsoft Sharepoint.

human development research and training, and; (ii) sustain the relations to serve project implementation and human development research and training by VASS.

VASS (as Project leader and implementer) will assign the Graduate Academy of Social Sciences as a co-implementing unit. The Graduate Academy of Social Sciences (under the support of the International Cooperation Department and the PMU) will be responsible for managing and implementing the activities and achieve the results of the Output Target 2, designed in the component/part on human development training; while the Institute of Human Studies (under the support of Scientific Management Department) will be responsible for applying the human development methods and approaches in policy formulation. VASS (with PMU's support) will be responsible for coordinating the participation of international and domestic organizations in this Project implementation.

The General Statistics Office (GSO) will also play the role as a co-implementing agency (through an agreement signed between VASS and GSO), and be responsible for: (i) collecting and processing database on human development to serve the drafting of human development reports within the Project framework; (ii) transferring techniques, methods to measure human development indexes to VASS researchers, and at the same time being invited to give lectures/ teach in the courses on these methods and techniques; (iii) cooperating and supporting VASS to update and publicize human development indexes of Vietnam, including at GSO and VASS websites.

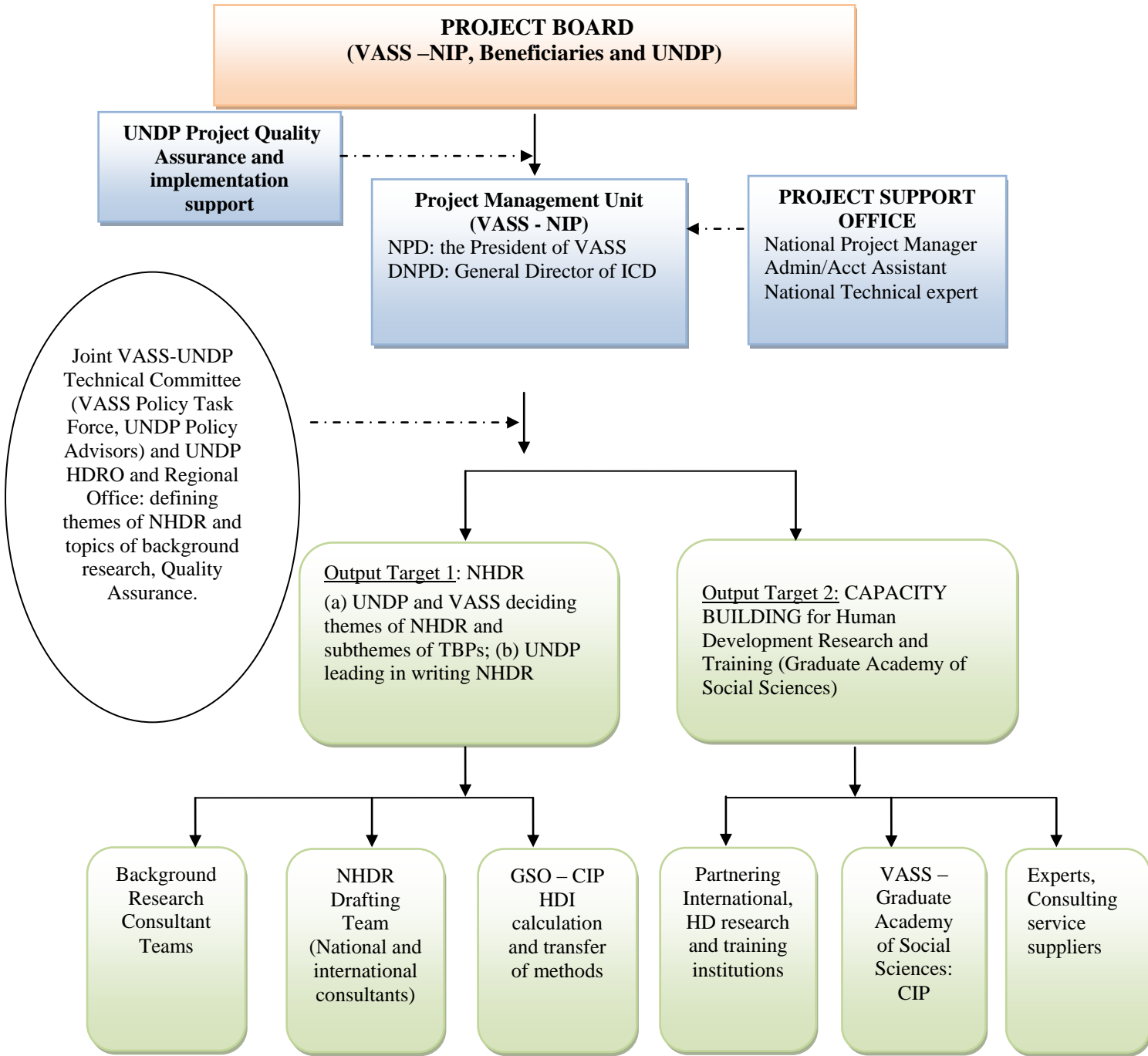
The drafting of Vietnam Human Development Report will be led by the UNDP, as this is a special product of UNDP, which must meet global standards set by the UNDP development report Office. UNDP will be responsible for: (i) together with VASS (through a VASS-UNDP joint group of experts on human development report) identifying the themes and contents for every individual human development report and TBPs; (ii) leading, with VASS participation, the purchase of consulting services for TBPs and human development reports writing (including international technical expert/Chief Editor responsible for drafting the human development report); (iii) together with VASS (through Technical Committee) monitoring the quality of consulting services for human development report drafting and TBPs; (iv) organizing the drafting of human development report with participation of experts on human development report and; (v) strong coordination between UNDP and VASS will be made to organize events such as announcement of human development report, policy debates or dialogues... UNDP will be responsible for working with the Regional Office and the Human Development Report Office (HDRO) to encourage their participation in identifying the themes, contents of the human development report and subthemes for TBPs, report drafting and monitoring report quality. The Vietnam UNDP Office will play the role as monitor to project quality and provide support for VASS in project implementation and management if necessary and/or if requested by VASS.

International and domestic services will be provided through an open, transparent and competitive procurement process in accordance to HPPMG regulations for project implementation. Individual(s) or group(s) of experts in the institutes under VASS (excluding individual(s) or group(s) of experts from the Office of VASS and management Departments as supporting Units to VASS leadership, and those involved in TOR drafting and bidding for thematic studies implementation) can involve in bidding, for carrying out thematic studies and other consulting services related. For effective project implementation and time saving, such working contracts as Long Term Agreement (LTA), will be considered for application.

Auditing

The Project is subject to annual independent auditing or to HACT, in accordance with UNDP regulations.

ORGANIGRAM



III. MONITORING FRAMEWORK AND EVALUATION

Observation and monitoring of project implementation and report making will follow HPPMG. The approved Annual Work Plan as well as M&E Framework (with key results, baseline, output indicators, required data and means of data collection, etc.) will serve as the basis for monitoring and assessing the results of the project. The NIP will develop plan for monitoring and evaluation of the project in accordance to HPPMG. Key monitoring, overseeing, evaluation and reporting activities include:

At project result (target/output target) level: (i) Annual Review Meeting of the Project Board, with the annual progress (including: progress toward achieving the project's AWP results based on the set targets, indicators and baseline as well as the quality criteria, updates on issues and risks, implementation and management issues raised and recommended solutions) and financial reports of project to be provided by the NIP; (ii) Joint Review Missions and related reports of GACA-UNDP; (iii) final project review meeting will be conducted just before project end to review the overall achievement of project implementation, fulfilment of outputs/results of the project against its set objectives/targets, impacts or future impacts of the project, its relevance in the country context and management efficiency and lessons learned, the end of project progress report to be prepared and submitted by the IP will be used as input for the final project review meeting.

At project activity result/activity level: quarterly progress and financial reports of the NIP of project; NIP/PMU applying monitoring, overseeing and evaluating the quality of policy research products/TA and CB products of the service providers; quality assurance and monitoring activities of UNDP (including micro-assessments and/or spot checks as well as regular monitoring visits), etc.

Quality Management for Project Activity Results

Output Target 1		
Human development based strategic policy options defined and advocated through quality evidence based background research series and periodical national human development reports.		
Activity Result 1.1	Themes for NHDR 2013/2015 are identified and well elaborated	Start Date: End Date: 31/12/12
Purpose	<i>To identify the broad subject for periodical NHDR which must be relevant to the development stage of the country and a priority area of intervention of UNDP</i>	
Description	One theme selected from the proposed list and agreed by CO and VASS to be pursue in NHDR2013, selected from a list of proposed topics. Detailed concept note on this is finalised.	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Relevance to Vietnam Development Stage and priority of UN/UNDP	Inclusion of the subject issues in SEDP/SEDS and other Party and Government Legal Documents UN/UNDP Documents and Websites Consultations with CO, RC and HDRO	31/12/12
Concept note and TOR developed detailed and clear enough for guiding report writing	Peer reviews (by national and international experts) Consultations with CO, RC and HDRO	31/12/12

Activity Result 1.2	NHDR Background Paper Topics identified and well elaborated for NHDR2013/2015	Start Date: End Date:
Purpose	<i>To identify 8-10 (?) specific topics for background papers which meaningfully serve as inputs to NHDR</i>	
Description	A number of specific subthemes for closer analysis to contribute to the theme of NHDR2013 is agreed and concept notes for each are finalised	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Relevance and comprehensiveness to the identified themes of NHDR	Consultation with wide range of international and national experts	31/12/12
Concept note and TORs developed detailed and clear enough for guiding TBPs writing	Peer reviews (by national and international experts) Consultations with CO, RC and HDRO	31/12/12
Activity Result 1.3	NHDR 2013 TBPs commissioned and conducted	Start Date: End Date:
Purpose	To have solid and comprehensive evidence-based background information for the NHDR 2013/2015 writing	
Description		
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>
Meet all TOR requirements Take a right perspective of human development	Peer reviews (by national and international experts) Technical workshop to appraise the draft papers Consultations with CO, RC and HDRO	
Activity Result 1.4	HDI's are calculated for NHDR2013/2015	Start Date: End Date:
Purpose	<i>To get a full set of data on HDIs for NHDR2013/2015</i>	
Description		
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>

Accurateness and meaningfulness of data Explainable index trends	Double calculations by two different experts (?) Consultations with CO, RC and HDRO	
Activity Result 1.5	NA	Start Date: End Date:
Purpose		
Description		
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>
Activity Result 2.1	Training courses on human development in policy research and policy making developed, conducted and institutionalised	Start Date: End Date:
Purpose		
Description		
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>
Curriculum and design of courses meet international standards	Consultation with RC and HDRO	
Activity Result 2.2	NA	Start Date: End Date:
Purpose		
Description		
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>
Activity Result 2.3	NA	Start Date: End Date:
Purpose		
Description		

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>
Activity Result 2.4	NA	Start Date: End Date:
Purpose		
Description		
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>
Activity Result 2.5	Additional studies conducted from human development lens for stocktaking SEDP	Start Date: End Date:
Purpose	For VASS to apply the knowledge on HD into practice	
Description		
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>
HD aspects are well integrated and argued for.	Peer Review (by national and international experts)	

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 (Risk Analysis; Terms of Reference; Capacity Assessment)

ANNEX 1: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Methods, approaches and training programs in human development are relatively new in Vietnam, which may need time to be officially accepted.	<i>Ex-ante</i>	Strategic	Time-consuming P = 2 I = 2	-Strengthening communication, dissemination and policy discussion based on human development studies and approaches. - VASS's commitment to put the training program in human development into official program of the Graduate Academy of Social Sciences (GASS)	PO/ NPD			
2	The Faculty of Human Development is planned to be established by GASS, yet its apparatus has not yet been complete so far.	Ex-ante	Organizational	Delay or inability to implement several activities in Output 2 P = 3 I = 4	VASS to facilitate the establishment of the apparatus in accordance to plan	NPD			
3	Application of enhanced capacity and studies/reports on human development into	Ex-ante	Political Strategic	Limited scale of impact	Strengthening communication, encouragement and policy discussion based on human development-based studies, including training provided	PO/ NPD			

	development policy making may not reach high consensus and practicality.			P = 3 I = 3	to policy makers, in terms of human development methods and approaches. Assuring agreement between human development themes and thematic studies with problems and requirements for policy making in Vietnam. Pilot applications of human development methods and approaches in specific research and policy advice.				
4	Lack of sound coordination between VASS and non-VASS units, between VASS and UNDP, ODA management agencies of Vietnam and international organizations in human development research and training.	Ex-ante	Organizational/Institutional	Delay of activities (e.g. in calculation of HDIs) P = 3 I = 3	VASS to assign persons responsible for coordinating and offering specific mechanisms for strengthening participation, exchanges and dialogues between/among related agencies. VASS to determine specific responsibilities and mechanisms of co-implementing agencies and project management units.	NPD			

ANNEX 2: STANDARD TORs OF KEY PROJECT POSTS

1. JOB DESCRIPTION: NATIONAL PROJECT DIRECTOR

Background

The National Project Director is the focal point for responsibility and accountability in the National Implementing Partner for a UNDP-funded project. The NPD should be an officer of the National Implementing Partner at the director or deputy director level and may be at a higher level. He/she should be given the financial authority and accountability for the use of the project budget, the authority to approve project expenditures up to the value of each year's project budget. In addition, he/she should also effectively coordinate project implementation with relevant Government officials as may be required.

The NPD's primary role is to ensure the substantive quality of the project and the proper use of resources allocated to it. His/her overall role is to ensure the successful execution and implementation of the project toward achieving project results, and accountability to the Government and UNDP for the proper use of project resources. He/she represents the NIP and supervises the Project Manager (PM). As such, the NPD position will usually require only a part of his/her regular work time.

Duties and Responsibilities

1. Ensures that the expected results of the project are of satisfactory substantive quality and that they contribute to the achievement of the intended outcome identified in the CPD/RRF. This will be discharged through the (i) approval of project work plans, TORs, reports, (ii) follow-up on the implementation of recommendations made by regular project reviews and external evaluations, and (iii) conduct of internal reviews and evaluations as/if needed.
2. Ensures that project resources, national as well as international, are effectively utilized for their intended purposes through the (i) verification of project budgets and payments, (ii) approval of budget revisions within the agency flexibility limit, (iii) follow-up on the implementation of recommendations made by external audits and (iv) conduct of internal audits as/if needed.
3. Ensures that counterpart funds are made available by the NIP in sufficient quantities and in a timely manner to support project implementation.
4. Ensures that project parties, particularly national parties (including the NIP and Responsible Party(s)) fully participate in project implementation, effectively collaborate in project activities and duly benefit from project results.
5. Ensures that the results achieved and lessons learned by the project are properly documented, proactively disseminated to and duly shared with all project parties, particularly national parties.
6. Selects, arranges for the appointment of and supervises the Project Manager, in consultation with UNDP, to make sure that the PM and other national project staff are empowered to effectively perform their day-to-day project duties.
7. Selects, arranges for the appointment of and supervises the Senior Technical Advisor, in consultation with UNDP, to make sure that the STA and other international project personnel contribute expert inputs of highest quality to the expected outputs of the project.
8. Represents the NIP at major project reviews, evaluations, audits and other important events.

2. TERMS OF REFERENCE: NATIONAL PROJECT MANAGER

Job title	National Project Manager (NPM)
Duty station:	Hanoi
Duration of assignment:	Initially one year with possible extension
Supervision:	The NPM will closely work with the Project Management Team, NIP and relevant UNDP staff. The NPM will directly report to the NPD.

Background

Under the direct supervision of the National Project Director, the National Project Manager will take responsibility for the operational management of the project, i.e. s/he assumes the day-to-day project management in line with the detailed project outline, annual work plans, and policies/procedures for nationally executed projects. S/he will plan, initiate and manage project activities and also be involved in substantive support in realizing project targets. The NPM will be recruited by the NPD in consultation with UNDP and/or other independent advisors nominated by UNDP. The NPM will be partly funded by UNDP and partly by the Government of Vietnam.

Duties and responsibilities

I – Administrative tasks:

1. Assumes operational responsibility for the execution of the Project in accordance with procedures and practices outlines in the NEX manual.
2. Prepares and updates work plans for submission to the NPD.
3. Prepares and facilitates scheduled meetings of IP in review of Project activities
4. Ensures that all agreements with designated implementing agencies and sub-contractors are prepared, negotiated and agreed. Supervise and coordinates their implementation.
5. Initiates and administers the mobilization of Project inputs under the responsibility of the NIP.
6. Initiates and executes necessary field trips and workshops in support of the work programme.
7. Assumes direct responsibility for managing the Project budget on behalf of the NPD to ensure that:
 - a. *Project funds are made available as needed and are disbursed properly;*
 - b. *Accounting records and supporting documents are kept,*
 - c. *Financial reports are prepared,*
 - d. *Financial operations are transparent and comply with NEX rules, and,*
 - e. *Records are in order for auditing at any time.*
8. Coordinate with government agencies at national and local level as well as mass organizations, NGOs, etc. to effectively implement project activities
9. Coordinate activities of the project with other relevant activities of donor-supported projects
10. Manages Project physical resources (equipment, etc) financed by UNDP.
11. Supervises and guides project staff and experts working for the Project
12. Drafts and/or organizes the drafting of all projects management reports, including quarterly, annual, and terminal reports and organizes tripartite reviews and Evaluation Missions in coordination with the Government and UNDP.

13. Organises project monitoring and evaluation systems and regularly updates the NPD on progress, issues and constraints to Project implementation

II – Technical inputs

1. Provides comments on the reports of national and international experts, whenever required.
2. Provides comments on case/qualitative studies whenever required.
3. Makes recommendations on coordination with other projects/partners.

Qualification

- Graduate degree in economics, business or law.
- General knowledge of substantive matters that are addressed by the project
- Profound understanding about SEDP formulation, implementation and review process in Viet Nam
- Proven experience (at least 2 years) in Project management.
- Good inter-personal, networking, partnership building, team building, presentation and communication skills
- Working level of English language is an absolute necessity
- Familiarity with technical assistance projects and UNDP programme in Viet Nam is an asset.

3. TERMS OF REFERENCE: PROJECT MANAGEMENT ADMINISTRATIVE ASSISTANT CUM INTERPRETER

Job title:	Project Management Administrative Assistant cum Interpreter (PMAAI)
Duty station:	Hanoi
Duration of assignment:	Initially one year, with the possibility of extension
Supervision:	The Project Management Administrative Assistant will work under the direct supervision of the PM and closely with the concerned UNDP staff

Background

The PMAAI, under the direct supervision of the PM, is responsible for the day-to-day implementation of Project administration and assist in all aspects of project management by providing translation and interpretation services. Thus, the position requires the holder to work on a regular full-time basis.

Duties and responsibilities

Under the guidance and direct supervision of the PM, the PMAAI is responsible for:

1. Administration tasks:

- Undertake administrative actions in support of the execution of the Project in accordance with procedures and practices outlines in the NEX manual.
- Assist the PM in preparing and updating work plans.
- Assist the PM in preparing agreements with designated implementing agencies and sub-contractors, and in monitoring implementation of these agreements.
- Assist the PM in developing TORs.
- Assist the PM in taking necessary procedures to recruit international and national experts, and in monitoring implementation of the individual contracts.
- Assist the PM in administering the mobilization of all Project inputs.
- Assist the PM in collecting data and information and otherwise organizing the drafting of all project management reports including quarterly, annual, and terminal reports, and organize tripartite reviews and Evaluation Missions in coordination with the Government and UNDP.
- Report to, and regularly update, the PM on progress, issues and constraints to Project implementation.
- Assist the PM in drafting correspondents.
- Keep the Project files in a systematic manner
- Assist the PM in taking notes of meetings.

2. Logistic tasks:

- Assist with administrative and logistical matters to ensure maximum efficiency of project staff and experts working for the Project
- Assist in organizing workshops/seminars and other events of the Project.
- Assist international and national experts in arranging meetings and other logistic matters.

3. Translation and interpretation tasks:

- Provide direct translation services to the project team on a daily basis. Project documents for translation will include, but not limited to, progress reports, annual and quarterly work plans, consultancy reports, Terms of References, and other materials and correspondence related to project.

- Help coordinate outsourcing of translation and interpretation services as and when necessary to ensure good quality and timeliness of translation/interpretation work.

- Provide direct interpretation services, and help coordinate outsourcing of the services, to national implementing agency, UNDP, and consultants (national and international) in project meetings, consultation workshops, training events, and field visits, when required.

- Assist the Government counterparts in study tours abroad (if any), where the incumbent will provide both interpretation and translation as required, while also taking care of the related logistics.

- Provide other admin support such as preparing/ typing documents and meeting arrangements to the NPD, NPM in project activities, as and when required

4. Other tasks:

In addition of the above-mentioned task, the Project Management Assistant should undertake other tasks assigned by the National Project Director and the National Project Manager.

Qualification

- Bachelor degree(s) in English; preferably with major in translation/interpretation
- Minimum two year experience in professional English translation and interpretation
- Extensive experience in administrative work.
- Formal training and/or practical experience (at least 2 years) in project management will be an advantage
- Good inter-personal and team building skills.
- Demonstrated capacity to take initiative and to be accountable for results.
- Good spoken and writing skills in both Vietnamese and English.
- Familiarity with UNDP financed technical assistance projects.

4. TERMS OF REFERENCE: PROJECT ACCOUNTANT

Job title:	Project Accountant (PA)
Duty station:	Hanoi
Duration of assignment:	Initially one year (full time) with possible extension
Supervision:	The Project Accountant (PA) will work under the direct supervision of the National Project Manager (NPM) and closely with the concerned UNDP staff

Background

The PA, under the direct supervision of the NPMC, is responsible for the day-to-day accounting work of the project. The post requires the holder to work on a regular full-time basis.

Duties and responsibilities

Under the guidance and direct supervision of the NPM, the PA is responsible for:

1. Accounting tasks:

- Assists the NPM in implementing proper budget management 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 rules of National Execution Project Management (NEX) and the Ministry of Finance, and,
 - Records are in order for auditing at any time.
- Assists in managing the Project physical resources (furniture, stationary, equipment, etc.).
 - Non-expendable ledger is prepared and kept for the whole life of the project.
 - Physical resources are periodically checked
 - Depreciation is properly accounted and recorded.
- Assists in completing tax procedures (VAT and personal income tax). Keep the booking records which are consistent with the rules of the Ministry of Finance and the General Department of Tax.
- Ensures that all supporting documents and booking records are available for tax examining and audit at any time.

2. Other tasks:

In addition of the above-mentioned tasks, the PA should undertake other tasks assigned by the National Project Director (NPD) and the NPM.

Qualification

- Bachelor degree, preferably in accounting, finance, banking, or economics.
- Formal training on and/or practical experience (at least 2 years) in accounting. Experience in project accounting work is an advantage.
 - Good understanding of Vietnamese accounting rules and regulations (including tax-related ones), good accounting skills.
 - Good inter-personal and team building skills.
 - Demonstrated capacity to take initiative and to be accountable for results.

- Good spoken and writing skills in both Vietnamese and English.
- Familiarity with UNDP financed technical assistance projects is an asset.