THE SOCIALIST REPUBLIC OF VIET NAM

and

UNITED NATIONS DEVELOPMENT PROGRAMME

DETAILED PROJECT OUTLINE

Support for enhancing capacity in
advising, examining, and overseeing macroeconomic policies

Executing agency: National Assembly
Implementing Agency: Economics Committee of National Assembly
BASIC INFORMATION ON PROJECT

1. Project title: Support for enhancing capacity in advising, examining, and overseeing macroeconomic policies

2. Sector code of the project: U99000

3. Name of donor: United Nations Development Programme (UNDP)

4. Line agency: National Assembly

5. Project proposing agency/ project owner: Economics Committee of National Assembly
   - Address: 37 Hung Vuong Str., Hanoi
   - Telephone: (84) 08046506 ; fax: (84) 08046997
   - E-mail:


7. Estimated start and end dates of project: 2010 – 2014

8. Project implementation location: Hanoi

9. Total budget of project: US$ 4,000,000

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<thead>
<tr>
<th>8.1. Total ODA grant:</th>
<th>3,600,000</th>
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<tr>
<td>- Committed funds:</td>
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<tr>
<td>- Regular Resources:</td>
<td>2,000,000</td>
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<td>- One Plan Fund:</td>
<td>1,600,000</td>
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8.2. Government contribution (in kind and in cash): 400,000

| Total                | 4,000,000 |

10. Modality of ODA provision: ODA grant/technical assistance

11. Government priority areas to be addressed:

Institutional capacity strengthening and human resources development; technology transfer; enhancing the research and development capability.
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1. PROJECT JUSTIFICATION

1.1. BRIEF SITUATION ANALYSIS

Vietnam has generated considerable economic growth, social development and poverty alleviation through initial economic reforms. However, there are needs for further reforms for sustaining the fast growth and a degree of equity to help Viet Nam avoid the trap of ‘middle income status’ to become a “modernized and industrialized” country and a “just and democratic society”. One of the important factors of the further economic reforms is to enhance the national “technocratic competence” and capacity in providing good quality, “objective and comprehensive analyses of the situation and possible responses”. Such competence and capacity, including good quality and timely policy advices, and constructive policy debates, play an important role in supporting Vietnam’s leaders in making good choices and decisions in policy matters, both for guiding the long-term development of the country and for addressing the short-term economic challenges.

This is particularly important as evidenced by the recent economic turbulences such as the high inflation in late 2007 and early 2008, and the global financial crisis posing impacts and challenges on Vietnam’s economy currently. Good quality and evidence based macro-economic research and policy advices have been playing an increasingly important role in helping the policy makers in devising sound macro-economic policies and stimulus packages aiming at sustaining economic growth and progress toward achieving MDGs in Viet Nam as well as in policy implementation and monitoring.

As Viet Nam is reaching the Middle Level Income (MIC) status, as the size and complexity of the economy are increasing and as Viet Nam’s economy is fuller integrated to the world economy, the demand and need for high quality macro-economic policy research and advising are fast growing.

1.2. RELEVANT GOVERNMENT STRATEGIES, PLANS AND POLICIES

Over the last few years, there have been several serious efforts in enhancing the national capacity for macro-economic research, advising and oversight. Namely,

(i) Several GOVN organisations, such as the National Financial and Monetary Council (NFMC), the National Financial Supervision Committee (NFSC), have been established with the functions of providing policy advices and supervising on macro-economic issues. The NFMSC has been provided with fund and authority for hiring external consultants to carry out research necessary for carrying out its functions.

(ii) Some “regular” bodies, such as Economic Committee of the National Assembly (ECNA), the Financial and Budget Committee of the National Assembly (FBCNA) the Party’s Central Office and the Office of the Government (OOG), have made/strengthened cooperation with some national research institutions1 with the aim to meet the increasing demand for economic/policy research/analyses necessary for making policy advices to the Party, National Assembly and GOVN leadership and for carrying out the NA’s examination and oversight functions on macro-economic policies. During 2008 and 2009 when the country faces economic turbulences, under both formal and ad hoc arrangements, several important workshops and conferences were organised by these institutions for academic researchers to present their research work and advices, and for the participants to debate, on the macro-economic issues as well as on the GOVN’s policies and responses to the impacts of the global crisis. These workshops and conferences are highly appreciated as very useful for making macro-economic policies and overseeing the implementation.

(iii) Some national2 and international (such as Harvard – Fulbright Program, with support from UNDP and DFID) research groups, have produced policy research papers, both on the request of the

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1 Such as the formal agreement for cooperation between Economic Committee of the National Assembly and CAF/VASS
2 Such as Centre for Analysis and Forecasting (CAF) under Vietnam Academy of Social Sciences (VASS), the Vietnam Institute of Economics (VIE) under VASS, the Central Institute of Economic Management (CIEM), the Centre for Economic Policy Research
GOVN/GOVN agencies and on their own initiatives, with funding from both GOVN and/or international organisations (UNDP, DFID, USAID Start Project, etc.). Such papers and alternative viewpoints/advices obtained from several policy consultations and debates have made contributions to some GOVN’s policies, such as the package of 8 policy measures dealing with inflation in late 2008, designing and implementing the stimulus packages during last month of 2008 and first two quarters of 2009 and the development of the 2009 SEDP. Such research papers and results of the debates were also found useful for the National Assembly’s work of overseeing the policy development and implementation.

1.3. PAST EXPERIENCE AND LESSONS LEARNED

UNDP past and on-going support in the areas of macro-economic policy advising in general, and strengthening national capacity for macro-economic policy advising, examination and oversight in particular has been delivered through, but not limited to, (i) some projects such as “Assistance to the 20-year review of Doi Moi in Viet Nam”, “National Human Development Report”, “Strengthening the capacity of the National Assembly and People’s Councils in Viet Nam in examination, decision, and oversight of State Budget”, “Support for formulation of Socio-Economic Development Strategies (2001-2010 and 2011-2020)”, “Strengthening capacity in financial policy analysis for human development”, “Capacity development for economic diplomacy and business-government policy dialogue”, etc. and (ii) UNDP’s engagement in different policy debates/workshops and policy advisory services such as the UNDP-Harvard policy papers, interventions of UNDP and/or UNDP hired international experts at policy discussions/roundtables. Such support could be classified into following areas:

- **Provision of policy advices** through (i) policy research papers prepared by UNDP staff, (ii) policy research papers commissioned by UNDP and conducted by international and national experts and/or institutions.
- **Facilitating access of Viet Nam to international expertise, knowledge and experiences** through provision of international experts, overseas exposures/study tours, etc.
- **Facilitating policy debates** by organising workshops, conferences and roundtables for national and international policy makers, academic researchers and practitioners to discuss relevant macro-economic and development topics.
- **Supporting strengthening national capacity for macro-economic management and oversight** through provision of training, advanced methods and tools, best practices and work processes/procedures, etc.

UNDP has accumulated valuable experience and lessons through its various support projects and activities. Following are key relevant lessons from UNDP’s previous cooperation with the Government of Viet Nam.

Open and constructive policy debates play an important role in generating good and innovative ideas needed for supporting Vietnam’s leaders in making good choices and decisions in policy matters, both for guiding the long-term development of the country and for addressing the short-term economic challenges. Such debates and other forms of dialogue between policy makers, policy advisers and researchers, especially at a regular basis, contribute greatly to the policy makers’ understanding, and thus using, the research results for policy making, at the same time contribute to the researchers’ understanding the policy makers’ needs for information and research in policy making. Such understanding and regular dialogues, in their turn, contribute to ensuring that the policy makers’ demand for policy research would be met both in quality and timeliness. While such dialogues have been held in the past and found useful, there seems to be a need for their formalisation and institutionalisation to ensure both sustainability and regularity.

Policy advices of the international organisations and experts are very important, as these would bring international perspectives, knowledge and experience as well as expertise needed by the policy makers in Viet Nam, especially when the national capacity for macro-economic policy research and advising is still

(CEPR) under School of Economics/Hanoi National University, the Centre for Development Policy (DEPOCEN), and the HCMC Institute of Economic Research (HIEC).
limited. At the same time, strengthened national capacity for providing good quality and timely policy economic research, has been paying a crucial role in the economic growth of countries in East Asia. Such “technocratic competence” and capacity in providing good quality, “objective and comprehensive analyses of the situation and possible responses”, have been, and will certainly be, playing an increasingly important role in Viet Nam for sustaining the fast growth and a degree of equity to help Viet Nam avoid the trap of “middle income status” to become a “modernized and industrialized” country and a “just and democratic society”.

Support for strengthening capacity of both demand and supply sides and especially the linkages between the two, in comparison to focusing only on demand or supply side, may offer better ways in achieving the desired outcome of sound macro-economic policies being formulated and implemented.

An important lesson in utilising UNDP technical assistance (TA) and capacity development (CD) is that the strong national ownership, leadership and concrete commitments in setting up and realizing the national own target of strengthening national capacity, in general and for macro-economic policy advising and overseeing in particular, play a key role in ensuring UNDP support would be effectively utilised. This includes, commitment for ensuring (i) UNDP support would be used as catalyst and complementary (not supplementary) to the national own efforts, for bringing the value-added TA and national CD support (which otherwise would be difficult to be provided based on the current limited national capacity and resources) and (ii) good results of UNDP supported TA and CD would be institutionalized and effectively used to contribute to the overall goal of sound macro-economic management policies.

On management of UNDP supported projects, past experience shows that there is a need for clear definitions of roles, and thus segregated responsibilities, authorities and accountabilities, of project partners as project beneficiaries, project implementer (executive) and support service providers to the project implementation, and project quality assurance. The segregation of responsibilities, authorities and accountabilities would ensure the smooth and effective management and implementation of the project by (i) project executive, with support provided by the service providers and ‘independent’ quality assurance mechanisms, being responsible and accountable for timely production of quality outputs/deliverables that would meet demands of the project beneficiaries and (ii) project beneficiaries being accountable and responsible for using the project outputs/deliverables to contribute to the project outcome of ‘strengthened national capacity for macro-economic policy advising and overseeing’ and the overall goal of ‘sound macro-economic management policies’.

1.4. DEVELOPMENT COOPERATION WITHIN UNDP AND WITH OTHER DONORS/PARTNERS IN RELATED SECTOR(S)

Cooperation with other UNDP projects

UNDP has been providing advice to GOVN on macro policies through a number of its projects and interventions. UNDP’s long-term cooperation with Harvard University/Fulbright Program in Viet Nam has resulted in a series of policy papers, including “Viet Nam’s Economy: Success Story or Weird Dualism?”, “Provincial Extralegal Investment Incentives in the Context of Decentralisation in Viet Nam: Mutually Beneficial or a Race to the Bottom?”, and the most recent ones (with funding from DFID and Spain) such as “Choosing Success: The Lessons of East and Southeast Asia and Viet Nam’s Future”, “Credit and Trust: Fruit Markets in the Mekong Delta”, “The Chu Lai Open Economic Zone and Rural Development: Central Planning’s Laboratory for Policy and Institutional Innovation”, “Industrial policy in Viet Nam”, etc. Other relevant UNDP-funded projects include “Assistance to the 20-year review of Doi Moi in Viet Nam”, “National Human Development Report”, “Strengthening the capacity of the National Assembly and People’s Councils in Viet Nam in examination, decision, and oversight of State Budget”, “Support for formulation of Socio-Economic Development Strategies 2011-2020”, “Strengthening capacity in financial policy analysis for human development”, “Capacity development for economic diplomacy and business-government policy dialogue”, “Support for socio-economic development monitoring”, etc.


4 This project will cooperate closely with “Support for socio-economic development monitoring” project and its IP (GSO) in the area of statistical data and database, survey information, etc.
This project will build on and link closely with the above-mentioned UNDP projects. It will also link with, involve, and draw from the work of the UNDP Economic Policy Advisor whose research and analysis can be integrated in and used by the project.

- **Cooperation with other UN agencies and donors/partners in related sectors**

Together with a number of donor-partners such as the WB, IMF, ADB, USAID-STAR project, Harvard University/Fulbright Program in Viet Nam, etc., UNDP has actively involved in offering macro-economic policy advice to GOVN. Through the One UN mechanisms, UNDP has been cooperating with the WB, ADB and IMF, through participation in high level roundtables on macro-economic issues, such as (i) the conference organised by NFSC in 2008 for consultation with international partners on 2009 SEDP and macro-economic policies to deal with the high inflation in 2008 and (ii) CG meetings.

This project will build on the past cooperation and at the same time will be working closely and as complementary with some other donor-partners such as (i) DFID providing financial support to national partners for commissioning short term researches, promoting dialogue on strategic issues, and removing bottleneck to reform progress through “Strategy and Policy Support Fund”, (ii) GTZ providing support through project “Support for macroeconomic reforms” to selected market-based institutions in Viet Nam to be better prepared to meet the requirements of a more intensive integration into the world economy and contribute to the establishment of a consistent regulatory policy framework for a socially oriented market economy in 3 areas: economic and social policy, public finance, and financial systems development, (iii) EU providing assistance to increase the capacity of central agencies (Government Office, National Assembly Office, State President Office and Central Party Office) in assessing the impacts of international economic integration on the economy and on the policy-making and legislative coordination within the framework of Multilateral Trade Assistance (MUTRAP) project, and (iv) other relevant UN-supported projects and/or interventions through PCG mechanism.

1.5. **Comparative advantages of UNDP**

While UNDP does not have as rich in-house capacity/expertise on macro-economic issues as other donor-partners such as the WB, IMF, ADB, etc., UNDP, as the neutral and trustful partner of GOVN, certainly has several comparative advantages in (i) promoting access of Viet Nam to international knowledge, experience and expertise, (ii) facilitating national debates, and (iii) strengthening national capacity in the macro-economic thematic areas. These comparative advantages of UNDP do not only come from UN/DP mandates and key functions, but also have been proved valuable in practices of UNDP cooperation with Viet Nam.

National partners in Viet Nam have been highly recognising UNDP’s support in promoting access of Viet Nam to international knowledge, experience and expertise and facilitating national debates (i) on “market economy” in the early years of Doi Moi, (ii) during the process of reviewing 20 years of Doi Moi, (iii) during the formulation of the national socio-economic development strategies (SEDS) 2001-1010 and 2011-2020 and related plans (SEDP), (iv) under the strategic partnership between UNDP and MOFA on strategic development theories/options for Viet Nam, and (v) around the series of policy research/advisory activities conducted under the partnership between Harvard University/Fulbright Program in Viet Nam and UNDP (such as the host of policy papers mentioned above in 1.4. and related policy discussions with high ranking officials in Viet Nam).

In addition to the support for promoting access of Viet Nam to the international knowledge, experience and expertise, and facilitating national debates, UNDP has also been recognized as a key contributor to generating alternative perspectives, views and ideas that link macro-economic topics to wider strategic development options, for example to the human development concept, values of which are very much in line with the Viet Nam’s overall development goal of building a “modernized and industrialized” country and a “just and democratic society”.

Another comparative advantage of UNDP is in strengthening national capacity in development policy. With the clear mandate for strengthening national capacity and the view that as the national partners are in the driving seats, strengthened national capacity is key to the development success, UNDP has been
providing support for strengthening national capacity in development policy formulation through, for example, the work on National Human Development Report, strengthening capacity of VASS for evidence-based research, improving capacity in financial policy analysis for MOF and related agencies, and strengthening budget examination, decision and oversight capacity of the National Assembly and People’s Councils. This support also has also been highly recognised and appreciated by the national partners.

These areas of UNDP comparative advantages will be used as the guidance for defining issues to be addressed by this project, the types of UNDP support to be provided under the project, and the project’s deliverables, outputs/outcomes and management/implementation strategy and arrangements.

1.6. STATEMENT OF PROBLEMS/ISSUES TO BE ADDRESSED BY THE PROJECT

The past experience and lessons as well as the continuous dialogues with key national players show that despite some recent improvement in macro-economic policy advising and oversight, policy makers’ needs for evidence-based policy research and advice (including from different institutions/viewpoints) to inform macro-economic policy making remain largely under-met, and not systematically and/or sustainably met. As the results, many policies could have been much better if supported by good quality and timely policy research and debates among policy makers and researchers. Within this overall issue, there are several issues which need support for addressing in this project:

a. From the “demand” side: (i) limited ability to define timely and clearly policy questions/demands for policy research and advices, (ii) limited ability to translate policy research results into sound “policy options/advices and communicate such to the top GOVN leaderships, (iii) lack of policy coordination among the GOVN organisations/bodies.

b. From the “supply” side: limited capacity of the national research organisations in producing timely and good quality policy research needed by the policy makers. This includes (i) lack of qualified staff with advanced tools/methodologies and skills, (ii) limited financial resources needed for conducting good quality policy research, (iii) limited knowledge on the demands of policy advising and making institutions, (iv) lack of coordination mechanisms among the national research institutions as well as limited cooperation/partnership between national and international research institutions, (v) limited capacity for the objective and high-standard control of quality of research work as well as for disseminating and communicating the results of research work to the policy makers and advisers.

c. Other issues that may contribute to the above issues: (i) limited (number of and) mechanisms for public debates on the key macro-economic issues and policies, while according to the international experience such debates are crucial for generating the constructive criticism and sharing alternative viewpoints, comprehensive and objective situation analyses and possible responses necessary for making good policies; (ii) limited dialogues, mechanisms for and quality of dialogues, between policy research demand and supply sides that would help increasing supply side’s knowledge on the demand and thus ability to timely design, plan and conduct the research work; and help increasing the demand side’s understanding of the advantages and limitations, as well as the results of research work; and (iii) limited access to the international knowledge, experience and advanced expertise on macro-economic policy topics, including for enriching the public policy debates by bringing international perspectives, views and experiences.

2. PROJECT OVERVIEW

2.1. PROJECT RESULTS

This project will contribute to the UN One Plan’s Outcome 1: “social and economic development policies, plans and laws support equitable and inclusive growth and conform to the values and goals of the Millennium Declaration and other relevant international agreements and conventions” and the Country Programme Output 1.10 “knowledge increased and policy options identified to promote more
pro-poor public finance policies that take into account the impacts of trade liberalisation and financial reforms”.

The project’s contributions to the above mentioned One Plan Outcome and Country Program Output will be realised through the achievement of the project overall objective “Enhanced national capacity for macro-economic policy advising, examination, and oversight to ensure sound and pro-poor macroeconomic policies”, and production of the following inter-related project’s key outputs/deliverables which are in line with the above mentioned UNDP’s comparative advantages:

Project Output 1: Research programmes are developed annually/bi-annually based on key macro-economic policy issues, options and hypotheses identified (on broad consensus basis)

Key deliverables:

i. Public debates on the key macro-economic issues and policies organised on a regular basis and contributing to policy making, with contributions from international experts

ii. 2-3 mechanisms for dialogues between involved policy making/advising, examination and oversight agencies (demanders for policy research) and policy researchers established, tested and the most feasible/effective ones institutionalized.

iii. Detailed annual/bi-annual research programme(s) developed for research work

Project Output 2: Evidence-based macro-economic policy analyses and/or studies are conducted to provide quality inputs to macro-economic policy making

Key deliverables:

iv. 5-10 policy research papers produced annually that would be (i) based on and meeting the demand of policy makers/policy advising, examination and oversight agencies on macro-economic management; (ii) evidence-based and up to good/international standards/quality; and (iii) used for macro-economic policy making.

v. 2-3 networks between agencies in charge of macro-economic policy advising, examining, overseeing, and making (for coordination of macro-economic policy making) and networks/partnerships between national research institutions (for coordinating research work) established, tested and the most feasible/effective ones institutionalized.

vi. 2-3 alternative mechanisms for funding policy research explored, pilot-tested and the most feasible/effective ones institutionalized.

Project Output 3: Capacity of involved policy advising, examination, and oversight agencies and research institutes is strengthened for the former to better understand and use research results and the later to better conduct and communicate research work

Key deliverables:

vii. Capacity assessments of involved policy advising, examination, and oversight agencies and research institutes conducted to identify capacity gaps and needs

viii. Key personnel of involved policy advising, examination and oversight agencies obtained the key concepts of macro-economic management in market economy and stronger abilities to (i) define timely and clearly policy questions/demand for policy research, including defining the medium and long-term ‘policy-thinking paradigm’; (ii) monitor and control quality of the policy research; (iii) obtain advanced methodologies, tools, and skills to participate in research work; (iv)

5 Contributions of international experts to the national policy debates/discussions will be in the form of sharing international knowledge, expertise, experiences, perspectives and views based on the demand of policy making/advising and overseeing agencies and research institutions.
analyse and translate policy research results into policy options and; (v) advocate/communicate these to the top leadership.

ix. Key personnel of involved research institutes obtained advanced methodologies, tools and skills for conducting and communicating policy research; and 2-3 long-term partnerships between national and international research institutions established aiming at enhancing the capacity of the national research institutions.

The deliverable (v) also contributes to Project Output 3 while the deliverable (ix) also helps achieve Project Output 2.

Diagram of project results

(*) Note: the above deliverables could be grouped in both text and diagram (as in the below indicative budget part suggests)

2.2. TYPES OF UNDP SUPPORT/INPUTS

UNDP support/inputs will be provided in the form of technical assistance and capacity development needed for production of the project's deliverables/outputs and realisation of its contributions to the objective and Country Programme output and One Plan outcome. Such TA and CD support to be provided under this project will be in line with the above mentioned UNDP comparative advantages, e.g. facilitating national debates with increased access to the international knowledge, experience and expertise, and strengthening national capacity for the macro-economic policy research, advising and oversight.

Following are concrete types of TA and CD activities planned within the framework of this project:
Support to macro-economic policy advising, examination and oversight institutions: (i) training/exposures on the key concepts of macro-economic management in market economy; (ii) training and facilitation to enhance the ability to define timely and clearly policy questions/demand for policy research (including defining the medium and long-term ‘policy-thinking paradigm’), monitor and control quality of policy research, conduct some studies directly relevant to the tasks/assignments of beneficiary agencies, analyse and translate policy research results into policy options/advice and advocate/communicate these to the top leadership; (iii) facilitating policy debates and coordination mechanisms among policy advising and making bodies (including sharing best international experiences in the development, operationalization and institutionalisation of such debates and coordination mechanisms)

Support to macro-economic research groups: (i) training/learning-by-doing on advanced research methods/tools and skills, including provision of some tools and skills for presenting the results of the policy research work and policy advocacy to policy makers; (ii) facilitating establishment, operationalization and institutionalization of the long-term partnerships with international research institutions; (iii) (co-) funding research work; (iv) facilitating the development, operationalization and institutionalization of networks/partnerships for cooperation and coordination between research groups;

Support to both: (i) facilitating the development, operationalization and institutionalization of dialogues/cooperation mechanisms between research groups and policy making/advising institutions; (ii) facilitating and providing international experts’ knowledge and alternative views/perspectives to public debates on macro-economic issues and responses; (iii) facilitating the joint researcher-policy maker mechanisms for controlling quality of the research work to ensure the research meets the needs of policy makers/advisers and used by them for policy making.

2.3. BENEFICIARIES

Ultimate: Top leadership of the Party, National Assembly and GOVN. They will be benefited from having alternative viewpoints/options for more rigorous decision-making on macro-economic management.

Immediate:

(i) Macro-economic policy advising, examination and oversight bodies: the Economics Committee of the National Assembly (ECNA), the Party’s Central Office, the National Financial Supervision Committee (NFSC) and the Office of the Government6 (OOG) and other relevant agencies. As necessary and/or relevant (depending on the policy topics) other National Assembly’s committees/agencies such as Ethnic Council and other committees of the National Assembly, National Assembly Office, etc. will be involved as “beneficiaries” in the project activities on defining the policy research topics, policy debates and dialogues and using the policy research results for policy advising, examining, and overseeing.

(ii) Macro-economic policy research groups: Centre for Analysis and Forecasting (CAF) under Vietnam Academy of Social Sciences (VASS), the Vietnam Institute of Economics (VIE) under VASS, the Central Institute for Economic Management (CIEM) under MPI, School of Economics under National University7, the Centre for Development Policy (DEPOCEN), the National Socio-Economic Information and Forecast Centre under MPI. Other research institutes might be involved in conducting relevant research papers (e.g. Institute for Legislative Studies, etc.).

The selection of the macro-economic policy advising, examination and oversight bodies participating in this project is based on some considerations: (i) the policy advising, examination and oversight

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6 In this project, OOG will benefit from support for its fulfilling the task/function of providing policy advice to the Government.
7 It is possible to select research groups and/or research centers directly under the Schools of Economics (such as the Centre for Economic Policy Research (CEPR), etc.)
bodies should be the Viet Nam’s agencies directly in charge of/with the mandate on macro-economic policy advising, examination and oversight; (ii) the number should be small to limit the complexity of the project management; (iii) the involved institutions should have shown clear interest and commitment to achieve the project objectives and outputs, including for sharing costs of the project activities and commitment for institutionalisation of the project capacity development results in their own systems and work.

The selection of the macro-economic policy research groups participating in this project is based on some principles and considerations: (i) the policy research groups should have mandates and good records of producing good quality research papers that have been used by the GOVN for making macro-economic policies; (ii) the number should be small to limit the complexity of the project management; and (iii) the involved research institutions should have shown clear interest and commitment to achieve the project objectives and outputs, including for sharing costs of the policy research and other project capacity development activities and commitment for institutionalisation of the project capacity development results in their own systems and work.

A list of principles and detailed criteria for and a mechanism of screening the performance of, and (based on the performance) reselecting, the policy research institutions participating in the project will be developed during the inception stage of the project. The reselection of the policy research institutions participating in the project using the above mentioned criteria and mechanism will be carried out on an annual and/or bi-annual basis. The above-mentioned research institutes/organizations are tentatively recommended for the starting of the project.

Diagram of project partners, their expected roles and types of UNDP support

More details on the project’s results, outputs and inputs/activities are presented in the project’s results resource framework (Annex 1).

3. PROJECT IMPLEMENTATION STRATEGY AND APPROACH
Expected project results/outputs and hence the related TA and CD inputs/activities to be provided/implemented in this project will be (i) aiming at making value added and complementary (not supplementary) contributions to the national efforts in improving the national capacity for policy advising, examination and oversight and thus (ii) based on the concrete demands of policy advising/examination/making agencies - the project beneficiaries. This will be realised through (i) the group of participating policy advising and oversight agencies defining their needs/demands for and expected results of TA and CD (including for policy research and debates) on annual basis to serve as the ground for developing Annual Work Plans (AWP)/Quarterly Work Plans (QWP); (ii) the participating policy advising and oversight agencies approving the annual policy research topics and AWPs;

Mechanisms for communicating the needs for policy research and research results/policy debates, partnerships/networking among and between policy advising agencies and research institutions to be developed/improved with the support of the project will build on the existing mechanisms, taking into account the best national and international practices/experience, with an aim for institutionalisation of such mechanisms.

*Expected project results/outputs, especially those on capacity development, will be mainly produced through learning by doing* (in defining needs for policy research, coordinating/conducting concretely defined research, and dialogues/debates around policy issues/research results for policy advising/making). *Training and exposures will be provided as found necessary and complementary to the ‘learning by doing’*. This to help meet both (i) short-term need for timely and high quality policy research products and (ii) mid/long-term needs for capacity development.

**Selection of research institutions for support will be based on open/translucent and competitive basis:** Upon the policy advising institutions’ identification of policy questions/policy research needs, and the project Implementing Partner (IP)’s calling for research proposals, participating research groups (as individual groups or joint teams of some groups) will prepare the proposals (including needs for CD support from, partnership with, international research institutions in conducting the requested research work) and submit to IP and UNDP for selection. The IP will be supported by the project management team in preparing the call, administering the proposal submission process, and screening proposals. The selection of proposals will be based on transparent and competitive basis.

**Communication and dissemination of research results and project products will follow IP’s and UNDP’s dissemination policies:** Research results and other relevant project products will be owned by IP and demanders (i.e. policy advising, examination, and oversight agencies). Hence, these agencies hold the rights to communicate officially about research papers/results and other relevant project products. Dissemination policies of UNDP and IP will be observed.

The project’s assistance to the research work will consist of (i) support for building capacity of the participating research groups for improving quality of the policy research work (this will be realised through facilitating partnerships between the participating research groups with international research institutions and financing the transfer of advanced research methods/tools and skills, and tools and skills for policy advocacy), and (ii) co-financing the research work (this will be realised through the proposal selection criteria of cost-share to be born by the research institutions, and through the realisation of the principle of increasing the share of national research institutions from at least 5-10% in the first year to 15-20% in the last year of the project).8

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8 The proposal of the participating research groups (on conducting research work on the topic(s) defined by the policy advising agencies in the approved AWPs) for project support will consist of (i) technical proposal on how the research will be conducted/research results will be produced, (ii) TA/CD need and expected results and how these will be delivered; (iii) plan for financing research work (including the needs for project support in terms of funding for TA/CD by international institutions/experts and co-financing the research work). To ensure (i) commitments of the participating research groups in producing the research work with high quality and (ii) sustainability and high possibility of ‘institutionalisation’ of the project support/CD result, selection criteria will
The quality of the research work supported by the project will be ensured by involving policy advising, examination, and oversight agencies in identifying the policy research needs/topics and selection of the research proposals as well as having the IP and UNDP exercise strict quality control/assurance. Furthermore, the quality is also ensured through (i) relying on the existing internal quality management/control mechanisms of the policy advising/examination/oversight and new mechanism(s) for cross quality control of each other’s research work; (ii) a mechanism for peer review of the research work/results by independent experts and UNDP technical staff (from both Country Office and Regional Centres); (iii) publishing the research work for wide public debates, including in recognised domestic and international academic research journals/periodicals, etc.

4. PROJECT IMPLEMENTATION AND COORDINATION ARRANGEMENT

4.1. PROJECT MANAGEMENT AND IMPLEMENTATION STRUCTURE

The project management and implementation structure and arrangements will follow the principles of national ownership, alignment to the national efforts and systems, and result-based and mutual accountability as set out in the Hanoi Core Statement on Aid Effectiveness.

Furthermore, as mentioned in the lessons learned, the structure and arrangements will be based on the principles of clearly defined roles, and thus segregated responsibilities, authorities and accountabilities of project partners as project beneficiaries, project implementer (executive), support service providers to the project implementation, and project quality assurers. The segregation of responsibilities, authorities and accountabilities would ensure the smooth and effective management and implementation of the project by (i) project executive, with support provided by the service providers and ‘independent’ quality assurance mechanisms, being responsible and accountable for timely production of quality outputs/deliverables that would meet demands of the project beneficiaries and (ii) project beneficiaries being accountable and responsible for using the project outputs/deliverables to contribute to the project outcome of “enhanced national capacity for macro-economic policy advising/examination and oversight” and the overall goal of “sound and pro-poor macro-economic management policies”.

A Project Steering Committee (SC) consisting of members who are high ranking officials of the participating policy advising, examination and oversight agencies (including the project Implementing Partner) and policy research institutions, and representative of UNDP, will be established to provide overall direction and guidance for the project implementation. Concretely, the SC will: (i) advise the IP and project management team on key directions of the project, (ii) approve the AWPs and project progress reports drafted by the IP in close consultation with project partners and UNDP, (iii) make other decisions (and/or proposals for the relevant authority to make decisions – as required by the GOVN ODA Management Decree) related to changes in the strategic directions of the project.

Following regulations stipulated in Decree No. 131/2006/ND-CP on ODA management and utilization, the Economics Committee of the National Assembly (ECNA) is selected as the project IP, which will assign a senior official to act as the National Project Director (NPD). The work of the NPD is considered GOVN’s contribution to the project. The NPD, on behalf of the IP, will be (i) accountable to GOVN and UNDP for the achievement of the project results and effective management of the project resources; (ii) assuming

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9 The SC will have representatives of executive (IP), supplier (UNDP) and beneficiaries (participating policy advising and research institutions which also play the role of ‘co-implementing’ agencies in implementing concrete project activities).

10 The justification for selection and capacity assessment of ECNA as IP is provided in Annex 2.
the role in day-to-day project management (including project planning, mobilisation of project’s inputs, and organisation of implementation of approved work plans, quality control, financial management, monitoring, reporting, and evaluating the project’s progress and financial performance); and (iii) coordinating and providing project implementation/management support to co-implementing partners (e.g. calling for proposals, screening/selecting research proposals submitted by research groups and CD service proposals by CD service providers, monitoring and employing adequate quality control measures for ensuring the research quality/CD services meet the expectations/needs of the policy advising agencies).

The IP/NPD will carry out the above mentioned functions with assistance from a project management and implementation support unit. The project management and implementation support unit will be headed by the NPD (or a Deputy NPD assigned by the NPD, if necessary, as GOVN’s contribution to the project). It is staffed by project hired personnel: (i) a full-time national project manager with strong experience and skills in project management and good knowledge about macro-economic research/research management; (ii) a full-time national project coordinator with extensive working and coordination experience with government partners and academic circle; (iii) an international economics expert and a national economics advisor with strong academic background in macroeconomics, broad experiences and skills in macro-economic research, research management/coordination/quality assurance and facilitation of policy debates; (iv) a national economics advisor; (v) full time project implementation support staff, including a national project accountant and a national project interpreter cum administrative assistant. Apart from the above mentioned staff, the IP will also assign its own staff (as GOVN’s contribution to the project) to provide necessary support to the IP/NPD in the project management and implementation. TORs for key project support unit’s posts are provided in Annex 4.

The implementation of concrete project activities, especially research work and some capacity development activities will be done in a decentralised manner. Namely, activities in the approved AWPs (with clearly defined co-implementing partners, deliverables and quality criteria) will be led/implemented by the respective co-implementing partners with project implementation and management support from the IP/project support unit and UNDP. These co-implementing partners are accountable and have to report to the IP and UNDP for/on delivering the outputs/products and managing effectively the inputs/resources of such activities. The standard letter of agreement between IP and co-implementing partners is provided in Annex 5.

The project will establish mechanisms to ensure sufficient flexibility in implementation process while maintaining rigorous quality assurance, including, but not limited to, mechanism(s) for ad-hoc proposals on research topics from research institutes/groups being considered and approved by policy advising, examination, and oversight agencies, mechanism(s) supporting initiatives/innovative solutions in coordinating different agencies, and mechanism(s) supporting sharing of statistical data/information, research/analytical tools, etc. among research institutes/groups.

UNDP, playing both roles of supplier and quality assurer as defined in the guidelines for management and implementation of UNDP supported projects, is responsible and thus accountable for (i) provision of the resources as needed to implement the approved AWPs/QWPs, and (ii) monitoring and quality assurance and (iii) provision of project management/implementation support as required and requested by the IP, including in the AWPs/QWPs.

UNDP will, following the “policy-based partnership” principle of cooperation between UNDP and middle income countries and as part of its role in providing policy advisory and examination services, also take an active part in (i) identification of policy research topics, (ii) research work/quality control of the research work (such as providing technical inputs to draft TORs, selection of research proposals, direct participation of UNDP staff in policy research work and/or peer reviews of the draft research outlines/reports/papers), (iii) policy debates/dialogues to be organised in the project (such as providing...
technical inputs/support/ facilitation to policy debates/discussions and dissemination of the research papers, etc.).

Diagram of project management and implementation structure

4.2. PROJECT COORDINATION ARRANGEMENT

Coordination among the partners participating in this project is basically a result of this project itself. Concretely, the project will support the development, operationalisation, and institutionalisation of mechanisms for coordination and dialogues among policy advising and oversight agencies, among participating research institutions, and between these two groups. (See Annex 6 for an example of such mechanism). These mechanisms will be discussed in depth and details with stakeholders and developed in the inception stage of project implementation.

Coordination with other partners involved in the same area will be done through:

- Ensuring the focus of this project on providing TA and CD support (in line with the UNDP comparative advantages) for (i) facilitating national debates with increased access to the international knowledge, experience and expertise and (ii) strengthening national capacity for the macro-economic policy research, advising, examination and overseeing. This focus would ensure the complementarity of this project vis-a-vis other donors’ support.

- Support development and operationalizing mechanisms for mutual information sharing among donor partners involved in the area on the on-going and planned research work and capacity development support/activities to avoid overlaps and maximise the synergy. Coordination among concerned UN agencies, including reviewing of the project’s contributions to teh One Plan’s outcome/output, will be done through One UN PCGs.

Involvement of other donor and UN partners in key events supported by the project, especially policy debates and dialogues as well as in identifying the policy research topics and reviewing research results.

5. PROJECT INDICATIVE BUDGET STRUCTURE

Total project budget: USD 4,000,000, of which
- UNDP regular resource (TRAC): USD 2,000,000
- One Plan Fund (OPF): USD 1,600,000
- GOVN contribution\(^\text{11}\) (in cash and in kind): USD 400,000

*Indicative budget allocations by year and by output/item:*

<table>
<thead>
<tr>
<th>Output/item</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<tr>
<td>Project output 1</td>
<td>179,000</td>
<td>135,000</td>
<td>135,000</td>
<td>135,000</td>
<td>105,000</td>
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<tr>
<td>Project output 2</td>
<td>348,000</td>
<td>320,000</td>
<td>360,000</td>
<td>330,000</td>
<td>240,000</td>
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<tr>
<td>Project output 3</td>
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<td>180,000</td>
<td>190,000</td>
<td>180,000</td>
<td>160,000</td>
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<tr>
<td>Project Management</td>
<td>185,200</td>
<td>163,000</td>
<td>163,000</td>
<td>158,000</td>
<td>136,000</td>
</tr>
<tr>
<td>Total</td>
<td>907,000</td>
<td>798,000</td>
<td>848,000</td>
<td>803,000</td>
<td>641,000</td>
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</tbody>
</table>

*Detailed budget allocation* is provided in Annex 3.

6. **PROJECT MONITORING AND EVALUATION**

A detailed project monitoring and evaluation (M&E) framework and plan will be developed during the inception phase of the project and subsequently implemented throughout the life time of the project by the project team and the UNDP Country Office (CO) (i) in accordance with established GOVN and UNDP National Execution procedures, (ii) within the project result-resource framework and (iii) as an integral part of the One Plan M&E framework. The detailed project M&E framework will help ensure the effective management and implementation of UNDP-supported project as well as maximize its contributions to the One Plan’s outcome.

At the One Plan’s outcome level, the assessment of the project’s results and its contribution to the One Plan’s outcome and output will be done within the framework of One UN Program Coordination Group on Social Policy.

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

Furthermore, the project IP is required to provide quarterly and annual financial reports. The audit of project operation (especially financial performance) will be conducted annually either by the legally recognized auditor of GOVN or an independent auditor engaged by UNDP.

\(^{11}\) Government contribution covers, among others, partly project operations cost and equipment insurance.
# 7. RISKS AND RISK MANAGEMENT

<table>
<thead>
<tr>
<th>Risks</th>
<th>Possibility</th>
<th>Risk management measures</th>
</tr>
</thead>
</table>
| Low quality and timeliness of the research work | Medium | • Policy advising, examination, oversight institutions defining policy research needs/topics (including ‘up-front’ in AWPs), involving in quality assurance.  
• Selection (and re-selection, on annual basis) of the participating research groups and their proposals basing on (i) past performance, including quality of the past research work, (ii) sound technical capacity, and (iii) quality of the technical and financial proposals.  
• Support to build partnerships and networks among and between participating national research groups with international research institutions for transfer of skills/methodologies/tools/methods as well as TA needed for good quality research work  
• Different QA/QC mechanisms, including the reviews of the research work by independent experts and UNDP technical staff. |
| Low quality and sustainability of the policy debates/mechanisms for the policy debates | Medium | • Learning by doing; relying/building on the existing mechanisms.  
• TA on organisation and facilitation of policy debates, including on defining (and monitoring the progress toward) the debates’ results.  
• Different QA/QC mechanisms, including the mechanisms for involving wide ranges of policy makers and experts in debates, involvement of ‘independent’ experts in reviewing the debate plans/results, regular evaluations/assessments of the debates by participants to identify the areas for improvements. |
| Little use of the results of the research and debates for policy advising, examination and oversight and making (e.g. difficulties in mobilizing the high-ranking officials of the policy advising institutions in identifying policy research topics, assuring quality of the research work, and in policy debates and thus limiting the chances of using the results for policy making) | Medium/high | • The commitments for active participation of the high-ranking officials of the policy advising agencies (in identifying policy research topics, assuring quality of the research work, and in policy debates) will be used as a criterion for selecting (and re-selecting, on annual basis) the policy advising agencies participating in the project.  
• Feasible and innovative mechanisms (other than the existing/traditional ones) for communicating the results of policy research/debates to high ranking officials of policy advising/making agencies will be explored/tested in the projects.  
• A system, with concrete targets/indicators and mechanisms for information collection and analysis, will be established for monitoring (i) participation of the high-ranking officials of the policy advising, examination and oversight agencies (in identifying policy research topics, assuring quality of the research work, and in policy debates) and (ii) the use of the research/debate results for policy making and for timely making recommendations for the SC and UNDP to make adjustments during the implementation and management of the project. |
| Difficulties in identifying and mobilising | Medium | • The TA/CD services for policy research will be mainly delivered based on the existing partnerships between... |
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**international TA/CD support**

- national and international research institutions (and as an integral part of the research proposals).
- The project will support the development of long-term partnerships/arrangements between national and international research institutions for provision of TA/CD support.
- Other measures such as developing and operationalizing a roster, early preparing the AWPs/QWPs with procurement/recruitment plans will be applied.

**Difficulties for (and lack of experience of) IP and co-implementing agencies in managing and implementing the project (with a quite complex setting) according to the NEX manual/HPPMG and GOVN ODA decree**

- Medium/high
- The IP to assume only the responsibility for overall project management, and implementation of each activity will be decentralised to co-implementing agencies (such as research group through a contract upon selection of the research proposal, or a relevant policy advising agency as defined in the approved AWPs).
- The project implementation/management support office will be established and staffed with qualified personnel for supporting the IP and co-implementing agencies in implementation/management (such as work planning, procurement and recruitment, financial management and progress/financial reporting, M&E, coordination, etc).
- UNDP will provide services (as well as coaching/support) on project implementation/management as needed/required by the IP and co-implementing agencies.

### 8. OTHER CONSIDERATIONS

Importance and attention will be attached to gender equity and environment sustainability. The rate of at least 30% female participation in any training, “technology transfer” activities will be maintained to the furthest possible extent. The project will promote research/analytical work addressing issues on gender equity, ethnic minority people, environmental impacts. The project will also pay due attention to promote meaningful participation of women and ethnic minority people in research work, policy debates and/or discussions.

### 9. LEGAL CONTEXT

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

Project revision: The following types of revision of this project document may be made with the signature of the UNDP Country Director only, provided s/he is assured that the other signatories of the Detailed Project Outline have no objections to the proposed changes.
a) Revision of, or addition to, any of the annexes to the Detailed Project Outline;
b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
d) Inclusion of additional annexes and attachments only as set out here in this DPO

National Professional Project Personnel: The Government agrees to the recruitment of nationally recruited project professional personnel (NPPP) required for the implementation of this project, in accordance with prevailing policies and procedures. These services constitute an addition to the regular personnel resources to be provided by the Government and will be available for the duration of UNDP’s support for the project. The remuneration of NPPP will be determined on a case-by-case basis in accordance with the UN-EU cost norms.
## ANNEX 1: RESULT – RESOURCE FRAMEWORK

<table>
<thead>
<tr>
<th>Project objective, outputs, and key activities</th>
<th>Output targets (with baseline)</th>
<th>Indicators (with baseline and target)</th>
<th>Method of verification</th>
<th>Risks and assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Related priority area in Decree 131:</strong> Institutional capacity strengthening and human resource development; technology transfer; enhancing the research and development capability.</td>
<td><strong>Output targets (with baseline)</strong>:</td>
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<tr>
<td><strong>Relevant Outcome and Output in One Plan and Country Programme:</strong></td>
<td><strong>Output target 1:</strong> 5 – 10 macro-economic policy issues/hypotheses annually (based on broad consensus) for research work <strong>(Target: 5 – 10 issues/hypotheses)(^{(*)})</strong></td>
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<tr>
<td><strong>One Plan Outcome 1:</strong> Social and economic development policies, plans and laws support equitable and inclusive growth and conform to the values and goals of the Millennium Declaration and other relevant international agreements and conventions.</td>
<td><strong>Number of macro-economic policy issues/hypotheses identified annually based on broad consensus for research work</strong></td>
<td>- Project progress and M&amp;E reports - UNDP/IP spot check reports - Independent M&amp;E reports (if any)</td>
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<tr>
<td><strong>Country Programme Output 1.10:</strong> Knowledge increased and policy options identified to promote more pro-poor public finance policies that take into the account the impacts of trade liberalisation and financial reforms.</td>
<td><strong>Number of effective mechanisms for dialogues between involved policy making/advising, examination and oversight agencies and policy researchers established and institutionalized (Target: at least 1 mechanism)</strong></td>
<td>- Low quality and sustainability of the policy debates/mechanisms for the policy debates - Little use of the results of the research and debates for policy advising and making (e.g. difficulties in mobilizing the high-ranking</td>
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<td><strong>Project Overall Objective (Outcome):</strong> Enhanced national capacity for macro-economic policy advising and oversight to ensure sound and pro-poor macroeconomic policies</td>
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<td><strong>Project Output 1:</strong> Research programme(s) are developed annually/bi-annually based on key macro-economic policy issues, options and hypotheses identified (on broad consensus basis)</td>
<td><strong>Group of activities 1.1:</strong> Organize public debates on key macro-economic issues and policies (with contributions from international experts) regularly to contribute to policy making</td>
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<tr>
<td><strong>Key groups of activities:</strong></td>
<td><strong>Group of activities 1.2:</strong> Establish, test, and institutionalize mechanisms for dialogues between involved policy making/advising and oversight agencies (demanders for policy research) and policy researchers</td>
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<td></td>
<td><strong>Group of activities 1.3:</strong> Develop detailed annual/bi-annual research programme(s)</td>
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<td><strong>Output target 1:</strong> 5 – 10 macro-economic policy issues/hypotheses annually (based on broad consensus) for research work <strong>(Target: 5 – 10 issues/hypotheses)</strong></td>
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<td></td>
<td><strong>Number of effective mechanisms for dialogues between involved policy making/advising, examination and oversight agencies and policy researchers established and institutionalized (Target: at least 1 mechanism)</strong></td>
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<td></td>
<td>(^{(*)}) Quality criteria for “effective mechanisms” will be developed in inception stage of project</td>
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<tr>
<td>Project objective, outputs, and key activities</td>
<td>Output targets (with baseline)</td>
<td>Indicators (with baseline and target)</td>
<td>Method of verification</td>
<td>Risks and assumptions</td>
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<td><strong>Project Output 2:</strong></td>
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<td>Evidence-based macro-economic policy analyses and/or studies are conducted to provide needed and quality inputs to macro-economic policy making</td>
<td><strong>Output target 2:</strong> 5 – 10 policy research papers annually which are (i) based on and meeting the demand of policy makers/policy advising, examination and oversight agencies on macro-economic management; (ii) evidence-based and up to good/international standards/quality; and (iii) used for macro-economic policy making</td>
<td>- Number of policy research papers produced annually which are (i) based on and meeting the demand of policy makers/policy advising, examination and oversight agencies on macro-economic management; (ii) evidence-based and up to good/international standards/quality; and (iii) used for macro-economic policy making (Target: 5 – 10 papers/year)</td>
<td>- Policy research papers</td>
<td>officials of the policy advising institutions in identifying policy research topics, assuring quality of the research work, and in policy debates and thus limiting the chances of using the results for policy making</td>
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<td><strong>Key groups of activities:</strong></td>
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<tr>
<td>Group of activities 2.1: Produce quality policy research papers annually to provide needed and quality inputs to policy makers/policy advising and oversight agencies</td>
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<tr>
<td>Group of activities 2.2: Establish, test, and institutionalize networks between agencies in charge of macro-economic policy advising, examination and overseeing, and making (for coordination of macro-economic policy making) and networks/partnerships between national research institutions (for coordinating research work)</td>
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<td>Group of activities 2.3: Explore, pilot and institutionalize alternative mechanisms for funding policy research</td>
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<tr>
<td><strong>Output target 3:</strong></td>
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<tr>
<td>Capacity of involved policy advising and oversight agencies and research institutes is strengthened for the former to better understand and use research results and the later to better conduct and communicate research work</td>
<td><strong>Output target 3:</strong> Recognized improvement in capacity of staff of involved policy advising, examination and oversight agencies and research institutes</td>
<td>- Observed improvement in capacity of key staff of involved policy advising and oversight agencies</td>
<td>- Capacity assessment reports of involved policy advising and oversight agencies and research institutes through project</td>
<td>- Difficulties in identifying and mobilising international TA/CD support</td>
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<tr>
<td><strong>Key groups of activities:</strong></td>
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<td></td>
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<tr>
<td>Group of activities 3.1: Conduct capacity assessments for involved policy advising, examination and oversight</td>
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</table>

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<table>
<thead>
<tr>
<th>Project objective, outputs, and key activities</th>
<th>Output targets (with baseline)</th>
<th>Indicators (with baseline and target)</th>
<th>Method of verification</th>
<th>Risks and assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>agencies and research institutions</td>
<td></td>
<td>advising and oversight agencies</td>
<td>life span</td>
<td></td>
</tr>
<tr>
<td>Group of activities 3.2: Equip key personnel of involved policy advising and oversight agencies with key concepts of macro-economic management in market economy and strengthen their abilities to (i) define timely and clearly policy questions/demand for policy research, including defining the medium and long-term 'policy-thinking paradigm'; (ii) monitor and control quality of the policy research; (iii) obtain advanced methodologies, tools, and skills to participate in research work; (iv) analyse and translate policy research results into policy options and; (v) advocate/communicate these to the top leadership.</td>
<td>- Quality of research papers produced annually (in comparison with policy questions/demand, and international standards) - Number of effective long-term partnerships between national and international research institutions established (Target: at least 1 partnership)</td>
<td>- Project progress and M&amp;E reports - UNDP/IP spot check reports - Independent M&amp;E reports (if any)</td>
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ANNEX 2: JUSTIFICATION FOR SELECTING ECONOMICS COMMITTEE OF THE NATIONAL ASSEMBLY (ECNA) AS THE PROJECT IMPLEMENTATION PARTNER (IP)

1. Viet Nam Constitution 1992 stipulates three fundamental functions of the National Assembly (NA), namely (i) legislation (including issuance of economics-related laws), (ii) decisions on key issues of the nation (including decisions on 5-year and annual national socio-economic development plans, annual State budget, national financial and monetary policies, etc.), (iii) supreme oversight over the obedience of Constitution and laws as well as operation of State agencies.

2. Functions of the Economics Committee of the NA include: (i) examine/review draft laws and ordinances in the economic, monetary, banking, and business areas as well as other draft laws as assigned by the NA/the NA Standing Committee; (ii) take lead in examining/reviewing socio-economic programmes/plans/projects and Government reports on progress of implementing socio-economic development plans/tasks; (iii) oversee the implementation of the NA’s laws and resolutions, the NA Standing Committee’s ordinances and resolutions in economic, monetary, banking, and business areas; take lead in overseeing the Government, ministries and ministerial-level agencies in implementing socio-economic development programmes/plans/projects and economic, monetary, banking policies; (iv) oversee legal documents issued by the Government, Prime Minister, Ministers, and Heads of ministerial-level agencies, as well as other inter-ministerial/inter-agency legal documents; and (v) propose recommendations on organization and operation of relevant agencies, and economic, monetary, banking and business management.

3. ECNA plays an important role in providing advice to NA as well as recommendations to the Government and ministries on macro-economic policies. Concretely, ECNA provides recommendations and advice to the NA on issuing economic laws which help improve the market economy institution/mechanism. ECNA also offer suggestions to the NA on making decisions on macro-economic issues such as development goals/objectives, key 5-year and annual socio-economic development targets, tasks, measures, and policy mechanisms. Furthermore, ECNA supports the NA to execute oversight over the implementation of socio-economic development programmes/plans, the organization and operation of Government apparatus, the economic management mechanisms/institutions, and other relevant economic matters.

The Government has to submit key macro-economic issues/decisions to the NA for review and approval. ECNA is responsible for leading and coordinating NA and Government agencies in preparing economic development reports to submit to the NA. Therefore, ECNA has built close and effective cooperation tie/partnerships with legislative agencies, research institutes through bilateral cooperation agreements, joint organization of workshops/debates and consultation activities, and joint research.

4. ECNA has established long-term cooperation mechanisms with VASS, research and consultancy organizations, and international economic – financial organizations as well as regular dialogue mechanism with top economists in Viet Nam to collect/develop quality advice on macro-economic policy issues to be provided to NA deputies for legislation development and oversight. However, the cooperation between ECNA and capable research institutes faces with certain challenges and constraints which manifest themselves in the forms of financial resources, operation mechanism/arrangements, procedures for screening and utilizing policy recommendations derived from research work. Therefore, ECNA is in need of external support to overcome such challenges.

The formulation of a UNDP-funded project to enhance the national capacity in advising on and overseeing macro-economic policies with ECNA as major IP and other macro-economic policy advising and oversight agencies (such as VASS) as participating IPs is apparently necessary and suitable to meet the needs of Viet Nam.
## ANNEX 3: DETAILED BUDGET ALLOCATION

<table>
<thead>
<tr>
<th>Output and activity</th>
<th>Inputs to be financed by UNDP</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project management</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Project Manager</td>
<td>USD 1,200/month</td>
<td>14,400</td>
<td>14,400</td>
<td>14,400</td>
<td>14,400</td>
<td>14,400</td>
</tr>
<tr>
<td>National Project Coordinator</td>
<td>USD 1,100/month</td>
<td>13,200</td>
<td>13,200</td>
<td>13,200</td>
<td>13,200</td>
<td>13,200</td>
</tr>
<tr>
<td>International Economics Expert (under SSA)</td>
<td>USD 80,000/year</td>
<td>80,000</td>
<td>80,000</td>
<td>80,000</td>
<td>80,000</td>
<td>40,000</td>
</tr>
<tr>
<td>National Economics Advisor</td>
<td>USD 1,200/month</td>
<td>14,400</td>
<td>14,400</td>
<td>14,400</td>
<td>14,400</td>
<td>14,400</td>
</tr>
<tr>
<td>Project Interpreter cum Administrative Assistant</td>
<td>USD 700/month</td>
<td>8,400</td>
<td>8,400</td>
<td>8,400</td>
<td>8,400</td>
<td>8,400</td>
</tr>
<tr>
<td>Project Accountant</td>
<td>USD 700/month</td>
<td>8,400</td>
<td>8,400</td>
<td>8,400</td>
<td>8,400</td>
<td>8,400</td>
</tr>
<tr>
<td>Local travel</td>
<td>5,150</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
<td>2,000</td>
<td></td>
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<tr>
<td>Office Equipment</td>
<td>22,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office supplies and operations</td>
<td>USD 500/month</td>
<td>6,000</td>
<td>6,000</td>
<td>6,000</td>
<td>6,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Communications &amp; reporting</td>
<td>USD 500/month</td>
<td>6,000</td>
<td>6,000</td>
<td>6,000</td>
<td>6,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Auditing</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
<td></td>
</tr>
<tr>
<td>Evaluation (mid-term and terminal)</td>
<td>5,000</td>
<td>5,000</td>
<td></td>
<td></td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>5,250</td>
<td>2,200</td>
<td>2,200</td>
<td>2,200</td>
<td>1,200</td>
<td></td>
</tr>
<tr>
<td><strong>Sub total</strong></td>
<td><strong>185,200</strong></td>
<td><strong>163,000</strong></td>
<td><strong>163,000</strong></td>
<td><strong>158,000</strong></td>
<td><strong>136,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Project Output 1:**
Research programmes are developed annually/bi-annually based on key macro-economic policy issues, options and hypotheses identified (on broad consensus basis)

*Group of activities 1.1: Organize public debates on key macro-economic issues and policies (with contributions from international experts) regularly to contribute to policy making*
<table>
<thead>
<tr>
<th>Group of activities 1.1: Brainstorming sessions to identify macro-economic issues</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Organize brainstorming sessions to identify macro-economic issues</td>
<td>Facilitator and facilities</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group of activities 1.2: Establish, test, and institutionalize mechanisms for dialogues between involved policy making/advising, examination and oversight agencies (demanders for policy research) and policy researchers</th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Organize national and international public debates to (i) identify issues/topics for in-depth research (to be conducted under Output 2), and (ii) discuss research findings/results and recommendations (which are produced under Output 2)</td>
<td>Int’l experts National experts Facilities</td>
<td>80,000</td>
<td>50,000</td>
<td>60,000</td>
<td>70,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group of activities 1.2: Establish, test, and institutionalize mechanisms for dialogues between involved policy making/advising, examination and oversight agencies (demanders for policy research) and policy researchers</th>
<th></th>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Design/build mechanisms for dialogues between policy making/advising, examination and oversight agencies and policy researchers (including studying international experience/practices)</td>
<td>Local experts/subcontractors</td>
<td>40,000</td>
<td>40,000</td>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Group of activities 1.2: Establish, test, and institutionalize mechanisms for dialogues between involved policy making/advising, examination and oversight agencies (demanders for policy research) and policy researchers</th>
<th></th>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pilot the designed mechanisms in practice, monitor the pilot process, and evaluate the piloted mechanisms</td>
<td>Consultants/subcontractors, workshops, facilities</td>
<td>34,000</td>
<td>20,000</td>
<td>50,000</td>
<td>30,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group of activities 1.2: Establish, test, and institutionalize mechanisms for dialogues between involved policy making/advising, examination and oversight agencies (demanders for policy research) and policy researchers</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutionalize the most effective mechanism</td>
<td>Consultants/subcontractors, workshops</td>
<td>10,000</td>
<td>10,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group of activities 1.3: Develop detailed annual/bi-annual research programme(s) for research work</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Draft research program(s)</td>
<td>Int’l and national economics advisors</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group of activities 1.3: Develop detailed annual/bi-annual research programme(s) for research work</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Organize meeting(s) for developing, finalizing, and reviewing research program(s)</td>
<td>Meeting/workshop facilities</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Sub total – Output 1</strong></td>
<td>179,000</td>
<td>135,000</td>
<td>135,000</td>
<td>135,000</td>
<td>105,000</td>
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<tr>
<td><strong>Project Output 2:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Evidence-based macro-economic policy analyses and/or studies are conducted to provide needed and quality inputs to macro-economic policy making</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Group of activities 2.1: Produce quality policy research papers annually to provide needed and quality inputs to policy makers/policy advising and oversight agencies</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.1. Develop list of policy research questions/hypotheses and call for research proposals</td>
<td>Local experts (together with economics advisors)</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>2.1.2. Conduct research/studies</td>
<td>Subcontractors/ Beneficiaries</td>
<td>258,000</td>
<td>240,000</td>
<td>240,000</td>
<td>240,000</td>
</tr>
<tr>
<td><strong>Group of activities 2.2: Establish, test, and institutionalize networks between agencies in charge of macro-economic policy advising, overseeing, and making (for coordination of macro-economic policy making) and networks/partnerships between national research institutions (for coordinating research work)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2.1. Design/build (i) networks among policy making/advising/examining and oversight agencies and (ii) networks among national research institutes (including updating/revising the design of networks after piloting and learning int’l experience)</td>
<td>Consultants/subcontractors</td>
<td>10,000</td>
<td>10,000</td>
<td>40,000</td>
<td>5,000</td>
</tr>
<tr>
<td>2.2.2. Pilot the designed networks in practice, monitor the pilot process, and evaluate the piloted networks</td>
<td>Consultants/subcontractors, workshops, facilities</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>2.2.3. Institutionalize the most effective mechanism</td>
<td>Consultants/subcontractors Workshops/seminars</td>
<td>5,000</td>
<td>10,000</td>
<td>10,000</td>
<td></td>
</tr>
<tr>
<td><strong>Group of activities 2.3: Explore, pilot and institutionalize alternative mechanisms for</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### funding policy research

<table>
<thead>
<tr>
<th>2.3.1. Explore alternative mechanisms for funding policy research; design the mechanisms</th>
<th>Consultants/subcontractors, Workshops</th>
<th>10,000</th>
<th>10,000</th>
<th>5,000</th>
<th>5,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3.2. Pilot the mechanisms and evaluate them</td>
<td>Consultants/subcontractors, workshops, facilities</td>
<td>40,000</td>
<td>30,000</td>
<td>35,000</td>
<td>30,000</td>
</tr>
<tr>
<td>2.3.3. Institutionalize the most effective mechanism(s)</td>
<td>Consultants/subcontractors, Workshops/seminars</td>
<td>5,000</td>
<td>10,000</td>
<td>10,000</td>
<td></td>
</tr>
</tbody>
</table>

**Sub total – Output 2**

| | | | | | |
|---|---|---|---|---|
| | 348,000 | 320,000 | 360,000 | 330,000 | 240,000 |

#### Project Output 3:

**Capacity of involved policy advising, examination and oversight agencies and research institutes is strengthened for the former to better understand and use research results and the later to better conduct and communicate research work**

**Group of activities 3.1: Capacity assessments of involve policy advising, examination, and oversight agencies and research institutes are conducted to identify capacity gaps and needs**

| 3.1.1. Conduct capacity assessments of involve policy advising, examination, and oversight agencies | Consultants/subcontractors | 30,000 | 20,000 | 20,000 |
| 3.1.2. Conduct quick capacity assessments of research institutes (if and when necessary) | Consultants/subcontractors | 10,000 | 10,000 | 10,000 | 10,000 |

**Group of activities 3.2: Equip key personnel of involved policy advising, examination and oversight agencies with key concepts of macro-economic management in market economy and strengthen their abilities to (i) define timely and clearly policy questions/demand for policy research, including defining the medium and long-term**
'policy-thinking paradigm'; (ii) monitor and control quality of the policy research; (iii) obtain advanced methodologies, tools, and skills to participate in research work; (iv) analyse and translate policy research results into policy options and; (v) advocate/communicate these to the top leadership.

<table>
<thead>
<tr>
<th>Group of activities</th>
<th>Description</th>
<th>Consultants/subcontractors</th>
<th>Consultants/facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.1. Organize domestic/international training courses on (i) key concepts of macro-economic management in market economy, (ii) research quality control, (iii) policy advocacy, and other relevant topics</td>
<td>30,000</td>
<td>40,000</td>
<td></td>
</tr>
<tr>
<td>3.2.2. Provide learning-by-doing opportunities for trained staff under activity 3.1.1.</td>
<td>30,000</td>
<td>30,000</td>
<td></td>
</tr>
<tr>
<td>3.2.3. Build knowledge sharing mechanisms among staff of involved policy advising and oversight agencies</td>
<td>10,000</td>
<td>10,000</td>
<td></td>
</tr>
<tr>
<td>Group of activities 3.3: Provide key personnel of involved research institutes with advanced methodologies, tools and skills for conducting and communicating policy research</td>
<td>20,000</td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td>3.3.1. Organize training courses on advanced research methodologies, tools and skills</td>
<td>20,000</td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td>3.3.2. Organize training courses on effective communication of policy research results</td>
<td>10,000</td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td>3.3.3. Expose trained staff to learning-by-doing opportunities</td>
<td>20,000</td>
<td>10,000</td>
<td></td>
</tr>
<tr>
<td>Group of activities 3.4: Establish long-term partnerships between national and international research institutions to help enhance capacity of the national research institutions</td>
<td>19,000</td>
<td>10,000</td>
<td></td>
</tr>
<tr>
<td>3.4.1. Identify and match national and international research institutions</td>
<td>19,000</td>
<td>10,000</td>
<td></td>
</tr>
</tbody>
</table>
3.4.2. Design/build partnerships between matched national and international institutions

<table>
<thead>
<tr>
<th>Consultants</th>
<th>8,800</th>
<th>20,000</th>
<th>10,000</th>
<th>20,000</th>
<th>15,000</th>
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<tbody>
<tr>
<td>Workshops</td>
<td></td>
<td></td>
<td></td>
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Sub total – Output 3

<table>
<thead>
<tr>
<th></th>
<th>197,800</th>
<th>180,000</th>
<th>190,000</th>
<th>180,000</th>
<th>160,000</th>
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TOTAL BY YEAR

<table>
<thead>
<tr>
<th></th>
<th>907,000</th>
<th>798,000</th>
<th>848,000</th>
<th>803,000</th>
<th>641,000</th>
</tr>
</thead>
</table>

TOTAL PROJECT BUDGET

<table>
<thead>
<tr>
<th></th>
<th>4,000,000</th>
</tr>
</thead>
</table>
ANNEX 4: 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 and provinces

Duration of assignment: Initially one year with possible extension

Supervision: The NPM will closely work with the Project Management Team, IP 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.
2. Provides comments on case/qualitative studies and MDGRs drafted/prepared by consultants.
3. Makes recommendations on how to link activities of this project with those of other projects under IP supporting the SEDS development process.

Qualification

- Graduate degree in economics, business or law.
- General knowledge of substantive matters that are addressed by the project.
- Profound understanding about MDGs/ VDGs and MDG progress and SEDP formulation, implementation and review process in Viet Nam.
- Working experience in preparing MDGRs is an advantage.
- 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 and National Execution (NEX) administration.
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 cum Coordinator (NPMC) 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 NPMC, the PA is responsible for:

1. Accounting tasks:
   - Assists the NPMC 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 NPMC.

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 and NEX administration is an asset.
ANNEX 5: STANDARD LETTER OF AGREEMENT

BETWEEN IP AND CO-IMPLEMENTING AGENCIES

Standard Letter between National Implementing Partner and
National Agency Outside the National Implementing Partner

(Date)

Dear (name)

1. Reference is made to consultations between officials of our Organisation with respect to the association of your Organisation in the implementation of United Nations Development Programme (hereinafter referred to as “UNDP”) assistance to project (ID and title of the project) for which the [name of agency] is executing,

2. In accordance with the Project Document and with the following terms and conditions, we confirm our acceptance of the services to be provided by your Organisation towards the implementation of this project,

3. (Name of agency) (hereinafter referred to as the “Responsible Party”) shall, under the general supervision of and in close cooperation with the [name of agency] (hereinafter referred to as the “Implementing Partner”) assume responsibility for providing those services and facilities as described in annex I of this letter and in accordance with the terms of reference included therein, as well as in accordance with the overall project work plan prepared by the [UNDP Resident Representative (hereinafter referred to as the “Resident Representative”), or, if applicable, the Project Coordinator/Manager] in consultation with the personnel assigned by the Responsible Party to the project,

4. The Implementing Partner shall retain the overall responsibility for the implementation of UNDP assistance to the project through its delegation of authority to [the Resident Representative, or, if applicable, the Project Coordinator/Manager] who shall be the representative of the Implementing Partner and of the Responsible Party vis-à-vis the Government,

5. The personnel assigned by the Responsible Party to the project shall work under the general supervision of the [Resident Representative or, if applicable to the Project Coordinator/Manager], with the technical supervision of the Responsible Party. The personnel assigned by the Responsible Party to the project shall be responsible for submitting an annual work plan to the [Resident Representative or, if applicable to the Project Coordinator/Manager], for his/her approval. This work plan may be revised in consultation with the [Resident Representative or, if applicable to the Project Coordinator/Manager]. In addition, the personnel assigned by the Responsible Party to the project shall be responsible for reporting to the [Resident Representative or, if applicable to the Project Coordinator/Manager], on their activities under the project on a
regular basis, These project personnel shall participate in all coordination meetings called by the [Resident Representative or, if applicable, the Project Coordinator/Manager].

6. In the event of a disagreement between the Project Coordinator/Manager and the project personnel of the Responsible Party, the matter under dispute shall be referred by the Resident Representative to the Executive Director of the Implementing Partner, who shall consult with the Responsible Party for the purpose of finding a satisfactory solution. In the meantime, in order to ensure the smooth working of the project, the decisions of the Resident Representative shall prevail.

7. Upon your acceptance of this letter and pursuant to the project Budget of the Project Document and the work, the Implementing Partner shall reserve funds in the amounts set out in Annex II, subject to the following:

(a) Expenditures for personnel services as may be provided in Section I of Annex II are limited to salaries, allowances and other emoluments including the reimbursement of travel costs on appointment to the project and duty travel within the project country or region. The Implementing Partner has budgeted for the cost of such personnel on the basis of estimated actual costs. The Implementing Partner shall reimburse the Responsible Party for the provision of such services on the basis of actual costs for category I cost elements and, where applicable, the Responsible Party average cost for category II cost elements effective at the time of provision of such services. Adjustments in the stipulated months of services, referred to in Annex II, may be made in consultation between the Implementing Partner and the Responsible Party, if this is found to be in the best interest of the project and if such adjustments are in keeping with the provisions of the Project Document;

(b) Expenditures for subcontracting as may be provided in Section II of Annex II are limited to those incurred in accordance with this Manual;

(c) Expenditures for fellowships, or other training, as may be provided in Section III of Annex II, are limited to those incurred in accordance with the fellowships or other relevant regulations of this Manual. Within such total allocation, adjustments with respect to the training component may be made in consultation between the Responsible Party and the Implementing Partner, if this is found to be in the best interest of the project and if such adjustments are in keeping with the provisions of the Project Document;

(d) Expenditures for procurement of equipment as may be provided in Section IV of Annex II, are limited to those incurred in accordance with the regulations of this Manual;

(e) Within the budgetary limitations of the Project Document, the Implementing Partner shall be responsible for providing miscellaneous services such as secretarial assistance, postage and cable services and transportation, as may be required by the Responsible Party personnel in carrying out their assignment. However, expenditures for these services may be incurred directly by the Responsible Party within such amounts as may be specified in Section V of Annex II;
A statement of expenditure shall be submitted by the Responsible Party to the Implementing Partner in accordance with the form attached hereto as Annex III. The statement covering the period 1 January to 30 June shall be submitted by 15 July and shall include only months served by experts and consultants and disbursements made during that period. The statement covering the period 1 July to 1 December shall be submitted by 15 January and shall include all man-months served through 31 December and unliquidated obligations as at that date and may include an estimate in respect of December, if actual amounts cannot be determined by the time the report is submitted. The Implementing Partner shall arrange to have the Responsible Party reimbursed upon receipt of these statements, it being understood that charges for expenditures outside the limitations set out in Paragraph 7 above shall not be accepted if prior authorization by the Implementing Partner has not been obtained. Reimbursement to the Responsible Party shall then be handled centrally by the Accounts Section of UNDP on the basis of statements of expenditure (Annex III) as approved by the Implementing Partner; the Responsible Party’s Operating Fund shall be credited and the Implementing Partner’s Operating Fund debited accordingly.

The Responsible Party shall recost and rephase the Schedule of Services and Facilities (Annex II) as necessary when submitting the statement of expenditure referred to in Paragraph 8, The Implementing Partner shall review and, if found acceptable, approve the revision submitted by the Responsible Party and adjust its records accordingly.

The Responsible Party shall include in its expenditure statement to the Implementing Partner covering the first six months of the year (Annex III) an estimate of its projected expenditure for the next six months and, in its expenditure statement covering the second half of the year, it shall include an estimate of its projected expenditures for the next twelve months.

The Responsible Party shall submit such reports as may reasonably be required by the Implementing Partner in connection with its obligations to submit reports to the Government and to UNDP.

The Responsible Party shall provide the Implementing Partner at the end of each calendar year with a statement listing all equipment purchased for the project. Such equipment shall be included by the Implementing Partner in its main inventory for the project.

The Responsible Party shall provide the Implementing Partner with curricula vitae and job descriptions of the personnel assigned to the project.

The Responsible Party shall be responsible for obtaining clearance of the personnel assigned to the project by the Implementing Partner.

Any changes to the Project Document which would affect the work being performed by the Responsible Party, described in Annex I shall be considered only after consultation with the Responsible Party.

Any amendments to these arrangements shall be effected by mutual agreement through an appropriate supplementary letter of agreement.
17. For any matters not specifically covered by this agreement, the appropriate provisions of the Project Document and amendments or adjustments thereto, and the appropriate provisions of the UNDP Financial Rules shall apply, mutatis mutandis.

18. All further correspondence regarding the implementation of this agreement, other than the signed letter of this agreement and amendments thereto; should be addressed to:

Title
Address Implementing Partner

Ref.: (Project ID and title)

If you are in agreement with the above, please sign and return to this office two copies of this letter. Your acceptance shall thereby constitute the basis for your Organization in the execution of the project.

Yours sincerely,

NATIONAL PROJECT DIRECTOR

Agreed on behalf of the (Responsible Party)

__________________________________________  ______________________________  __________
(Name)                                      (Title)                                 (Date)

Enclosures include the following:
- Terms of reference
- Other supporting documentation as appropriate
ANNEX 6: EXAMPLE OF A COORDINATING MECHANISM

Rapid Monitoring the global economic crisis impacts on VN – Conceptual framework

1. The purposes:

To provide (as regularly as possible) updated information to policy makers for devising response policies.

2. Key principles:

At the time of crisis, the policy actions need to be swift and thus the information to be provided by the RM for policy makers need to be fast and timely. The time factor would need to be taken fully into the account in defining the scope as well as the methodologies and schedule of the RM. Therefore, the RM should be practical, namely:

(i) The products of the RM should be based on the needs and plans of policy makers;
(ii) The products of the RM should be timely and of good quality (as preferred to “comprehensiveness” and “representativeness”);
(iii) The products of the RM should be easily accessible for policy makers.
(iv) The products of the RM should be relying as much as possible on existing and ‘secondary’ sources of information to limit the time-consuming collection of new data, which would be collected only when the existing/secondary sources of data/information cannot provide the needed information or to complement the existing sources of data/information;
(v) RM should be suggesting/introducing flexibility to the existing data/information collection tools to ensure that these would be collecting more frequent and new data/information as needed in the crisis situation, by the policy makers.
(vi) As a “system”, RM is based/built on the existing systems, adds the information that the existing systems do not provide and builds synergy by coordination/having a task force to carry out the focal point’s function in monitoring the crisis impacts (see more in the below “implementation”).

3. Scope (what to be monitored)

3 pillars of the RM: (i) Impacts at macro levels, (ii) Impact at micro levels and (ii) impacts of GOVN policies responding to the crisis at both macro and micro levels.

3.1. Information to be collected/analyzed and methodologies:

3.1.1. At macro levels: (a) *external*: the economic situation in the world economy, especially in the key VN’s trade partners and (b) *the possible impacts on VN’s economy* in terms of capital flows (FDI, FII and ODA) to VN, VN’s export/demand for VN exports and VN’s imports (by sectors), pressure on exchange rates, trade and budget deficits, changes in GDP growth/economic structure, (aggregated/national level) implications on employment, poverty and achievement of MDGs, etc. Methodologies: quantitative, modeling and complemented by the quantitative information to be obtained by sentinel surveys (see below); sources of data: GSO macro-econ statistics, LFSs, enterprise survey, VHLSS, etc. A note: innovations could be introduced to (i) the current surveys (of GSO and other ministries), in the forms of additional questions/modules; or different timing or frequencies, ect. (if feasible), to obtain data needed for monitoring; (ii) data sharing by data collectors/among collectors and among users, and accessing by users.
3.1.2. **At micro levels:** impacts on enterprises in terms of employment/job security, implications in ensuring the profitability/continuity of the business, possible new business opportunities/ways to cope with the impacts; impacts at community/HH level in terms of employment, poverty and MDGs, and possible ways to cope with the impacts; **Methodologies:** small/sentinel periodical surveys, qualitative (see Alex’ and Paul’s RIM).

3.1.3. **Impacts of GOVN’s response policies at macro and micro levels:** The monitoring indicators will be defined depending on the policies in question. An example: (assuming that) the policy on 4% interest rate subsidize has the objective of boosting the production of enterprises and expected impact of easing the unemployment, the key indicators would be: coverage of the policy/enterprises that obtained loans with the subsidized interest rates, level of production and employees of the enterprises (increasing or not, if yes, how much thanks to the policy), any other side effects (‘different’ production/employment patterns/trends of the enterprises, ‘restructuring’ the loan portfolios of commercial banks, effects on monetary and fiscal sides, etc…). **Methodologies:** typical methods of policy impact study: surveys, qualitative/quantitative, modeling. A note: field work of surveys (for policy impact assessments) could be combined with the sentinel surveys under 3.1.2.

3.2. **Expected products:**

3.2.1. **Of 3.1.1 (a):** a (bi-)monthly bulletin mainly to summarize the information from well-known websites/reports, with focus on some latest developments (such as typical indicators to measure the health/signs of recovery of the economy, especially the sectors/imports that are of VN’s exports, the latest stimulus policies/measures and ‘restructure’ in the economy, etc.) with some analysis and assessment… mainly to answer the questions when the largest economies would be recovering and how they work for the recovery (what lessons we could learn from). **Of 3.1.1 (b) and 3.1.2:** A monthly report “economic outlook” of VN with a more elaborated ‘economic outlook’ every quarter/3 months (as the information of sentinel surveys and statistics allow). With key economic indicators and projections/analysis on the growth and possible impacts on exports, imports, employments, as well as social aspects, etc… (as mentioned in 3.1.1 b and 3.1.2. above).

3.2.2. **Policy impacts evaluation reports** at times when policy impact assessments are needed/required.

3.3. **Product dissemination:**

Products will be disseminated widely, especially to the requesting policy makers. Dissemination of the products should be best with policy discussions through seminars/roundtables with participation of policy makers and researchers (RM team).

4. **Implementation**

- Institutionally: there are many institutions involved in monitoring the macro-econ situation and advising on policy response… and thus the RM should be (i) relying on the existing system (of research institutes and statistical system), (ii) with an enhanced coordination mechanism (among national partners) to gain higher efficiency and synergy as well as the ability to act swiftly, such coordination mechanism would also contribute to creating coordination in efforts of mobilizing donors’ support to RM (to ensure that donors efforts/support would be within the RM framework and contributing to realization of RM...
plan); and (iii) having clear channels for providing results to policy makers. Suggest VASS acting as the focal point/lead in forming a RM ‘task force’ consisting of some prominent national macro-econ research institutes/centers; the TF will be designing the RM system, planning the realization and implementing the plan.

- Funding: national system while international support (both case-by-case, thematic studies, etc… and the long-term CD support) could be playing important roles.
- Institutionalization: will be assessed and addressed at a later stage.
## ANNEX 7: GLOSSARY OF TECH+NICAL TERMS

<table>
<thead>
<tr>
<th><strong>Macroeconomic Policy</strong></th>
<th>Policies that aim at stabilizing macroeconomic conditions and reaching the full-employment situation. Two essential macroeconomic policies are fiscal policy and monetary policy.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Legislative bodies</strong></td>
<td>Elected bodies empowered with the representative mandate to make laws at national level (National Assembly) and local regulations (at least at provincial level, Provincial People’s Council).</td>
</tr>
<tr>
<td><strong>Institutions of the National Assembly</strong></td>
<td>Ethnic Council, Committees of the National Assembly, Department of the Standing Committee of the National Assembly, Institute of Legislative Studies.</td>
</tr>
<tr>
<td><strong>Macroeconomic Policy Advising, Examining and Overseeing Institutions</strong></td>
<td>Economic Committee of the National Assembly, the Party’s Central Office, the Office of the Government, the National Financial Supervision Committee.</td>
</tr>
<tr>
<td><strong>Policy-thinking Paradigm</strong></td>
<td>A set of theoretical framework, concepts, values, and practices that constitutes a way of brainstorming and making macroeconomic policy.</td>
</tr>
<tr>
<td><strong>Independent Research Capacity</strong></td>
<td>The capacity to gather evidence, data and all other information needed, to evaluate and make judgment on the gathered information and to formulate own opinion to exercise critical review of any budget proposal as presented by the executive agency</td>
</tr>
</tbody>
</table>