

Final Evaluation

MDG-F Joint Programme on Gender Equality in
Vietnam

Draft Final Report

Volume 2, Annexes

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Disclaimer

This report was compiled by a team of independent external experts. It is solely a reflection of their findings and assessments in course of the evaluation. It does not necessarily represent the views, or policy, or intentions of the United Nations Agencies or the MDG-F Secretariat.

List of abbreviations

AA	Administrative Agent
CCA	Common Country Assessment
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CIP	Co-Implementing Partner
CPAP	Country Program Action Plan
CPMU	Component Project Management Units
DaO	Delivery as One
DVL	Law on Domestic Violence Prevention and Control
CSW	Committee for Status of Women
DFR	Draft Final Report
DOU	Delivery as One UN
EU DEL	Delegation of the European Union
FAO	Food and Agriculture Organization
FR	Final Report
GAP	Gender Action Partnership
GDI	Gender-related Development Index
GDP	Gross Domestic Product
GEL	Law on Gender Equality
GoV	Government of Viet Nam
GSO	General Statistics Office
HRBA	Human Rights Based Approach
ILO	International Labour Organization
IOM	International Organization for Migration
INGO	International Non-governmental Organization
IP	Implementing Partners
JPM	Joint Programme Manager
JP	Joint Programme
JPGGE	Joint Programme on Gender Equality
MDG-F	Joint Programme on Gender Equality, Viet Nam, Final External Evaluation

JPMC	Joint Programme Management Committee
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MDGF	Millennium Development Goal Achievement Fund
MDGF SC	MDGF Steering Committee
MDTF	Multi Donor Trust Fund
MOCST	Ministry of Culture, Sports and Tourism
MOLISA	Ministry of Labour, Invalids and Social Affairs
MOU	Memorandum of Understanding
MR	Monitoring Report
MTE	Mid-Term Evaluation
NCFAW	National Committee for the Advancement of Women
NSISGD	National Statistic Indicator System for Gender Development
NIP	National Implementing Partner
NSC	National Steering Committee
NGO	Non Governmental Organization
PCG	Programme Coordination Group
PCM	Project Cycle Management
PMC	Programme Management Committee
PMU	Programme Management Unit
PUNO	Participating UN Organisation
RBM	Results based management
RC	Resident Coordinator
RCO	Resident Coordinator Office
SEDP	Socio-Economic Development Plan
SMA	State Management Agency
ToR	Terms of Reference
UNAIDS	United Nations Programme on HIV/AIDS
UNCT	UN Country Team

UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Organization on Drugs and Crime
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
VWU	Viet Nam Women's' Union
WB	The World Bank
WHO	World Health Organization

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TOR¹ FOR INDIVIDUAL CONSULTANTS (One international consultant and one national consultant)

Final Evaluation of the MDG-F Joint Programme on Gender Equality in Viet Nam

1. Background

Vietnam is a pilot country for UN Reform since 2006 and currently implementing the One Plan² II (OPII) (2006-2010 and 2011 as an extension year). 2011 is the final year of the One Plan II and One Plan 2012-2016 is currently being developed by the One UN in Viet Nam in close consultation with the Government of Viet Nam and other key national and international partners.

In the One Plan II, there are five Joint Programmes including three funded by the Millennium Development Goals Achievement Fund (MDG-F)³. One of them is the Joint Programme on Gender Equality, which contributes to the One Plan Outcome 4 “The principles of accountability, transparency, participation and rule of law are integrated into Viet Nam’s representative, administrative, judicial and legal systems” through Output 4.11 - Improved capacity of relevant national and provincial authorities, institutions and other duty bearers to effectively implement the law on Gender Equality and the Law on Domestic Violence.

The three-year UN-Government Joint Programme on Gender Equality in Viet Nam started in March 2009 with the overall goal of building the capacity of central and provincial duty bearers to effectively implement, monitor, evaluate and report on the Law on Gender Equality and the Law on Domestic Violence Prevention and Control with the total budget of USD4,683,516⁴. The Programme contributes to the achievement of the MDG 3: Gender Equality and Women’s Empowerment in Viet Nam across sectors.

The Joint Programme on Gender Equality has the following joint outcomes:

1. Improved skills, knowledge and practices for the implementation, monitoring, evaluation, and reporting of the Law on Gender Equality and the Law on Domestic Violence Prevention and Control.
2. Enhanced partnerships and coordination around gender equality within and outside of the government.
3. Strengthened evidence-based data and data systems for promoting gender equality.

¹ Adapted from the generic Terms of Reference (TOR) for the Final Evaluation of Joint Programmes by MDG-F Secretariat

² One Plan is the equivalent of UNDAF in UN Reform pilot country

³ For more background on the MDG-F, please see Annex 1.

⁴ USD4,500,000 from MDG-F, USD88,810 from AECID, and VND1,610,000,000 (equivalent of USD94,706 as of January 2009) from the Government of Viet Nam

The above-mentioned three joint outcomes are supported by 10 outputs and 48 activities implemented by 12 UN agencies⁵ in close collaboration with the Ministry of Labour, Invalids and Social Affairs, the Ministry of Culture, Sports and Tourism, and the General Statistics Office, and more than 16 other co-implementing partners⁶. The State Management Agent (SMA) responsible for the Joint Programme on Gender Equality is the Ministry of Labour, Invalids and Social Affairs. UNFPA is the Managing Agent (MA) from the UN side.

The main JPGE beneficiaries are duty bearers at central as well as local levels. Therefore, most of JPGE activities took place at the central or provincial levels. The JPGE also targets the general public in increasing awareness on gender equality and domestic violence. As part of the Programme, a few community-based activities have been implemented. In addition, JPGE works with mass organizations, academic institutions, NGOs, and other stakeholders working on gender issues in Viet Nam to strengthen partnerships and coordination.

The Joint Programme on Gender Equality is in the final year of implementation in 2011 and the Programme is expected to be completed and handed over to the relevant stakeholders in March 2012. In order to assess the overall implementation progress and key achievements and to document good practices and lessons learned from the Programme, an independent final evaluation is planned in November 2011.

In this context, the Programme is seeking highly qualified individual consultants to conduct the final evaluation of the Joint Programme on Gender Equality. The evaluation is planned to be conducted by a team of one international consultant as a team leader and one national consultant as a team member.

2. OVERALL OBJECTIVE OF THE EVALUATION

1. Assess to what extent the joint programme has fully implemented their activities, delivered outputs and attained outcomes and specifically measuring development results.
2. Generate substantive evidence based knowledge by identifying best practices and lessons learned that could be useful to other development interventions at national (scale up) and international level (replicability).

⁵ FAO, ILO, UNAIDS, UNDP, UNESCO, UNFPA, UNICEF, UNIDO, UN Women, UNODC, WHO, and IOM (IOM is an international organization accredited to the UN with observer status)

⁶ Ministry of Education and Training, Ministry of Information and Communication, Central Communist Party Committee for Education and Popularisation, Parliamentary Committee for Social Affairs and Parliamentary Committee for Culture, Education, Youth and Children, National Committee for Advancement of Women (NCFAW), Viet Nam Women's Union, Centre for Women and Development (CWD), Ministry of Agriculture and Rural Development (MARD), Ministry of Health (MOH), Ministry of Justice (MOJ), Ministry of Public Security (MPS), National Assembly: Parliamentary Women Group, Viet Nam Chamber of Commerce and Industry (VCCI): Viet Nam Women Entrepreneurs Council, Some key media agencies, Some other related agencies, organizations when required, selected national universities, research institutions, and NGO networks such as GENCOMNET, DOVIPNET, and NEW.

3. SCOPE OF THE EVALUATION AND SPECIFIC OBJECTIVES

This final evaluation has the following **specific objectives**:

1. Assess to what extent the joint programme has contributed to solve the needs and problems identified in the design phase.
2. Assess joint programme's degree of implementation, efficiency and quality delivered on outputs and outcomes, against what was originally planned or subsequently officially revised.
3. Assess to what extent the joint programme has attained development results to the targeted population, beneficiaries, participants whether individuals, communities, institutions, etc.
4. Assess the joint programme contribution to the objectives set in their respective specific thematic windows as well as the overall MDG fund objectives at local and national level. (MDGs, Paris Declaration and Ha Noi Core Statement, Accra Principles, and UN reform).
5. Identify and document substantive lessons learned and good practices on the specific topics of the thematic window, MDGs, Paris Declaration and Ha Noi Core Statement, Accra Principles, and UN reform with the aim to support the sustainability of the joint programme or some of its components.

Detailed guidance note on the final evaluation and Ethical principles and premises of the evaluation are attached as Annexes 3 and 6 respectively.

4. DURATION OF ASSIGNMENT AND DUTY STATION

The assignment is expected to take place during late October/early November 2011 to February/early March 2012. The expected number of working days per consultant is 20 days for the International Consultant and 15 days for the National Consultant minimum including 10 consecutive working days in Viet Nam (mostly in Hanoi). The travel outside of Hanoi may be included during the field work. The cost of the travel outside of Hanoi will be covered by the commissioner of this evaluation.

5. EVALUATION DELIVERABLES

The International Consultant will be the Team Leader. The Team Leader, in close collaboration with the National Consultant, will have the overall responsibility for the quality and timely submission of the deliverables. Specifically, the team of consultants is responsible for submitting the following deliverables to the UNFPA Hanoi Office (hereinafter referred to as commissioner) and the Joint Programme Coordinator (hereinafter referred to as the manager of the evaluation):

- ✧ **Draft detailed workplan reflecting the work of the international and national consultants:** to be submitted within 5 days of the signing of the contracts.
- ✧ **Inception Report (in English and Vietnamese):** to be submitted within 15 days of the submission of all programme documentation to the evaluation team.
- ✧ **Draft Final Report (in English and Vietnamese):** to be submitted within 20 days after the completion of the field visit. See Annex 4 for more details.
- ✧ **Final Evaluation Report (in English and Vietnamese):** to be submitted within 10 days after reception of the draft final report with comments. See Annex 4 for more details.

6. SPECIFIC TASKS

The selected **International consultant** will work with a National Consultant to carry out the evaluation. The specific tasks are as follows:

- Desk review of all relevant documents
- Mapping of stakeholders
- Preparation of the detailed workplan for the final evaluation
- Preparation of an inception report
- Conduct of meetings and interviews with key project informants
- Site visits to areas as needed
- Preparation of draft evaluation report
- Presentation of the draft evaluation report to the stakeholders of the Joint Programme on Gender Equality to get comments, feedback and recommendations
- Finalise the evaluation report integrating agreed comments and recommendations from the stakeholders' meeting
- Submission of the final evaluation report
- Provide lead and guidance to the national consultant on necessary support/assistance.

The selected **National Consultant** will work to provide support to the International Consultant to undertake the evaluation. Specific tasks are as follows:

- Desk review of all relevant documents
- In close consultation with the International Consultant, support International Consultant throughout the evaluation process including developing the mapping of stakeholders, preparing the detailed workplan for the final evaluation, drafting the inception report, arranging for meetings/interviews, carrying out meetings with the JPGE stakeholders, conducting analysis of data collected, preparing the draft evaluation report and the presentation for the stakeholder meeting, and finalizing the evaluation report
- Provide interpretation and translation support to the International Consultant.

7. QUALIFICATIONS

The consultants should have the following qualifications:

International Consultant as a Team Leader

- Education: Master's degree in Social Sciences, economics, or other relevant fields. Whatever the degree the candidate holds, she or he must have a strong understanding and experiences in designing, implementing, monitoring and evaluating programmes on gender equality promotion.
- Experiences: At least ten years of experience in conducting evaluation of development programmes in different modalities and working on wide range of gender issues including gender-based violence. Excellent knowledge and understanding of monitoring and evaluation framework. Experience in the UN system especially in One UN pilot countries as an advantage.

- Language: Excellent knowledge of written and spoken English. Working knowledge of Vietnamese language is an advantage
- Competency: Good skills in grasping the very complex project situation in a short time frame. Excellent analysis skills in writing evaluation reports with constructive and practical recommendations. Good audience-oriented communication, teamwork and presentation skills. Ability to understand and appropriately respond to MDG-F requirements.

National Consultant as a Team Member

- Education: Master's degree in Social Sciences, economics, or other relevant fields. Whatever the degree the candidate holds, she or he must have a strong understanding and experiences in designing, implementing, monitoring and evaluating programmes on gender equality promotion.
- Experiences: At least five years of experience in conducting evaluation and working on wide range of gender issues including gender-based violence in Viet Nam. Knowledge and experience in the UN system especially in One UN pilot countries, relations or past contacts with government department and NGOs would be an advantage.
- Language: Excellent knowledge of written and spoken English and Vietnamese.
- Competency: Good observation and analytical skills in grasping the very complex project situation in a short time frame. Excellent skills in writing reports. Good audience-oriented communication, teamwork and presentation skills. Ability to understand and appropriately respond to MDG-F requirements.

8. APPLICATION

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

7.1 Statement of Interests and Technical Proposal

- Explaining why he/she is the most suitable for the work as per requirements of the TOR (2 pages maximum)
- Giving brief information on similar tasks implemented (2 pages maximum)
- Describing on how he/she will approach and conduct the work (3 pages maximum). Please include the suggested number of days required for this assignment as well as the rate of the consultation fee.

7.2 Curriculum Vitae and P-11 form

- Curriculum Vitae
- Applicants are encouraged to fill and sign a UN Personal History form (P11 Form).
- Please click here <http://vietnam.unfpa.org/public/pid/5551> to download the P11 Form.

Applications should be sent to Ms. Nguyen Minh Ha, Admin/Finance Associate, UNFPA Viet Nam (minhha@unfpa.org.vn), indicating clearly the position title “**International Consultant** or **National Consultant** - Final Evaluation of the MDG-F Joint Programme on Gender Equality in Viet Nam”

Deadline for submission: **16 November 2011**

Please see Annex 7 for information related to the contract terms.

9. SELECTION PROCESS

Individual consultants will be evaluated using the following criteria and points:

Criteria	Weight	Max. Point
1. Experience in developing evaluation methodologies and carrying out evaluations, including the drafting and finalization of the evaluation reports especially in the areas of gender	20%	20
2. Experience in evaluating development programmes including complex Joint Programmes	25%	25
3. Experience in/knowledge of gender and gender-based violence	25%	25
4. Familiarity with the UN System and One UN initiatives	15%	15
5. Excellent analytical, drafting and communication/writing skills in English.	15%	15
Total	100%	100

10. EVALUATION DRAFT TIMELINE

Evaluation Phase	Activities	Who	Timing/Duration	When
Implementation	Selection and recruitment of consultants	CE	7-14 days	Early November 2011
Implementation	Provide the evaluation team with inputs (documents, access to reports and archives); Briefing on joint programme (Preliminary list of documents for desk review is attached as Annex 5)	EM, ERG	7 days	Early-Mid November 2011
Implementation	Delivery of inception report to the commissioner, the evaluation manager and the evaluation reference group	ET****	15 days	Mid-Late November 2011
Implementation	Feedback of evaluation stakeholders to the evaluation team	CE, EM, ERG	10 days	Late November 2011
Implementation	Agenda drafted and agreed with evaluation team	CE, EM, ERG	10 days	Late November 2011
Implementation	In country mission	ET, EM, CE, ERG	20 days	November – December 2011
Implementation	Delivery of the draft report	ET	20 days	5 January 2012
Implementation	Quality check of the evaluation draft evaluation report	CE, MDGF-S*****	5 days	12 January 2012
Implementation	Review of the evaluation draft report, feedback to evaluation team	EM, CE, ERG/GACA*****	15	3 February 2012
Implementation	Delivery of the final report	EM, CE, ERG, MDGF-S, ^NSC	10	17 February 2012
Dissemination/Improvement	Dissemination and use plan for the evaluation report designed and under implementation	EM, CE, ERG, NSC	10	Late February and early March 2012

*Commissioner of the evaluation (CE)

**Evaluation Reference group (ERG)

***Evaluation manager (EM)

****Evaluation team (ET)

*****MDG-F Secretariat (MDGF-S)

*****Government Aid Coordinating Agency (GACA)

^National Steering Committee

ANNEX 1: BRIEF BACKGROUND ON THE MILLENNIUM DEVELOPMENT GOALS ACHIEVEMENT FUND (MDG-F)

In December 2006, the UNDP and the Government of Spain signed a major partnership agreement for the amount of €528 million with the aim of contributing to progress on the MDGs and other development goals through the United Nations System. In addition, on 24 September 2008 Spain pledged €90 million towards the launch of a thematic window on Childhood and Nutrition. The MDG-F supports joint programmes that seek replication of successful pilot experiences and impact in shaping public policies and improving peoples' life in 49 countries by accelerating progress towards the Millennium Development Goals and other key development goals.

The MDG-F operates through the UN teams in each country, promoting increased coherence and effectiveness in development interventions through collaboration among UN agencies. The Fund uses a joint programme mode of intervention and has currently approved 128 joint programmes in 49 countries. These reflect eight thematic windows that contribute in various ways towards progress on the MDGs, National Ownership and UN reform.

The MDG-F M&E Strategy

A result oriented monitoring and evaluation strategy is under implementation in order to track and measure the overall impact of this historic contribution to the MDGs and to multilateralism. The MDG-F M&E strategy is based on the principles and standards of UNEG and OEDC/DAC regarding evaluation quality and independence. The strategy builds on the information needs and interests of the different stakeholders while pursuing a balance between their accountability and learning purposes.

The strategy's main objectives are:

1. To support joint programmes to attain development results;
2. To determine the worth and merit of joint programmes and measure their contribution to the 3 MDG-F objectives, MDGs, Paris Declaration and Delivering as One; and
3. To obtain and compile evidence based knowledge and lessons learned to scale up and replicate successful development interventions.

Under the MDG-F M&E strategy and Programme Implementation Guidelines, each programme team is responsible for designing an M&E system, establishing baselines for (quantitative and qualitative) indicators and conducting a final evaluation with a summative focus.

The MDG-F Secretariat also commissioned mid-term evaluations for all joint programmes with a formative focus. Additionally, a total of nine-focus country evaluations (Ethiopia, Mauritania, Morocco, Timor-Leste, Philippines, Bosnia-Herzegovina, Brazil, Honduras and Ecuador) are planned to study more in depth the effects of joint programmes in a country context.

ANNEX 2: BRIEF DESCRIPTION ON THE JOINT PROGRAMME ON GENDER EQUALITY INSTITUTIONAL ARRANGEMENT AND PROGRAMME ACHIEVEMENTS

The Joint Programme on Gender Equality consists of three specific component projects on Gender Equality, Domestic Violence, and Data, and each component is coordinated by one National Implementing Partner (NIP) and one UN Coordinating Agency as follows:

- Gender Equality: the Ministry of Labour, Invalids and Social Affairs and UN Women
- Domestic Violence: the Ministry of Culture, Sports and Tourism and UNFPA
- Data: the General Statistics Office and UNDP

Each NIP has established a Component Project Management Unit (CPMU) consisting of Director, Vice Director, one full-time project coordinator, and one accountant cum secretary. CPMUs are responsible for day-to-day operation and implementation of their Component Project.

Representatives of the CPMUs constitute the Programme Management Unit (PMU) of JPGE. The PMU is responsible for overall management and coordination of the Programme and it meets quarterly to monitor implementation progress, discuss challenges in implementation and to approve workplans. The JPGE Gender Specialist is based in the offices of PMU and CPMU to provide technical support on gender and overall coordination.

The oversight and strategic guidance is provided by a Joint National Steering Committee (NSC) for all three MDG-F joint programmes. The Committee has a representative of the Government Aid Coordinating Agencies (GACA) (Ministry of Planning and Investment) and the UN Resident Coordinator as two co-chairs; a Representative from Spanish Embassy (AECID - Agency for International Cooperation for Development) as core member; and representatives of Lead Coordinating or Managing Agency from Government and UN side as other members. The NSC meets twice a year to review and monitor implementation progress and endorse workplans and annual fund requests.

In addition to the above management structure, the Joint Programme Taskforce, made up of colleagues from the Government and the UN involved in the Programme, meets every month to share operational and implementation updates for improved coordination.

The Joint Programme on Gender Equality reports the implementation progress regularly. In addition, the Independent Mid-term Evaluation of the JPGE was carried out in October 2010 to review the Programme's design, quality and internal coherence, to assess the efficiency of the JPGE's management model, and to identify the programme's effectiveness, its contribution to the objectives of the MDG-F thematic window on Gender Equality and Women's Empowerment and the MDGs, with a view to improving the implementation of the remaining half of the Joint Programme. The recommendations from the Mid-term Evaluation were reviewed and discussed to develop concrete actions to be applied in the remaining JPGE term.

The Joint Programme also took part in the Independent Review of five Joint Programmes conducted in early 2011 to review and assess the implementation modalities of these five Joint Programmes.

The key achievements of the Joint Programme to date are as follows:

Joint Outcome 1
<ul style="list-style-type: none"> • Improved knowledge and skills among selected officials in promoting gender equality and addressing domestic violence in their work (e.g. mainstreaming gender in developing legislations, programmes, etc) • Improved national frameworks to support the implementation of the Law on Gender Equality

(e.g. development and approval of the National Strategy on Gender Equality 2011-2020, National Programme on Gender Equality 2011-2015, Plan of Action on Gender Equality 2011-2015 by selected Ministries, Multi-agency collaboration guidelines for the Law on Domestic Violence Prevention and Control, Website on DVL, etc)

Joint Outcome 2

- Enhanced coordination and partnerships on gender equality
 - Increased role and presence of the State Management Agencies (SMAs) in coordination of gender architecture (e.g. MOLISA taking lead in reviewing progress and achievements of Gender Programme Coordination Group)
 - Increased exchange of information on gender issues among various stakeholders for coordination and advocacy (e.g. Gender Action Partnership meetings)
 - Increased participation of various stakeholders including civil society organizations in the process of developing gender related policies
 - Gender Reporters' Network strengthening reporting towards gender equality
 - Self-help groups of DV victims strengthening their life skills

Joint Outcome 3

- Increased and improved data and data systems for promoting gender equality
 - Gender Statistics Indicator System (GSIS) finalized and submitted to the Prime Minister for approval
 - Collection of data in the areas lacking data completed (e.g. domestic workers' working conditions; incidence of trafficking in boys in Viet Nam; gender and remittances; sex work and mobility, etc).

ANNEX 3: DETAILED GUIDANCE NOTE ON THE FINAL EVALUATION

Methodological Approach

This final evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TOR and the availability of resources and the priorities of stakeholders. In all cases, consultants are expected to analyse all relevant information sources, such as reports, programme documents, internal review reports, programme files, strategic country development documents, mid-term evaluations and any other documents that may provide evidence on which to form judgements. Consultants are also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tool as a means to collect relevant data for the final evaluation. The evaluation team will make sure that the voices, opinions and information of targeted citizens/participants of the joint programme are taken into account.

The methodology and techniques to be used in the evaluation should be described in detail in the desk study report and the final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory techniques.

Evaluation Criteria and Key Evaluation Questions

The evaluation questions define the information that must be generated as a result of the evaluation process. The questions are grouped according to the criteria to be used in assessing and answering them. These criteria are, in turn, grouped according to the three levels of the programme.

Design level

- **Relevance: The extent to which the objectives of a development intervention are consistent with the needs and interest of the people, the needs of the country and the Millennium Development Goals.**
 - a) How much and in what ways did the joint programme contributed to solve the (socio-economical) needs and problems identified in the design phase?
 - b) To what extent this programme was designed, implemented, monitored and evaluated jointly? (see MDG-F joint programme guidelines and final evaluation guidelines)
 - c) To what extent joint programming was the best option to respond to development challenges stated in the programme document?
 - d) To what extent the implementing partners participating in the joint programme had an added value to solve the development challenges stated in the programme document?
 - e) To what extent did the joint programme have a useful and reliable M&E strategy that contributed to measure development results?
 - f) To what extend did the joint programme have a useful and reliable C&A strategy?
 - g) Have the corrective strategic decisions been made? If the programme was revised, did it reflect the changes that were needed?
 - h) How much and in what ways did the joint programme contributed to UN Reform in Viet Nam?

Process level

- **Efficiency: Extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results**
 - a) To what extent did the joint programme's management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision-making in management) was efficient in comparison to the development results attained? Was the JPGE model cost effective in relation to the results achieved?
 - b) To what extent was the implementation of a joint programme intervention (group of agencies) more efficient in comparison to what could have been through a single agency's intervention?
 - c) To what extent the governance of the fund at programme level (PMU) and at national level (NSC) contributed to efficiency and effectiveness of the joint programme? To what extent these governance structures were useful for development purposes, ownership, for working together as one? Did they enable management and delivery of outputs and results?
 - d) To what extent and in what ways did the joint programme increase or reduce efficiency in delivering outputs and attaining outcomes?

- e) What type of work methodologies, financial instruments, business practices have the implementing partners used to increase efficiency in delivering as one?
 - f) What type of (administrative, financial and managerial) obstacles did the joint programme face and to what extent have this affected its efficiency?
 - g) To what extent and in what ways did the mid-term evaluation have an impact on the joint programme? Was it useful? Were the lessons learnt taken into consideration? Did the joint programme implement the improvement plan?
- **Ownership in the process: Effective exercise of leadership by the country's national/local partners in development interventions**
 - a) To what extent did the targeted population, citizens, participants, Professional, Scientific, Political and Mass Organizations (PSPMOs) local and national authorities made the programme their own, taking an active role in it? What modes of participation (leadership) have driven the process? What roles did they play?
 - b) To what extent and in what ways has ownership or the lack of it, impacted in the efficiency and effectiveness of the joint programme?

Results level

- **Effectiveness: Extent to which the objectives of the development intervention have been achieved.**
 - a) To what extent did the joint programme contribute to the attainment of the development outputs and outcomes initially expected /stipulated in the programme document?
 1. To what extent and in what ways did the joint programme contribute to the Millennium Development Goals at the local and national levels?
 2. To what extent and in what ways did the joint programme contribute to the goals set in the thematic window?
 3. To what extent (policy, budgets, design, and implementation) and in what ways did the joint programme contribute to improve the implementation of the principles of the Paris Declaration and Accra Agenda for Action?
 4. To what extent and in what ways did the joint programme contribute to the goals of delivering as one at country level?
 - b) To what extent were joint programme's outputs and outcomes synergistic and coherent to produce development results? `What kinds of results were reached?
 - c) To what extent did the joint programme had an impact on the targeted citizens?
 - d) Have any good practices, success stories, lessons learned or transferable examples been identified? Please describe and document them.
 - e) What types of differentiated effects are resulting from the joint programme in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?
 - f) To what extent has the joint programme contributed to the advancement and the progress of fostering national ownership processes and outcomes (the design and implementation of National Development Plans, Public Policies, One Plan, etc).

- g) To what extent did the joint programme help to increase stakeholder/citizen dialogue and or engagement on development issues and policies?
- **Sustainability: Probability of the benefits of the intervention continuing in the long term.**
 - a) To what extent the joint programme decision making bodies and implementing partners have undertaken the necessary decisions and course of actions to ensure the sustainability of the effects of the joint programme?
At local and national level:
 - 1. To what extent did national and/or local institutions support the joint programme?
 - 2. Did these institutions show technical capacity and leadership commitment to keep working with the programme or to scale it up?
 - 3. Have operating capacities been created and/or reinforced in national partners?
 - 4. Did the partners have sufficient financial capacity to keep up the benefits produced by the programme?
 - b) To what extent will the joint programme be replicable or scaled up at national or local levels?
 - c) To what extent did the joint programme align itself with the National Development Strategies and/or the UN One Plan?

ANNEX 4: SUGGESTED OUTLINE OF THE REPORTS

Suggested Outline of the Inception Report

This report will be 10 to 15 pages in length and will propose the methods, sources and procedures to be used for data collection. It will also include a proposed timeline of activities and submission of deliverables. The desk study report will propose initial lines of inquiry about the joint programme. This report will be used as an initial point of agreement and understanding between the consultant and the evaluation managers. The report will follow the outline below:

- 0. Introduction
- 1. Background to the evaluation: objectives and overall approach
- 2. Identification of main units and dimensions for analysis and possible areas for research
- 3. Main substantive and financial achievements of the joint programme
- 4. Methodology for the compilation and analysis of the information
- 5. Criteria to define the mission agenda, including “field visits”

Suggested Outline of the Draft and Final Evaluation Reports

The draft final report will contain the same sections as the final report (described in the next paragraph) and will be 20 to 30 pages in length. This report will be shared among the evaluation reference group. It will also contain an executive report of no more than 5 pages that includes a brief description of the joint programme, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations. The draft final report will

be shared with evaluation reference group to seek their comments and suggestions. This report will contain the same sections as the final report.

The final report will be 20 to 30 pages in length. It will also contain an executive summary of no more than 5 pages that includes a brief description of the joint programme, its context and current situation, the purpose of the evaluation, its methodology and its major findings, conclusions and recommendations. The final report will be sent to the evaluation reference group. This report will contain the following sections:

1. Cover Page
2. Introduction
 - Background, goal and methodological approach
 - Purpose of the evaluation
 - Methodologies used in the evaluation
 - Constraints and limitations on the study conducted
3. Description of the development interventions carried out
 - Detailed description of the development intervention undertaken: description and judgement on implementation of outputs delivered (or not) and outcomes attained as well as how the programme worked in comparison to the theory of change developed for the programme.
4. Levels of Analysis: Evaluation criteria and questions (all questions included in the TOR must be addressed and answered)
5. Conclusions and lessons learned (prioritized, structured and clear)
6. Recommendations
7. Annexes

ANNEX 5: PRELIMINARY LIST OF DOCUMENTS FOR DESK REVIEW

MDG-F Context

- MDG-F Framework Document
- Summary of the M&E frameworks and common indicators
- General thematic indicators
- M&E strategy
- Communication and Advocacy Strategy
- MDG-F Joint Implementation Guidelines (February 2011)

Specific Joint Programme Documents

- Joint Programme Document: results framework and monitoring and evaluation framework
- Mission report 2009 by the MDG-F Secretariat
- Mission reports by JPGE colleagues
- Quarterly reports
- Mini-monitoring reports
- Biannual Joint Monitoring Reports
- Annual reports
- Annual work plan

- Financial information (on MPTF⁷ Gateway at www.mdtf.undp.org)
- Minutes of the NSC, PMU, and JPGE Taskforce meetings
- JPGE Communication and Advocacy Strategy
- JPGE Mid-term Evaluation Report, Comments Matrix, and Improvement Plan
- JPGE research/study reports, training materials, guides, and other JPGE products
- Draft JPGE Sustainability Plan
- List of PUNOs and NIPs with contact details

Other in-country documents or information

- Independent Review of Joint Programmes in Viet Nam
- MDG Reports by Viet Nam (Viet Nam achieving the Millennium Development Goals 2005, 2010)
- UN Viet Nam Annual Report 2009 & 2010
- Gender PCG reports from 2009 and 2010
- Country Gender Assessment Report by the World Bank
- Evaluations, assessments or internal reports conducted by the joint programme
- Relevant documents or reports on the Millennium Development Goals at the local and national levels
- Relevant documents or reports on the implementation of the Paris Declaration and the Accra Agenda for Action in the country
- Relevant documents or reports on One UN, Delivering as One
- HPPMG

ANNEX 6: ETHICAL PRINCIPLES AND PREMISES OF THE EVALUATION

The final evaluation of the joint programme is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG).

- **Anonymity and confidentiality.** The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- **Responsibility.** The report must mention any dispute or difference of opinion that may have arisen among the consultants or between the consultant and the heads of the Joint Programme in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted.
- **Integrity.** The evaluator will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention.
- **Independence.** The consultant should ensure his or her independence from the intervention under review, and he or she must not be associated with its management or any element thereof.
- **Incidents.** If problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the Secretariat of the MDGF. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated by the Secretariat of the MDGF in these terms of reference.
- **Validation of information.** The consultant will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.

⁷ MDTF- Multi-Donor Trust Fund has now renamed to MPTF-Multi-Partner Trust Fund

- **Intellectual property.** In handling information sources, the consultant shall respect the intellectual property rights of the institutions and communities that are under review.
- **Delivery of reports.** If delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable.

ANNEX 7: CONTRACT TERMS

Travel Arrangements and Visa

The International Consultant is responsible for arranging his/her own travel from/to Hanoi. The cost of traveling will be reimbursed as per UNFPA policy. In general, UNFPA does not accept travel costs exceeding those of an economy class ticket. Should the International Consultant wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

The International Consultant is responsible for arranging his/her own visa. The UNFPA Hanoi Office may issue a letter to support the visa application to Viet Nam upon request.

Travel/medical insurance

The consultants are responsible for arranging for his/her own travel/medical insurance.

DETAILED PROJECT OUTLINE OF ODA PROGRAMME

Name of Programme: UN-GOV Joint Programme on Gender Equality
Programme/Project Proposing Agency: Ministry of Labour- Invalids and Social Affairs

BASIC INFORMATION ABOUT THE UN JOINT PROGRAMME ON GENDER EQUALITY

- 1. Name of Programme** UN-GOV Joint Programme on Gender Equality
- 2. Code of Programme** VNM7G31A – Joint Programme on Gender Equality
- 3. Name of Trust Fund** **Millennium Development Goals Achievement Fund**
- 4. Programme/Project Proposing Agency** Ministry of Labour - Invalids and Social Affairs
a) Address: 12 Ngo Quyen Street, Hanoi
b) Tel: (+84-4) 38248913/Fax: (+84-4) 38241005
- 5. State Managing Agent for the JP** Ministry of Labour- Invalids and Social Affairs
a) Address: 12 Ngo Quyen Street, Hanoi
b) Tel: (+84-4) 38248913/Fax: (+84-4) 38241005
- 6. Component Project Executing Agencies** Ministry of Labour, Invalids and Social Affairs (MOLISA) (VNM0012)
Ministry of Culture- Sports and Tourism (MOCST) (VNM0014)
Ministry of Planning and Investment (MPI) (VNM0015)
- 7. UN as a Managing Agent** UNFPA Vietnam
- 8. National Implementing Partners (NIPs)** Ministry of Labour, Invalids and Social Affairs/Gender Equality Department
a) Address: 12 Ngo Quyen Street, Hanoi
b) Tel: (+84-4) 38248913/Fax: (+84-4) 38241005

Ministry of Culture, Sports and Tourism/Family Department
a) Address: 51 - 53 Ngo Quyen Street, Hanoi
b) Tel: (+84-4) 39438231 /Fax: (+84-4) 39439009

General Statistics Office
a) Address: 2 Hoang Van Thu Street, Hanoi
b) Tel: (+84-4) 38464298/Fax: (+84-4) 38438907
- 9. UN Coordinating agencies**
 - UNIFEM (for Component Project with MOLISA)
 - UNFPA (for Component Project with MOCST)
 - UNDP (for Component Project with GSO)
- 10. UN Participating Agencies** FAO, ILO, IOM, UNAIDS, UNDP, UNESCO, UNFPA, UNICEF, UNIDO, UNIFEM, UNODC, WHO
- 11. Co-implementing Partners**
 1. Ministry of Education and Training
 2. Ministry of Information and Communication
 3. Central Communist Party Committee for Education and Popularisation
 4. Parliamentary Committee for Social Affairs and Parliamentary Committee for Culture , Education, Youth and Children
 5. National Committee For Advancement of Women (NCFAW)
 6. Vietnam Women's Union (VWU), Centre for Women and Development

12. Other national Partners	7. Ministry of Agriculture and Rural Development (MARD) 8. Ministry of Health (MOH) 9. Ministry of Justice (MOJ) 10. Ministry of Public Security (MPS) 11. National Assembly: Parliamentary Women Group 12. Vietnam Chamber of Commerce and Industry (VCCI) 13. Some key media agencies 14. Some other related agencies, organizations when required 15. Selected national universities, research institutions 16. Some selected NGOs in the Gender Community Network (Gecomnet)
13. Programme Duration:	2009 – 2011 (36 months)
14. Programme Location:	Hanoi and some selected provinces
15. Total Programme Budget of which:	USD 4,683,516
• Expected ODA Funds:	USD 4,500,000 from the MDGF USD 88,810 Additional funding to be raised Total: USD 4,588,810
• Expected Counterpart Fund:	VND 1,610,000,000 (equivalent of USD\$94,706¹)
16. Types of ODA:	
a) Non-refundable ODA	<input checked="" type="checkbox"/> X
b) Concessionary ODA	<input type="checkbox"/>
c) Mixed ODA	<input type="checkbox"/>

¹UN Official Exchange rate for January 2009 is 17,000VND per US\$1

LIST OF ACRONYMS AND ABBREVIATIONS

AA	Administrative Agent
AWP	Annual Work Plan
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CIP	Co-implementing Partner
CG	Consultative Group
CP	Communist Party
CPAP	Country Programme Action Plan
CPMU	Component Project Management Unit
CPRGS	Comprehensive Poverty Reduction and Growth Strategy
CRC	Convention of the Rights of the Child
CSW	Committee for Status of Women
DANIDA	Danish International Development Agency
DPO	Detailed Project Outline
DV	Domestic Violence
DVL	Law on Domestic Violence Prevention and Control
FAO	Food and Agriculture Organization
GAP	Gender Action Partnership/Interagency Working Group
GDI	Gender Related Development Index
GE	Gender Equality
GEL	Law on Gender Equality
GEM	Gender Empowerment Measure
Gencomnet	Gender Community Network
GSO	General Statistics Office
HACT	Harmonized Approach to Cash Transfers
ILO	International Labour Organization
ILSSA	Institute for Labour and Science and Social Affairs
INGOs	International Non-Governmental Organisations
IOM	International Organization for Migration
JP	Joint Programme
MA	Managing Agent
MARD	Ministry of Agriculture and Rural Development
MDGs	Millennium Development Goals
MEF	Monitor and Evaluation Framework
MOET	Ministry of Education and Training
MOIC	Ministry of Information and Communication
MOJ	Ministry of Justice
MOH	Ministry of Health
MOCST	Ministry of Culture, Sports and Tourism
MOLISA	Ministry of Labour, Invalids and Social Affairs
MPS	Ministry of Public Security
NA	National Assembly
NCAFAW	National Committee for the Advancement of Women in Vietnam
NGO	Non-Governmental Organisations
NIP	National Implementing Partner
ODA	Official Development Assistance
PCSA	Parliamentary Committee for Social Affairs
POA	Plan of Action
SDC	Swiss Agency for Development and Cooperation
SEDp	Socio-Economic Development Plan
SESD	Social and Environmental Statistics Department
SMA	State Management Agency
SMA – JP	State Managing Agent for the JP
SME	Small and Medium Enterprises
TA	Technical Assistance
TOT	Training of Trainers
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNDAF	United Nations Development Assistance Framework

UNESCO	United Nations Educational, Scientific and Cultural Organization
UNDOCO	United Nations Development Operations Co-ordination Office
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
UNODC	United Nations Office on Drugs and Crime
VCCI	Viet Nam Chamber of Commerce and Industry
VFU	Viet Nam Farmer's Union
VGCL	Viet Nam General Confederation of Labour
VHLSS	Viet Nam Living Standard Survey
VWU	Viet Nam Women's Union
VYU	Viet Nam Youth Union
WB	World Bank
WHO	World Health Organisation

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DETAILED OUTLINE OF ODA PROGRAMME

I. Executive Summary

Under the three-year Joint Programme (JP) on Gender Equality (GE), the following twelve UN agencies and Programmes: FAO, ILO, IOM², UNAIDS, UNDP, UNESCO, UNFPA, UNICEF, UNIDO, UNIFEM, UNODC, and WHO; in partnership with the Government of Vietnam, will provide strategic, coordinated and multi-sectoral capacity building and technical assistance to build the capacity of national and provincial duty bearers so that they can better implement, monitor, evaluate and report on the Law on Gender Equality (GEL) and the Law on Domestic Violence Prevention and Control (DVL) from 2009-2011.

Based on a review of the literature, UN experiences working on GE initiatives, and as a result of extensive consultation with national partners in Vietnam, the Joint Programme on Gender Equality (JP) has identified the following three problem areas, which it seeks to address:

1. Despite a sound policy and legal framework supporting GE, institutional capacities in the area of implementation and reporting, gender analysis, data collection and monitoring remain weak and unsystematic.
2. Institutional weakness is evident in the area of networking and sharing of information, data, research and experiences on issues of GE.
3. Institutional weakness is also evident in the area of GE research and sex-disaggregated data collection, analysis and dissemination systems.

The JP has been jointly developed and will be implemented by concerned Government agencies and the 12 UN agencies. The JP specifically aims to build national institutional capacity to fill the above listed gaps and has developed the following three Outcomes to do so:

Joint Outcome 1: Improved skills, knowledge and practices for the implementation, monitoring, evaluation and reporting of the Law on Gender Equality and the Law on Domestic Violence Prevention and Control.

Joint Outcome 2: Enhanced partnerships and coordination around gender equality within and outside of the government.

Joint Outcome 3: Strengthened evidence-based data and data systems for promoting gender equality.

To achieve the three Outcomes, the JP will focus on key interventions that will contribute to overall capacity building of line ministries at national and provincial level involved in coordination, implementation, monitoring, evaluation and reporting on the two laws; networking and improving partnerships with and among relevant Ministries and the civil society involved in GE and DV laws; and further strengthening and disseminating currently under-utilized and reported GE and sex-disaggregated indicators, as well as identifying data gaps.

The JP fosters the rights-based UNDAF 2006-2010 approach and builds on the UN's comparative strengths with the requisite technical expertise, global experiences, good practices and legitimate mandate rooted in Vietnam's international commitments. The JP will contribute to the achievement of MDG3, GE and women's empowerment in Vietnam across sectors.

II. Background and Necessity of the Programme/Project

1. **Brief description on the master plan and long-term development plans of the beneficiaries (agency, sector, and field) in relation to the content of the Programme and the necessity, the role and the position of the Programme in the development plans:**

In November 2006, the National Assembly in Vietnam passed the GEL, and in November 2007, it passed the DVL. These two laws codify the State's accountability for strengthening GE in public and private life.

² IOM is an international organization accredited to the UN with observer status, so in this document it will be included in the 12 UN participating agencies

Vietnam has a long history of GE. The government commitment to GE is evident in its policies and at the institutional and structural level. Vietnam is signatory to human rights conventions which guarantee equality between men and women (such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Convention of the Rights of the Child (CRC), Covenant on Economic, Social and Cultural Rights, Covenant on Civil and Political Rights, and ILO conventions on equality and non-discrimination). Vietnam has a Plan of Action for the Advancement of Women (PoA3 2006-2010) and has mainstreamed GE considerations into its Comprehensive Poverty Reduction and Growth Strategy and Socio-Economic Development Plan (SEDP). Further, State and Communist Party networks have developed a strong national and local machinery of women's groups made up of the Committee for the Advancement of Women (NCFAW) which reports directly to the Prime Minister on issues of women's equality and operates in partnership with the Vietnam Women's Union (VWU), a mass organization with representation at national and local levels.

Nevertheless, gender inequalities must still be addressed. Traditional stereotypes about women and men persist, and there is a lack of sex- and age-disaggregated data and gender-specific information. A number of key assessments of GE in Vietnam in addition to the concluding comments from the CEDAW Committee (CEDAW concluding comments on the fifth and sixth periodic reports, CEDAW/C/VNM/5-6) highlight that *despite a sound policy and legal framework, institutional capacities in the area of reporting, gender analysis, data collection and monitoring remain limited and unsystematic*. These findings are corroborated in the *Vietnam Gender Assessment 2006* (World Bank, DFID, ADB), *Review of the Plan of Action for the Advancement of Women 2000-2005* (NCFAW and Ministry of Planning and Investment), *Vietnam Situation Analysis 2005* (ADB), and *Preparing for the Future: forward looking strategies to promote gender equity in Vietnam 2005* (UNDP and World Bank).

In addition to limited capacity to implement the two laws, another area where institutional limitation is evident is in the area of *networking and sharing of information, data, research and experiences on issues of GE*. This JP is specifically designed to cut across these vertical systems, and encourages ministries, government bodies and civil society to work together as they improve their capacity to implement, monitor, evaluate and report on the two laws.

A third area where institutional limitation is particularly evident is in the area of *GE and sex-disaggregated data*. Some baseline data is available, but it requires strengthening. Other data is not available, for example statistics are inadequate on the prevalence of domestic violence (DV), budget allocations for GE issues, women's participation in leadership and decision making, sex-selective abortions, and women's work in the care economy (which encompasses domestic and reproductive work). In on-going SEDP activities, UNDP has noted a significant inconsistency in the quality and regularity of collected sex-disaggregated indicators across line ministries, so that for example, the Ministry of Agriculture and Rural Development (MARD) regularly collects 48 such indicators, the Ministry of Labor, Invalids and Social Affairs (MOLISA) collects 21 and the Ministry of Education and Training (MOET) is just developing their system of indicators on gender. This JP will extend current UNDP-supported SEDP activities to identify gaps in data collection and analysis, and will build national capacity to fill those gaps. In addition, this JP will provide technical assistance (TA) to conduct new research that will illuminate in particular how especially vulnerable women in Vietnam are experiencing gender inequality. The need for more qualitative data has been identified in particular for vulnerable women including ethnic women, sex workers, migrant women and their families, children particularly boys and girls at risk for trafficking and women laborers in economic processing zones. Results of this research will feed directly back into policy advocacy through a series of semi-annual conferences designed to build a national-level Gender Forum.

Before the GEL was passed, no national agency was accountable for GE results. NCFAW was tasked with implementing the POA for the Advancement of Women; however its capacity needs further strengthening to achieve the targets of the POA. Further, there is also a lack of cohesion between donors and Government leading to missed opportunities and synergies.

The GEL and the DVL codifies the State's accountability on GE. MOLISA was designated to be the State Management Agency (SMA) for the GEL and similarly MOCST was designated to be the SMA for the DVL. In addition, the VWU and concerned agencies at central and local levels will serve an important role in implementing, monitoring, evaluating and reporting on the two laws. VWU capacity building at the central and local levels is being generously supported by the Spanish Government through the Spanish NGO, Peace and Development, and so some activities in this JP will be coordinated with Peace and Development and the VWU. On-going public administrative reforms are expected to spur further revisions of the gender architecture, including the newly formed Women's Parliamentary Group, which will have the task of overseeing all new laws

related to GE. These changes provide an opportunity for the Government to more effectively mainstream gender at the executive level and to uphold GE, and an opportunity for donors to forge new partnerships and strengthen existing ones around efforts to promote GE in Vietnam.

2. Brief introduction about other completed and on-going programmes and projects funded by different sources with the aim to support the programme proposing agency in solving issues related to Gender Equality and Domestic Violence.

Agency	Donor	Project title	Budget	Duration
MOLISA National Institute for Labour and Science and Social Affairs (ILSSA)	UNIFEM	Qualitative Study on the Impact of WTO on Rural Women.	\$29,000	2008-2009
MOCST	UNFPA	Support for the development of Ministerial Plan of Action for the implementation of the DVL	\$24,280	28 Feb - 30 Sept 2008
		Support to integrate GE and DV into the National Family Strategy 2011-2020	\$15,000	February-December 2009
	Royal Danish Embassy	Sub-project in Support of the formulation sub-laws guiding the Implementation of GEL and DVL and dissemination of the 2 laws and sub-laws.	\$158,214	December 2007 to June 2009
	Danish International Development Agency (DANIDA)	Sub-project on raising awareness and knowledge about the GEL and decrees guiding the implementation of the law	806,000 Danish kroner = 2,350,000,00 VND	December 2007-June 2009
	Swiss Agency for Development and Cooperation (SDC)	Support to develop a database on DVP in Phu Tho and Ben Tre	\$51,373	August 2008-December 2009
GSO	None	None		

3. Brief introduction about the issues that need to be solved in the scope of the proposed programme

Based on a review of the literature, UN experiences working on GE initiatives, and as a result of extensive consultation with national partners in Vietnam, the JP has identified the following three areas, which it seeks to address:

- Despite a sound policy and legal framework supporting GE, institutional capacities in the area of implementation and reporting, gender analysis, data collection and monitoring remain weak and unsystematic.
- Improving institutional capacity further in the area of networking and sharing of information, data, research and experiences on issues of GE.
- Improving institutional capacity further in the area of GE research and sex-disaggregated data collection, analysis and dissemination systems.

4. Defining clearly the direct beneficiaries of the proposed Programme

This JP will support selected national and provincial authorities, institutions and other duty bearers to effectively implement the GEL and the DVL. Direct beneficiaries include ministries, agencies, Party and elected bodies and civil society including mass organizations and mass media.

UN Viet Nam partners for the JP include the Communist Party Committees and Committees of National Assembly especially Parliamentary Committee for Social Affairs and the Women's Parliamentarian's Group, and mass organizations; line ministries, specifically the Ministry of Planning and Investment (MPI), Ministry of Education and Training (MOET), Ministry of Health (MOH), Ministry of Justice (MOJ), MOLISA (as SMA for the GEL), MOCST(as SMA for the DVL), MARD, Ministry of Public Security (MPS) Ministry of Communication and Information (MOIC), and the General Statistics Office (GSO). In addition, the JP will work with other public bodies including the Vietnam Chamber of Commerce and Industry (VCCI) the Vietnam General Confederation of Labour (VGCL) NCFAW and its members across ministries, and with civil society groups such as

the Gender Action Partnership (GAP) which is composed of NCAFAW, donors and INGOs working on GE issues, and Gecomnet which is a network of Vietnamese NGOs working on GE issues. Other donors, INGOs, the media and research/academic institutions will be incorporated into the JP as well.

III. Basis of the Proposing Trust Fund

1. The consistency between the goals and objectives of the Programme with the policies and priorities of the Trust Fund

This JP fosters the rights-based UNDAF 2006-2010 approach and builds on the UN's comparative strengths as an honest broker with the requisite technical expertise, global experiences, good practices and legitimate mandate rooted in Vietnam's international commitments. The JP will contribute to the achievement of MDG3, GE and women's empowerment in Vietnam across sectors such as health, education and economics by bringing about much needed systematic and institutional changes especially targeting vulnerable women and girls, which were identified by the Government of Vietnam's report on the MDGs (see *Vietnam Achieving the Millennium Development Goals 2005*, Government of Vietnam). Currently, Vietnam is a pilot country for the One UN initiative. As such, the UN Country Team (UNCT) and the Government jointly developed the One Plan which is the common programming document for 14 participating agencies which constitute Country Programme Action Plans (CPAPs) and programmes of all agencies. This JP builds on the UNDAF and One Plan 2006-2010 which is the legally binding document between the Government and the UN. The JP comes under Outcome 4 of the One Plan: "The principles of accountability, transparency, participation and rule of law are integrated into Viet Nam's representative, administrative, judicial and legal systems."

Vietnam's status as a pilot country for the One UN Initiative has seen the Government and donors request the UN to take a leadership role in addressing systemic problems related to GE in Vietnam. It is recognized that when the UNCT works together, it adds value by working across sectors as an established, impartial partner of the Government. This programme is truly a Joint Programme in that 12 UN agencies are working together to coordinate agency strengths, strategies and partnerships toward one common goal. The 12 UN agencies specifically include FAO, ILO, IOM, UNAIDS, UNDP, UNESCO, UNFPA, UNICEF, UNIDO, UNIFEM, UNODC and WHO; and in partnership with the Government of Vietnam, will provide strategic, coordinated and multi-sectoral capacity building and technical assistance to build the capacity of national and provincial duty bearers so that they can better implement the GEL and the DVL from 2009 - 2011. With 12 UN agencies forming a critical mass and speaking with one voice, the UN is better placed to bring about changes at the highest level towards GE in Vietnam.

2. Analysis of reasons to select and advantages of donors in terms of technology, management experience, and policy advice in the fields financed

The 12 UN agencies involved in the JP have extensive experience working both at the national and local levels. However, this is the first time that so many agencies have worked together to achieve joint strategic goals. In the past, gender activities within the UN agencies in Vietnam risked duplication, both between agencies and in relationship to other donors and civil society community development programmes. In preparing this joint document, the UN discovered that many of the agencies were doing quality gender work that 1) was often not known to others, and/or 2) was embedded in other cross-cutting thematic work, or in different locations and so not visible to donors or the Government. By working together, UN agencies will avoid duplication, build on each other's experiences, and make visible the high quality programming on GE that the UN has to offer. In addition, by bringing together agencies that work in national level advocacy with those engaged in local programming and research, this JP offers a unique opportunity to see research results and pilot programming contribute more directly into national level policy-development planning and vice versa. Finally, the comprehensive level of support that the JP offers across a wide range of duty bearers will be significant in identifying additional gaps and/or national partners with additional needs. This means that other donors will be able to more efficiently and effectively target their assistance so that it builds upon the capacity development work of the JP. (This has been shown by the number of donors and INGOs who have indicated interest in building upon JP activities or providing additional financial support if gaps appear in the implementation of the programme).

3. Conditions in the policies or regulations of the Millennium Development Goals Achievement Fund (if any) and the possibility of meeting these regulations:

The implementation of the JP will follow the UN Development Operations Co-ordination Office (UNDOCO) Joint Programme and Operational Guidance Note from MDG-F. The release of funds by MDTF is subject to meeting a minimum commitment threshold of 70% of the previous fund

release to the Participating UN Organizations combined (Commitments are defined as legally binding contracts signed, including multi-year commitments which may be disbursed in future years). The modality for the implementation of the JP, funding modality and release of funds are elaborated under Section IX.2 on Fund Management Mechanisms and Accountability.

IV. Goals and Objectives of the Programme

The overall goal of the UN Joint Programme on Gender is to have improved the capacity of relevant national and provincial authorities, institutions and other duty bearers to effectively implement, monitor, evaluate and report on the Law on Gender Equality and the Law on Domestic Violence Prevention and Control by 2011.

V. Major Outcomes of the Programme

The JP project is expected to achieve the following three outcomes:

Joint Outcome 1: Improved skills, knowledge and practices for the implementation, monitoring, evaluation and reporting of the Law on Gender Equality and the Law on Domestic Violence Prevention and Control.

Joint Outcome 2: Enhanced partnerships and coordination around gender equality within and outside of government.

Joint Outcome 3: Strengthened evidence-based data and data systems for promoting gender equality.

VI. Key Components or Component Projects, Major Contents of the Programme and Tentative Allocation of the Resources in the Programme/Project

The JP will be managed by MOLISA as the State Managing Agent for the JP (SMA-JP) and by UNFPA as the UN Managing Agent (MA). The JP will have an umbrella project with three Component Projects, each coordinated by one Government agency and one UN agency, relating to their respective areas of expertise. The three UN Coordinating Agencies have been designated as coordinators from the UN side for coherence and harmonization. UNFPA will coordinate with MOCST, UNIFEM with MOLISA and UNDP with GSO.

The three NIPs will receive funding for implementation of their respective Component Projects. While they will implement specific activities themselves they will also transfer some of the funding to and collaborate with CIPs for certain activities, implemented under the three component projects. Likewise, the three UN Coordinating Agencies and nine UN Participating Agencies will provide technical assistance (TA) to the three Component Projects and they will collaborate with other National Partners for the activities under direct UN Agency implementation. (See Annex 1 for full details of activities, UN agencies responsible for each activity.

The Component Project managed by MOLISA and coordinated by UNIFEM focuses on enhancing the capacity of Government agencies and relevant civil society organizations in the implementation, monitoring, evaluation and reporting of the GEL. These activities fall under Outputs 1.1, 1.2, 1.3, 2.1, 2.2 and 2.3, and partly under 3.3 and 3.4.

The Component Project managed by MOCST and coordinated by UNFPA focuses on enhancing the capacity of Government agencies and relevant civil society organizations in the implementation, monitoring, evaluation and reporting of the DVL. These activities fall under Outputs 1.2, 1.3, 2.1 and 2.3

The Component Project managed by GSO and coordinated by UNDP focuses on strengthening evidence-based data systems, thereby enhancing GE and the prevention of DV. These activities fall under Outputs 1.3, 3.1, Output 3.2 and Output 3.3 and Output 3.4.

The three year Joint Programme is in the amount of \$4,588,810 of which the Component Project VNM0012) is \$2,666,022, VNM0014) is \$767,368 and VNM0015) is \$1,155,420. The activities under each Component Project are in Annex 1 or detailed in DPO.

Joint Outcome 1: Improved skills, knowledge and practices for the implementation, monitoring, evaluation and reporting of the Law on Gender Equality and the Law on Domestic Violence Prevention and Control.

To this end, the JP project will achieve the following three outputs:

Output 1.1: Capacity assessed of the SMAs, line ministries, National Assembly, Communist Party, mass organizations including the Vietnam Women's Union and concerned agencies at the local level to implement, monitor, evaluate and report on the two laws.

Output 1.2: Relevant plans of action developed for the SMAs, line ministries, National Assembly and Communist Party at the central and local levels to implement, evaluate, monitor and report on the two laws.

Output 1.3: Technical assistance provided to improve the capacity of the SMAs, line ministries, National Assembly, and Communist Party and concerned agencies at local level to implement, evaluate, monitor and report on the two laws.

The first Joint Outcome aims to build overall capacity of all duty bearers who are responsible for coordinated implementation, monitoring, evaluating and reporting on the two laws. At the start of the JP, a coordinated capacity assessment will be carried out led by UNIFEM, of the SMAs and all government organizations at the national level and in some localities who will be recipients of TA for the remainder of the JP. Next, MOLISA and MOCST will bring national partners together to develop relevant POAs for implementing, monitoring, evaluating and reporting on the two laws. Through the various activities designed to achieve these outputs, national gender experts will serve as consultants to the process (receiving technical assistance from an international consultant and other UN agencies involved in the JP). The goal is that through this process, the JP will build on current national gender expertise to strengthen the network of researchers and trainers who will later be available to provide additional technical assistance, programme evaluations, trainings and mid-term reviews, etc. for the JP and national partners.

The twelve UN agencies will work with their relevant national partners to provide coordinated TA in translating the relevant POAs into each ministry's national work plan or POA. In addition, national partners will receive specific TA to mainstream gender and the GE frameworks outlined in the two laws. The goal is for UN agencies to provide TA as One UN, with each agency bringing their particular experiences and technical expertise to bear on the activities of the others. In addition, by coordinating activities, Joint Outcome 1 aims to integrate vertical programming processes for improved collaboration and coordination among ministries and UN agencies.

The JP project will implement a set of specific activities to achieve the three Outputs as follows:

Output 1.1: Capacity assessed of the SMA, line ministries, National Assembly, Communist Party, mass organizations including the Vietnam Women's Union and concerned agencies at the local level) to implement, monitor, evaluate and report on the two laws.

Activity 1.1.1 - Capacity assessments for the SMAs of the two laws, CP, NA and other concerned agencies and line ministries to implement the GEL and the DVL.

Estimated budget: US\$136,733

National Implementation: MOLISA: US\$50,236

UN Implementation: UNIFEM US\$77,522 and UNFPA US\$8,975

- Main content:
 - Form working groups
 - Recruit national and international consultants by UNIFEM to assist with activities
 - Review existing documents and reports
 - Conduct surveys and assessments of ministries and agencies
 - Produce and disseminate survey reports
- NIP: MOLISA
- Other National Partners including subcontracts: MOCST, CP, NA, line ministries and concerned local agencies
- Technical Support Agency: UNIFEM, UNFPA

Output 1.2: Relevant plans of action are developed for the SMAs, line ministries, National Assembly and Communist Party at the central and local levels to implement, evaluate, monitor and report on the two laws.

Activity 1.2.1 - SMAs, CP, NA, VWU and concerned agencies in selected provinces to develop relevant POAs for the implementation, evaluation, monitoring and reporting on the two laws

Estimated budget: \$152,122

National Implementation: MOLISA US\$99,146

UN Implementation: UNIFEM US\$51,344 and UNFPA US\$1,632

- Main content:
 - Develop relevant POAs
- NIP: MOLISA
- CIPs: NA (Parliamentary Committee for Social Affairs), CP
- Other National Partners including subcontracts: MOCST, line ministries and concerned local agencies
- Technical Support Agency: UNIFEM, UNFPA

Activity 1.2.2 - MOCST to develop multi-agency collaboration mechanism.

Estimated budget: \$24,605

National Implementation: MOCST US\$13,707

UN Implementation: UNFPA US\$ 10,898

- Main content:
 - Develop a multi-agency mechanism for the prevention of DV
 - Hold workshops to consult with key ministries on the multi-agency mechanism
- NIP: MOCST
- Technical Support Agency: UNFPA

Activity 1.2.3 (a) - MOLISA, NA, line ministries and other duty bearers to develop and sustain M&E framework (MEF) in government systems for measuring the implementation of the GEL.

Estimated budget: US\$ 169,966

National Implementation: MOLISA US\$105,766

UN Implementation: UNDP US\$64,200

Activity 1.2.3 (b) - MOCST, NA, line ministries and other duty bearers to develop and sustain MEF in government systems for measuring the implementation of the DVL

Estimated budget: US\$ 169,966

National Implementation: MOCST US\$116,466

UN Implementation: UNDP \$53,500

- Main content:
 - Study tour to another country where MEF exists
 - Defining needs and indicators through a consultative and participatory process with technical assistance from GSO
 - Recruit national and international consultants to develop the MEF
 - Organize consultative workshops to develop and institutionalize the MEF, with the participation of the Spanish organization for Peace and Development in the process
 - Harmonizing the framework of national systems, arranging peer reviews, and piloting the system
 - Developing some software/database systems and dissemination of information channels through the clearinghouse
- NIP: MOLISA and MOCST
- Other National Partners including subcontracts: GSO, NA, line ministries and other duty bearers
- Technical Support Agency: UNDP

Output 1.3: Technical assistance provided to improve the capacity of the SMAs, line ministries, National Assembly, and Communist Party to implement, evaluate, monitor and report on the two laws.

Activity 1.3.1 (a) - MOLISA and other line ministries, concerned agencies in selected provinces to integrate the relevant POAs developed above into their annual work plans (AWP), and raise general awareness among ministerial staff and staff from localities about those plans.

Estimated budget: US\$ 48,545

National Implementation: MOLISA US\$36,958

UN Implementation: UNFPA US\$11,587

Activity 1.3.1 (b) - MOCST and other line ministries, concerned agencies in selected provinces to integrate the relevant POAs developed above into their AWP, and raise awareness among ministerial staff and staff from localities about those plans.

Estimated budget: US\$ 48,545

National Implementation: MOCST \$36,958

UN Implementation: UNFPA \$11,587

- Main content:
 - Organize workshops to raise the awareness of key ministries and agencies in some selected localities about the GEL and the DVL
 - National experts help to integrate the roadmap and strategy into the AWP of the selected ministries and agencies at the central levels and also at the locality
- NIP: MOCST, MOLISA
- CIPs: CP and NA (Parliamentary Committee on Social Affairs) and key line ministries and agencies
- Other National Partners including subcontracts: selected line ministries and concerned agencies at local level
- Technical Support Agency: UNFPA

Activity 1.3.2 (a) - Develop training materials on the GEL to make them available to the MOLISA, line ministries, CP and other duty bearers for better implementation of the law.

Estimated budget: US\$18,200

National Implementation: MOLISA \$10,058

UN Implementation: UNFPA \$8,142

Activity 1.3.2 (b) – Develop training materials on the DVL to make them available to MOCST, line ministries, CP and other duty bearers for better implementation of the law.

Estimated budget: US\$18,200

National Implementation: MOCST \$10,058

UN Implementation: UNFPA \$8,142

- Main content:
 - Compile and review existing training materials
 - Modify, organize and develop TOT training materials following the evaluation in order to have a standard set of training manuals which can apply to different target groups.
- NIP: MOLISA for Activity 1.3.2(a), MOCST for Activity 1.3.2 (b)
- CIP: CP, NA (Parliamentary Committee for Social Affairs), key line ministries and agencies
- Other National Partners including subcontracts: Other duty bearers
- Technical Support Agency: UNFPA, UNAIDS

Activity 1.3.3 (a) – Support training of staff of MOLISA, CP and branches on the GEL at central and provincial levels, including key cities

Estimated budget(a): US\$ 56,821

National Implementation: MOLISA \$49,573

UN Implementation: UNFPA \$7,248

Activity 1.3.3 (b) - Support training of staff of MOCST, CP and branches on the DVL in selected provinces

Estimated budget (b): US\$ 56,821

National Implementation: MOCST \$49,573

UN Implementation: UNFPA \$7,248

- Main content:
 - Provide Government and Party officers and branches in the provinces and key cities with training on the two laws
- NIP: MOLISA for Activity 1.3.3 (a) and MOCST for Activity 1.3.3 (b)
- CIPs: CP, NA, selected provinces and selected Duty Bearers
- Other National Partners including subcontracts: CP and concerned agencies at local level
- Technical Support Agency: UNFPA

Activity 1.3.4 – Develop training package and training of selected NA's Deputies and Members of Provincial People's Councils on the two laws, and international treaties and standards relating to GE and children's rights to strengthen the capacity of Elected Officials for carrying out their law making and oversight functions.

Estimated budget: US\$49,226

National Implementation: MOLISA US\$39,473

UN Implementation: UNFPA US\$6,758 and UNICEF \$2,995

- Main content:

- Linked with Activity 1.3.3, modify, develop or use these materials following the evaluation in order to have a standard set of training manuals which can apply to different target groups.
- Provide members of the NA and Provincial People's Councils with training
- NIP: MOLISA
- CIP: NA (Culture , Education, Youth and Children Committee)
- Other National Partners including subcontracts: NA (Parliamentary Committee for Social Affairs), MOCST
- Technical Support Agency: UNFPA, UNICEF

Activity 1.3.5 - Training and capacity assistance to NA in developing skills of the Women Parliamentarian Group to work on oversight of the two laws.

Estimated budget: US\$ 84,263

National Implementation: MOLISA US\$66,395

UN Implementation: UNIFEM \$17,868

- Main content:
 - Recruit a national consultant to assist with activities
 - Organize training workshops
 - Publish gender guidelines
 - Organize a study tour to Australia for 2010. The participants list will be based upon needs identified by the capacity assessment (act. 1.1.1) and training workshops
- NIP: MOLISA
- Other National Partners including subcontracts: MOCST, NA (Women Parliamentarian Group)
- Technical Support Agency: UNIFEM

Activity 1.3.6 - Training of GSO and MARD staff responsible for gender and sex-disaggregated data collection and analysis.

Estimated budget: US\$47,000

National Implementation: GSO US\$9,523

UN Implementation: FAO \$30,000 and UNFPA US\$7,477

- Main content:
 - Develop training materials based on the evaluation and consultation with GSO and MARD.
 - Train key GSO and MARD staff responsible for collecting and analyzing sex-disaggregated data.
- NIP: GSO
- Other National Partners including subcontracts: MARD
- Technical Support Agency: FAO and UNFPA

Activity 1.3.7 - MOLISA to mainstream gender into labor and employment policies, national programmes, including translation, adaptation and adoption of gender mainstreaming and auditing tools as related to the GE law

Estimated budget: US\$ 217,790

National Implementation: MOLISA US\$109,542

UN Implementation: ILO US\$108,248

- Main content:
 - Policy review in the three areas: labor and employment, social protection and poverty reduction, occupational safety and health. The work will be conducted through study research, seminars, workshops. Findings will be served as a background for further revision of the Labour Code in coherence with the GEL.
 - Review and gender analysis of national programmes and recommend how gender should be integrated into national targeted programmes, labor and social legislations
 - Review and improve training materials, and assess the training needs of officers
 - Translate and adapt gender mainstreaming and gender auditing tools
 - Train officers at different levels on gender mainstreaming
 - Recruit national and international consultants to assist with activities
- NIP: MOLISA
- Other National Partners including subcontracts: Concerned agencies and some localities
- Technical Support Agency: ILO

Activity 1.3.8 - MOLISA to review the implementation of Government's commitments to international conventions on the right to equal opportunities and treatment on the labor market as well as to equal remuneration as related to the Law.

Estimated budget: US\$ 57,299

National Implementation: MOLISA US\$29,211

UN Implementation: ILO \$28,088

- Main content:
 - Review, evaluate the implementation, and make policy recommendations
 - Raise awareness of duty bearers at all levels
 - Recruit national and international consultants to assist with activities
- NIP: MOLISA
- Other National Partners including subcontracts: Concerned agencies and some localities
- Technical Support Agency: ILO

Activity 1.3.9 - MOLISA to develop appropriate policies for promoting GE at the workplace for vulnerable women as informed by research conducted in 3.3.5

Estimated budget: US\$186,501. This activity is linked with Activity 3.3.5.

National Implementation: MOLISA \$66,288

UN Implementation: ILO \$120,214

Main content:

- Provide inputs and recommendations by means of reports
- Organize workshops to disseminate research reports
- Organize consultative workshops to recommend the development of appropriate policies for vulnerable women
- Provide technical support to the development of appropriate policies
- Recruit national and international consultants to assist with activities
- NIP: MOLISA
- Other National Partners including subcontracts: Concerned agencies and some localities
- Technical Support Agency: ILO

Activity 1.3.10 - MOH to develop sub-laws and regulatory documents necessary for implementation of DVL and GEL

Estimated budget: US\$69,500

UN Agencies: WHO US\$53,500 and UNFPA US\$16,000

- Main content:
 - Employ national and international consultants to assist with activities
 - Visit of local projects in Vietnam, that are run by UNFPA and NGOs to understand the intervention and collaboration models used
 - Several consultation workshops in Hanoi, North, Central, South Vietnam
 - Produce and disseminate necessary regulatory documents (such as guidelines on screening, counseling, reporting, providing urgency shelter, and other requirements)
- Other National Partners including subcontracts: MOH, MOCST, MOLISA
- Technical Support Agency: WHO, UNFPA

Activity 1.3.11 - MOJ and MPS to develop regulatory documents necessary for the implementation of the Law on DVL.

Estimated budget: US\$ 26,290

UN Implementation: UNODC US\$26,290

- Main content:
 - A study tour for key officers of these two ministries (combined with activity 1.3.12).
 - A workshop to identify areas which should be included in the regulatory documents
 - Two rounds of consultative meetings, one for each law enforcement and justice sector
 - A cross-sectoral 2-day consultation workshop is organized to ensure that health, law enforcement and justice sectors synergize their efforts.
- Other Participating Agency including subcontracts: MOJ and MPS
- Technical Support Agency: UNODC

Activity 1.3.12 - MOJ and MPS to develop training materials on DV and to pilot these trainings for law enforcement and justice sector officers.

Estimated budget: US\$ 182,793

UN Implementation: UNODC US\$182,793

- Main content:

- A national consultant and international law enforcement and justice sector experts on DV are recruited to develop specific training materials for both sectors on DV prevention.
- A study tour to a country with well developed training mechanisms is organized for key officers from MPS and MOJ
- Development of training materials (including audio-visuals)
- TOT training (for relevant staff in Can Tho, Da Nang, Ha Noi, and Thai Nguyen the provinces) followed by further trainings
- Review and modification of trainings and training materials
- Other National Partners including subcontracts: MOJ and MPS
- Technical Support Agency: UNODC

Activity 1.3.13 - Capacity-building of MOIC on gender mainstreaming in communication at central and provincial levels.

Estimated budget: US\$ 75,435

National Implementation: MOLISA \$32,100

UN Implementation: UNESCO \$43,335

- Main content:
 - Situation assessment of gender inequalities in communication in Vietnam
 - Develop a detailed implementation plan
 - Recruit national and international consultants to assist with activities
 - Develop training materials on how to mainstream gender into communication and media programmes
 - Organize workshop on capacity building in gender mainstreaming in communication for reporters, correspondents, journalists of newspapers and TV
- NIP: MOLISA
- CIP: MOIC
- Technical Support Agency: UNESCO

Activity 1.3.14 - Capacity-building of MOET on gender mainstreaming in education at central and provincial levels.

Estimated budget: US\$ 76,391

National Implementation: MOLISA US\$37,450

UN Implementations: UNESCO \$38,941

- Main content:
 - Consultation meeting with MOET on target groups for training and on locations of the trainings.
 - Development and revision of training programme and training materials.
 - Conduct series of training workshops on gender mainstreaming in education.
 - Draw lessons and recommendations for follow up actions.
- NIP: MOLISA
- CIP: MOET
- Technical Support Agency: UNESCO

Activity 1.3.15 - National textbook reviews and analysis from gender perspective, including piloting teacher-training programmes to incorporate GE issues in line with the two laws.

Estimated budget: US\$ 181,748

National Implementation: MOLISA US\$48,150

UN Implementation: UNESCO US\$133,599

- Main content:
 - Develop a detailed implementation plan.
 - Recruit national and international consultants to assist with activities
 - Workshop 1: Address conceptual and methodological aspects and drafting methodology for textbook revision from a gender perspective. Assess textbooks and collect examples to enrich the methodology with concrete elements; prepare suggestions for textbook revision.
 - Workshop 2: Information sharing with regard to the findings of the country teams, and integration of such findings in the methodology. Field-test methodology and get feedback.
 - Workshop 3: Start developing Teacher guides: how to integrate gender issues and address GE in the context of classroom activities.
 - Workshop 4: Discuss lessons learned and formulate recommendations for follow-up.
- NIP: MOLISA
- CIP: MOET

- Technical Support Agency: UNESCO

Joint Outcome 2: Enhanced partnerships and coordination around gender equality within and outside of government.

The second joint outcome focuses on networking and strengthening NCAFW and MOLISA and the civil society component of the GE and DV laws accountability through the existing networks and working groups such as Gender Action Partnership (GAP) with NCAFW as secretariat, Gencomnet groups and other stakeholders. The GAP is made up of government gender experts, donors and INGOs working on GE issues. It meets quarterly to share information and coordinate activities. Gencomnet is a network of legally registered Vietnamese NGOs primarily in Hanoi, who work on GE issues. Joint Outcome 2 also aims at developing stronger partnerships and coordination between actors both inside and outside government, including the women's machinery, policy makers, Vietnamese NGOs, media, local women's groups, and research and training institutes through bringing them together at semi-annual forums on GE that feed into policy dialogues and strengthening linkages between the two groups.

In this Joint Outcome 2, the JP will have the following three Process Outputs:

- Output 2.1:** Networks on gender equality are strengthened and sustained through relevant Government and outside of Government systems, with effective linkages and information among stakeholders.
- Output 2.2:** Improved partnership between mass organizations and government agencies to promote women's economic empowerment.
- Output 2.3:** Communication network on gender equality developed for mass dissemination of two laws.

Most significant to Joint Outcome 2 is the development of a national-level Gender Forum made up of representatives of these three sub-networks of outputs 2.1, 2.2 and 2.3: 1) agencies engaged in GE work, 2) governmental and public organizations working for women entrepreneurs at the local level, and 3) media professionals reporting on GE issues, government leaders, gender experts, donors, INGOs, NGOs and the women's machinery. Semi-annual forums will be held throughout the three-year JP, and each forum will focus on a different thematic issue as a high priority for GE in Vietnam. The first forum is a place to organize consultation for legal policy issues and sharing information to ensure political commitment to successfully implement the strategy by the different agencies. The first forum will be held at the beginning of the programme and serve as a platform to announce the strategy and build political will to move forward with translating that document into ministerial sectoral work. The semi-annual forums will also aim to provide a direct and timely policy feed for JP research, pilot programmes and training initiatives to those charged at the national level monitoring and evaluation of the two laws. Finally, these forums will link directly into the annual and semi-annual Consultative Group (CG) Meetings in Vietnam so that donors and Government receive direct inputs relevant to programme planning and policy advocacy on issues related to the two laws.

Coordinated with the Gender Forum will be capacity development and networking of media professionals charged with covering gender issues in print and other media. Capacity building activities will be held jointly with the semi-annual conferences providing journalists unique opportunities to network with government and civil society actors engaged in GE work on the two laws and to disseminate new findings, recommendations, and other policy initiatives related to the two laws more broadly.

To achieve Joint Outcome 2, the JP will conduct the following activities:

Output 2.1: Networks on gender equality are strengthened and sustained through relevant Government and outside of Government systems, with effective linkages and information among stakeholders.

Activity 2.1.1 - Develop and sustain semi-annual forums on GE to feed into policy dialogues and the CG meetings.

Estimated Budget: US\$ 99,992

National Implementation: MOLISA US\$67,410

UN Implementation: UNIFEM US\$32,582

- Main content:

- Recruit local and international consultants to assist activity implementation.
- Organize semi-annual forums
- NIP: MOLISA
- Other National Partners including subcontracts: MOCST, GSO
- Technical Support Agency: UNIFEM

Activity 2.1.2 – Provide TA to selected NGOs of Gencomnet to expand their network and host consultation meetings on the two laws with SMAs, Government, civil society groups, NGOs and concerned agencies.

Estimated Budget: US\$60,669

UN Implementation: UNIFEM US\$ 60,669

- Main content:
 - Prepare necessary documents
 - Prepare publishing products.
 - Organize conferences (Should actively feed into semi-annual conferences).
- Other National Partners including subcontracts: MOLISA, MOCST, concerned agencies, selected NGOs under the network of Gencomnet
- Technical Support Agency: UNIFEM

Activity 2.1.3 - NCAFW and MOLISA to strengthen GAP on GE.

Estimated Budget: US\$ 15,055

National Implementation: MOLISA US\$12,359

UN Implementation: UNIFEM US\$2,696

- Main content:
 - Recruit local consultant
 - Organize initial workshop
 - Organize quarterly meetings
- NIP: MOLISA
- Other National Partners including subcontracts: MOCST, NCAFW, and other members of GAP
- Technical Support Agency: UNIFEM

Activity 2.1.4 – Enhance the capability of grass-roots support groups for victims of DV and advocate directly at the provincial and national level for improved policies and intervention programmes.

Estimated Budget: US\$ 18,189

National Implementation: MOCST \$14,979

UN Implementation: IOM \$3,210

- Main content:
 - Develop the network of DV victims.
 - Host workshops on Gender and Life Skills.
 - Host conferences and seminars to support victims and identify particular cases to support policy mobilization.
- NIP: MOCST
- CIP: Centre of Women Development (CWD)/VWU
- Technical Support Agency: IOM

Output 2.2: Improved partnership between mass organizations and government agencies to promote women's economic empowerment

Activity 2.2.1 – Facilitate enhanced partnership between VCCI, government agencies, and other political and civil society actors to develop mechanisms for promoting women's entrepreneurship in line with the GEL.

Estimated Budget: US\$143,808

UN Implementation: ILO US\$61,118 and UNIDO US\$82,690

- Main content:
 - Formulate the small working group which consists of VCCI, MOLISA, VWU and other key organizations
 - Assist the working group to draft recommendation for the implementation and promotion of GE Law and the revised SME Decree No. 90 by providing need-based training courses
 - Conduct the field research to identify technical demand of women entrepreneurs and to provide discussion basis for the working group
 - Host workshops to discuss and disseminate the proposals for the implementation and promotion of GE Law and the revised SME Decree No. 90

- Other National Partners including subcontracts: VCCI
- Technical Support Agency: ILO, UNIDO

Activity 2.2.2 - Support women's entrepreneurship and networking at the grass-roots level and their advocacy efforts aimed at mass organizations and government agencies working on economic empowerment policies for women.

Estimated Budget: US\$ 89,561

UN Implementation: ILO US\$44,940 and UNIDO\$44,621

- Main content:
 - Organize workshops to disseminate grassroots good practices and institutionalize the methodology for women entrepreneurship promotion
 - Make a reference book which consolidates the existing tool kits for business service providers
 - Implement pilot business mentoring programmes
 - Assist the working group to draft an action plan for post programme periods.
 - Prepare reports and host conferences to share information and continue implementing the Work Plan.
- Other National Partners including subcontracts: VCCI
- Technical Support Agency: ILO/UNIDO

Output 2.3: Communication network on GE developed for mass dissemination of two laws.

Activity 2.3.1 – Facilitate semi-annual press conferences (see 2.1.1).

Estimated Budget: US\$ 7,865

National Implementation: MOLISA US\$6,708

UN Implementation: UNFPA US\$1,787

- Main content:
 - Host semi-annual press conferences (accompanied with Act. 2.1.1)
- NIP: MOLISA
- Other National Partners including subcontracts: MOCST and mass media
- Technical Support Agency: UNFPA

Activity 2.3.2 - Facilitate the dissemination of the laws through mass media (special columns of key magazines and newspapers, national TV coverage, Voice of Vietnam, etc.).

Estimated Budget: US\$ 25,000

UN Implementation: \$25,000

- Main content:
 - Integrate content of the two laws into special columns of key magazines and newspapers, TV coverage and radio broadcasting programmes for public dissemination.
- Other Participating Agency including subcontracts: Key mass media, MOCST, MOLISA
- Technical Support Agency: UNFPA

Activity 2.3.3 - Development of national network of media practitioners reporting on GE issues, including providing training on the content of the two laws and support for development of a Communication Strategy for the GEL. While MOCST has secured funding from other sources for the development of the Communication on DVL, it will coordinate with MOLISA during the development stage and implementation as both strategies are closely linked.

Estimated: US\$45,952

National Implementation: MOLISA \$39,247

UN Implementation: UNFPA \$6,705

- Main content:
 - Identify relevant mass-media agencies for network building.
 - Review and adjust (if necessary) existing training courses available for mass-media staff.
 - Organize training courses for reporters.
 - Support the development of a communication strategy for the GEL law
- NIP: MOLISA
- Other Participating Agency including subcontracts: MOCST and key mass media
- Technical Support Agency: UNFPA

Joint Outcome 3: Strengthened evidence-based data and data systems for promoting GE.

Most ministries and government agencies currently collect some sex-disaggregated indicators for their annual reports. However, these indicators tend to be collected on an ad hoc basis and not

sufficiently analyzed to illuminate long-term national trends. Even when such analysis happens, results are rarely made available beyond internal Government reporting. There are several excellent quality national data collection systems in place, and these systems have received significant long-standing support from UN Agencies. Joint Outcome 3 is aimed at further strengthening and disseminating currently under-utilized and reported GE and sex-disaggregated indicators, as well as identifies gaps. Once gaps are identified, UN agencies will work with their respective national partners and with GSO to integrate those indicators into appropriate on-going national data collection and analysis systems.

In the event that there are no appropriate data collection systems in place in which to insert those indicators, specialized research will be conducted. For the purpose of this JP, we have developed a small number of targeted quantitative and qualitative research projects aimed at detailing the experiences of **marginalized groups of women in Vietnam** in relation to GE. These include ethnic minorities, boys and girls at risk for trafficking, migrant women, and women laborers living in export processing zones, to name a few. In addition, the first-ever comprehensive base-line survey on the incidence of domestic violence will be carried out by WHO as part of the Multi-Country Study on Women's Health and DV. These specialized research projects will be fed directly into policy circles via the semi-annual conferences listed above, and also fed into the CG meetings.

Finally, a clearinghouse system will be developed whereby GE research reports, indicators and databases could be made regularly and publicly available from one location. This activity will be lead by UNDP and will bring together NCAFW, GSO, the VWU and the various research and training institutes which currently house mini-resources centers on gender research. Together, they will identify a more regular system to collect, catalogue and disseminate gender equity research and the JP will provide TA to assist them in developing a sustainability mechanism following the conclusion of the JP. As such NCAFW already plans to request human and financial resources from the Government to sustain the clearinghouse. The following is a brief outline of the four Process Outputs that will serve to successfully achieve Joint Outcome 3.

- Output 3.1: Current gender equality and sex-disaggregated indicators are reviewed and new indicators identified through research.
- Output 3.2: Gender equality and sex-disaggregated indicators are integrated into ongoing national data collection processes and reporting.
- Output 3.3: Data and information collected to promote national gender equality policy dialogues for marginalized groups.
- Output 3.4: Centralized clearinghouse of gender research reports and indicators by government, donors and political and civil society groups (VWU) established (through GSO).

Following are detailed activities to be conducted to achieve each process output:

Output 3.1: Current gender equality and sex-disaggregated indicators are reviewed and new indicators identified through research.

Activity 3.1.1: GSO to calculate the Gender related Development Index (GDI), the gender empowerment measure (GEM), and the World Economic Forum's Gender Gap Index - a mix of qualitative and quantitative data to enable the preparation of periodic reports on the status of men and women in Vietnam and to provide accurate gender analysis as required.

Estimated Budget: US\$52,730

National Implementation: GSO US\$20,630

UN Implementation: UNDP US\$32,100

- Main content:
 - Technical assistance to GSO to collect data for all three indexes
 - Training GSO, VASS and users to calculate all three indexes and collecting required data by national consultants
 - A study tour to UNDP and GSO in Malaysia where gender gap index was calculated in 2006
 - Dissemination of publications and information of indexes, national workshop(s)
- NIP: GSO
- Other participating agencies and subcontracts: VASS, MOLISA, MOCST and concerned data users
- Technical Support Agency: UNDP

Activity 3.1.2: GSO and MOH to conduct a national survey on women's health and DV.

Estimated Budget: US\$ 459,400 (WHO)

National Implementation: GSO US\$340,630

UN Implementation: WHO US\$118,770

Note: The JP will support \$370,590 for this activity. The UN will assist GSO in seeking an additional \$88,810 in funding through other sources.

- Main content:
 - Employ local and international consultants to support implementation of activities
 - Technical backstopping from WHO Headquarters' specialists
 - Organize special training for interviewers and supervisors
 - Carry out the survey using the methodology of the "WHO multi-country study on violence against women": quantitative part with questionnaire, qualitative part with selected interviews
 - Select sites in nationally representative areas.
 - Produce and disseminate results and report during a workshop
- NIP: GSO
- Other National Partners including subcontracts: MOH, MOCST, and concerned agencies and national research institutes to be identified
- Technical Support Agency: WHO

Output 3.2: Gender equality and sex-disaggregated indicators are integrated into ongoing national data collection processes and reporting.

Activity 3.2.1 - Provide TA to engender the labor force survey.

Estimated Budget: US\$ 44,940

National Implementation: GSO US\$11,236

UN Implementation: ILO US\$33,704

- Content:
 - Recruitment local and international consultants
 - TA to integrate and analyze gender issues into the labor force survey
 - Develop user-friendly database system for labor force survey
- NIP: GSO
- Other National Partners including subcontracts: National Research Institutes and concerned agencies
- Technical Support Agency: ILO

Activity 3.2.2 – Provide TA to engender national censuses and surveys on rural issues

Estimated Budget: US\$ 30,000

UN Implementation: FAO US\$30,000

- Main content:
 - Recruit local and international consultants to assist in the implementation of the activities.
 - Review content relating to gender in the two mentioned above investigations conducted by GSO.
 - Integrate gender issues and indicators into two above surveys
- Other National Partners including subcontracts: MARD and GSO
- Technical Support Agency: FAO

Activity 3.2.3 – Provide TA to engender the annual enterprise survey.

Estimated Budget: US\$ 39,884

National Implementation: GSO \$11,236

UN Implementation: ILO \$28,648

- Main content:
 - Recruit local and international consultants to assist implementation of activities.
 - TA to integrate and analyze gender issues into the enterprise survey
 - Develop user-friendly database system for enterprise survey
- NIP: GSO
- Other National Partners including subcontracts: VCCI
- Technical Support Agency: ILO

Activity 3.2.4 - Compile data on children and GE for reporting on national and international commitments, through existing national household surveys

Estimated Budget: US\$ 48,150

National Implementation: GSO US\$48,150

- Main content:
 - Collect and process selected data on child rights and GE.
 - Publish selected data.
- NIP: GSO
- Other National Partners: MOLISA Technical Support Agency: UNICEF

Activity 3.2.5 – Provide TA to engender the annual Population Change Survey (3% survey) and the VHLSS.

Estimated Budget: US\$ 72,080

National Implementation: GSO US\$39,215

UN Implementation: UNFPA US\$32,865

- Main content:
 - Recruit local and international consultants to facilitate implementation of activities.
 - Review content relating to Gender into the Population Change Survey and the VHLSS
 - TA to integrate and analyze gender issues into the Population Change Survey and the VHLSS
 - Develop user-friendly database system for Population Change Survey and VHLSS
- NIP: GSO
- Technical Support Agency: UNFPA

Process Output 3.3: Data and information collected to promote national gender equality policy dialogues for marginalized groups.

Activity 3.3.1 – Provide TA for research and policy dialogues on ethnic minority women's access to legal services.

Estimated Budget: US\$ 82,058

National Implementation: MOLISA US\$34,764

UN Implementation: UNDP \$47,294

- Main content:
 - Recruit a research team
 - Stock-take, desk review and analyze currently available data
 - Collect some new data and information
 - Produce a policy research paper based on analysis
 - Organize a policy dialogue on the policy research results and recommendations
 - Translate policy study results to different ethnic minority languages
- NIP: MOLISA
- CIP: Qualified research institute
- Other National Partners including subcontracts: GSO and concerned line ministries
- Technical Support Agency: UNDP

Activity 3.3.2 – Assess the incidence of trafficking in boys and girls to provide data to ensure adequate attention is paid to the trafficking of boys. The data is used for advocacy for anti trafficking policies.

Estimated Budget: US\$ 45,313

National Implementation: GSO US\$27,819

UN Implementation IOM \$17,494

- Main content:
 - Organize a consultative workshop to develop a research plan
 - Review existing data
 - Recruitment of national and international consultants
- NIP: GSO
- CIP: Selected NGOs
- Technical Support Agency: IOM

Activity 3.3.3 – Research on remittances from migrant workers from a gender perspective, taking into account existing problems of remittance and pilot a model of intervention to provide more information for responsible people who enact decrees and policies related to the two laws

Estimated Budget: US\$ 40,379

National Implementation: GSO \$25,400

UN Implementation: IOM \$14,979

- Main content:
 - Recruit local and international consultants.

- Build research plans.
- Make research, analyze results and prepare research reports.
- Host consultation meetings.
- Publish and disseminate reports.
- Policy-Dialogue Conferences.
- NIP: GSO
- CIP: A selected research institute
- Technical Support Agency: IOM

Activity 3.3.4 - Research on the situation of sex workers in Vietnam and policy gaps, with a view to bring gender discrimination to attention of policy-makers in supporting the implementation of the laws.

Estimated Budget: US\$ 58,850

National Implementation: MOLISA \$41,730

UN Implementation: IOM US\$17,120

- Main content:
 - Recruit local and international consultants.
 - Build research plans.
 - Conduct research, analyze results, prepare research reports and organize a workshop on research findings
- NIP: MOLISA
- Technical Support Agency: IOM

Activity 3.3.5 – Research on working conditions of vulnerable rural women living in poverty in the following conditions: (a) as women workers in industrial parks and processing zones, (b) as female laborers working in communities experiencing land use reform, and (c) and as workers in the informal and domestic economy. This research is directly linked to policy advocacy in 1.3.9

Estimated Budget: US\$30,000 UN Agency: FAO US\$ 30,000. This activity is linked with Activity 1.3.9. ILO's budget for Activity 3.3.5 is therefore placed under Activity 1.3.9

- Main content:
 - Recruit local and international consultants
 - Develop research plans
 - Conduct research, analyze results and prepare research reports
 - Organize consultation meetings
 - Publish and disseminate reports
 - Policy-Dialogue Conferences
- Other National Partners including subcontracts: MARD and MOLISA
- Technical Support Agency: ILO, FAO

Output 3.4: Centralized clearinghouse of gender research reports and indicators by government, donors and political and civil society groups established (through GSO).

Activity 3.4.1 - GSO to store and disseminate gender related data and develop an annual publication on sex-disaggregated data.

Estimated Budget: US\$ 63,923

National Implementation: GSO \$48,150

UN Implementation: UNDP \$15,773

- Main content:
 - Recruit national and international consultants to assist with activities of correction and edition of periodical reports on issues relating to gender-disaggregated data.
 - Support GSO's data warehouse in storing and disseminating gender statistical data
 - Publish periodical reports with gender-disaggregated data
- NIP: GSO
- Other National Partners including subcontracts: MOLISA and NCFW
- Technical Support Agency: UNDP

Activity 3.4.2 - Establish a clearinghouse for cataloguing and providing access to sex-disaggregated data, research and reports on GE in Vietnam and develop a strategy for sustainability (NCFW).

Estimated Budget: US\$ 117,525

National Implementation: MOLISA \$115,025

UN Implementation: UNDP \$2,500

- Main content:
 - Recruit national and international consultants to assist with activities
 - Host consultation conferences on information centre building for different stakeholders
 - Purchase computers for the information centre
 - Catalogue existing research and reports
 - Develop a database for the internet, storing data, research, reports on GE in Vietnam
 - Translate research reports
 - Host workshops to develop a strategy for sustainability
- NIP: MOLISA
- CIP: NCFAW
- Other National Partners including subcontracts: GSO
- Technical Support Agency: UNDP

Activity 3.4.3 – Build a database on the International Convention of Children's Rights, CEDAW and "a World Appropriate for Children" (WAFC) using Viet info technology.

Estimated Budget: US\$ 10,700

National Implementation: GSO \$US\$10,700

- Main content:
 - Support GSO to develop CRC/CEDAW database using VI technology (including on-the-job data admin training for core staff of GSO and MOLISA)
 - Support MOLISA to develop WAFC database using VI technology (including on-the-job data admin training for core staff of GSO and MOLISA)
- NIP: GSO
- Other Participating Agency including subcontracts: MOLISA
- Technical Support Agency: UNICEF

Activity 3.4.4 – Compile, publish and disseminate of CD-Rom on VietInfo database and web-based documents on children and GE to principal counterparts in all levels.

Estimated Budget: US\$ 23,861

National Implementation: GSO \$23,861

- Main content:
 - Create web pages for CRC/CEDAW/WAFC databases (web pages at MOLISA and GSO) including server upgrade and web maintenance supports
 - Create and disseminate CD-ROMs of the databases
- NIP: GSO
- Other Participating Agency including subcontracts: MOLISA
- Technical Support Agency: UNICEF

Table 1: Summary of Activities of the JP on Gender Equality

Activities	MOLISA Component Project				MOCST Component Project				GSO Component Project			
	NIP	CIP	Other National Partners including subcontractors	UN Technical Support Agencies	NIP	CIP	Other National Partners including subcontractors	UN Technical Support Agencies	NIP	CIP	Other National Partners including subcontractors	UN Technical Support Agencies
1	2	3	4	5	6	7	8	10	11	12	13	14
Output 1.1												
Act 1.1.1	MOLISA		MOCST, CP, NA, line ministries and concerned local agencies	UNIFEM/ UNFPA								
Output 1.2												
Act. 1.2.1	MOLISA	NA, CP	MOCST, line ministries and concerned local agencies	UNIFEM, / UNFPA								
Act 1.2.2					MOCST			UNFPA				
Act 1.2.3 (a)	MOLISA		GSO, NA, line ministries and other duty bearers	UNDP								
Act 1.2.3 (b)					MOCST		GSO, NA, line ministries and other duty bearers	UNDP				
Output 1.3												
Act 1.3.1 (a)	MOLISA	CP and NA and key line ministries	Selected line ministries and concerned agencies at local level	UNFPA								
Act 1.3.1 (b)					MOCST	CP and NA and key line ministries and agencies	Selected line ministries and concerned agencies at local level	UNFPA				

Activities	MOLISA Component Project				MOCST Component Project				GSO Component Project			
	NIP	CIP	Other National Partners including subcontractors	UN Technical Support Agencies	NIP	CIP	Other National Partners including subcontractors	UN Technical Support Agencies	NIP	CIP	Other National Partners including subcontractors	UN Technical Support Agencies
1	2	3	4	5	6	7	8	10	11	12	13	14
Act 1.3.2 (a)	MOLISA	CP, NA, key line ministries and agencies	Other duty bearers	UNFPA/UNAIDS								
Act 1.3.2 (b)					MOCST	Key line ministries and agencies	CP, NA, key line ministries and agencies	UNFPA/UNAIDS				
Act 1.3.3 (a)	MOLISA	CP, NA, selected provinces and selected duty bearers	CP and concerned agencies at local level	UNFPA								
Act 1.3.3 (b)					MOCST	Key line ministries and agencies	CP, NA, and concerned agencies at local level	UNFPA				
Act 1.3.4	MOLISA	NA	MOCST	UNICEF/UNFPA								
Act 1.3.5	MOLISA		MOCST, NA (Women Parliamentarian Group)	UNIFEM								
Act 1.3.6									GSO		MARD	FAO/UNFPA
Act 1.3.7	MOLISA		Concerned and some localities	ILO								
Act 1.3.8	MOLISA		Concerned and some localities	ILO								
Act 1.3.9	MOLISA		Concerned and some localities	ILO								

Activities	MOLISA Component Project				MOCST Component Project				GSO Component Project			
	NIP	CIP	Other National Partners including subcontractors	UN Technical Support Agencies	NIP	CIP	Other National Partners including subcontractors	UN Technical Support Agencies	NIP	CIP	Other National Partners including subcontractors	UN Technical Support Agencies
1	2	3	4	5	6	7	8	10	11	12	13	14
Act 1.3.10							MOH, MOCST, MOLISA	WHO/ UNFPA				
Act 1.3.11							MOJ and MPS	UNODC				
Act 1.3.12							MOJ and MPS	UNODC				
Act 1.3.13	MOLISA	MOIC		UNESCO								
Act 1.3.14	MOLISA	MOET		UNESCO								
Act 1.3.15	MOLISA	MOET		UNESCO								
Output 2.1												
Act 2.1.1	MOLISA		MOCST & GSO	UNIFEM								
Act 2.1.2			MOLISA, MOCST, concerned agencies, selected NGOs under the network of Gencomnet	UNIFEM								
Act 2.1.3	MOLISA		MOCST, NCFAW, and other members of GAP	UNIFEM								
Act 2.1.4					MOCST	Centre of Women Development (CWD)/VWU		IOM				
Output 2.2												
Act 2.2.1			VCCI	UNIDO/ ILO								
Act 2.2.2			VCCI	UNIDO/ ILO								

Activities	MOLISA Component Project				MOCST Component Project				GSO Component Project			
	NIP	CIP	Other National Partners including subcontractors	UN Technical Support Agencies	NIP	CIP	Other National Partners including subcontractors	UN Technical Support Agencies	NIP	CIP	Other National Partners including subcontractors	UN Technical Support Agencies
1	2	3	4	5	6	7	8	10	11	12	13	14
Output 2.3												
Act 2.3.1	MOLISA		MOCST and mass media	UNFPA								
Act 2.3.2							Key mass media, MOCST, MOLISA	UNFPA				
Act 2.3.3	MOLISA		MOCST and key mass media	UNFPA								
Output 3.1												
Act 3.1.1									GSO		VASS, MOLISA, MOCST, and concerned data users	UNDP
Act 3.1.2									GSO		MOH, MOCST, and concerned agencies and national research institutes to be identified	WHO
Output 3.2												
Act 3.2.1									GSO		National Research Institutes and concerned agencies	ILO
Act 3.2.2											MARD and GSO	FAO
Act 3.2.3									GSO		VCCI	ILO

Activities	MOLISA Component Project				MOCST Component Project				GSO Component Project			
	NIP	CIP	Other National Partners including subcontractors	UN Technical Support Agencies	NIP	CIP	Other National Partners including subcontractors	UN Technical Support Agencies	NIP	CIP	Other National Partners including subcontractors	UN Technical Support Agencies
1	2	3	4	5	6	7	8	10	11	12	13	14
Act 3.2.4									GSO		MOLISA	UNICEF
Act 3.2.5									GSO			UNFPA
Output 3.3												
Act 3.3.1	MOLISA	Qualified research institute	GSO and concerned line ministries	UNDP								
Act 3.3.2									GSO	Selected NGOs		IOM
Act 3.3.3									GSO	A selected research institute		IOM
Act 3.3.4	MOLISA			IOM								
Act 3.3.5			MARD & MOLISA	ILO/FAO								
Output 3.4												
Act 3.4.1									GSO		MOLISA & NCFW	UNDP
Act 3.4.2	MOLISA	NCFW	GSO	UNDP								
Act 3.4.3									GSO		MOLISA	UNICEF
Act 3.4.4									GSO		MOLISA	UNICEF

VII. Monitoring and Evaluation Framework and Annual Work Plan

At the beginning of every year an AWP for each component project will be developed jointly by UN agencies and implementing agencies. It also includes annual targets used for measuring progress that contributes to the achievement of the expected outputs of the JP. In order to measure quantitative and qualitative progress the following MEF (Table 2) has been developed which will be revised if required based on lessons learned and progress in the implementation of the JP.

Additionally, process indicators have been developed at the request of the MDG-F to measure the process and achievement of joint programming as an aid modality within the context of UN Reform.

Process Indicators

1. Joint annual reviews and reporting system operational and coordinated by the PMU.
2. Perception of stakeholders on UN comparative advantage in and joint approach to addressing systematic problems relating to GE in Viet Nam [baseline from UN Stakeholder Survey, feedback from JP Gender MTR and final evaluation].
3. MDG 3, GE and women's empowerment, and CEDAW indicators, addressed and prioritized in all programme activities and resource allocations.
4. TOR for UN lead agencies, Gender PCG sub-working group on the JP clearly describe how participating UNCT agencies organise themselves to achieve strategies and results in the JP.
5. Demonstrated value added by joint approach to programming through the Gender Joint Programme, through a common voice, joint planning and joint annual review of JP implementation.
6. Timely delivery of the outputs agreed by Government and UN organizations in the Joint Programme Document and AWP.
7. Capacity development strategies and activities based on and pursued according to a common analysis.
8. Stakeholder satisfaction with implementation including mechanism for fund transfer and UNCT coordination in support of JP implementation.

Table 2: Vietnam Joint Programme on Gender Equality Monitoring and Evaluation Framework				
Results	Indicators	Baseline	Target	Means of verification
UNDAF: Laws, policies and governance structures are in place that support and promote a rights-based development process in line with the principles of the MDGs	Number of Action Plans approved for implementation of GE and DVP law	none	At least two National Action Plans approved by the year 2011	The final evaluation report of JP
Strategic Result: Improved capacity of relevant national and provincial authorities, institutions and other duty bearers to effectively implement the GEL DVL.	Authority of SMA s (MOLISA and MOCST) to implement the GE and DV laws	Accountability for implementation of GE and DV laws	Clarity in the accountability of SMAs (MOLISA and MOCST)	Evaluation of capacity building strategy of SMAs (MOLISA and MOCST) in Q3 2009
	Organizational capacity of SMAs (MOLISA and MOCST) to implement the GE and DV laws	SMA (MOLISA and MOCST) resources are insufficient to carry out the task	SMA (MOLISA and MOCST) organizational effectiveness improved	Quarterly and Annual JP reports
	Effect of SMAs (MOLISA and MOCST) in policy process at sectoral level	SMA (MOLISA and MOCST) influence on lead ministries limited	SMAs (MOLISA and MOCST) are able to mainstream gender in the work of lead ministries	Reports from semi-annual workshops Completed capacity assessment report SMA (MOLISA and MOCST) annual program and special reports on gender implementation (CG, MDGs, CEDAW, CSW, etc.)
Joint Outcome 1. Improved skills, knowledge and practices for the implementation, monitoring, evaluation and reporting of the Law on GEL and DVL.	Availability of implementation strategy for GE Law.	No implementation strategy for GE law Implementation decree of GE law under development	MOLISA and some key line ministries have implementation strategies for GE and DV laws	PMU quarterly meetings and reports Evaluation of capacity building strategy of SMAs (MOLISA and MOCST) in Q3 2009

Table 2: Vietnam Joint Programme on Gender Equality Monitoring and Evaluation Framework				
Results	Indicators	Baseline	Target	Means of verification
		Implementation decrees of DVP law under development		Annual Review of JP by NSC Roadmap/Strategy Documents
Process Output 1.1. Capacity assessed of the SMAs (MOLISA and MOCST), line ministries, National Assembly, Communist Party (including the Vietnam Women's Union) and concerned agencies at the local level	SMAs (MOLISA and MOCST) and key stakeholders have realistic understanding and TOR for their role and capacity for the implementation, monitoring and reporting on the laws. Clear assessment of strengths, weaknesses and needs concerning the 2 laws	Limited capacity to implement strategy	Clear gender capacity indicators and recommendations for capacity building	Completed capacity assessment report Completed record of interviews Completed surveys Reports from workshops Clear TORs
Process Output 1.2. Relevant POAs are developed for the SMAs (MOLISA and MOCST), line ministries, National Assembly and Communist Party at central and local level to implement, evaluate, monitor and report on the two laws	Availability of relevant POAs Availability of M&E Framework for the two laws	Insufficient strategy to implement 2 laws No existing M&E framework for 2 laws	Relevant POAs disseminated to all institutions and levels of implementation Functioning reporting system across institutions in place Sufficient M&E framework for government for 2 laws	Evaluation of capacity building strategy of SMAs (MOLISA and MOCST) in Q3 2009 Annual Review of JP by NSC PMU quarterly meetings Relevant POA Documents

Table 2: Vietnam Joint Programme on Gender Equality Monitoring and Evaluation Framework				
Results	Indicators	Baseline	Target	Means of verification
Process Output 1.3. Technical assistance to improve the capacity of the SMAs (MOLISA and MOCST), line ministries, National Assembly, and Communist Party to implement, evaluate, monitor and report on the two laws	Availability of tools and information for gender analysis across sectors GE and DV laws integrated into Annual Work Plans and PoAs of key line ministries	Gender Mainstreaming Guidelines are available, but underutilized Undefined roles of party, mass organizations, elected bodies in oversight of implementation of GE and DV laws Undefined roles of line ministries in implementation of GE and DV laws	User-friendly gender analysis tools available for implementing agencies GE and DV laws integrated into Annual Work Plans and PoAs of key line ministries.	Gender Mainstreaming tools and materials Evaluation of capacity building strategy of SMAs (MOLISA and MOCST) in Q3 2009 Annual Review of JP by Steering Committee PMU quarterly meetings Annual reports, work plans, PoAs of key line ministries
Joint Outcome 2. Enhanced partnerships and coordination around GE within and outside government.	Authority of SMAs (MOLISA and MOCST) in coordination of gender architecture across Government, civil society and donors	Lack of comprehensive and coordinated gender mainstreaming function across government, civil society and donors	Effective coordination of gender mainstreaming function by empowered SMAs (MOLISA and MOCST)	Evaluation of capacity building strategy of SMAs (MOLISA and MOCST) in Q3 2009 Semi-annual conferences Annual and mid-term GAP report to CG Meeting Annual Review of JP by NSC PMU quarterly meetings

Table 2: Vietnam Joint Programme on Gender Equality Monitoring and Evaluation Framework				
Results	Indicators	Baseline	Target	Means of verification
Process Output 2.1. Networks on gender equality are strengthened and sustained through relevant Government and outside of Government systems, with effective linkages and information among stakeholders	Gender Partnership group and functions effectively	Map of GE initiatives and budget allocation unknown	GAP and GENCOMNET interaction brings about policy changes	Semi-annual conferences
	GENCOMNET and GAP bring GE issues to attention of policy makers GE issues are fed into National Policy dialogues	Limited interaction between networks		Annual and mid-term GAP report to CG Meeting Annual Review of JP by NSC PMU quarterly meetings
Process Output 2.2. Improved partnership between mass organizations and government agencies to promote women's economic empowerment.	Networks around women entrepreneurship promotion and women entrepreneurs at both grass-roots and national levels strengthened	Weak network among partners working on women's economic empowerment as well as among women entrepreneurs	Awareness of importance of economic empowerment of women for GE increased among policy makers, especially VCCI, MOLISA, VWU	Annual review of JP by NSC
	Tools and reference materials for women entrepreneurship promotion and economic empowerment implemented by entrepreneurs and policy makers, especially VCCI, MOLISA and VWU	Unclear implementation strategy for GE law on women's economic empowerment and weak mainstreaming strategy for GE	Tools and reference materials available to entrepreneurs and policy makers	Semi-annual conferences
Process Output 2.3. Communication network on GE developed for mass dissemination of two laws.	Communication network on GE in existence.	Many journalism networks, but no GE Communication network.	Press coverage for research findings and bi-annual meetings.	Annual review of JP by NSC Semi-annual conferences with articles and other forms of mass media coverage collected from network members
	Increase in press coverage on the 2 laws	No communication strategy for DV or GE Laws.	Communication strategy for 1 laws developed and approved.	
Joint Outcome 3. Strengthened evidence-based data and data systems for promoting GE.	Availability of data and info for monitoring the implementation of GE	No system to monitor implementation of GE and DV	Availability of data for monitoring of GE and DV laws	Evaluation of capacity building strategy of SMAs (MOLISA and

Table 2: Vietnam Joint Programme on Gender Equality Monitoring and Evaluation Framework				
Results	Indicators	Baseline	Target	Means of verification
	and DV laws Availability of data and info systems for policy development related to the two laws	laws Insufficient data for policy development on GE and DV issues	Availability of system to monitor implementation of GE and DV laws Policy is based on evidence provided by research	MOCST) in Q3 2009 Annual and semi-annual GAP reports to CG Meeting Semi-Annual Conferences Annual Review of JP by NSC quarterly meetings
Process Output 3.1. Current GE and sex-disaggregated indicators are reviewed and new indicators identified through research.	Increase in number and quality of GE and sex-disaggregated indicators	Insufficient data on certain issues prevents policy change or development A number of issues were not addressed as per concluding comments of CEDAW Committee	GE and sex-disaggregated indicators are identified and improved	Annual and semi-annual GAP report to CG Meeting Annual Review of JP by NSC PMU quarterly meetings
Process Output 3.2. GE and sex-disaggregated indicators are integrated into ongoing national data collection processes and reporting.	National surveys incorporate GE and sex-disaggregated indicators	Insufficient and under-utilized system to collect baseline data No system to report on implementation of GE and DV laws developed yet Data is collected, but not sufficiently analyzed	A number of studies collect relevant baseline data to monitor implementation of GE and DV laws Availability of indicators to measure GE and DV Newly identified indicators are integrated into national and ongoing surveys	Annual and semi-annual GAP report to CG Meeting Semi-annual conferences Annual Review of JP by NSC PMU quarterly meetings

Table 2: Vietnam Joint Programme on Gender Equality Monitoring and Evaluation Framework				
Results	Indicators	Baseline	Target	Means of verification
Process Output 3.3. Data and information collected to promote national GE policy dialogues for most marginalized groups.	GE data concerning marginalized women is collected Policy reports/papers cite data on marginalized women	Inadequate attention paid to understanding experiences of most vulnerable groups of people regarding GE Limited availability of research on most marginalized groups	Data and research reports available for public in a centralized database and library Data and research reports on marginalized and under-represented women are available	Annual and semi-annual GAP report to CG Meeting Semi-annual conferences Annual Review of JP by NSC PMU quarterly meetings
Process Output 3.4. Centralized clearinghouse of gender research reports and indicators by government, donors and civil society groups established (through GSO).	A centralized system for gender research reports and data available Annual sex-disaggregated statistics document developed and disseminated	Insufficient coordination and open availability of gender related research, data and indicators	Data and research reports available for public in a centralized database and library	Annual and semi-annual GAP report to CG Meeting Semi-annual conferences Annual Review of JP by NSC PMU quarterly meetings

VIII. Recommendations for domestic financial mechanism of the programme/project

1. For ODA Fund

ODA Fund: **USD 4,588,810** of which:

- Budget allocated for construction: 0 % of total ODA Fund
- Budget allocated for administration activities: 100 % of total ODA Fund
- Re-lending: 0 % of total ODA Fund.

\$4,500,000 has been mobilized for this Programme from the donor, the MDG-F. The UN will assist GSO in seeking an additional \$88,810 from other sources in order to fully implement activity 3.1.2.

The following budget breakdown to be received by the Government (3 NIPs) under pooled funding³ through UNFPA as the MA and by UN organisations under direct implementation include the following:

TOTAL BUDGET FOR UN-GOVT JOINT PROGRAMME ON GENDER

National Implementation		
MOLISA (Including PMU activities)	\$	1,263,074
MOCST (Including CPMU activities)	\$	294,161
GSO (Including CPMU activities)	\$	600,670
Sub-Total	\$	2,157,905
Direct Implementation		
1 UNFPA	\$	588,750
(Including PMU/CPMU activities: Salary for JPG Specialist, JP workshop, Annual JP Review meeting, etc.)		
2 ILO	\$	424,960
3 UNIFEM	\$	242,681
4 UNESCO	\$	215,875
5 UNDP	\$	215,367
6 UNODC	\$	209,083
7 WHO	\$	172,270
8 UNIDO	\$	127,311
9 FAO	\$	90,000
10 IOM	\$	52,803
11 UNICEF	\$	2,995
Sub-Total	\$	2,342,095
Total MDGF Support	\$	4,500,000
Funds to be mobilized for GSO Component project	\$	88,810
GRAND TOTAL	\$	4,588,810

³ In this Joint Programme document 'pooled funding' refers to the funds that are received from the MDTF by UNFPA as MA and transferred to the National Implementing Partners (NIPs). This is to differentiate between funding received by Participating UN Organizations from MDTF for direct implementation. Therefore, there is only one source of funds contributing to the pooled funding.

It should be noted that UNAIDS will provide TA using its own resources

2. For Counterpart Contribution Fund (MOLISA will send immediately the counterpart fund of 3 NIPs by tomorrow):

MOLISA:

The total budget from MOLISA as a government contribution for the implementation of the JP on Gender is **VND 890,000,000** (equivalent US\$ 52,353). This amount represents MOLISA's annual government budget for management for the umbrella project and MOLISA's component project.

MOCST:

The total budget from MOCST as a government contribution for the implementation of the JP on Gender is **VND 540,000,000** (equivalent US\$ 31,765). This amount represents MOCST's annual government budget for management for the MOCST's component project.

GSO:

The total budget from GSO as a government contribution for the implementation of the JP on Gender is **VND 180,000,000** (equivalent US\$ 10,588). This amount is for management for the GSO's component project.

The portion of counterpart fund to implement activities under CIP will be responsibilities of respective CIP.

IX. Organization for Management and Implementation of the Programme/Project

1. Organizational structure for implementation of the Programme, Component Projects within the framework of the Programme

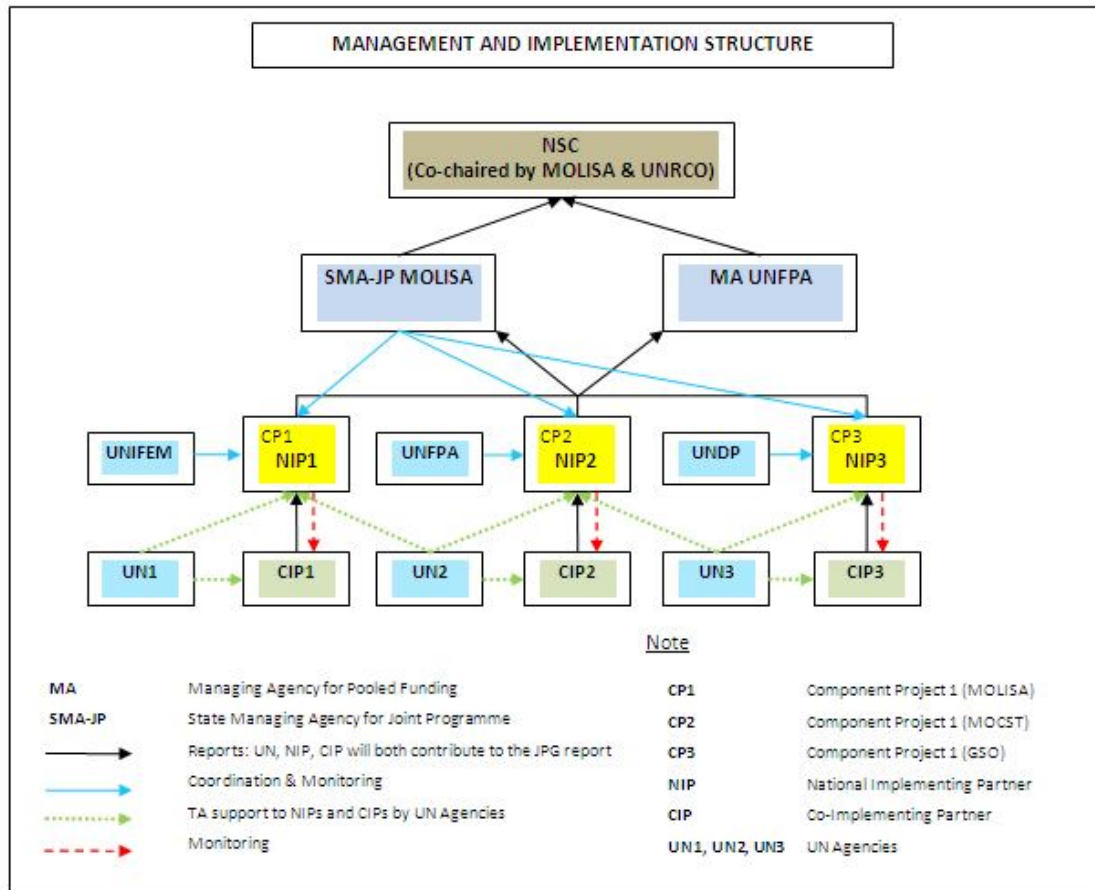
The three-year JP consists of an umbrella programme and three specific component projects, each coordinated by one Government Agency and one UN Agency respectively. The three Government agencies are MOCST, MOLISA and GSO. They assume responsibility for ensuring the adequacy of the overall coordination and management of the component project including the finances released by UNFPA as the Managing Agent of the Pooled Funding.

The three coordinating UN Agencies are UNFPA, UNIFEM and UNDP. Each Agency will provide coordination support to the relevant NIP for implementation of the component project managed by the respective NIP (UNFPA and MOCST, UNIFEM with MOLISA and UNDP and GSO). The interventions under both the Government (by NIPs) and UN direct implementation are embedded in each of the three component projects.

MOLISA as the State Managing Agent for the JP will be the overall coordinating partner for the umbrella programme from the Government side and UNFPA will be the overall coordinating agency from the UN side. The 11 UN agencies participate in the JP both as technical support agencies and as implementers, while UNAIDS will provide only technical support to the JP.

The Millennium Development Trust Fund (MDTF) office already signed a Global Agreement/Memorandum of Understanding (MOU) with Spain regarding the MDG Achievement Fund (MDG-F) whereby the MDTF Office will be the overall AA for the Fund which includes many JPs from other countries. Since they already signed a global agreement on the pass-through arrangement no other agreement with MDTF/AA is required at the country level. The Umbrella document will be signed by all 11 Participating UN Organizations who will receive funding from the MDTF, three NIPs and the UN Resident Coordinator.

The JP project will be overall guided by the National Steering Committee (NSC). Management and implementation will be coordinated by the PMU. The following is an organigram of the organizational, management and implementation structure of the JP.



Role of Resident Coordinator:

The MDG-F will rely on the UNRC to facilitate collaboration between participating UN agencies to ensure the programme is on track and that promised results are being delivered. The UNRC will exercise his/her authority over the programme by being entrusted with leadership of the overall programme design, ongoing programmatic oversight of the Fund's activities by co-chairing the National Steering Committee meetings.

National Steering Committee:

The NSC will provide oversight and strategic guidance to the programme throughout the three-year programme and will have the following members:

Representative, MOLISA (NSC Co-chair): The Government Aid Coordinating Agencies (GACA) has designated MOLISA as the co-chair of the NSC. Noting that MOLISA is one of the three NIPs, the co-chair will be at the Vice Minister level to provide independent oversight of the JP.

Resident Coordinator (NSC Co-chair)

Members: MPI as a member of GACA, and Spanish Embassy

Other UN agencies, donors, Government representatives and members of civil society will be invited to participate in NSC meetings as observers or to provide information as needed. Decisions to invite observers will be made by the co-chairs. The NSC will meet semi-annually, and all decisions will be made through consensus. The main function of the NSC is to exercise oversight and be responsible for making necessary arrangements for assurance of successful functioning of the JP and to approve the consolidated AWP. Specific responsibilities are for the following:

- Reviewing and adopting the Terms of Reference and Rules of Procedures of the NSC and/or modify them, as necessary;
- Approving the Joint Programme Document before submission to the Fund Committee. Minutes of meeting to be sent to MDG-F Secretariat with final programme submission;
- Approving the strategic direction for the implementation of the JP within the operational framework authorized by the MDG-F Steering Committee;
- Aligning MDG-F funded activities with the UN Strategic Framework or UNDAF approved strategic priorities;
- Approving the documented arrangements for management and coordination;
- Establishing programme baselines to enable sound monitoring and evaluation
- Reviewing the Consolidated JP Report from the Administrative Agent (AA) and provide strategic comments and decisions and communicate this to the Participating UN Organizations;
- Chairing annual JP reviews and suggesting corrective action to emerging strategic and implementation problems;
- Creating synergies and seeking agreement on similar programmes and projects by other donors
- Approving the communication and public information plans prepared by the PMU.

Programme Management Unit (PMU):

The members of the PMU include the following:

01 PMU Director and 01 Deputy Director representing MOLISA, 02 senior staff from MOCST and GSO representing CPMUs and being members of PMU, some staff of MOLISA will participate in PMU as members, and other staff such as one co-coordinator, one administrative assistant cum interpreter, one accountant who will work full time and be recruited based on the existing cooperation procedures with UNFPA

Each CPMU representative will attend all key PMU meetings to ensure cooperation and smooth coordination.

Budget of the JP will be used to pay for 3 full time project staff (coordinator, administrative assistant and accountant), the JP Gender Specialist. The PMU Director will be recruited and paid by MOLISA and shall be the National JP Director at the same time. He/she will be responsible for recruiting the PMU national staff in agreement with UNFPA and MPI. A number of staff assisting for the implementation of the JP is paid by MOLISA budget. The above personnel will work at the Project Office located in MOLISA and will support effective functioning of the PMU and the JP.

The Gender Specialist will provide technical support to the PMU and the two CPMUs based on the agreed TOR between MPI and the UN. While the Specialist will not be an official member of the PMU, he/she will be physically located at the PMU office while she/he will spend one day per week at the two CPMU offices, as appropriate.

Government Circular 3 - 2007/TT-BKH of 12 March, 2007 and regulations on co-operations between UNFPA and Viet Nam on project management and implementation will be followed.

In addition to the Government regulations and in accordance with the MDGF Guideline to take on additional responsibilities in absence of Programme Management Committee (PMC), the PMU will also be responsible for:

- Providing technical and substantive leadership regarding the activities envisaged in the Annual Work Plan in consultation with relevant UN agencies;
- Agreeing on re-allocations and budget revisions and make recommendations to the NSC as appropriate based on established procedures between the Government and the UN in Viet Nam;
- Meeting once a quarter with UN participating agencies to review the progress towards implementation and monitoring of the JP whereby decisions will taken jointly with the participating UN organizations
- Providing effective implementation support for the JP, including consolidation of AWP and budgets developed by the three component projects into a single consolidated AWP in coordination with

UNFPA⁴ and other reports such as consolidated annual JP report, and programme related documents; and ensuring that budget overlaps or gaps are addressed;

- Developing a collaborative, coordination mechanism between the three component projects and ensuring there is joint management, coordination, planning, monitoring, and reporting;
- Ensuring operational coordination;
- Managing programme resources to achieve the outcomes and output defined in the programme;
- Establishing adequate reporting mechanisms in the programme;
- Addressing management and implementation problems;
- Managing equipment and inventory of the PMU and consolidating the three inventories from each component project and submitting to UNFPA and MOLISA for review.
- Identifying emerging lessons learned and establishing communication and public information plans with technical input from the JP Gender Specialist

Component Project Management Unit (CPMU):

There are three component projects in the JP and the lead government agencies for each of the component project are: MOLISA, MOCST and GSO. There will be one full time component project coordinator and one accountant cum secretary in MOCST and GSO CPMUs. The main PMU will also serve as CPMU in MOLISA's component project. Government Circular 3 - 2007/TT-BKH of 12 March, 2007 and regulations on co-operations between UNFPA and Viet Nam on project management will be followed. In addition, to those regulations the CPMU is also responsible for:

- Coordinating and compiling AWP for its component project (both PMU and CPMU for MOLISA, and CPMUs for MOCST and GSO)
- Coordinating and finalizing financial and narrative component project reports

UN coordinating agencies for the implementation of the three Component Projects:

The lead agencies for the three Component Projects will be coordinated by MOLISA and UNIFEM, MOCST and UNFPA, GSO and UNDP.

The lead UN agencies will be responsible for:

- Coordinating development of AWP for the activities under direct implementation and assisting in the development of realistic AWP under national implementation, with special attention to the first year of implementation
- Coordinating assistance on the implementation, monitoring and evaluation of the AWP for direct implementation and technical support to the activities under national implementation
- Liaise with UNFPA on preparing progress reports and addressing implementation issues.

Following up and coordinating meetings and information flow between UN agencies and CPMU.

Recruitment of consultants: Selection criteria for consultants will be jointly developed by NIP and concerned participating UN agency to ensure recruitment of appropriate and highly qualified consultants for quality outputs. Recruitment procedures will follow existing co-operation regulation between Vietnam and UNFPA.

National Implementing Partner (NIP)

1. The three NIPs of the JP are MOLISA⁵/Gender Equality Department, MOCST/Family Planning Department and GSO. They assume responsibility for the overall coordination and management of the component projects including the finances released by UNFPA. The three NIPs are responsible for making sure that an adequate and reliable system of internal control is built into the 3 component projects.

⁴ Since the PMU under MOLISA have not been established yet, UNFPA and MOLISA will jointly work together to assist in the consolidation of the three component project AWP for 2009 only.

⁵ MOLISA has designated its Gender Equality Department as the focal point for the Component JP on GE. Likewise, MOCST has designated its Family Department as the focal point for the Component JP on DVP.

2. Following the approval of the JP, an official communication is sent to the three NIPs by UNFPA as MA to initiate the signing of the LOU.
3. Three LOUs will be signed by: (1) UNFPA and MOCST, (2) UNFPA and MOLISA and (3) UNFPA and GSO before the funds are released to each NIP. The LOU includes bank account details, a list of officials (two to three individuals) who are authorized to receive funds and to certify UNFPA financial reports on behalf of the project. It also elaborates on the financial, reporting and audit procedures.
4. NIPs are responsible for maintaining a complete set of project financial files containing all original documentation that supports disbursements made by the NIP. The NIP will ensure similar records are maintained for any activity/ies implemented by Co-Implementing Partner/s.

Co-Implementing Partners (CIP)

The CIPs are institutions that will receive funding from the NIPs and will be accountable to the NIPs. They will submit the financial and substantive reports together with relevant supporting documents to the NIPs for consolidation by the CPMU/PMU of the relevant NIP.

Sub-contractors

Sub-contractors are government ministries, NGOs or private sector institutions who will be contracted by a UN agency under direct implementation to implement an activity or a set of activities on behalf of the UN Agency. They will submit financial and substantive reports together with relevant supporting documents to the UN agencies based on a contract between the UN Agency and the subcontractor.

List of Vietnamese agencies in the JP implementation, including NIP, CIPs, and subcontractors

i. Government ministries

- Ministry of Labor, Invalids, and Social Affairs (MOLISA)
- Ministry of Culture, Sport and Tourism (MOCST)
- Ministry of Planning and Investment (MPI) with GSO
- Ministry of Agriculture and Rural Development
- Ministry of Education and Training
- Ministry of Health
- Ministry of Information and Communication
- Ministry of Justice
- Ministry of Public Security

ii. Other agencies

- Central Communist Party Committee for Education and Popularization
- National Assembly (Parliamentary Committee for Social Affairs, Parliamentary Committee for Culture, Youth, Education, and Parliamentary Women Group)
- National Committee For Advancement of Women
- Vietnam Chamber of Commerce and Industry
- Vietnam Women's Union
- Mass media: key mass-media agencies
- Other relevant agencies and organizations as requested
- Selected National University and Research Institutes
- Selected Vietnamese NGOs of Gender Community Network (Gencomnet)

2. Funds Management Arrangements for Programme, Component Projects under the framework of the programme

Financial Management Mechanisms and Accountability:

Fund Mechanism: The JP will be supported through a combination of pass-through and pooled funding secured from the MDG Achievement Fund supported by Spain (MDG-F) which foresees that the MDTF

office in New York will act as the overall Administrative Agent. The MDTF Steering Committee will transfer the first annual installment to each participating UN Organization once it receives signed JP (which consists of an overall umbrella programme and three component projects) approved by the National Steering Committee. The MDTF will therefore disburse funds in its capacity as Administrative Agent to the UN participating organizations that will each be accountable for the use and management of their portion of the funds.

Based on a specific request from the Government to receive funds for the three NIPs through one UN Agency only as a way to streamline and simplify procedures in accordance with Hanoi Core Statement, it was agreed that UNFPA would be playing that role as Managing Agent. Hence, while UNDP and UNIFEM will continue coordinating their work with MOLISA and GSO, UNFPA will be the UN Agency receiving the funds to be implemented by MOCST, MOLISA and GSO, and will be accountable for overall financial management of these funds. These funds will therefore be pooled into UNFPA's accounts. UNFPA will therefore sign, as part of its procedures, a Letter of Understanding with each NIP (MOLISA, MOCST and GSO) before commencement of project implementation. The LOU records the agreement of both parties to adhere to UNFPA financial, rules, reporting and auditing procedures.

Given the funding mechanism of the JP is a combination of Pooled and Pass-through, following procedures will be followed based on the MDTF harmonized guidelines:

Pooled Fund Management

1. UNFPA, as the MA will receive funding from AA for national implementation as well as for those activities it will implement directly. It will use its own financial regulations and rules for the finance management of both – Government and UNFPA implementation of JP activities.
2. UNFPA reports on the portion it is managing on behalf of the 3 Implementing Partners. It will also report on the portion it is implementing directly.

Pass-through Fund Management

1. The 11 UN Agencies will receive funds directly from AA and will use their own financial regulations and rules and be accountable for the financial management of their respective activities. Each organization assumes complete programmatic and financial responsibility for the funds disbursed to it by the AA.
2. Based upon approval of the AWP by the NSC, the 11 UN Agencies will complete the Fund Transfer Request Form and forward this to the UN RC.
3. The UN RC in Vietnam consolidates the Fund Transfer Request forms, adds a coversheet, and submits to MDTF to release funds.
4. The Headquarters of each Participating UN organization will submit to the MDTF Office a financial report stating expenditures incurred by each programme during the reporting period. The dead-line for this report is 30 April.
5. UNFPA's portion of reporting is for the funds it receives for its direct implementation and those for the implementation by the 3 Government IPs. Hence, it will prepare one financial report for the funds it receives from MDTF.
6. Based on the required six budget expense categories from MDTF, UNFPA as MA will use the standardized list of expense categories for reporting to MDTF. Refer to Annex 3.
7. Upon completion, the MDTF Office submits the Consolidated Joint Programme Progress Reports to the UN RC in Vietnam who distributes it to the NSC members.

Financial Reporting at the IP Level

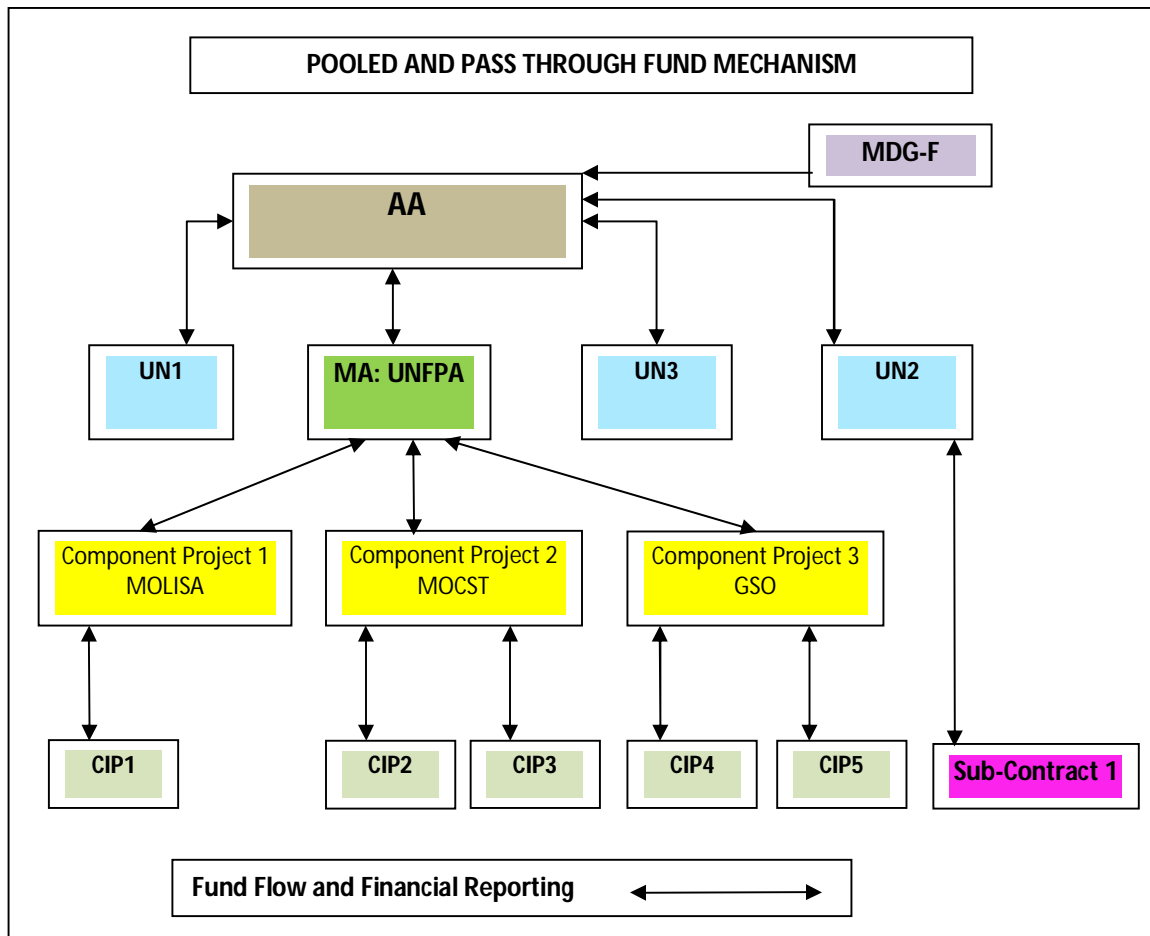
1. The UNFPA Country Office will process the release of funds to the three NIPs based on UNFPA procedures.
2. The 3 NIPs will submit the quarterly Funding Authorization and Certificate of Expenditure (FACE) form to UNFPA in accordance with the approved AWP, progress report of the previous quarter, work

plan for the next quarter with breakdown of the estimated expenditures for release of funds. UNFPA will receive these documents within the first fifteen days of the first month of the following quarter (April, July, October and January) for recording previous quarter expenditures and releasing funds for the following quarter.

3. Implementing Partners (Government and UN) will ensure existing EU-UN Cost Norms, which are being revised, are applied by the NIPs for the implementation of JP activities. The counterpart contribution will be reviewed once the final EU-UN Cost Norms are approved for implementation. In case the NIPs are unable to cover the following component project activity costs which are incurred through being outsourced such as training facilities, photocopying and communications the 3 NIPs will request the UN Agencies to cover these costs from the project budget.
4. The NIP is accountable to UNFPA for the advance it receives from UNFPA.
5. Harmonized Cash Transfer (HACT) modality will be applied for direct cash transfer to the NIP, reimbursement of expenditures using FACE or direct payment by UNFPA if payment is requested to be made on behalf of the NIP.
6. In the event the NIP is not yet micro-assessed UNFPA will apply its own guidelines for annual audit if the annual expenditures exceed \$100,000.
7. If there is a request for a budget revision, the NIP will liaise with the UN Coordinating Agency and submit official letter to UNFPA for final approval.
8. The receiving UN organizations will apply a 7% indirect cost based upon JP expenditures.

The MDTF's harmonized Finance Reporting Procedures to Donors (based on UNDG approved guidelines) are to be used by the UN Agencies for requesting of funds from the MDTF.

The following charts the Pooled and Pass-Through Fund Mechanism combined with the specific role of UNFPA and three NIPs.



The benefits of this combination of modalities are 1) accountability principles remain the same as other funding modalities (i.e., UN organizations are accountable for the funds they receive and disburse); 2) all UN organizations implementing partners are jointly accountable for delivering results and conducting activities as outlined in the Results Framework and the AWP, which means greater success; and 3) NIPs only need to follow one set of rules for the funds they manage and file one set of reports for activities of the JP that under their responsibility thus reducing overhead, discouraging duplication of donor funds and encouraging transparency. The only risk is that the MA has extended accountability as they are responsible for both their own funded activities as well as those supported by other UN organizations, which are beyond their immediate expertise. However, this risk is mitigated by the very strong managing and coordinating role that the UN Gender Programme Coordination Group has developed for the JP and which is evident in the management and coordination mechanisms described above, the logistics and programmatic support that UNFPA is providing, and the MEF described below. The signing of the AWP will also further mitigate risk.

Each UN organization assumes complete programmatic and financial responsibility for the funds disbursed to it by the AA and makes obligations and incurs expenditure in support of activities agreed in AWP according to their agency's regulations and procedures.

Each UN organization establishes a separate ledger account for the receipt and demonstration of the funds disbursed to it by the AA under the agency implementation modality. UN organizations are requested to provide certified financial reporting according to the budget template provided in the MDG-F Operational Guidance Note issued by the MDTF Office and are entitled to deduct their indirect costs on contributions not exceeding 7 percent of the JP budget in accordance with provision of the MDG-F MOU signed between AA and the UN participating agencies.

Subsequent instalments will be released in accordance with AWP approved by the NSC, regardless of the implementation modality. The release of funds is subject to meeting a minimum commitment threshold (legally binding contracts signed, including multi-year commitments which may be disbursed in future years) of 70% of the previous funds released to the participating UN agencies combined. If the 70% threshold is not met for the programme as a whole, funds cannot be released to any organization, regardless of the individual agency's performance.

On the other hand, the following year's advance can be requested at any point after the combined commitment against the current advance has exceeded 70% and the AWP requirements have been met. If the overall commitment of the programme reached 70% before the end of the twelve month period, the participating UN agencies may after endorsement by the NSC request the MDG-F Office, through the RC, to release the next instalment ahead of schedule.

The National JP Director is the holder of a separate bank account. The bank account is opened in a bank or Treasury selected by MOLISA for all transactions of JP activities to be implemented under MOLISA's component project. This JP has its own seal. After the project is operationally and financially completed, the PMU is required to close its account and announce the closure of the bank account and project. The ending of legal validity of its seal should be made in writing.

The two other component projects are entitled to open a separate account in a bank or Treasury selected by CPMUs and have their own seals. The Component Project Director is the holder of this account. After the project is operationally and financially completed, the CPMU is required to close its account and announce the closure of the bank account and project. The ending of legal validity of its seal should be made in writing. The Component Project Director is responsible for co-ordination of activity implementation, fund management and disbursement, including reporting forms.

Development and Approval of AWPs:

- Each NIP in consultation with relevant UN Agencies, as well as Government and NGO partners in the Component Project, develops its AWP. It will be assisted by relevant UN coordinating agency (MOLISA/UNIFEM, MOCST/UNFPA and GSO/UNDP). Each NIP will ensure the AWPs are realistic especially in the first year of implementation. Likewise, the 11 UN Agencies will consult with their subcontractors for the development of the AWPs for UN Agency direct implementation.
- Once the AWPs are developed in consultation with the 3 UN coordinating agencies, the 3 NIPs will send their AWPs to UNFPA for approval in principle.
- Once UNFPA has approved in principle, the 3 NIPs will forward their AWPs to PMU for consolidation and submission to NSC for approval.
- The NSC will review and approve the consolidated AWP (in memo).
- Based on the approved consolidated AWP, UNFPA and the 3 NIPs will sign AWPs of the component projects.
- The two co-chairs of the NSC will sign the consolidated AWP.
- For 2009, UNFPA will coordinate with UNDP and UNIFEM for consolidation of the consolidated AWP in liaison with MOLISA.
- Each participating UN organization will recover indirect costs in accordance with its financial regulations and rules and as documented in the funding agreement signed with the donor. As such, the AWP should reflect the Indirect Costs for each UN participating organizations. The Indirect cost is a separate category expense as per MDTF Expense Category and will be reported as such.

Following steps for the approval of QWPs:

1. The respective CPMU works with the concerned agencies (UN Agency, NIP and CIPs) in developing the QWP for the component project and propose budget estimates for the planning quarter based on the approved AWP.
2. The Coordinating UN Agency (UNDP, UNFPA or UNIFEM) assist in development of QWPs to ensure they are in line with the approved AWPs before the Component Project Directors submits with a complete documentation to UNFPA for approval and release of funds. It includes: quarterly Funding Authorization and Certificate of Expenditure (FACE) form progress report of the previous quarter, work plan for the next quarter and breakdown of the estimated expenditures.

Audit: Auditing is made in compliance with UNFPA regulations for all budget transferred by UNFPA to NIP under the pooled fund modality. According to UNDG guidelines and HACT, micro assessment should be conducted for NIPs receiving more than \$500,000 per year from UN agencies combined. In this regard, GSO and MOLISA have been micro assessed and received moderate rating; As such following assurance activities will be implemented:

- 1 spot check per year
- Programmatic monitoring: According to Monitoring Plan that will be developed by PMU and CPMUs in consultation with UN
- Scheduled audit: Once for the programme Cycle

MOCST has not yet been micro assessed. There will be a yearly audit until micro assessed if applicable. Budget for each audit will be \$3,000 per component project and will be allocated from PMU, and CPMUs budgets.

Accountability, Monitoring, Evaluation and Reporting⁶

Mechanism of monitoring, evaluation and reporting: The JP will have a mechanism for monitoring and evaluation that includes an annual review by the NSC. A sub-group, made up of representative implementing UN agencies and Government partners will meet quarterly to discuss progress in the implementation, assess progress made against indicators developed and make management decisions. Indicators have been developed for each Joint Outcome and each Process Output with a relevant UN agency assigned to lead on each component project. Progress of the JP will be measured against these indicators on a quarterly basis. The PMU will organize quarterly meetings between the concerned NIP/CIPs and UN agencies to review progress of the JP including financial progress, thus making it possible to make mid-year corrections and/or modifications in the work plan for each succeeding quarter if deemed necessary. These quarterly updates will be made available to the MDG-F.

The MDG-F has several levels of reporting requirements at both fund and programme levels. The MDTF Office is responsible for the annual Consolidated Joint Programme Progress Report, which will consist of three parts:

1. **AA Management Brief:** The Management brief consist of analysis of the certified financial report and the narrative report. The management brief will identify key management and administrative issues, if any, to be considered by the NSC.
2. **Narrative Joint Programme Progress Report:** This report is produced through an integrated Joint Programme reporting arrangement. The report should be reviewed and endorsed by the PMC before it is submitted to the MDTF Office on 31 March of each year.]
3. **Financial Progress Report:** Each Participating UN organization will submit to the MDTF Office a financial report stating expenditures incurred by each programme during the reporting period. The dead-line for this report is 30 April.

In this regard, annual reports as well as financial reports will be prepared by the PMU, with each component project and participating agency preparing their contributions directly to the PMU. The report will be anchored in the Monitoring and Evaluation Framework and will be consolidated around the Joint Outcomes and Process Outputs as described in Annex 2. An integrated report will replace for single-agency reports, thus reducing transaction costs.

1. Given the combination of the funding mechanism with pass-through AA to the UN Agencies and pooled funding, it was agreed that UNFPA will take on additional role, which is coordinating the consolidation of the overall narrative report of the JP. This will include both Pass-through and Pooled-funding for submission to the National Steering Committee and the AA. It will be consolidated based on inputs received from each participating UN agency and National IPs.
2. UNFPA is not directly responsible for the management of pass-through funds to the UN Agencies nor for the quality of the reports that the UN Agencies have to prepare. It will report on the portion it is managing on behalf of the other agencies as well as any component that it is implementing directly.

⁶ See Table 2: Monitoring and Evaluation Framework

3. Under normal circumstances, the MDTF in its capacity as AA consolidates the narrative reports. However, for the Spanish MDG-F, they have agreed to consolidate all JPs funded around the world into one overall progress report. They have therefore requested to receive one consolidated narrative report from each of the JP they are funding through the MDG-F. To facilitate matters, it was agreed that in Vietnam UNFPA would assume this role. Noting that the role of consolidating the narrative report is over and above the normal requirements, and given the complexity of the JP with multiple partners involved in the implementation, UNFPA could budget dedicated resources in the programme budget. The participating UN Agencies and the Gender Specialist of the JP will provide quality and timely inputs for the narrative report.

In addition, a separate assessment of the capacity building strategy will take place in the second year of implementation, with a view to reviewing the relevance, effectiveness and sustainability and to document lessons learned. This review will be carried out and prepared by the PMU.

The semi-annual conferences described in Joint Outcome 2 will serve as a particularly useful tool to disseminate results of ongoing activities of the JP and to seek feedback from those both involved in the JP and others engaged in GE programming in Vietnam.

The Joint Programme will have a mid-term review that will be organized by the MDG-F Secretariat. A final evaluation will be conducted at the end of the JP to assess the relevance and effectiveness of activities and modes of operation under the JP. This review will also assess the impact of results achieved on the basis of initial analysis and indicators described in Table 2.

3.Capacity of organizing the management and implementation of the agencies expected to be the national implementing partners, including financial capability

Human resources will be provided to the government through the JP budget in order to support the monitoring, coordination and management of the programme as well as provide technical assistance. The PMU at MOLISA will be staffed with three national staff including a coordinator, an administrative assistant-cum interpreter, and an accountant. An international adviser, the JP Gender Specialist will provide TA to the project. He/she is accountable to UNFPA but on day-to-day basis will report to the PMU director. The CPMUs at MOCST and GSO will also have one component project coordinator and an accountant cum secretary. Each of the three ministries will provide National Project Directors.

3.1 MOLISA

MOLISA has the mandate to implement national management of GE. It is responsible for submitting to the Government and the Prime Minister proposals on strategies, policies, plans and national targets on GE as well as measures to promote GE; coordinate and collaborate with other line ministries, ministerial equivalents and national socio-political organizations in the implementation of these strategies, policies, plans, national targets and measures.

MOLISA is also responsible for taking part in reviewing gender mainstreaming in the legislative making processes; disseminating and introducing GE-related policies and laws; coordinating and collaborating with other line ministries and ministerial equivalents in building capacities of staff working on GE; conduct scientific research and applying advanced knowledge related to GE; and collecting and disclosing statistical information and data on GE nationally according to Vietnamese laws.

The Department of Gender Equality is assigned to help the MOLISA's Minister fulfill the above responsibilities is the Department of Gender Equality (DGE). The DGE currently has a staff of fourteen members including the management, senior experts, GE, and GE law specialists. In addition, as per Decision No. 114 /2008/QĐ-TTg of the Prime Minister dated 22 August 2008 on the Restructuring of the NCFAW, the Director General of the DGE has been appointed as the Head of the NCFAW Support Office, which has helped strengthen the capacities of the DGE staff to more effectively integrate GE in broader activities for the advancement of women. The DGE is thus fully equipped with human resources and capacities to act as the focal point for the JP and the Component Project with MOLISA.

3.2 MOCST

MOCST is the Government agency tasked to implement State Management of Culture, Family, Sports and Tourism and Public Services provided in these fields according to Vietnamese laws. MOCST (the

Family Department) has extensive experience with various UN-funded projects in areas of its responsibility and expertise.

In this JP, MOCST, specifically the Family Department, will be responsible for implementing the Component Project with MOCST in relation to the DVL. The Family Department was established in 2002 under the Vietnam Committee for Population, Families and Children (VCPFC) and moved to MOCST in 2007. The Family Department is mandated to assist the MOCST's Minister in implementing State management of work on family and DV (as per Government Decree 185/2007 – NDGP).

The Family Department participated in the formulation of the DVL and Decrees and Circulars guiding the implementation of the law. The Department is currently undertaking intervention activities at the national and community levels against DV. The Department has a staff of twelve experts specialized on matters related to family and DV. The assigned department is also strongly committed to allocating human and financial resources to ensure the effective implementation of the project. Given the above responsibilities and human resources, MOCST is confident in its ability to participate in and implement the JP's Component Project focused on DV.

3.3 GSO

GSO is an organization, under the MPI, which has responsibility of national management in statistics, implementing statistical activities and providing information on socio- economic statistics to agencies, organizations and individuals according to Vietnamese's laws.

The GSO, according to the Statistical Law, has an important role in coordinating the national statistical system and providing technical assistance to governmental agencies in the operation of the administrative reporting system, the design and implementation of surveys and analysis and dissemination of data.

The GSO has rich experience in managing and implementing donor-supported projects. The GSO has been implementing projects supported by different donors to provide technical assistance to the socio-economic statistics surveys. GSO also has gained considerable experience in coordinating different national players for the effective implementation of these projects. It should be noted that under these projects, the GSO capacity for coordinating donor-supported project activities between central and local levels as well as for horizontal coordination at local levels, and providing management support in such projects, has not been tested. However, with its structure extended to local levels, it is expected that the GSO can fulfill these tasks.

The central GSO office is GSO in Hanoi and GSO has branches (provincial Statistics Offices- PSO) in sixty-three provinces; under these PSO are 684 District Statistics Office.

The project will be managed and implemented under the overall responsibility of a Project Director (NPD), who will be the Director General or a Deputy Director General of the GSO in order to ensure close collaboration between all concerned GSO departments, and related agencies.

X. Building plan and scheduled technology for the Programme implementation (applied to investment projects/ programmes)

Not applicable.

XI. Brief Analysis of the Programme feasibility (in terms of economics, finance, technology and implementation capacity)

Vietnam's agencies participating in the implementation of the JP already have experience in carrying out various projects of the UN in their dominant areas. All participating agencies strongly commit to human resource and financial resource arrangements to ensure the effective implementation of the JP.

XII. Brief Analysis of the programme effects

1. Assessment of direct effects on participating units

All activities of the JP aim at ensuring GE and social justice for all JP beneficiaries. The JP project contributes to enhancing the effectiveness of activities for socio-economic development. It also contributes to enhancing the awareness and active support of local leaders in realization of the implementation of MDGs as well as increasing people's awareness on GE and DV prevention, thereby contributing to poverty reduction, hunger elimination and general life quality improvement.

2. Assessment of socio-economic and environmental impacts on industries and localities

The JP project does not involve any activities harming the natural environment. The JP project helps create favorable policy environment with a view to implementing effectively the GEL and the DVL, thus contributing to life quality improvement of Vietnamese people.

3. Assessment of the sustainability of the JP in its post-period

Activities of JP project would help to achieve objective 3 among the 8 MDGs and support the successful implementation of the GEL and DVL, thereby contributing to the improvement of quality of life and serving as the basic foundation for sustainable socio-economic development. In line with Government's commitment as mentioned above, activities of Joint Outcome 1 ensure sustainability by working with the SMA and key line ministries to develop a core of tools that can be replicated for future workshops, publication and initiatives. Joint Outcome 2 ensures sustainability through the coordination of partnerships among civil society groups engaged in GE activities and by providing a venue to ensure that that research results from Joint Outcome 3 feed directly back into ongoing policy dialogue, advocacy and intervention programmes not only within the UNCT, but among Government, other donors, INGOs and civil society. This component will also establish and maintain a pool of gender expertise within government, development agencies and groups from civil society, thus enabling synergies and good practices to be shared and replicated throughout the Government. Joint Outcome 3 ensures sustainability by developing and strengthening existing research and data systems that can be adapted and expanded for use across line ministries and at the sub-national level. In addition, the JP will establish systems for data collection and management which will form a baseline and facilitate future monitoring and evaluation of GE commitments. A solid research component will be used for policy recommendations and dialogue as well as strengthening or establishing capacity and increasing the role of civil society organizations, particularly research institutes, academic institutions, mass organizations and Vietnamese NGOs, to contribute to the implementation of the two laws as recommended by the CEDAW concluding observations. As a result, the mentioned-above Joint Outcomes will be maintained after the end of the JP project cycle and the sustainability of the JP shall be achieved.

4. Assessment of Cross-cutting Issues

Equity and inclusion are core principles of the Millennium Declaration and inform the work of the UN across the globe. Vietnam's success in reducing the incidence of poverty represents a tremendous advance in terms of protecting vulnerable members of society. At the same time, as conditions for the majority of Vietnamese have improved, some groups have not progressed in equal measure. Poverty is now heavily concentrated among ethnic minorities in remote areas, among single-parent households and among women living in export processing zones. Poverty is linked to incidence of poor health, migration and trafficking of women and children. As a cross-cutting issue, the JP is directly addressing issues of poverty among particularly vulnerable women with specialized research, both quantitative and qualitative, that will illuminate the trends, experiences and coping strategies engaged by women living in poverty in Vietnam. These research reports will feed directly into semi-annual conferences on GE where they can be discussed further by Government agencies, donors, INGOs, and civil society for better policy advocacy, development planning, and pilot interventions, in addition to serving as base-line data for measuring change.

DV is another cross-cutting issue, which although specifically targeted by the DVL, is still a rather new concept for many people in Vietnam. Preliminary research shows that many people believe that DV is justified if a wife does something wrong and the husband is "teaching her" (UNFPA, 2006). The JP builds off of current work being conducted by UN agencies in Vietnam on DV to develop comprehensive national

baseline data on the incidence of violence, its meaning to people and coping strategies currently available to victims. Media will also be engaged as part of Process Output 2 so that capacity is built among media professionals for better reporting on the problem. The MOJ and MPS will also work together with the JP to develop and test training materials for medical and public security civil servants to better recognize and assist in DV cases.

A third cross-cutting theme is education and information. As originally conceived in the Concept Note, many of the listed UN agencies had planned some level of training or materials development around the two laws and gender mainstreaming. However, recognizing that this created tremendous duplication in cost and effort, not to mention inadvertently furthering the problem of vertical programming, the agencies have since coordinated their efforts to “pool” currently available materials, both nationally and from regional offices and agency headquarters, to develop a generic set of materials (and provide technical assistance to national gender experts to build on them so that they are relevant to the local context), which could be used across board. Then, each UN agency will provide sub-sections related to their specific field of expertise which will then be incorporated into future trainings. This cross-cutting theme builds off of extensive assistance provided by UNDP during the early 2000s in Vietnam for developing locally appropriate gender mainstreaming guidelines and tools with NCFAW. JP coordinated trainings will specifically target those working on DV issues (MOJ and MPS), and those providing oversight to the two laws (NA, line ministries, CP) and those charged with data collection and analysis (GSO, line ministries and research/training institutes).

5. Brief Analysis of programme risk management

There are three important risks to the success of the JP. Capacity building may not have the effect intended and that there may be additional gaps that we may not foresee at the outset of this project design. To mitigate this risk, the JP promotes sustainability through the ongoing participation of stakeholders in all aspects of project development and planning. In accordance with the GEL, the JP will build capacity of the MOLISA and key ministries to institutionalize gender mainstreaming into government processes and systems, thereby enabling agencies to fulfill their role and responsibility to promote GE in Viet Nam as mandated by Government. The JP will also build capacity of the MOCST and key ministries to implement, monitor and evaluate the DVL.

Additionally, the implementation sites for some key activities that will take place at the provincial and lower levels have not yet been mutually identified by the Government and UN. Though there has been some discussion, these sites will be selected either during the development of the AWP or the QWP in some cases. Therefore, there is a risk that some Government partners may not have sufficient capacity or commitment to implement these activities. In order to mitigate this risk, the UN and Government will actively seek interested provincial and lower level partners to jointly participate in the implementation of key activities while ensuring they have the capacity, commitment and also sufficient time to prepare for the capacity building activities. If suitable partners cannot be found, the PMU will discuss this issue with the NSC to agree upon re-programming of funds so that the overall disbursement of funds is not delayed if the JP implementation rate falls below 70%.

The complexity of the management modality of the JP with twelve UN agencies, three NIPs and multiple CIPs poses a risk for effective coordination, channel of communication, timely release of funds and reporting of expenditures as well as the achievement of high quality results. In order to mitigate this risk, the SMA and UNFPA will work closely to ensure the PMU and the two CPMUs effectively coordinate and provide sufficient guidance to all implementing partners. The JP Gender Specialist recruited under the JP will provide technical assistance and capacity building to the three component projects. UNFPA has also recruited a full time Managing Agent Programme Officer to coordinate with NIPs and UN agencies for timely fund release and reporting of expenditure.

6. Legal Foundation

Participating UN Organization	Agreement
FAO	FAO operates on the basis of the agreement of representation signed with the Government on 27 January 1978.

ILO	The Decent Work Country Framework was signed on 12 July 2006 and forms the basis of the relationships between the Government and ILO.
IOM	The legal basis of IOM's relationship is an MOU entered into with the Government on 26 September 1991.
UNAIDS	UNAIDS has operated in Vietnam since 1996 also under the UNDP Standard Basic Assistance Agreement (SBAA)
UNDP	The Government and UNDP have entered into the Standard Basic Assistance Agreement (SBAA) signed 21 March 1978, which governs UNDP's assistance to the country and which applies, mutatis mutandis to UNFPA, UNIDO and UNODC.
UNESCO	An Aide-Memoire signed on 27 July 2005 provides the basis of the relationships between the Government and UNESCO
UNFPA	The relationship between the Government and UNFPA is governed by an agreement namely SBAA signed between the Government and UNDP
UNICEF	The Basic Cooperation Agreement (BCA) concluded on 12 February 1979 provides the basis of the relationships between the Government and UNICEF.
UNIDO	UNIDO is governed by the SBAA signed by the Government and UNDP on 21 March 1978.
UNIFEM	UNIFEM operates under the administration of UNDP
UNODC	UNODC governed by the SBAA signed between the Government and UNDP on 21 March 1978.
WHO	WHO's assistance to Vietnam is based on the Basic Agreement signed between the Government and WHO on 6 February 1980.

ANNEX 1: JOINT PROGRAMME BUDGET ON GENDER EQUALITY BY COMPONENT PROJECTS, 2009 – 2011

Comes in as a separate document

ANNEX 2: UN-GOVERNMENT JOINT PROGRAMME ON GENDER EQUALITY RESULTS FRAMEWORK

Comes in as a separate document

ANNEX 3: JP BUDGET BY YEAR, BY NATIONAL AND UN IMPLEMENTATION, AND BY MDTF EXPENSE CATEGORY

Comes in as a separate document

ANNEX 2: List of Documents for Desk Review

Final Evaluation of Joint Programme on Gender Equality

MDG-F Context

- MDG-F Framework Document
- M&E strategy
- Communication and Advocacy Strategy
- MDG-F Joint Implementation Guidelines (February 2011)

Specific Joint Programme Documents

- Joint Programme Document: results framework and monitoring and evaluation framework
- Mission report 2009 by the MDG-F Secretariat
- Mission reports by JPGE colleagues
 - o DV Field Data Collection, Jan 2010
 - o DVL Multi-Agency Collaboration Framework Consultation in Da Nang, March 2010
 - o DVL Pilot Workshop, August 2010
 - o GEL Pilot Workshop, August 2010
 - o DVL MEF Consultation in Hue, Sep 2010
 - o GE Policy Dialogue in Da Nang, September 2011
 - o GSIS in Ha Long, September 2011
 - o Equality and Non Discrimination in Hue, September 2011
 - o DVL Workshop in Ha Long, August 2011
 - o MDG-F Knowledge Sharing Workshop in Morocco, March 2011
 - o MDG-F Knowledge Sharing Workshop in Morocco, June 2011
 - o Mass Media Network Workshop in Nha Trang, September 2010
 - o MOH POA on GE in Do Son, May 2011
 - o DVL Workshop, August 2011
- Quarterly reports
- Mini-monitoring reports
- Biannual Joint Monitoring Reports (including the latest draft of Jul-Dec 2011)
- Annual reports
- Annual work plan (2009, 2010 and 2011-2012)
- Financial information (on MPTF⁷ Gateway at www.mdtpf.undp.org)
- Minutes of the NSC, PMU, and JPGE Taskforce meetings
- JPGE Communication and Advocacy Strategy
- JPGE Mid-term Evaluation Report, Comments Matrix, and Improvement Plan
- JPGE research/study reports, training materials, guides, and other JPGE products (Capacity Assessment Report, Ethnic Minority Women's Access to Legal Services, Gender-related Obstacles in Entrepreneurship Development, DV report, JPGE Advocacy and Communication Strategy)
- Reports by NGOs on field activities
- Study tour reports
- JPGE Sustainability Plan
- JPGE Sustainability Plan Consultative Workshop Report
- Sample JPGE Calendar of Events

⁷ MDTF- Multi-Donor Trust Fund has now renamed to MPTF-Multi-Partner Trust Fund

- Documents related to GAP (GAP meeting agenda, meeting minutes, TOR, and Mapping of DV and GE activities from 2009)
- JPGE Factsheet
- GAP Consolidated Results of Feedback
- Workshop report: Broadcasting for All (UNESCO Component)
- ILO Seminar Summary Report
- Report of MOLISA Policy Dialogue Forum
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Other in-country documents or information

- Independent Review of Joint Programmes in Viet Nam
- MDG Reports by Viet Nam (Viet Nam achieving the Millennium Development Goals 2005, 2010)
- UN Viet Nam Annual Report 2009
- Gender PCG related documents (2010 reports, Minutes of the meeting, JPGE Taskforce TOR, 2009 Results Matrix)
- Country Gender Assessment Report by the World Bank
- Country Led Evaluation on Delivering as One Viet Nam Report
- CLE Progress Update November 2011
- One UN Plan 2
- UNCT Gender Mainstreaming Strategy
- Relevant legal and policy documents (e.g. GEL, DVL, POA on GE, NSGE, NPGE, GSIS, etc)
- HPPMG
- One Plan 2012-2016 Frameworks (Outcome and Output levels)
- One Plan 2012-2016 Joint Programming Matrix for Focus Areas 1, 2 and 3

ANNEX 3

Joint Programme Monitoring Report: Gender Equality and Women Empowerment Window

Section I: Identification and Joint Programme Status

a. Joint Programme Identification and basic data

<p>Date of Submission: July 2011</p> <p>Submitted by:</p> <p>Name: Aya Matsuura</p> <p>Title: Gender Specialist</p> <p>Organization: UNFPA</p> <p>Contact information: matsuura@unfpa.org</p> <p>Mobile: (84) 127 679 3136</p>	<p>Country:</p> <p>Vietnam</p> <p>Thematic Window:</p> <p>Gender Equality and Women's Empowerment</p> <p>MDG and Targets:</p> <p>MDG3 Gender Equality and Women's Empowerment across sectors including health, education and economics</p>
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MDTF Atlas Project No:

MDGF-1694

Title:

Joint Programme on Gender Equality (JPGE)

Report Number:

5

Reporting Period:

1 July- 31 December 2011

Programme Duration:

Thirty-six months (2009-March 2012)

Official starting date:

19 March 2009

<p>Participating UN Organizations: FAO, ILO, IOM, UNAIDS, UNDP, UNESCO, UNFPA, UNICEF, UNIDO, UN Women, UNODC, WHO</p>	<p>Implementing partners⁸:</p> <ul style="list-style-type: none"> • Ministry of Labour, Invalids and Social Affairs/Gender Equality Department • Ministry of Culture, Sports and Tourism/Family Department • General Statistics Office • Ministry of Education and Training • Ministry of Information and Communication • Central Communist Party Committee for Education and Popularisation • Parliamentary Committee for Social Affairs and Parliamentary Committee for Culture , Education, Youth and Children • National Committee For Advancement of Women (NCFAW) • Vietnam Women's Union (VWU), Centre for Women and Development • Ministry of Agriculture and Rural Development (MARD) • Ministry of Health (MOH) • Ministry of Justice (MOJ) • Ministry of Public Security (MPS) • National Assembly: Parliamentary Women Group • Vietnam Chamber of Commerce and Industry (VCCI) • Some key media agencies • Some other related agencies, organizations when required • Selected national universities, research institutions • Some selected NGOs in the Gender Community Network (Gencomnet), NEW and DOVIPNET
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The financial information reported should include overhead, M&E and other associated costs.

Budget Summary	
Total Approved Joint Programme Budget	Total: USD4,500,000 (See Annex 1 for Breakdown by Agencies)
Total Amount of Transferred to date	UNFPA: 2,746,655 USD

⁸ Please list all the partners actually working in the joint's programme implementation, NGOs, Universities, etc

	FAO: 90,000 USD ILO: 424,960 USD IOM: 52,803 USD UNDP: 215,367 USD UNESCO: 215,875 USD UNICEF: 2,995 USD UNIDO: 127,311 USD UN WOMEN: 242,681 USD UNODC: 209,083 USD WHO: 172,270 USD Total: US\$ 4,500,000 <u>including</u> US\$ 20,000 formulation advances
Total Budget Committed to date	UNFPA: USD FAO: USD ILO: USD 383,573 IOM: USD 51,151.27 UNDP: USD UNESCO: USD UNICEF: USD UNIDO: USD UN WOMEN: USD UNODC: USD 209,803 WHO: USD Total: USD
Total Budget Disbursed to date	UNFPA: USD FAO: USD

	ILO: USD 383,338
	IOM: USD 49,511.44
	UNDP: USD
	UNESCO: USD
	UNICEF: USD
	UNIDO: USD
	UN WOMEN: USD
	UNODC: USD 209,803
	WHO: USD
	Total: USD

Donors

As you can understand, one of the Goals of the MDG-F is to generate interest and attract funding from other donors. In order to be able to report on this goal in 2011, we would require you to advise us if there has been any complementary financing provided in 2011 for each programme as per following example:

Amount in thousands of US\$ (N/A)

Type	Donor	Total	For 2010	For 2011	For 2012
Parallel	AECID	88,810	88,810		
Cost Share	UNODC/ USA	200,000	0	124,780	20,000
	UNODC/ SDC (Swiss)	740,000	210,661	88,444	157,033
	UNODC/One Plan Fund	189,300	0	76,365	112,718
Counterpart					

DEFINITIONS

1) PARALLEL FINANCING – refers to financing activities related to or complementary to the programme but whose funds are NOT channeled through UN agencies. Example: JAICA decides to finance 10 additional seminars to disseminate the objectives of the programme in additional communities.

2) COST SHARING – refers to financing that is channeled through one or more of the UN agencies executing a particular programme. Example: The Government of Italy gives UNESCO the equivalent of US \$ 200,000 to be spent on activities that expand the reach of planned activities and these funds are channeled through UNESCO.

3) COUNTERPART FUNDS - refers to funds provided by one or several government agencies (in kind or in cash) to expand the reach of the programme. These funds may or may not be channeled through a UN agency. Example: The Ministry of Water donates land to build a pilot 'village water treatment plant' The value of the contribution in kind or the amount of local currency contributed (if in cash) must be recalculated in US \$ and the resulting amount(s) is what is reported in the table above.

BENEFICIARIES

Direct Beneficiaries

	Men	Men from Ethnic Groups	Women	Women from Ethnic Groups	Boys	Girls	National Institutions	Local Institutions
Targeted Number	530 (MOLISA) 200 (UN Women) 187 (UNESCO) 160 (UNODC)		15 (IOM) 1100 (MOLISA) 450 (UN Women) 188 (UNESCO) 160 (UNODC)				45 (MOLISA) 8 (UNODC)	380 (MOLISA) 3 (UN Women) 5 (UNODC)
Reached Number	474 (MOLISA) 146 (UNESCO) 156 (UNODC)		15 (IOM) 982 (MOLISA) 253 (UNESCO) 244 (UNODC)				45 (MOLISA) 18 (UNESCO) 8 (UNODC)	320 (MOLISA) 3 (UN Women) 161 (UNESCO) 5 (UNODC)

Targeted - Reached	56 (MOLISA) -41 (UNESCO)		0 (IOM) 118 (MOLISA) +65 (UNESCO)				0 (MOLISA)	60 (MOLISA)
% difference	10 (MOLISA)		0 (IOM) 10 (MOLISA)				0 (MOLISA)	15.8 (MOLISA)

b. Joint Programme M&E framework

This template is the same as the one you will find in the JP documents. We have added 3 columns to provide spaces for baselines of the indicators as well as targets. All the values for indicators in this template are cumulative. This means the past values obtained accumulate (add up over time) as the joint programme gets implemented. We are expecting you to include not only the indicators but the value of these indicators. If you do not provide them, please explain the reason and how you are going to obtain this information for the next reporting period.

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
UNDAF: Laws, policies and governance structures are in place that support and promote a rights-based development process in line with the principles of the MDGs	Number of Action Plans approved for implementation of GE and DVP law. (1 = Communication Plan on GEL)	none	At least two National Action Plans approved by the year 2011	<p>With technical and financial support from JPGE:</p> <ul style="list-style-type: none"> - National Strategy for Gender Equality drafted, finalized, and approved - National Programme on Gender Equality drafted and submitted to seek approval - Plan of Action on Gender Equality (2011-2015) by MOLISA approved in May 2011, by MOCST, MOET, and MOH also approved in 2011 - National Statistical Indicator System on Gender Developed approved (October 2011). <p>JPGE supported the development of the Viet Nam Socio-Economic Development Plan 2011-2015, the National Family Strategy, and the development of the One Plan 2012-</p>	<p>The final evaluation report of JPGE</p> <p>Copy of Plans of Action on Gender Equality</p>	Contact colleagues from the government, other duty bearers and stakeholders	MOLISA & JPGE	Viet Nam continues to maintain stable political environment.

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
				2016 through Gender PCG. The Government issued the Communication Plan on GEL on 13 May 2010 and JPGE has been supporting its implementation.				
Strategic Result: Improved capacity of relevant national and provincial authorities, institutions and other duty bearers to effectively implement the GEL and DVL.	Authority of SMA s (MOLISA and MOCST) to implement the GE and DV laws (Increased presence and role of SMAs in implementing GE and DV laws)	Accountabilit y for implementati on of GE and DV laws unclear at practical level.	Clarity in the accountabilit y of SMAs (MOLISA and MOCST)	Roles and responsibilities of MOCST defined in Prime Minister's Directive on DVL and Decree 8 /2009/ND-CP. Clarity of roles and responsibilities of MOLISA defined in Decree No. 70/2008/ND-CP dated on 4 June 2008; Decree 48/2009/ND-CP dated 19 May 2009, Decree No. 55/2009/ND-CP dated 10 June 2009, Resolution NO. 57/NQ-Cp dated 01 December 2009.	The final evaluation report of JPGE Copy of policy documents.	Contact colleagues from the government and other duty bearers	MOLISA, MOCST and JPGE	Viet Nam continues to have enabling environment (safe, political, economical and social stability) to implement JPGE
	Organizational capacity of SMAs (MOLISA and MOCST) to implement the GE and DV laws (Strengthened capacity of key officials of SMAs to implement GE and DV laws)	SMA (MOLISA and MOCST) resources are insufficient to carry out the task	SMA (MOLISA and MOCST) organization al effectiveness improved	Capacity assessment of SMAs and relevant organizations implemented and the report finalized. Findings and recommendations of the report used as a basis for planning of JPGE implementation in 2011. Training materials on implementation of GEL and DVL developed and being finalized for training officials of SMAs, and relevant national institutions.	Completed capacity assessment report Quarterly and Annual JP reports Completed	Contact colleagues from the government and UN WOMEN	MOLISA, MOCST, UN WOMEN, and UNFPA	Viet Nam continues to have enabling environment (safe, political, economical and social stability) to implement JPGE

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
				Key government officials, other duty bearers and stakeholders trained on GEL and DVL and	training materials.			
	Effect of SMAs (MOLISA and MOCST) in policy process at sectoral level	SMA (MOLISA and MOCST) influence on lead ministries limited	SMAs (MOLISA and MOCST) are able to mainstream gender in the work of lead ministries	<p>The National Strategy on Gender Equality was developed and approved after series of consultation workshops organized by MOLISA with officials of line ministries and other key stakeholders(December 2009, August 2010).</p> <p>MOLISA with JPGE support facilitated the development of the Plan of Action on Gender Equality (2011-2015) by MOLISA, MOH, MOCST and MOET.</p>	<p>Workshop reports.</p> <p>Reports of workshops related to the development of POA on GE. Copy of the POAs on GE.</p>	Contact PMU	MOLISA, MOCST, UN WOMEN, and UNFPA	Viet Nam continues to have enabling environment (safe, political, economical and social stability) to implement JPGE
Joint Outcome 1 Improved skills, knowledge and practices for the implementation, monitoring, evaluation and reporting of the Law on GEL and DVL.	Availability of implementation strategy for GE Law.	No implementation on strategy for GE law Implementation on decree of GE law under development Implementation	MOLISA and some key line ministries have implementation on strategies for GE and DV laws	<p>The National Strategy on Gender Equality approved on 24/12/2010 to support the implementation of GEL.</p> <p>Plan of Action on Gender Equality (2011-2015) by MOLISA approved in May 2011. POA on GE (2011-2015) by MOCST, MOET and MOH also approved.</p> <p>Action Plan on Domestic Violence Prevention and Control by the Ministry</p>	<p>PMU quarterly meetings and JPGE reports</p> <p>Copy of policy documents.</p>	Contact colleagues from MOLISA & MOCST	MOLISA and MOCST MOET, MOH, and MOCST, UNESCO, WHO, and UNFPA.	Viet Nam continues to have enabling environment (safe, political, economical and social stability) to implement JPGE .

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
		on decrees of DVP law under development		<p>of Culture, Sports and Tourism Period 2008-2015 is available. Provincial officials trained to integrate Action Plan into their workplans.</p> <p>Selected government officials increased their knowledge in promoting gender equality through the study tour Spain to learn Spanish experience in implementing the National Plan on Gender Equality (December 2010)</p>				
<p>Process Output 1.1</p> <p>Capacity assessed of the SMAs (MOLISA and MOCST), line ministries, National Assembly, Communist Party (including the Vietnam Women's Union) and concerned agencies at the local level</p>	<p>SMAs (MOLISA and MOCST) and key stakeholders have realistic understanding and TOR for their role and capacity for the implementation, monitoring and reporting on the laws(work in progress)</p> <p>Clear assessment of strengths, weaknesses and needs concerning the 2 laws (yes)</p>	Limited capacity to implement strategy	Clear gender capacity indicators and recommendations for capacity building	<p>Capacity assessment carried out and report finalized.</p> <p>Findings and recommendations used as a basis for developing the JPGE Annual Work Plan 2011 up to April 2012.</p> <p>Gender indicators developed for the National Statistical Indicator System on Gender Development.</p>	<p>Completed capacity assessment report</p> <p>Copy of NSIS GE.</p>	Contact UN WOMEN	MOLISA & UN WOMEN	Viet Nam continues to have enabling environment (safe, political, economical and social stability) to implement JPGE

[illegible]

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
	Availability of M&E Framework for the two laws	No existing M&E framework for 2 laws	Functioning reporting system across institutions in place Sufficient M&E framework for government for 2 laws	Draft M&E frameworks for GEL and DVL developed and being finalized after several consultation workshops among key stakeholders to review and provide comments. These frameworks are linked to other national and international frameworks such as the National Strategy on Gender Equality 2011-2020, National Gender Statistical Information System, CEDAW, and MDGs. The DVL website developed to be launched under the MOCST website. It is waiting for approval by the MOCST.	Draft M&E frameworks for GEL and DVL. Regular JPGE meetings (PMU, NSC Taskforce) Joint mission reports to the consultation workshops	Contact MOLISA & MOCST	MOLISA, MOCST & UNDP	Viet Nam continues to have enabling environment (safe, political, economical and social stability) to implement JPGE
	Availability of Multi-agency collaboration mechanism for DVL	No multi-agency collaboration mechanism for DVL	Collaboration mechanism to implement DVL in place	A multi-agency collaboration mechanism to implement and monitor DVL has been finalized, and approved by the MOCST Vice Minister on 22 December 2011.	Copy of officially signed collaboration framework.	Contact MOCST	MOCST and UNFPA	Viet Nam continues to have enabling environment (safe, political, economical and social stability) to implement JPGE
Process Output 1.3 Technical assistance to improve the capacity of the SMAs (MOLISA and MOCST), line ministries, National Assembly, and Communist Party to implement, evaluate,	Availability of tools and information for gender analysis across sectors (Drafts are available)	Gender Mainstreaming Guidelines are available, but underutilized	User-friendly gender analysis tools available for implementing agencies	Gender Mainstreaming Guide in Labour and Social Affairs finalized. Key officials trained on gender mainstreaming. GEL and DVL training materials being finalized for printing. Key officials trained on GEL and DVL. Further	Reports, published training materials and tools	Contact PMU or relevant NIPs and PUNOs.	MOLISA, MOCST, MPS, MOJ, ILO, UNODC, UNESCO, UNICEF, UNFPA	Viet Nam continues to have enabling environment (safe, political, economical and social stability) to implement JPGE Competent international

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
monitor and report on the two laws				<p>training took place targeting elected officials, community party members and state management agency staff in selected 7 provinces.</p> <p>Training materials for law enforcement and justice sector officers on how to deal with domestic violence cases finalized, approved and published. Local-level officials trained in 4 provinces through direct support, and in 6 more provinces through indirect support.</p> <p>Study report on implementation of ILS C100 and C111 finalized and results disseminated.</p> <p>Study report on gender review of labour and social legislations finalized and results disseminated.</p> <p>Participatory Gender Audit manual tested and edited for wider use. Key officials trained to facilitate participatory gender audit.</p> <p>Guide and Exercise "Equality and Non-discrimination at Workplace" tested and being finalized. Key</p>				and national consultants are available to provide timely service

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
				<p>officials trained.</p> <p>Gender Training Materials for Journalists developed, printed and used for training key officials.</p> <p>National textbook review and analysis from a gender perspective finalized and results disseminated.</p> <p>Guidelines for textbook review and analysis from a gender perspective being finalized.</p> <p>Gender training programme and materials for education managers and officials developed and used for capacity building.</p> <p>Teacher Training Modules that address gender issues and promote gender equality developed and used for capacity building.</p> <p>Training materials for gender mainstreaming in promotion of child rights finalized and used for capacity building.</p>				

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
				<p>Research on working condition of domestic workers conducted. Results shared and the report being finalized.</p> <p>Study "Gender Equality and Access to Decent Work for Rural Women and Men" being undertaken.</p> <p>MOCST Guideline on Integrating DVPC into Annual Action Plan being developed.</p> <p>Study tours participated by key officials of MOLISA, MOCST, MPI, National Assembly, MOJ, MPS, WU, and DOLISA.</p>				
Joint Outcome 2 Enhanced partnerships and coordination around GE within and outside government.	Authority of SMAs (MOLISA and MOCST) in coordination of gender architecture across Government, civil society and donors	Lack of comprehensive and coordinated gender mainstreaming function across government, civil society and donors	Effective coordination of gender mainstreaming function by empowered SMAs (MOLISA and MOCST)	<p>Increased presence and role of SMAs in coordination of gender architecture:</p> <p>MOLISA took lead as co-chair together with UN in reviewing progress and achievements on gender work in 2009, 2010 and 2011 in Vietnam (Gender Programme Coordination Group (PCG)).</p>	<p>Semi-annual conferences</p> <p>Annual and mid-term GAP report to CG Meeting</p> <p>Annual Review of JP by NSC</p>	Contact PMU, relevant NIPs and PUNOs.	MOLISA and UN WOMEN	Viet Nam continues to have enabling environment (safe, political, economical and social stability) to implement JPGE

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
				<p>MOLISA is the co-chair of the Government/UN PCG on Gender.</p> <p>The semi-annual conference was dedicated to organize a consultation workshop on the National Strategy on Gender Equality. MOLISA coordinated with various stakeholders in the process of finalizing the National Strategy on Gender Equality.</p> <p>MOLISA, with support from JPGE, organized Gender Action Partnership (GAP) meetings which were participated by government, UN, academic, donor community, and civil society organizations.</p> <p>MOLISA organized a policy dialogue to share good practices and challenges in implementing the National Strategy on Gender Equality at the local level. The report on key challenges and areas for follow-up was further shared at the CG meeting in December 2011.</p>	PMU quarterly meetings			
Process Output 2.1 Networks on gender equality are strengthened and sustained through relevant Government	Gender Action Partnership functions effectively	Map of GE initiatives and budget allocation unknown	GAP and GENCOMNET interaction brings about policy changes	Mapping of gender equality and domestic violence initiatives in Viet Nam done by the Gender Action Partnership (GAP).	Semi-annual conferences Annual and mid-term GAP	Contact PMU, relevant NIPs and PUNOs.	MOLISA & UN WOMEN	Viet Nam continues to have enabling environment (safe, political, economical and social stability) to implement JPGE

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
and outside of Government systems, with effective linkages and information among stakeholders	<p>GENCOMNET and GAP bring GE issues to attention of policy makers</p> <p>GE issues are fed into National Policy dialogues</p>	Limited interaction between networks		<p>Three GAP meetings and two GAP meetings held in 2010 and 2011 respectively.</p> <p>Views of civil society collected by GENCOMNET, NEW, DOPIVNET, and GAP were presented at the MOLISA consultative workshop on the development of the National Strategy for Gender Equality in November 2009 and June 2010.</p> <p>GEMCOMNET, NEW and DOVIPNET identified priorities to be incorporated in the next National Strategy on Gender Equality from the grassroots level through researches. Results dissemination workshop organized in June 2010.</p> <p>Key gender issues such as gender-based violence incorporated in the National Strategy on Gender Equality 2011-2020, the draft National Programme on Gender Equality, and the draft National Family Strategy.</p> <p>Fifteen DV victims at Peace House trained on gender equality and life skills.</p>	<p>report to CG Meeting</p> <p>Annual Review of JPGE by NSC</p> <p>PMU quarterly meetings</p> <p>Draft National Strategy on Gender Equality, and draft National Target Programme on Gender Equality.</p> <p>GAP meetings</p> <p>Civil society workshop</p>			

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
				<p>Challenges in coordinating implementation of DVL discussed to improve response to DV victims among key stakeholders at a 'Workshop by the Peace House to advocate for coordinated implementation of DVL organized (November 2010).</p> <p>The report on key challenges and areas for follow-up for the NSGE implementation was shared at the CG meeting in December 2011.</p> <p>Awareness on GE and GBV increased among men to support the elimination of domestic violence in the selected communities of NGO pilot activities.</p>	<p>Reports of the DOVIPNET, NEW and GENCUMENT on their activities.</p>			

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
Process Output 2.2 Improved partnership between mass organizations and government agencies to promote women's economic empowerment.	Networks around women entrepreneurship promotion and women entrepreneurs at both grass-roots and national levels strengthened Availability of tools and reference materials for women entrepreneurship promotion and economic empowerment implemented by entrepreneurs and policy makers, especially VCCI, MOLISA and VWU	Weak network among partners working on women's economic empowerment as well as among women entrepreneurs Unclear implementation strategy for GE law on women's economic empowerment and weak mainstreaming strategy for GE	Awareness of importance of economic empowerment of women for GE increased among policy makers, especially VCCI, MOLISA, VWU Tools and reference materials available to entrepreneurs and policy makers	Study on Constraints by Women Entrepreneurs completed and published. A policy brief has been prepared. VCCI's capacity built to provide evidence-based policy recommendations on gender in entrepreneurship development to the National Strategy on Gender Equality 2011-2020 and the SME Development Plan 2011-2015. Selected women entrepreneurs and representatives of business associations, business clubs, and business service providers trained on policy advocacy for promoting gender equality in economy and women's economic empowerment and business networking. Good practices and tools (e.g. Gender and Entrepreneurship Together for Women in Enterprise, especially on food processing, Business Group Formation, Small Business Association Management) in promoting women's entrepreneurship being developed, piloted and finalized for dissemination.	Final report of the gender study in the business life cycle. Published training materials and tools	Contact UNIDO/ILO.	MOLISA, VCCI, UNIDO and ILO	Viet Nam continues to have enabling environment (safe, political, economical and social stability) to implement JPGE
Process Output 2.3 Communication	Communication network on GE in existence	Many journalism networks, but	Press coverage for research	Six short plays on GEL were developed and broadcasted	Copy of broadcasted radio	Contact PMU, MOLISA/UNFPA	MOLISA & UNFPA	Viet Nam continues to have enabling environment (safe,

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
network on GE developed for mass dissemination of two laws.	(preparation has started) Increase in press coverage on the 2 laws	no GE Communicati on network. No communicati on strategy for DV or GE Laws.	findings and bi-annual meetings. Communicati on strategy for GEL developed and approved.	nationwide by Voice of Vietnam (VOV) Five short plays on DVL broadcasted nationwide by VOV, raising awareness on DV issues Gender Reporters' Network (GRN), a network of media practitioners reporting on gender issues established. Gender related articles developed by members of the media practitioners' network published in newspapers and other media outlets. Information and Education and Communication (IEC) materials on GEL and DVL developed and finalized for further printing and dissemination.	programmes. Semi-annual conferences with articles and other forms of mass media coverage collected from network members. Review meeting minutes of the media practitioners' network Clippings of articles.	Review press coverage		political, economical and social stability) to implement JPGE
Joint Outcome 3 Strengthened evidence-based data and data systems for promoting GE.	Availability of data and info for monitoring the implementation of GE and DV laws	No system to monitor implementati on of GE and DV laws Insufficient	Availability of data for monitoring of GE and DV laws Availability of	Data for monitoring of GE and DV laws and other gender issues being compiled: Various surveys and studies implemented and completed with JPGE support: National Survey on	Published reports, and revised questionnaires.	Contact PMU, relevant NIPs and PUNOs. Access the website: http://www.gso.g	GSO, WHO, ILO, UNICEF, IOM, UNDP, FAO & UNFPA	Viet Nam continues to have enabling environment (safe, political, economical and social stability) to implement JPGE

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
	Availability of data and info systems for policy development related to the two laws	data for policy development on GE and DV issues	<p>system to monitor implementation of GE and DV laws</p> <p>Policy is based on evidence provided by research</p>	<p>Women's Health and Life Experience, Enterprise Survey, Rural and Agricultural Survey, Compilation of data on children and gender equality to meet requirements of national and international commitment, studies on ethnic minority women's access to legal services, situation of sex workers, and gender and remittances.</p> <p>Study tour to Malaysia completed in March 2010 to review the use of Gender-related Development Index (GDI). GDI being calculated.</p> <p>National Statistical Indicator System on Gender Development approved by the Prime Minister in October 2011.</p>	<p>Report of the study trip</p> <p>Official document. .</p>	ov.vn/default_en.aspx?tabid=487&ItemID=10693		
<p>Process Output 3.1</p> <p>Current GE and sex-disaggregated indicators are reviewed and new indicators identified through research.</p>	Increase in number and quality of GE and sex-disaggregated indicators	Insufficient data on certain issues prevents policy change or development	GE and sex-disaggregated indicators are identified and improved	The National Study on Domestic Violence against Women in Viet Nam completed and the findings shared at the launch of the study on 25 November 2010. The key data on DV available for policy/programme development.	The report of the National Study on Domestic Violence against Women in Viet Nam	Access the website: http://www.gso.gov.vn/default_en.aspx?tabid=487&ItemID=10693	GSO, UNDP, WHO	Viet Nam continues to have enabling environment (safe, political, economical and social stability) to implement JPGE

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
		A number of issues were not addressed as per concluding comments of CEDAW Committee		<p>A study tour to Malaysia by GSO officials completed in March to review the use of GDI.</p> <p>Gender related Development Indices (GDI, GGI, GEM) being finalized.</p> <p>National Statistical Indicator System on Gender Development approved by the Prime Minister.</p>	<p>Report of the study trip.</p> <p>Official document.</p>	Contact UNDP.		
Process Output 3.2 GE and sex-disaggregated indicators are integrated into ongoing national data collection processes and reporting.	National surveys incorporate GE and sex-disaggregated indicators	<p>Insufficient and under-utilized system to collect baseline data</p> <p>No system to report on implementation of GE and DV laws developed yet</p> <p>Data is collected, but not sufficiently</p>	<p>A number of studies collect relevant baseline data to monitor implementation of GE and DV laws</p> <p>Availability of indicators to measure GE and DV</p> <p>Newly identified indicators are</p>	<p>Sex-disaggregated and gender data being generated with technical assistance to incorporate sex-disaggregated indicators in national surveys (e.g. labour force survey, enterprise survey, population change survey, household living standard survey, and agricultural and rural survey).</p> <p>The questionnaire of the Enterprise Survey engendered. Results of the survey being compiled.</p> <p>Report on desk review of available data on children and GE completed.</p>	Workshop reports, survey questionnaires, and completed report.	Contact PMU, relevant NIPs and PUNOs.	GSO, VCCI, ILO, FAO, UNICEF & UNFPA	Viet Nam continues to have enabling environment (safe, political, economical and social stability) to implement JPGE

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
		analyzed	integrated into national and ongoing surveys	Gender Statistics Book with data from the last 10 years being developed.				
Process Output 3.3 Data and information collected to promote national GE policy dialogues for most marginalized groups.	GE data concerning marginalized women is collected Policy reports/papers cite data on marginalized women	Inadequate attention paid to understanding experiences of most vulnerable groups of people regarding GE Limited availability of research on most marginalized groups	Data and research reports available for public in a centralized database and library Data and research reports on marginalized and under-represented women are available	Researches/studies on marginalized groups implemented for finalization in 2011. <ul style="list-style-type: none"> - Ethnic Minority Women's Access to Legal Services - Exploratory Research on Trafficking in Boys - Gender and Remittances from Migrant Workers - Situation of Sex Workers Researches on working conditions of vulnerable women living in poverty being prepared for implementation. <ul style="list-style-type: none"> - Research on Domestic Workers - Gender and Rural Employment Generation 	Draft reports, and research TORs.	Contact PMU or relevant NIPs and PUNOs.	MOLISA, GSO, UNDP, ILO, FAO, and IOM	Viet Nam continues to have enabling environment (safe, political, economical and social stability) to implement JPGE
Process Output 3.4 Centralized clearinghouse of gender research reports and indicators by government,	A centralized system for gender research reports and data available	Insufficient coordination and open availability of gender related research,	Data and research reports available for public in a centralized database	Overall draft plan for the establishment of the clearinghouse developed. Draft new structure of the NCFAW	Review TORs.	Contact PMU.	GSO, MOLISA, UNDP & UNICEF	MOLISA will be able to officially institutionalize the development of the clearinghouse by securing a place

Results	Indicators	Baseline	Target	Achievement of targets to date	Means of verification	Collection methods	Responsibilities	Risks and assumptions
donors and civil society groups established (through GSO).	Annual sex-disaggregated statistics document developed and disseminated	data and indicators	and library	<p>website developed.</p> <p>Gender Statistics Methodological Manual being developed.</p> <p>Database on the International Convention of Children's Rights, CEDAW by using DevInfo (CDs and Web) being finalized.</p>				

c. Joint Programme Results Framework with financial information

This table refers to the cumulative financial progress of the joint programme implementation at the end of the semester. The financial figures from the inception of the programme to date accumulated (including all cumulative yearly disbursements). It is meant to be an update of your Results Framework included in your original programme document. You should provide a table for each output.

Definitions on financial categories

- **Total amount planned for the JP:** Complete allocated budget for the entire duration of the JP.
- **Estimated total amount committed:** This category includes all amount committed and disbursed to date.
- **Estimated total amount disbursed:** this category includes only funds disbursed, that have been spent to date.
- **Estimated % delivery rate:** Funds disbursed over fund transferred to date.

M&E Report to MDG- F

JP Outputs (Give corresponding indicators and baselines)	Indicative activities for each Output	Implementing Partners	Participating UN Organizations	Estimated Implementation Progress				
				Total amount planned for entire duration (2009 - 2012) Excluding 7%	Planned budget for 2011+2012 (including unspent in 2010)	Estimated Total Amount Cumulative Commitment to date* (Dec. 2011)	Estimated Total Amount Cumulative Disbursement to date *(Dec.2011)	Estimated Delivery Rate of Disbursement Against Total Planned Budget for 2009 - 2012 (%)
				a	f	g	h	i=h/a
1.1. Capacity assessed of the SMAs, line ministries, National Assembly, Communist Party (including the Vietnam Women's Union and concerned agencies at the local level) to implement, monitor, evaluate and report on the two laws.	1.1.1 - Capacity assessments for the SMAs of the two laws, Communist Party, National Assembly and other concerned agencies and line ministries to implement the Law on Gender Equality and the Law on Domestic Violence Prevention and	- NIP: MOLISA - Other National Partners including subcontracts: MOCST, CP, NA, line ministries and concerned local agencies.	UNWOMEN	72,450	-	63,199	31,138	43%

	Control.							
Indicators: - MOLISA and MOCST and key stakeholders have realistic understanding and TOR for their role and capacity for the implementation, monitoring and reporting on the laws; - Clear assessment of strengths, weaknesses and needs concerning the 2 laws.			UNFPA	8,388	-	-	0	0%
Baselines: Limited capacity to implement strategy			UNFPA (Pooled funding)	46,950	2,877	17,860	20,530	44%
1.2. Relevant plans of action developed for the SMAs, line ministries, National Assembly, Communist Party at the central and local levels to implement, evaluate, monitor and report on the two laws.	1.2.1 - SMAs, National Assembly, Communist Party, Vietnam Women's Union and concerned agencies at the local level to develop relevant plans of action for the implementation,	- NIP: MOLISA - CIPs: NA (Parliamentary Committee for Social Affairs), CP: - Other National Partners including subcontracts: MOCST, line ministries and concerned local	UNWOMEN	47,985	5,072	53,057	53,775	112%

<p>Indicators:</p> <ul style="list-style-type: none"> - Availability of relevant POAs - Availability of M&E Framework for the two laws <p>Baselines:</p> <ul style="list-style-type: none"> - Insufficient strategy to implement 2 laws - No existing M&E framework for 2 laws 	evaluation, monitoring and reporting on the two laws.	agencies						
			UNFPA	1,525	-	1,500	-	0%
			UNFPA (Pooled funding)	92,660	13,112	66,978	105,802	114%
	1.2.2 - Ministry of Culture, Sports and Tourism to develop multi-agency collaboration mechanisms	- NIP: MOCST	UNFPA	10,185	-	8,909	8,699	85%
			UNFPA (Pooled funding)	12,810	1,840	14,594	14,221	111%
	1.2.3 (a) - MOLISA, NA, line ministries and other duty bearers to develop and sustain M&E framework (MEF) in government	- NIP: MOLISA - Other National Partners including subcontracts: GSO, NA, line ministries and other duty bearers	UNDP	60,000	11,800	68,694	67,194	112%

	systems for measuring the implementation of the GEL.		UNFPA (Pooled funding)	98,847	57,707	75,106	41,106	42%
	1.2.3 (b) - MOCST, NA, line ministries and other duty bearers to develop and sustain M&E framework (MEF) in government systems for measuring the implementation of the DVL.	- NIP: MOCST- Other National Partners including subcontracts: GSO, NA, line ministries and other duty bearers	UNDP	50,000	3,603	51,115	50,353	101%
			UNFPA (Pooled funding)	108,846	25,000	75,241	77,406	71%
1.3. Technical assistance provided to improve capacity of the SMAs, line ministries, National Assembly, Communist Party to implement, evaluate, monitor and report on the two laws.	1.3.1 (a) - MOLISA and other ministries, concerned agencies in selected provinces to integrate the relevant POAs developed above into their annual work plans (AWP), and raise general awareness among ministerial staff and staff from localities about	- NIP: MOLISA - CIPs: CP and NA (Parliamentary Committee on Social Affairs) and key line ministries and agencies - Other National Partners including subcontracts: selected line ministries and concerned agencies at local level	UNFPA	10,829	-	2,000	-	0%

	<i>those plans.</i>							
Indicators: - Availability of tools and information for gender analysis across sectors - GE and DV laws integrated into Annual Work Plans and PoAs of key line ministries			UNFPA (Pooled funding)	34,540	30,000	34,661	18,805	54%
	1.3.1 (b) - MOCST and other line ministries, concerned agencies in selected provinces to integrate the relevant POA developed above into their annual work plans (AWP), and raise awareness	- NIP: MOCST - CIPs: CP and NA (Parliamentary Committee for Social Affairs) and key line ministries and agencies - Other National Partners including subcontracts: selected line ministries and	UNFPA	10,829	-	2,000	-	0%
			UNFPA (Pooled funding)	34,540	648	9,957	9,950	29%

	among ministerial staff and staff from localities about those plans.	concerned agencies at local level						
Baselines: - Gender Mainstreaming Guidelines are available, but underutilized; - Undefined roles of party, mass organizations, elected bodies in oversight of implementation of GE and DV laws; - Undefined roles of line ministries in implementation of GE and DV laws.	1.3.2 (a) - Development of training materials on the GEL to be available to the MOLISA, line ministries, CP and other duty bearers for better implementation of the law.	- NIP: MOLISA - CIP: CP, NA (Parliamentary Committee for Social Affairs) , key line ministries and agencies - Other National Partners including subcontracts: Other duty bearers	UNFPA	7,609	-	-	2,993	39%
			UNFPA (Pooled funding)	9,400	1,290	10,581	27,260	290%
	1.3.2 (b) - Development of training materials on the DVL to be available to MOCST, line ministries, CP and other duty bearers for better implementation of the law.	- NIP: MOCST - CIP: Key line ministries and agencies- Other National Partners including subcontracts: CP, NA, key line ministries and agencies.	UNFPA	7,609	-	2,000	-	0%
			UNFPA (Pooled funding)	9,400	3,880			

						19,804	18,557	197%
1.3.3 (a) - Training of MOLISA, CP and branches on the GEL at central and provincial levels, including key cities.	- NIP: MOLISA - CIPs: CP, NA, selected provinces, selected agencies and duty bearers - Other National Partners including subcontracts: CP and concerned agencies at local level	UNFPA	6,774	-		3,014	14	0%
		UNFPA (Pooled funding)	46,330	45,040		86,396	29,921	65%
1.3.3 (b) - Training of MOCST, CP and branches on the DVL in selected provinces.	- NIP: MOLISA - CIPs: Key line ministries and agencies - Other National Partners including subcontracts: CP, NA, and concerned agencies at local level.	UNFPA	6,774	4,669		2,000	-	0%
		UNFPA (Pooled funding)	46,330	15,550		54,114	39,147	84%
1.3.4 - Development of a training package and training of selected NA's Deputies and	- NIP: MOLISA - CIP: NA (Culture, Education, Youth and Children Committee)	UNICEF	2,799	50		2,799	2,749	98%

	<i>Members of Provincial People's Councils on the two laws, and international treaties and standards relating to GE and children's rights to strengthen the capacity of Elected Officials for carrying out their law making and oversight functions.</i>	<i>- Other National Partners including subcontracts: NA (Parliamentary Committee for Social Affairs), MOCST</i>						
			UNFPA	6,316	-	6,316	-	0%
			UNFPA (Pooled funding)	36,891	14,930	51,039	40,079	109%
	<i>1.3.5 - Training and capacity assistance to NA in developing skills of the Women Parliamentarian Group to work on oversight of the two laws.</i>	<i>- NIP: MOLISA- Other National Partners including subcontracts: MOCST, NA (Women Parliamentarian Group)</i>	UNWOMEN	16,699	-	27,773	39,019	234%
			UNFPA (Pooled funding)	62,051	14,460	36,790	37,230	60%

	1.3.6 - Training of GSO and MARD staff responsible for gender and sex-disaggregated data collection and analysis.	- NIP: GSO - Other National Partners including subcontracts: MARD	FAO	28,037	-	28,028	28,028	100%
			UNFPA	6,988	-	7,450	7,451	107%
			UNFPA (Pooled funding)	8,900	-	8,884	8,177	92%
	1.3.7 - MOLISA to mainstream gender into labor and employment policies, national programmes, including translation, adaptation and adoption of gender mainstreaming and auditing tools as related to the GE law.	- NIP: MOLISA - Other National Partners including subcontracts: Concerned agencies and some localities	ILO	101,166	40,238	81,798	70,100	69%
			UNFPA (Pooled funding)	102,376	38,480	47,463	68,105	67%

	1.3.8 - MOLISA to review the implementation of Government's commitments to international conventions on the right to equal opportunities and treatment on the labor market as well as to equal remuneration as related to the Law	- NIP: MOLISA - Other National Partners including subcontracts: Concerned agencies and some localities	ILO	26,250	9,026	25,307	18,715	71%
			UNFPA (Pooled funding)	27,300	21,675	17,026	8,990	33%
	1.3.9 - MOLISA to develop appropriate policies for promoting GE at the workplace for vulnerable women as informed by research conducted in 3.3.5	- NIP: MOLISA- Other National Partners including subcontracts: Concerned agencies and some localities	ILO	112,350	80,047	71,428	45,271	40%
			UNFPA (Pooled funding)	61,951	51,425	42,816	10,526	17%
	1.3.10 - MOH to develop sub-laws and regulatory documents necessary for implementation	- Other National Partners including subcontracts: MOH, MOCST,	WHO	50,000	-	50,000	50,000	100%

	of DVL and GEL	MOLISA						
			UNFPA	14,953	-	8,953	10,012	67%
	1.3.11 - MOJ and MPS to develop regulatory documents necessary for the implementation of the Law on DVL.	- Other Participating Agency including subcontracts: MOJ and MPS	UNODC	24,570	-	23,050	9,350	38%
	1.3.12 - MOJ and MPS to develop training materials on DV and to pilot these trainings for law enforcement and justice sector officers.	- Other National Partners including subcontracts: MOJ and MPS	UNODC	170,835	28,032	172,295	167,195	98%
	1.3.13 - Capacity-building of MOIC on gender mainstreaming in communication at central and provincial levels.	- NIP: MOLISA - CIP: MOIC	UNESCO	40,500	15,196	20,045	19,181	47%
			UNFPA (Pooled)					

			funding)	30,000	30,000	20,726	-	0%
	1.3.14 - Capacity-building of MOET on gender mainstreaming in education at central and provincial levels.	- NIP: MOLISA- CIP: MOET	UNESCO	36,393	3,900	36,393	36,393	100%
			UNFPA (Pooled funding)	35,000	-	52,078	40,034	114%
	1.3.15 - National textbook reviews and analysis from gender perspective, including piloting teacher-training programmes to incorporate GE issues in line with the two laws.	- NIP: MOLISA - CIP: MOET	UNESCO	124,859	1,839	122,669	113,334	91%
			UNFPA (Pooled funding)	45,000	20,863	48,105	19,901	44%
2.1. Networks on gender equality are strengthened and sustained through relevant Government and outside of Government system, with effective linkages and information among stakeholders.	2.1.1 - Develop and sustain semi-annual forums on GE to feed into policy dialogues and the CG meetings.	- NIP: MOLISA - Other National Partners including subcontracts: MOCST, GSO	UNWOMEN	30,450	-	16,748	31,857	105%

			UNFPA (Pooled funding)	63,000	44,058	31,992	18,218	29%
Indicators: - Gender Partnership group and functions effectively - GENCOMNET and GAP bring GE issues to attention of policy makers - GE issues are fed into National Policy dialogues	2.1.2 - Provide TA to selected NGOs of Gencomnet to expand their network and host consultation meetings on the two laws with SMAs, Government, civil society groups, NGOs and concerned agencies.	- Other National Partners including subcontracts: MOLISA, MOCST, concerned agencies, selected NGOs under the network of Gencomnet	UNWOMEN	56,700	16,500	54,220	38,962	69%
Baselines: - Map of GE initiatives and budget allocation unknown - Limited interaction between networks	2.1.3 - NCAFAW and MOLISA to strengthen GAP on GE.	- NIP: MOLISA - Other National Partners including subcontracts: MOCST, NCAFAW, and other members of GAP	UNFPA (Pooled funding)	-	-	-	-	0%
			UNWOMEN	2,520	1,120	3,640	8,348	331%
	2.1.4 - Enhance the capability of grass-roots support groups for victims of DV and advocate directly at the provincial and national level for improved policies and intervention	- NIP: MOCST-CIP: Centre of Women Development (CWD)/VWU	UNFPA (Pooled funding)	11,550	4,705	8,670	8,579	74%
			IOM	3,000	-	3,000	3,001	100%

	programmes.							
			UNFPA (Pooled funding)	13,999	-	10,621	13,337	95%
2.2. Improved partnership between mass organizations and government agencies to promote women's economic empowerment. Indicators: - Networks around women entrepreneurship promotion and women entrepreneurs at both grass-roots and national levels strengthened;	2.2.1 - Facilitate enhanced partnership between VCCI, government agencies, and other political and civil society actors to develop mechanisms for promoting women's entrepreneurship in line with the GEL.	- Other National Partners including subcontracts: VCCI, VWU, MOLISA and concerned agencies	ILO	57,120	12,956	50,268	45,774	80%
- Tools and reference materials for women entrepreneurship promotion and economic empowerment implemented by entrepreneurs and policy makers, especially VCCI, MOLISA and VWU			UNIDO	77,280	4,484	90,478	84,198	109%
Baselines: - Unclear implementation strategy for GE law on women's economic empowerment and weak mainstreaming strategy for GE;	2.2.2 - Support women's entrepreneurship and networking at the grass-roots level and their advocacy	- Other National Partners including subcontracts: VCCI, MOLISA, VWU, and concerned	ILO	42,000	8,376	39,953	39,352	94%

- Weak network among partners working on women's economic empowerment as well as among women entrepreneurs.	<i>efforts aimed at mass organizations and government agencies working on economic empowerment policies for women.</i>	<i>agencies</i>						
-			UNIDO	41,702	1,698	28,110	34,202	82%
2.3. Communication network on gender equality developed for mass dissemination of two laws.	<i>2.3.1 - Facilitate semi-annual press conferences (see 2.1.1).</i>	<i>- NIP: MOLISA - Other National Partners including subcontracts: MOCST and mass media</i>	UNFPA	1,670	1,000	1,000	-	0%
Indicators: - Communication network on GE in existence; - Increase in press coverage on the 2 laws.			UNFPA (Pool fund)	5,680	4,361	4,000	1,807	32%
Baselines: - Many journalism networks, but no GE Communication network. - No communication strategy for DV or GE Laws.	<i>2.3.2 - Facilitate the dissemination of the laws through mass media (special columns of key magazines and newspapers, national TV</i>	<i>- Other Participating Agency including subcontracts: Key mass media, MOCST, MOLISA</i>	UNFPA	23,364	-	7,730	16,526	71%

	coverage, Voice of Vietnam, etc.).							
	2.3.3 - Development of national network of media practitioners reporting on GE issues, including providing training on the content of the two laws and support for development of a Communication Strategy for the GEL.	- NIP: MOLISA- Other Participating Agency including subcontracts: MOCST and key mass media	UNFPA	6,266	12,064	27,144	13,057	208%
			UNFPA (Pooled funding)	36,679	15,030	57,300	52,487	143%
3.1. Current gender equality and sex-disaggregated indicators reviewed and new indicators identified through research.	3.1.1 - GSO to calculate the Gender related Development Index (GDI), the gender empowerment measure (GEM), and the World Economic Forum's Gender Gap Index - a mix of qualitative and quantitative data to enable the preparation	- NIP: GSO - Other participating agencies and subcontracts: VASS, MOLISA, MOCST and concerned data users	UNDP	30,000	8,500	29,037	21,467	72%

	<i>of periodic reports on the st</i>							
Indicators: - Increase in number and quality of GE and sex-disaggregated indicators.			UNFPA (Pooled funding)	19,280	19,280	39,466	5,416	28%
Baselines: - Insufficient data on certain issues prevents policy change or development; - A number of issues were not addressed as per concluding comments of CEDAW Committee.	3.1.2 - GSO and MOH to conduct a national survey on women's health and DV.	- NIP: GSO - Other National Partners including subcontracts: MOH, MOCST, and concerned agencies and national research institutes to be identified	WHO	111,000	-	110,999	111,000	100%
			UNFPA (Pooled funding)	235,346	-	219,569	240,422	102%
3.2. Gender equality and sex-disaggregated indicators integrated into ongoing national data collection and reporting.	3.2.1 - Provide TA to engender the labor force survey.	- NIP: GSO - Other National Partners including subcontracts: National Research Institutes and concerned agencies	ILO	31,499	17,270	26,379	12,858	41%

-			UNFPA (Pooled funding)	10,501	5,814	8,198	4,452	42%
Indicators: - National surveys incorporate GE and sex-disaggregated indicators.	3.2.2 - Provide TA to engender national censuses and surveys on rural issues	- Other National Partners including subcontracts: MARD and GSO	FAO	28,037	12,400	15,637	15,637	56%
Baselines: - Insufficient and under-utilized system to collect baseline data; - No system to report on implementation of GE and DV laws developed yet.	3.2.3 - Provide TA to engender the annual enterprise survey.	- NIP: GSO- Other National Partners including subcontracts: VCCI	ILO	26,774	10,032	20,455	16,604	62%
			UNFPA (Pooled funding)	10,501	4,357	10,688	6,160	59%
	3.2.4 - Compilation of data on children and GE for reporting on national and international commitments, through existing national household surveys	- NIP: GSO - Other National Partners: MOLISA	UNICEF	-	-	-	-	0%
			UNFPA (Pooled funding)	45,000	35,817	25,516	20,239	45%
	3.2.5 - Provide TA to engender the annual	- NIP: GSO	UNFPA	30,715	38,715	-	-	0%

	<i>Population Change Survey (3% survey) and the VHLSS.</i>		<i>UNFPA (Pooled funding)</i>	36,650	35,871	355	261	1%
3.3. Data and information collected to promote national gender equality policy dialogues for most under-represented and marginalized groups. Indicators: - GE data concerning marginalized women is collected; - Policy reports/papers cite data on marginalized women.	3.3.1 - Provide TA for research and policy dialogues on ethnic minority women's access to legal services.	- NIP: MOLISA - CIP: Qualified research institute - Other National Partners including subcontracts: GSO and concerned line ministries	<i>UNDP</i>	44,200	9,200	23,062	10,667	24%
			<i>UNFPA (Pooled funding)</i>	32,490	-	30,722	46,831	144%
Baselines: - Inadequate attention paid to understanding experiences of most vulnerable groups of people regarding GE; - Limited availability of research on most marginalized groups.	3.3.2 - Provide TA for assessment of the incidence of trafficking in boys and girls to provide data to ensure adequate attention is paid to the trafficking of boys. The data is used for advocacy for anti trafficking policies.	- NIP: GSO - CIP: Selected NGOs	<i>IOM</i>	16,350	5,237	16,350	13,143	80%
-			<i>UNFPA (Pool fund)</i>	25,999	599	25,999	25,440	98%

-	3.3.3 - Research on remittances from migrant workers from a gender perspective, taking into account existing problems of remittance and pilot a model of intervention to provide more information for responsible people who enact decrees and policies relate	- NIP: GSO-CIP: A selected research institute	IOM	13,999	6,665	11,499	7,574	54%
-			UNFPA (Pool fund)	23,738	8,648	30,644	15,707	66%
-	3.3.4 - Research on the situation of sex workers in Vietnam and policy gaps, with a view to bring gender discrimination to attention of policy-makers in supporting the implementation of the laws.	- NIP: MOLISA	IOM	16,000	15,796	12,716	6,217	39%
-			UNFPA (Pooled funding)	39,000	36,621	36,925	14,378	37%

-	3.3.5 - Research on working conditions of vulnerable rural women living in poverty in the following conditions: (a) as women workers in industrial parks and processing zones, (b) as female laborers working in communities experiencing land use reform, and (c) and as workers in the informal and domestic economy. This research is directly linked to policy advocacy in 1.3.9	- Other National Partners including subcontracts: MARD and MOLISA	FAO	28,037	28,037	28,037	-	0%
3.4. Centralized clearinghouse of gender research reports and indicators by government, donors and civil society groups established (through GSO).	3.4.1 - GSO to store and disseminate gender related data and develop an annual publication on sex-disaggregated	- NIP: GSO - Other National Partners including subcontracts: MOLISA and NCFAW	UNDP	14,741	14,741	5,000	5,000	34%

-	data.							
			UNFPA (Pooled funding)	45,000	45,000	21,391	14,511	32%
Indicators: - A centralized system for gender research reports and data available; - Annual sex-disaggregated statistics document developed and disseminated. Baselines: - Inadequate attention paid to understanding experiences of most vulnerable groups of people regarding GE; - Limited availability of research on most marginalized groups.	3.4.2 - Establish a clearinghouse for cataloguing and providing access to sex-disaggregated data, research and reports on GE in Vietnam and develop a strategy for sustainability (NCFAW).	- NIP: MOLISA - CIP: NCFAW - Other National Partners including subcontracts: GSO	UNDP	2,336	22,300	15,336	-	0%
			UNFPA (Pooled funding)	107,500	97,156	18,965	-	0%
	3.4.3 - Provide technical assistance to build a database on the International Convention of Children's Rights, CEDAW	- NIP: GSO - Other Participating Agency including subcontracts: MOLISA	UNICEF	-	-	-	-	0%

-	and "a World Appropriate for Children" (WAFC) using Viet info technology.							
			UNFPA (Pooled funding)	10,000	7,845	2,231	4,783	48%
-	3.4.4 - Compile, publish and disseminate of CD-Rom on Vietinfo database and web-based documents on children and GE to principal counterparts in all levels.	- NIP: GSO - Other Participating Agency including subcontracts: MOLISA	UNICEF	-	-	-	-	0%
-			UNFPA (Pooled funding)	22,300	22,300	-	-	0%
	Programme Management Support (Salary of PMU/CPMU staff, International consultant, JP planning, monitoring and	- NIP: MOLISA, MOCST, GSO	UNFPA	389,438	183,285	332,585	310,276	80%

-	management workshops)							
			UNFPA (Pooled funding)	272,398	143,524	184,508	186,837	69%
UNIFEM			UNIFEM	226,805	22,692	218,637	203,099	
				15,876	1,588	15,305	14,217	
				242,681	24,280	233,942	217,316	90%
ILO			ILO	397,159	177,945	315,588	248,674	
				27,801	12,456	22,091	17,407	
				424,960	190,401	337,679	266,081	63%
UNDP			UNDP	201,278	70,144	192,244	154,681	
				14,089	4,910	13,457	10,828	
				215,367	75,054			

						205,701	165,509	77%
UNESCO			UNESCO	201,752	20,935	179,107	168,907	
				14,123	1,465	12,537	11,824	
				215,875	22,400	191,644	180,731	84%
UNODC			UNODC	195,405	28,032	195,345	176,545	
				13,678	1,962	13,674	12,358	
				209,083	29,994	209,019	188,903	90%
FAO			FAO	84,112	40,437	71,702	43,665	
				5,888	2,831	5,019	3,057	
				90,000	43,268	76,721	46,722	52%
UNIDO			UNIDO	118,982	6,182			

						125,004	116,216	
				8,329	433	8,750	8,135	
				127,311	6,615	126,889	126,688	100%
IOM			IOM	49,349	27,698	43,565	29,935	
				3,454	1,939	3,050	2,095	
				52,803	29,637	46,615	32,030	61%
UNICEF			UNICEF	2,799	50	2,799	2,749	
				196	4	196	192	
				2,995	54	2,995	2,941	98%
WHO			WHO	161,000	-	160,579	160,554	
				11,270	-	11,241	11,239	

				172,270	-	172,269	172,270	100%
UNFPA			UNFPA	160,795	56,448	80,016	48,711	
				11,256	3,951	5,601	3,410	
				172,051	60,399	85,617	62,865	37%
UNFPA (Pooled funding)			UNFPA (Pooled funding)	1,744,336	776,239	1,373,471	1,125,587	
				122,103	54,337	96,143	78,791	
				1,866,439	830,576	1,469,614	1,224,152	66%
UNFPA (PMU/CPMU)			UNFPA (PMU/CPMU)	389,438	183,285	332,585	296,317	
				27,261	12,830	23,281	20,742	
				416,699	196,115	355,866	331,995	80%
UNFPA (PMU/CPMU as Pooled funding)			UNFPA (PMU/CPMU as	272,398	143,524			

			Pooled funding)			184,508	159,609	
				19,068	10,047	12,916	11,173	
				291,466	153,571	197,424	199,916	69%
Sub-total for UNFPA			Sub-total for UNFPA	2,566,967	1,159,496	1,970,580	1,630,224	
				179,688	81,165	137,941	114,116	
				2,746,655	1,240,661	2,108,521	1,818,927	66%
Total				4,205,607	1,553,611	3,475,150	2,935,249	
				294,393	108,753	243,261	205,467	
				4,500,000	1,662,364	3,711,995	3,218,118	72%

SECTION II: Joint Programme Progress

The second section of the report is intended to shed light on the major advances and difficulties of the Joint Programme. It also aims to collect information on two important objectives that all joint programmes are contributing towards (interagency work, delivering as One and Development effectiveness as described by the Paris Declaration and the Accra Action Agenda).

a. Narrative on progress, obstacles and contingency measures

- a. Please provide a brief overall assessment (250 words) of the extent to which the joint programme components are progressing in relation to expected outcomes and outputs, as well as any measures taken for the sustainability of the joint programme during the reporting period. Please, provide examples if relevant. Try to describe facts avoiding interpretations or personal opinions.

Progress in outcomes:

In close collaboration and consultation with relevant agencies from the Government, UN and civil society, JPGE made further contribution towards more effective implementation, monitoring, evaluation, and reporting on the Gender Equality Law and the Law on Domestic Violence Prevention and Control by:

- building capacity of key duty bearers and partners for GEL and DVL implementation and mainstreaming of gender in their respective technical fields. This reporting period included gender training for state management officials, communist party members and elected officials at the provincial level in 7 provinces, and training on DV response for officials in Hanoi, Da Nang, Thai Nguyen and Can Tho. In addition, the Viet Nam Women's Union and UNFPA provided the same training utilizing the trainers and materials from the JPGE in the provinces of Bac Ninh, Da Nang, Kon Tum, Can Tho, Hai Giang, Soc Trang, Ben Tre and Phu Tho**
- finalizing key national frameworks such as the National Strategy on Gender Equality 2011-2020, Plan of Action on Gender Equality by selected Ministries, Monitoring and Evaluation Framework for GEL and DVL, Multi-agency collaboration guideline for DVL implementation, and the National Statistical Indicator System on Gender Development, and also providing inputs on gender into key national frameworks such as the National Family Development Strategy, and the SME Policy**
- achieving strengthened network of stakeholders working on gender to have more comprehensive and collective response to address inequalities and to promote gender equality through regular GAP meetings and policy dialogues on gender.**

Progress in Outputs:

There are 15 output targets in the Annual Work Plan 2011. Among 15 targets, twelve have been fully achieved, and three are in the process of being fully achieved soon. The detailed status of each target is shown in Annex 2.

Measures taken for the sustainability of the joint programme:

JPGE provides technical support by building on the existing institutional mechanism as much as possible to ensure sustainability of positive programme outcomes. In addition, JPGE developed the Sustainability Plan to ensure sustainability of key achievements after March 2012.

b. Are there difficulties in the implementation? What are the causes of these difficulties? Please check the most suitable option

☒ UN agency Coordination

☐ Coordination with Government

☒ Coordination within the Government (s): Effective coordination within the Government to implement activities according to the scheduled time is a challenge and it is time-consuming.

☒ Administrative (Procurement, etc) /Financial (management of funds, availability, budget revision, etc)

☐ Management: 1. Activity and output management 2. Governance/Decision making (PMC/NSC) 4. Accountability

☐ Joint Programme design:

☐ External to the Joint Programme

☐ Other. Please specify:

- c. Please, briefly describe (250 words) the current difficulties the Joint Programme is facing. Refer only to progress in relation to the planned in the Joint Program Document. Try to describe facts avoiding interpretations or personal opinions.

The JPGE has made significant progress towards the achievement of the objectives during this reporting period. Although there are few activities remaining to be completed by March 2012, all activities, including the final evaluation have detailed timeline and all JPGE colleagues are making efforts to complete all activities as scheduled.

- d. Please, briefly describe (250 words) the current external difficulties (not caused by the joint programme) that delay implementation. Try to describe facts avoiding interpretations or personal opinions.

Please, briefly explain (250 words) the actions that are or will be taken to eliminate or mitigate the difficulties (internal and external referred B+C) described in the previous **text boxes b and c**. Try to be specific in your answer.

The JPGE colleagues continue to regularly meet at the JPGE Taskforce, PMU meetings, and ad-hoc meetings to discuss implementation progress and to identify follow-up actions and plans for completing activities so that the JPGE can ensure completion of all activities by March 2012.

b. Inter-Agency Coordination and Delivering as One

The MDG-F Secretariat asks the office of the Resident Coordinator complete this subsection, briefly commenting on the joint programme, providing its perspective from within the broader country context. The aim is to collect relevant information on how the joint programme is contributing to inter-agency work and Delivering as One.

You will find some multiple choice questions where you can select the most appropriate to the case, text boxes to provide narrative information and 2 indicators on common processes and outputs to measure interagency coordination. These indicators have been already used to measure progress on the One UN pilot countries. Please, refer to the examples in the subsection to complete the information requested.

- Is the Joint Programme still in line with the UNDAF? Please check the relevant answer

☒Yes ☐No

- If not, does the Joint Programme fit into the national strategies?

☐Yes ☐No

If not, please explain:

What types of coordination mechanisms and decisions have been taken to ensure joint delivery?

Are different joint programmes in the country coordinating among themselves? Please reflect on these questions above and add any other relevant comments and examples if you consider it necessary:

Vietnam is a pilot country for UN Reform and currently implementing the One Plan 2 (OP2) (2006-2010 and 2011 has been approved as an extension year). Eight Programme Coordination Groups (PCGs) including the Gender PCG, co-chaired by the Government and UN are established to coordinate activities for joint delivery per technical sector towards the achievement of OP2 outcomes. The Gender PCG has three sub-working groups: Joint Programme on Gender Equality (JPGE) Task Force, Gender-Based Violence, and Gender Equality and Gender Mainstreaming. These sub-working groups provide a forum for coordination of implementation of JPGE activities, and ensure coherence with other UN initiatives on gender equality and women's empowerment. The JPGE also supports the Gender Action Partnership, a quadripartite forum for Government, donors, civil society and UN, which acts as a coordination and information sharing mechanism. In addition, Participating UN Organizations (PUNOs) actively and regularly share information on

JPGE updates and other gender initiatives to ensure participation of relevant stakeholders and technical inputs from respective agencies. These coordination mechanisms have considerably strengthened collaboration amongst UN agencies and other organizations working in the same field. For example, the UNODC training materials on domestic violence against women for law enforcement and justice officers, supported by the JPGE, were used by UNFPA as well as the Vietnam Women's Union to train local police officers in their pilot provinces of Ben Tre and Phu Tho.

Within the JPGE, PUNOs and National Implementing Partners (NIPs) meet at the quarterly Programme Management Unit (PMU) meetings to review progress, and to discuss implementation challenges and solutions. Strategic oversight had been provided by the National Steering Committee (NSC) of the JPGE co-chaired by representatives of the Ministry of Labour, Invalids, and Social Affairs and UN. Upon approval of the two new MDGF Joint Programmes (JPs) in Viet Nam in early 2010, the NSC has been restructured to provide strategic oversight to all three MDGF JPs, and it is co-chaired by representatives of the Ministry of Planning and Investment and UN. Meetings of the Joint NSC are attended by representatives of the Spanish Government, National Implementing Partners of all three JPs, and different UN agencies. With support from the UN Resident Coordinator's Office, the JPGE has worked with staff from the two MDGF JPs to share information on programme management procedures to facilitate smooth implementation.

Three Joint Programmes under the MDG Achievement Fund together with other ongoing JPs under the current One Plan went through an independent review at the request of the Government. The Review took place from January to June 2011 and assessed the operational aspects of Joint Programme implementation and coordination. The Review provided lessons learned, good practices on current Joint Programme arrangements, and made recommendations on how to enhance the effectiveness of JP mechanisms and practices under the 2012-2016 One Plan. The final report was made available in early July 2011. [The Joint Programme on Gender Equality also shared experiences with the evaluators of the Evaluation on Delivering as One in November 2011. Good practices and lessons from the Joint Programmes would guide the implementation of the One Plan 2012-2016.](#)

Please provide the values for each category of the indicator table described below:

Indicators	Baseline	Current Value	Means of Verification	Collection methods
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Number of managerial practices (financial, procurement, etc) implemented jointly by the UN implementing agencies for MDG-F JPs.	0	1	Harmonized Programme and Project Management Guidelines (HPPMG)	Contact UNRCO
Number of joint analytical work (studies, diagnostic) undertaken jointly by UN implementing agencies for MDG-F JPs.	0	5	Reports: <ul style="list-style-type: none"> - National Study on Domestic Violence against Women in Viet Nam - Women's entrepreneurship and challenges - Domestic Workers' study - Gender and Rural Employment Generation - Report on Sex Work and Mobility 	Contact JPGE
Number of joint missions undertaken jointly by UN implementing agencies for MDG-F JPs.	0	8	Mission reports	Contact JPGE

Please provide additional information to substantiate the indicators value (150 words). Try to describe qualitative and quantitative facts avoiding interpretations or personal opinions.

All reports/studies/surveys carried out under JPGE are shared with PUNOs for review and inputs to ensure that they are comprehensive and technically sound. For example, the adaption of the WHO Multi-country Study on Women's Health and Domestic Violence against Women to the Vietnamese context received multiple inputs by PUNOs. The draft report on Sex Work, Gender and Mobility, done under the IOM and MOLISA

component also received technical inputs from various UN agencies including UNAIDS. Draft Terms of References (TORs) for studies and researches are also shared to ensure involvement of key JPGE colleagues from the early stage of analytical work.

From July – December 2011, four joint missions took place to provide support to the Policy Dialogue on Gender Equality, Field Monitoring Visit to the NGO project activity, Dissemination and Training on the National Statistical Indicator System, and Training on Equality and Non-Discrimination at Work.

c. Development Effectiveness: Paris Declaration and Accra Agenda for Action

This subsection seeks to gather relevant information on how the joint programme is fostering the principles for aid effectiveness by having appropriate ownership, alignment, harmonization and mutual accountability in the last 6 months of implementation.

You will find some multiple choice questions where you can select the most appropriate to the case, text boxes to provide narrative information and 2 indicators on ownership and alignment. These indicators have been used extensively to measure progress on the Paris Declaration. Please, refer to the examples in the subsection to complete the information requested.

Ownership: Partner countries exercise effective leadership over their development policies, and strategies and co-ordinate development actions

Are Government and other national implementation partners involved in the implementation of activities and the delivery of outputs?

☐ Not involved

☐ Slightly involved

☐ Fairly involved

☒ Fully involved

In what kind of decisions and activities is the government involved? Please check the relevant answer

☒ Policy/decision making

☒ Management: ☒ budget ☒ procurement ☐ service provision ☐ other, specify

Who leads and/or chair the PMC and how many times have they met?

Answer by JPGE: Governance structure of JPGE does not include PMC. However, PMU includes the functions of PMC and it is co-chaired by the representative of the PMU, Government of Viet Nam, and the representative of the UN agencies, UNFPA as Managing Agent of JPGE. To supplement lack of representation by civil societies in PMU, GAP meetings, where donors and civil society organizations are also represented, take place regularly to discuss key JPGE activities and other priority gender issues.

Institution leading and/or chairing the PMC _____ Number of meetings.

Is civil society involved in the implementation of activities and the delivery of outputs?

☐ Not involved

☐ Slightly involved

☐ Fairly involved

☒ Fully involved

In what kind of decisions and activities is the civil society involved? Please check the relevant answer

☒ Policy/decision making

☐ Management: ☐ budget ☐ procurement ☐ service provision ☐ other, specify

Are citizens involved in the implementation of activities and the delivery of outputs?

☒ Not involved: as most activities aim at capacity building of officials at central and provincial levels.

☐ Slightly involved

☐ Fairly involved

☐ Fully involved

In what kind of decisions and activities are citizens involved? Please check the relevant answer

☐ Policy/decision making

☐ Management: ☐ budget ☐ procurement ☐ service provision ☐ other, specify

Where is the joint programme management unit seated?

☒ National Government ☐ Local Government ☐ UN Agency ☐ By itself ☐ other, specify

Based on your previous answers, briefly describe the current situation of the government, civil society, private sector and citizens in relation of ownership, alignment and mutual accountability of the joint programmes, please, provide some examples. Try to describe facts avoiding interpretations or personal opinions.

Viet Nam localized the conclusions of the High Level Forum on Aid Effectiveness held in Paris in March 2005 ("The Paris Declaration") and developed the Hanoi Core Statement on Aid Effectiveness: Ownership, Harmonisation, Alignment, Results. Section 1 on Ownership states that Viet Nam defines operational development policies, the Government of Viet Nam exercises leadership in developing and implementing its 5 year Socio-Economic Development Plan through a broad consultative process which integrates overseas development aid into mainstreaming planning, and strengthens its leadership role in coordinating aid at all levels.

The JPGE was designed jointly by the national partners and UN Agencies with the outcomes and outputs aligned with the national priorities. Sixty per cent of the JPGE budget is under national execution.

The government's strong ownership can be observed especially among government officials closely involved in the JPGE as staff of the Programme Management Unit (PMU) and Component Programme Management Unit (CPMUs). They take a strong leadership in implementing the JPGE activities and sharing progress. They also play a key role in ensuring that JPGE activities are in alignment with the government's development frameworks. They also actively identified the current needs and plan accordingly to address the needs. Examples include provincial level training workshops on gender for state management officials, communist party members and elected officials, which were planned and implemented using some remaining budget of the completed JPGE activities. The national implementing partners play an important role in integrating JPGE products or lessons learned into national policy development processes.

For civil society organizations which participate in JPGE as other national partners, they actively implement the community-based activities as part of the Joint Programme. Activities include promoting awareness on gender equality and eliminating domestic violence through regular organizations of the commune men's clubs. NGO partners shared that active involvement of men in efforts to eliminate domestic violence can contribute to reduce domestic violence in communities. The experiences and lessons from the community-based activities are shared at the policy dialogues and other meetings such as at the Gender Action Partnership (GAP) meetings.

The private sector has been involved in some activities related to gender and entrepreneurship development. The Women's Entrepreneurship Council of the Vietnam Chamber of Commerce and Industry (VCCI) has been playing the key role in JPGE implementation in the areas of gender and entrepreneurship.

At this point, citizens are not directly involved in JPGE as most activities were at national level, but they benefited from different interventions via mass media. In addition, the JPGE fund expenditure is reported to the Ministry of Finance (MOF) annually as expenditure of the state budget under the international development aid segment according to the existing legal provisions on ODA utilization and management. The MOF then reports the expenditure as part of the state budget expenditure to National Assembly.

d. Communication and Advocacy

Has the JP articulated an advocacy & communication strategy that helps advance its policy objectives and development outcomes? Please provide a brief explanation of the objectives, key elements and target audience of this strategy, if relevant, please attach (max. 250 words).

☒ Yes: The draft strategy has been shared with Ms. Layla Saad to seek comments on 19 May 2010. It was also shared with JPGE colleagues in May 2010 for application.

☐ No

The Advocacy & Communication Strategy of JPGE aims to accelerate progress on the Millennium Development Goals, especially the MDG3 on Gender Equality and Women's Empowerment in Viet Nam. The strategy will raise visibility of the JPGE work in Viet Nam and enhance public awareness and understanding of JPGE contribution to national process while strengthening partnerships with various partners in promoting gender equality and addressing gender-based violence in Viet Nam.

The key achievements so far include increased awareness on gender equality and domestic violence through various activities including the radio programmes on the Law on Gender Equality and the Law on Domestic Violence Prevention and Control, strengthening of reporting on gender issues through the work of the Gender Reporters Network established under the JPGE, development and dissemination of the Information Education and Communication (IEC) materials on GEL and DVL, and dissemination of results of various gender-related studies produced by the JPGE through dissemination workshops.

What concrete gains are the advocacy and communication efforts outlined in the JP and/or national strategy contributing towards achieving?

☒ Increased awareness on MDG related issues amongst citizens and governments

☒ Increased dialogue among citizens, civil society, local national government in relation to development policy and practice

☐ New/adopted policy and legislation that advance MDGs and related goals

☒ Establishment and/or liaison with social networks to advance MDGs and related goals

☐ Key moments/events of social mobilization that highlight issues

☒ Media outreach and advocacy

☐ Others (use box below)

What is the number and type of partnerships that have been established amongst different sectors of society to promote the achievement of the MDGs and related goals? Please explain.

☐ Faith-based organizations Number

☒ Social networks/coalitions Number 3

☐ Local citizen groups Number

☐ Private sector Number

☐ Academic institutions Number

☒ Media groups and journalist Number 23

☐ Others (use box below) Number

The JPGE has been working with three NGO networks to implement activities at the community level to promote gender equality and to eliminate domestic violence. The JPGE has also supported the establishment of the media practitioners' network (28 members representing 23 media agencies) to promote improved reporting to reach gender equality.

What outreach activities do the programme implement to ensure that local citizens have adequate access to information on the programme and opportunities to actively participate?

- ☐ Focus groups discussions
- ☐ Household surveys
- ☒ Use of local communication mediums such as radio, theatre groups, newspapers, etc
- ☐ Open forum meetings
- ☐ Capacity building/trainings
- ☐ Others

Section III: Millennium Development Goals

a. Millennium Development Goals

The MDG-F main objective is to contribute to progress to the attainment of the Millennium Development Goals worldwide. This subsection aims to capture data and information on the joint programmes contribution to 1 or more Millennium Development Goals and targets.

For this purpose the Secretariat has developed a matrix where you should link your joint programme outcomes to 1 or more Millennium Development Goals and Targets. This matrix should be interpreted from left to right. As a first step you should reflect on the contributions that each of the JP outcomes is making to one or more MDGs. Once this linked is established, it needs to be further developed by connecting each joint programme outcome to one or more MDG targets. As a third step you should estimate the number of beneficiaries the JP is reaching in each of the specifics outcomes. Finally you should select the most suitable indicators from your joint programme's M&E framework as a measure of the Millennium targets selected.

MDG #	Joint Programme Outcome 1	MDG Target #	# Beneficiaries reached (Rough Estimate)	MDG Indicators	JP Indicator
Goal 3: Gender Equality and Women's Empowerment	Improved skills, knowledge and practices for the implementation, monitoring, evaluation and reporting of the Law on Gender Equality and Law on Domestic Violence Prevention and Control	Target 3a: Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015	1,300 318 (UNESCO)	<ul style="list-style-type: none"> 3.3 Proportion of seats held by women in national parliament 3.1 Ratios of girls to boys in primary, secondary and tertiary education 3.2 Share of women in wage employment in the non-agricultural sector 	Availability of implementation strategy for GE Law.
	Joint Programme Outcome 2	MDG Target #	# Beneficiaries reached (Rough estimate)	MDG Indicator	JP Indicator
	Enhanced partnerships and coordination around gender equality within and outside of the government	No applicable MDG Target.	200	No applicable MDG Indicators.	Authority of MOLISA and MOCST in coordination of gender architecture across Government, civil society and donors.
	Joint Programme Outcome	MDG Target #	# Beneficiaries reached	MDG Indicator	JP Indicator

	3		(Rough estimate)		
	Strengthened evidence-based data and data systems for promoting gender equality	No applicable MDG Target.	400	No applicable MDG Indicators.	<p>Availability of data and info for monitoring the implementation of GE and DV laws</p> <p>Availability of data and info systems for policy development related to the two laws.</p>

Additional Narrative comments

Please provide any relevant information and contributions of the programme to the MDGs, whether at national or local level.

- The JPGE is building capacity of women parliamentarians to address domestic violence and gender equality issues (Regional workshop was held in 2009 for women parliamentarians. In 2010, a study trip to Spain was organized for Viet Nam Women Parliamentarians working on DV and GE issues)
- The JPGE is building capacity of officials to review and improve legislations to ensure gender is mainstreamed, and their work in various sectors (labour, health, education, law enforcement, etc) promotes gender equality and address domestic violence by gender mainstreaming.

Please provide other comments you would like to communicate to the MDG-F Secretariat:

--

Section 4: General Thematic Indicators

1.1. Nun
wor

1. Mainstreaming gender in policy making and improving the legal system to recognize and guarantee the rights of women

☒ Policies

☒ Laws

☒ Plans

No. National 11

No. National 2

No. National 15

No. Local

No. Local

No. Local

1.2. Are they in line with international commitments adopted by the country (particularly CEDAW)? Please, specify:

There are some limitations as follows:

The Law on Gender Equality:

- The definition of gender discrimination does not include indirect discrimination.
- Lack of notion on equal pay for work of equal value.
- Lack of a provision that acknowledges the interrelatedness, and possibilities of aggravating gender discrimination, of various forms of discrimination, including nationality, religion, belief, age, disability, sexual orientation, and social, economic, health or other status. This review would add ethnicity and legal status to this list.

The Law on Gender Equality includes a provision that states “Where an international treaty to which the Socialist Republic of Vietnam is one of the signatories contains provisions that differ from those of this law, the provisions set out in that international treaty shall be applied.” (Article 3).

The Law on Domestic Violence Prevention and Control:

- The definition of domestic violence may need improvement as it covers only “purposeful acts”. The definition should cover any acts resulting in injuries.

The Criminal Procedure Code:

- Lack of clear guidelines to require and ensure confidentiality of victims of GBV.
- Rape and forcible sexual intercourse from the list of crimes can only be instituted at the victim’s request. This needs to be accompanied with clear protections for victim safety and confidentiality ensuring needs for counseling, legal assistance, rehabilitation, medical treatment.

- Ensure protective measures for all victims of GBV (several Articles relate to this).

Please briefly provide some contextual information on the law, policy or plan and the country/municipality where is going to be implemented (base line, stage of development and approval, potential impact of the policy)

The National Assembly in Vietnam passed the Law on Gender Equality and the Law on Domestic Violence Prevention and Control in 2006 and 2007 respectively. These laws are being implemented now while JPGE supports capacity building of duty bearers to effectively implement, monitor, evaluate and report on these two laws.

1.6. Sector in which the law, policy or plan focuses: <input checked="" type="checkbox"/> justice reform <input checked="" type="checkbox"/> health <input checked="" type="checkbox"/> labour rights <input checked="" type="checkbox"/> national development plan/gender equality plan <input checked="" type="checkbox"/> gender based violence <input type="checkbox"/> gender responsive budgets <input checked="" type="checkbox"/> Other Specify: Education, Information and Communication, Family.	Comments
1.7.¹⁰ Government Budget allocated to gender equality policies or programmes before the implementation of the Joint Programme: National budget: \$ USD Not Known Total Local budget \$ USD Not Known <i>(in localities of intervention of the JP)</i>	Comments

2. Improving participation of women in economic life and public decision making of their community and/or country

2.1. Number of women empowered and/or trained with the support of the joint programme who gained access and/or improved their economic rights: ☐

¹⁰ For indicator 1.4 the Secretariat acknowledges the potential difficulties to obtain the information requested. Therefore, if not available, please provide the best estimation available you have. The information required refers to the budgetary year the monitoring report is covering.

Applies ☒ Does not apply

No. Women

No. Urban

%. Ethnic group

Specify:

2.1. Number of women empowered and/or trained with the support of the joint programme who improved their income: ☐ Applies ☒ Does not apply

No. Women

No. Urban

%. Ethnic group

Specify:

2.2. Type of improvements generated by the Joint Programme on the beneficiaries' wellbeing through the improvement of economic rights/income generation:

☐ Health and/or sexual and reproductive health

☐ Food security and nutrition

☐ Reduce vulnerability

☐ Education

☐ Others: _____

Comments

2.3. Number of women who, gained access to public decision making with the support of the joint programme: ☐ Applies ☒ Does not apply

Total Number

No. Urban

%. Ethnic group

Specify:

Total Number

No. National

%. Local

3. Decreasing the level of violence against women/girls and improving support provided to victims of violence

3.1. Number of women/girls with access to prevention and protection services (e.g. shelter, medical or legal support, etc), anti-discrimination and/or reproductive health care through the support of the joint programme: ☒ Applies ☐ Does not apply

Total No. 15 women (5 under 40 and 10 over 40)

No. Girls

No. Urban

Rural/indigenous

3.2. Number of women/girls who have used anti-violence services (e.g. shelter, medical or legal support, etc), anti-discrimination and/or reproductive health care with the support of the joint programme: ☒ Applies ☐ Does not apply

Total No. 15 women (5 under 40 and 10 over 40)

No. Women:

No. Girls

No. Urban

Rural/indigenous

3.3. Variation (%) of gender based violence cases reported to the police from the beginning of the Joint Programme to present time:

The system to regularly collect data is not yet set up.

4. Awareness rising on gender equality issues and enabling an environment for women exercising their rights

4.1. Number and type of partners targeted sensitized on gender related issues:

<input checked="" type="checkbox"/> Civil servants <input checked="" type="checkbox"/> Private Institutions <input checked="" type="checkbox"/> Community organizations <input type="checkbox"/> Religious leaders <input type="checkbox"/> Other: Specify	No. At least 2,000 No. At least 3 No. At least 10 No. No.	National Level: 200 Local Level: 1,800
4.2. Indicate the type of media /awareness raising action used: <input checked="" type="checkbox"/> Newspapers and written media <input type="checkbox"/> Television <input type="checkbox"/> Schools <input checked="" type="checkbox"/> Radio <input checked="" type="checkbox"/> Community based activities <input type="checkbox"/> Peer to peer initiatives <input type="checkbox"/> Other, specify:		

Annex 1 - JP BUDGET BY NATIONAL AND UN IMPLEMENTATION, AND BY MDTF EXPENSE CATEGORY

MDTF Category	POOLED FUNDING (UNFPA as MA)			GRAND TOTAL
	Sub-Total of Pooled Funding	PMU (National)	SUM	
1.1. Supplies, commodities, equipment and transport	16,500	12,000	28,500	36,500
1.2. Personnel (staff, consultants, travel and training)	50,260	210,944	261,204	922,175

1.3. Training of counterparts	629,494	39,705	669,199	1,286,832
1.4. Contracts	1,037,957	-	1,037,957	1,883,631
1.5. Other Direct Costs	10,125	9,749	19,874	76,470
Total Direct Costs	1,744,336	272,398	2,016,734	4,205,608
2.0. Indirect Support Costs	122,103	19,068	141,171	294,392
GRAND TOTAL	1,866,439	291,466	2,157,905	4,500,000

Annex 2 – PROGRESS IN OUTPUTS

Fully Achieved:

- (1.1) Capacity assessment report printed and distributed to key duty bearers.
- (1.2) At least one Plan of Action on Gender Equality by a ministry developed.
- (1.2) Key duty bearers briefed about the Multi-agency collaboration guideline for implementation
- (1.3) 5 training materials/guides finalized to support the implementation of the two laws
- (1.3) 700 officials (at least 50 per cent women) trained on gender mainstreaming, gender equality and gender-based violence in respective sectors
- (1.3) At least 01 Plan of Action on Gender developed
- (2.1) 2 key gender issues fed into national policy dialogues
- (2.1) 70 per cent of network members who agree that their gender work is more successful due to the gender network supported under JPGE
- (2.2) One workshop organized for government, mass organizations, VCCI and civil society to share experience on women's economic empowerment, and to discuss policy recommendations
- (3.1) Calculation on GGI, GDI and GEM completed to feed into compilation of gender statistics
- (3.2) Gender data from national surveys to feed into the national gender statistics indicator system.

- (3.4) National Gender Statistics Indicators completed (National Statistical Indicator System on Gender Development approved by the Prime Minister in October 2011).

Partially Achieved:

- (1.2) M&E frameworks for GEL and DVL finalized and piloted
- (2.3) A communication network on gender equality developed and operational with operational and sustainability strategy in place
- (3.3) Currently available data stock-taken and reviewed and new data collected through 3 research on vulnerable groups disseminated for advocacy purpose.

ANNEX 4, Work plan Final Evaluation of Joint Programme, Gender Equality, Viet Nam

Phase / Date	Desk Phase (home based)	Field Phase (Turkey)	Reporting (home based)
	December 2011 Short briefing with UNPFA Viet Nam (by skype conference), Delivery of relevant documents in preparation of the Desk Phase and the Inception Report	28 January 2012 Arrival in Hanoi with XXX flight	01 March to 12 March, Report writing
	2 January to 15 January: Document research of documents made available (see Annex 3 of the IR); first indicative field phase planning and submission of draft work plan.	30 January to 10 February 2012: Field Phase mainly in Hanoi. 30 January 2012 a.m.: Briefing of evaluators by RC and JP coordinator/manager ; 30 January to 9 February Interviews with stakeholders in Hanoi and from Province(s) if feasible (see stakeholder map, table 5 in the Inception Report)	13 March - Delivery of DFR; English version 16 March (estimated): Translation of the DFR into Viet Nameese 14 – 20 March - time for feedback of MDGF Secretariat and JP on DFR
	16 January 2012 – Delivery of Inception Report to UNPFA Viet Nam, English Version, as joint product of the two evaluation team members. 18 January 2012, Viet Nameese version of the IR, or relevant parts of it.	10 February : Debriefing of implementers and stakeholders with participation of UN agencies, National implementers and JP management et al.	Consideration of feedback received by the client; until 28 March 2012 - transformation of DFR to FR;
	Until 22 January 2012 – time for feedback of JPGE evaluation steering committee; Validation of Inception Report; Prior to Field Phase: Finalisation of the work plan and consideration for a short field trip to a province outside Hanoi.	10 Feb 11 pm (planned): Departure to home base.	28 March 2012 – Delivery of FR and conclusion of contract; 30 March end of JPGE contract period.

ANNEX 5, Stakeholder map, JP Gender Equality in Viet Nam

Type of Actor	Name of Actor	Role in / relation with JP	Criteria to identify the individuals to be interviewed within the institution	Consultation technique	Key issues to be addressed
UN System in country					
	UNFPA UNWOMEN UNDP UNODC ILO FAO WHO UNESCO IOM UNIDO UNICEF UNAIDS	UN as Managing Agent & UN Coordinating Agency UN Coordinating Agency UN Coordinating Agency	UN agency staff involved in the JP at managerial level and as members of PMU Ideally meeting the three coordinating agencies first in standalone meetings before meeting jointly.	Semi-structured in-depth interview, separate for each Agency.	Coordination and governance mechanisms of the JP; Substantive and financial progress in implementation; Challenges and opportunities for interagency work and system wide coherence in the framework of UN reform; Delivery as One UN External factors (e.g. political environment) influencing the JP implementation process. Coherence and complementarity with other initiatives with similar objectives, Program Delivery, Results achievement Monitoring System and indicators Phase out strategy/sustainability strategy
	UNCT	Representation of the UN agencies based in Viet Nam	Representatives of the JPGE PUNOs	Group interview	
	UNRC / UNRCO	Resident Coordinator UN System in Viet Nam; Representing UN system in Viet Nam and the JPGE in the NSC M&E Coordinator in the RC office (if any);	RC M&E advisor in RCO	Semi-structured in-depth interviews,	Coordination and governance mechanisms of the JP; Substantive and financial progress in implementation; Challenges and opportunities for interagency work and system wide coherence in the framework of UN reform; Delivery as One UN External factors (e.g. political environment) influencing the

Type of Actor	Name of Actor	Role in / relation with JP	Criteria to identify the individuals to be interviewed within the institution	Consultation technique	Key issues to be addressed
					<p>JP implementation process.</p> <p>Coherence and complementarity with other initiatives with similar objectives, for example the EU Commission's funding of the textile sector</p> <p>Program Delivery, Results achievement</p> <p>Monitoring System and indicators</p> <p>Phase out strategy/sustainability strategy</p>
JP Governing and management bodies.....at central level					
	National Steering Committee (NSC)	Political and strategic leadership of the JP	Ideally the regular members of the NSC, Representative of the Viet Nameese Gov., the Spanish Gov. and the RC	Group interview or standalone interviews if other option not feasible	<p>Short intro of the consultant to present the evaluation process; Positioning of the JP in the national institutional and political context; Relation between the GoV and UN system in the framework of the UN reform with a particular focus on the JP in a middle income country.</p> <p>Program Delivery, Results achievement to date.</p>
	Joint Program Management Committee (PMC) called PMU in the case of JPGE Viet Nam	Strategic and operational coordination; supervision/management of the JP;	Ideally the regular members of the PMC	Group interview	<p>Programme Theory/ intervention logic</p> <p>Analysis of the JP governance and implementation process: rapid self-assessment of key strength and weaknesses.</p>
	Joint Program Gender Specialist	Responsible for providing technical support and coordination support	JP Gender Specialist	Semi structured in depth interview	Issues related to programme management and coordination, M&E system, administrative efficiency, interagency harmonization; operational coordination and synergy between the different programme component and within them.
Government Ministries and other Organisations ... at central level					

Type of Actor	Name of Actor	Role in / relation with JP	Criteria to identify the individuals to be interviewed within the institution	Consultation technique	Key issues to be addressed
	<p>Government agencies / National Implementing partners (NIP)</p> <p>Co-Implementing Partners (CIP)</p>	<p>Ministry of Labour, Invalids and Social Affairs/Gender Equality Department (MOLISA)</p> <p>Ministry of Culture, Sports and Tourism/Family Department (MOCST)</p> <p>General Statistics Office (GSO)/Social and Environmental Department</p> <p>Ministry of Education and Training (MOET)</p> <p>Ministry of Information and Communication (MOIC)</p> <p>Central Communist Party Committee for Education and Popularisation</p> <p>Parliamentary Committee for Social Affairs and Parliamentary Committee for Culture , Education, Youth and Children</p> <p>National Committee For Advancement of Women (NCFAW)</p> <p>Ministry of Agriculture and Rural Development (MARD)</p> <p>Ministry of Health (MOH)</p> <p>Ministry of Justice (MOJ)</p>	<p>Programme Agency/ Component Project Executing Agency (VNM0012)</p> <p>Component Project Executing Agency (VNM 0014)</p> <p>Component Project Executing Agency (VNM0015)</p> <p>Co- Implementing partners of JPGE</p>	Semi-structured interviews	<p>a) At political level: Strategic positioning of the JP in relation to national policies and plans; how the JP articulates within the national context; UN reform, alignment and harmonization of the UN system; Sustainability of JP.</p> <p>b) At technical level: JP implementation process, operational dimensions; value added of the JP; development of national and local institutional capacities. Perspective for sustainability of the JP/capacity of national institutions to absorb it and to continue service provision for the beneficiaries; exit strategy</p>

Type of Actor	Name of Actor	Role in / relation with JP	Criteria to identify the individuals to be interviewed within the institution	Consultation technique	Key issues to be addressed
		Ministry of Public Security (MPS)			
Other agencies					
		Vietnam Women's Union (VWU), Centre for Women and Development (CWD) Vietnam Chamber of Commerce and Industry (VCCI) Research Centre for Female Labour @ MOLISA Hanoi Academy of Political and Public Administration National Assembly: Parliamentary Women Group Youth Centre in the North (VCYU)	Co- Implementing partners National Partner incl. subcontractors	Semi-structured interviews	
	Representatives of Civil Society	Selected local NGOs in Gender community network (NEW, DOVIPNET, GENCOMNET) e.g: ISEE, CSAGA, CEPHAD INGOs working in Gender Action Partnership (PAC): Oxfam, PYD	Local partners/ Subcontractor	Semi-structured interviews	
Donors and Lenders					

Type of Actor	Name of Actor	Role in / relation with JP	Criteria to identify the individuals to be interviewed within the institution	Consultation technique	Key issues to be addressed
	Embassy of Spain in Hanoi	Main Donor of the MDG-F	Member of Embassy; ideally member of the Technical Cooperation Section and of NSC of JPGE.	idem	Value added of channelling significant funds through multilateral earmarked funding instrument, i.e. MDG-F; perception of current status and future perspectives.
	World Bank, DFID, AECID, AusAid.....	Important funder and donors in Vietnam with previous projects related to Gender Equality	Attaché for social affairs or/and technical cooperation responsible	idem	Alignment and Harmonisation, coordination and complementarity between interventions of various donors related to gender equality. Alignment between One UN in Vietnam and other donors. Sector wide approaches?
Stakeholders based in New York					
Administrative Agent	Multi Donor Trust Fund, NY	Financial Management MDG-F at JP level, Administrative Agent	Manager in NY responsible for JP Private Sector and Development	idem	Financial management system chosen and experience in the specific case.

ANNEX 6, ONE PLAN 2012-2016

Between

The Government of the Socialist Republic of Viet Nam

And

Food and Agriculture Organization of the United Nations (FAO)

International Fund for Agricultural Development (IFAD)

International Labour Organization (ILO)

International Organization for Migration (IOM)

International Trade Centre (ITC)

Joint United Nations Programme on HIV/AIDS (UNAIDS)

United Nations Development Programme (UNDP)

United Nations Environmental Programme (UNEP)

United Nations Educational, Scientific and Cultural Organization (UNESCO)

United Nations Population Fund (UNFPA)

United Nations Human Settlements Programme (UN-HABITAT)

United Nations Children's Fund (UNICEF)

United Nations Industrial Development Organization (UNIDO)

United Nations Office on Drugs and Crime (UNODC)

United Nations Volunteers (UNV)

United Nations Entity for Gender Equality and Women's Empowerment (UN Women)

World Health Organization (WHO)

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Text box 1: Key Principles for Development of One Plan 2012-2016

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ACRONYMS

ACVN	Association of Cities of Viet Nam
ADB	Asian Development Bank
BA	Basic Agreement
BCA	Basic Cooperation Agreement
CBDRM	Community Based Disaster Risk Management
CBF	Common Budgetary Framework
CCFSC	Committee for Storm and Flood Control
CCPD	Common Country Programme Document
CEDAW	Convention for the Elimination of all forms of Discrimination Against Women
CEM	Centre for Environmental Monitoring
CEMA	Committee on Ethnic Minority Affairs
CIEM	Central Institute for Economic Management
CLE	Country-Led Evaluation
CO2	Carbon
CPD	Country Programme Document
CSO	Civil Society Organizations
DSI	Development Strategy Institute
DSS	Department of Safety and Security
EFA	Education for All
EDSP	Education Development Strategic Plan
EU	European Union
FACE	Fund Authorization and Certificate of Expenditures
FAO	Food and Agriculture Organization of the United Nations
FSW	Female Sex Worker
GACA	Government Aid Coordinating Agencies
GBV	Gender-based Violence

GDP	Gross Domestic Product
GEF	Global Environment Facility
GHG	Greenhouse Gas (Emissions)
GOPFP	General Office for Population and Family Planning (MOH)
GOUNH	Green One UN House
GoV	Government of Viet Nam
GSO	General Statistics Office
HACT	Harmonized Approach to Cash Transfers
HFA	Hyogo Framework for Action
HIV	Human Immunodeficiency Virus
HLCM	High Level Committee on Management
HOAs	Heads of Agencies
HPPMG	Harmonized Programme and Project Management Guidelines
IAEA	International Atomic Energy Agency
IDU	Intravenous Drug User
IGO	Inter-Governmental Organization
IFAD	International Fund for Agricultural Development
IFI	International Funding Institution
ILO	International Labour Organization
INGO	International Non-Government Organization
IOM	International Organization for Migration
IP	Implementing Partner
IPSAS	International Public Sector Accounting Standards
ITC	International Trade Centre
LFS	Labour Force Survey
LTA	Long Term Agreement
M&E	Monitoring and Evaluation

MARD	Ministry of Agriculture and Rural Development
MARP	Most-at-risk People
MDGs	Millennium Development Goals
MEWG	Monitoring and Evaluation Working Group
MIC	Middle-income Country
MICS	Multiple Indicator Cluster Survey
MNCH	Maternal, Newborn and Child Health
MOC	Ministry of Construction
MOCST	Ministry of Culture, Sport and Tourism
MOET	Ministry of Education and Training
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MOH	Ministry of Health
MOHA	Ministry of Home Affairs
MOIC	Ministry of Information and Communications
MOIT	Ministry of Industry and Trade
MOJ	Ministry of Justice
MOLISA	Ministry of Labour, Invalids and Social Affairs
MOND	Ministry of National Defence
MONRE	Ministry of Natural Resources and Environment
MOST	Ministry of Science and Technology
MOT	Ministry of Transport
MOU	Memorandum of Understanding
MoV	Means of Verification
MPI	Ministry of Planning and Investment
MPS	Ministry of Public Security
MPTF	Multi-Partner Trust Fund

MSM	Men who have Sex with Men
NA	National Assembly
NAMA	Nationally Appropriate Mitigation Actions
NCC	Non-communicable ‘condition’
NCAFW	National Council for the Advancement of Women
NGO	Non-Government Organization
NSGE	National Strategy for Gender Equality
NTP	National Target Programme
ODA	Official Development Assistance
OECD-DAC	Organization for Economic Cooperation and Development-Development Assistance Committee
OOG	Office of the Government
OPF	One Plan Fund
OPFMAC	One Plan Fund Mobilization and Allocation Committee
OPSC	One Plan Steering Committee
PAR	Public Administrative Reform
PCGs	Programme Coordination Groups
PLHIV	People Living With HIV
POPs	Persistent Organic Pollutants
PPC	Provincial People’s Council
PPP	Purchasing Power Parity
PSPMOs	Political, Social, Professional and Mass Organizations
RBA	Rights-Based Approach
RBM	Results-Based Management
RC	Resident Coordinator
REDD	Reduced Emissions from Deforestation and Forest Degradation
SAI	Supreme Audit Institution
SBAA	Standard Basic Assistance Agreement

SEDP	Socio-Economic Development Plan
SEDS	Socio-Economic Development Strategy
SPC	Supreme People's Court
SPP	Supreme People's Procuracy
SRH	Sexual and Reproductive Health
TCPR	Triennial Comprehensive Policy Review
TNTF	Tripartite National Task Force
TOR	Terms of Reference
UN Women	United Nations Entity for Gender Equality and Women's Empowerment
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCCD	United Nations Convention to Combat Desertification
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNV	United Nations Volunteers
USD	United States Dollar
VAAC	Viet Nam Administration of HIV/AIDS Control

VASS	Viet Nam Academy of Social Sciences
VCCI	Viet Nam Chamber of Commerce and Industry
VDGs	Viet Nam Development Goals
VET	Vocational Education and Training
VGCL	Viet Nam General Confederation of Labour
VHLSS	Viet Nam Household Living Standards Survey
VLA	Vietnamese Lawyers' Association
VNAT	Viet Nam National Administration of Tourism
VND	Viet Nam Dong
VSDS	Viet Nam Statistical Development System
VSS	Viet Nam Social Security
VUSTA	Viet Nam Union of Science and Technology Associations
VWU	Viet Nam Women's Union
VYU	Viet Nam Youth Union
WHO	World Health Organization
WTO	World Trade Organization
WWF	World Wildlife Federation

EXECUTIVE SUMMARY

Development Context

In 2010, Viet Nam attained lower middle-income country status, testament to the rapid economic growth and poverty reduction the country has achieved over the past two decades. Viet Nam is on track to meet, or has met, a majority of the Millennium Development Goals (MDGs) at a national level. The country's institutions are more sophisticated and mature after two decades of *doi moi* (renovation) reform and Viet Nam is also increasingly engaged in global and regional institutions. Yet, in common with other middle-income countries that have achieved rapid growth and poverty reduction, Viet Nam also faces significant challenges. The transformation of Viet Nam's economic structure has brought into sharp relief the need to achieve better quality, sustainable growth and ensure a greater balance between economic, human and sustainable development.

Poverty persists among key population groups such as ethnic minorities and Viet Nam is now facing emerging challenges of urban poverty, as well as migrant poverty, in the wake of urbanisation. The multi-dimensional nature of poverty in Viet Nam requires new approaches to poverty measurement and poverty reduction. The country is undergoing a sharp demographic transformation, with a current 'demographic bonus' in the working age population, accompanied by future population ageing and a rapidly increasing sex ratio at birth. Ensuring inclusive, equitable and sustainable growth and generating sufficient decent, better paid jobs for people of working age requires a significant boost in skills and productivity, together with a more regionally balanced approach to development.

Natural and climatic stresses are increasing, and the country is facing a rapid increase in energy demand, greenhouse gas emissions and associated pollution and costs. Sustainable development and an effective response to climate change require efforts to reduce environmental degradation, together with scaled-up green production and promotion of energy efficient, sustainable business models. Effective enforcement of environmental protection laws, together with disaster risk management and reduction efforts that build resilience to environmental stresses and hazards, are also required.

A more progressive and inclusive universal social protection system is needed, which can act as the foundation for future economic growth and prosperity, address persistent forms of poverty and emerging forms of vulnerability and disadvantage, and equip the country to effectively respond to rapid socio-economic and demographic change. The system of social services, including basic services such as health and education, also needs to rapidly modernise and evolve to meet changing needs and expectations and ensure equitable access to affordable, quality services for all citizens.

While Viet Nam has made strong progress towards achieving gender equality and ensuring universal access to HIV prevention, treatment, care and support, significant disparities remain. Gender inequality persists in the labour market, in decision-making, and in the household where unequal gender relations and norms are reinforced by strong son preference and domestic violence. Stigma and discrimination against people living with HIV (PLHIV) and most-at-risk people (MARPs) hampers access to prevention, treatment, care and support services. Greater investment is required to achieve the MDGs for all Vietnamese people, including migrants, ethnic minorities and the poor, as well as to reach HIV and

environmental targets where Viet Nam currently lags behind.

Governance reforms and sophisticated, modern institutions are needed to manage the complex challenges and changes Viet Nam will face in the coming period. Continued reform of policy development processes, stronger and more effective institutions, enhanced parliamentary development and oversight, and a more determined and informed fight against corruption are required if Viet Nam is to respond to these challenges effectively. Greater participation by all stakeholders and citizens in policy-making, planning and monitoring at all levels is needed so that all Vietnamese people have a voice in the decisions that affect them and are able to fully realise their choices and capabilities. A more supportive regulatory environment is required to enable political, social, professional and mass organizations to engage effectively in policy and decision-making processes and service delivery. Access to justice for all citizens, in particular the most vulnerable and disadvantaged, together with increased engagement by Government in treaty implementation, will also contribute towards further strengthening the rule of law.

Lessons Learned during the Implementation of One Plan II

The One Plan II (2006-2011) embodied the commitment of participating United Nations system agencies in Viet Nam to ‘delivering as one’ with the leadership of the Government and the support of the donor community. The One Plan II provided an overarching programmatic framework for the work of the UN system in Viet Nam. It was supported by a One Plan Management Plan, which set out the coordination architecture for One Plan implementation. The 2010 independent Country-Led Evaluation (CLE) found that the UN system in Viet Nam had made impressive progress towards ‘delivering as one’ over the period of the One Plan II, including by demonstrating a shift to greater focus on high quality policy work and establishing a robust and innovative architecture to coordinate implementation of the One Plan 2012-2016. Cross-cutting issues, especially gender equality, human rights and HIV, had also benefited from a higher profile under the reform.

According to the CLE, the policy dialogue and advocacy role of the United Nations had also been strengthened, with a strong One Leader, the vision and ambition of the UN Country Team and the support of the One Communications Team. The tripartite governance structure developed in Viet Nam had been an effective process for ensuring reform is led by Government and engaging donors, while the One Plan Fund had enabled more flexible and results-oriented allocation of funds at the country level. The UN had strived to harmonise business practices and the Green One UN House in Hanoi will, once built, be a strong statement of the UN’s commitment to ‘delivering as one’ as well as to ensuring environmental sustainability and addressing climate change.

Nevertheless, the CLE also identified the need to build on current achievements and demonstrate a more explicit approach to reform by harmonising the One Plan 2012-2016 with national planning cycles, more clearly identifying UN comparative advantages, and adopting a more systematic approach to policy advice together with a more explicit justification for service delivery work and support to policy implementation. The CLE also identified the need to address sustainability, in particular in relation to resourcing for the One Plan, and ensure true empowerment of the Resident Coordinator as One Leader.

Developing the One Plan 2012-2016

The UN Country Team has drawn on these lessons learned in developing the One Plan 2012-2016. The One Plan 2012-2016 represents a significant departure from the One Plan II, which was developed based on individual organizations' country cooperation plans and frameworks. The One Plan 2012-2016 is the common programmatic framework for participating UN system agencies in Viet Nam. It is aligned with national planning cycles, in particular the 2011-2015 Socio-Economic Development Plan (SEDP). The One Plan 2012-2016 sets out a focused and coherent joint programme of work in support of national priorities and based on the comparative advantages of participating UN system agencies. Importantly, the One Plan 2012-2016 represents a continuing shift towards high quality policy work to support the Government and people of Viet Nam. The One Plan 2012-2016 also gives greater emphasis to provision of high quality technical assistance, capacity development at the national and sub-national level, and the UN's role in convening different stakeholders and expanding partnerships.

The One Plan 2012-2016 was developed jointly from the outset by UN system agencies working in partnership with Government and development partners. Key stakeholders from Government, donors and political, social, professional and mass organizations (PSPMOs) were engaged at each step of developing the focus areas, outcomes, outputs and indicators. The One Plan 2012-2016 is based on robust analysis which identifies the key development challenges Viet Nam will face over the coming period of the One Plan 2012-2016. The One Plan 2012-2016 identifies the key interventions the UN system in Viet Nam will make over the next five years in response to the national priorities established in the 2011-2020 Socio-Economic Development Strategy (SEDS) and the 2011-2015 SEDP. Programming documents of individual participating UN system agencies have been developed based on the One Plan 2012-2016.

UN Comparative Advantages

As Viet Nam is now a lower middle-income country, expectations and requirements for UN support are changing. Viet Nam requires best practice, high quality policy advice on how best to respond to challenges associated with middle-income status, including widening inequalities and disparities, and persistent poverty among specific regions and population groups. The UN is well placed to provide such policy advice and access to international best practices, as well as to help Government to bridge the policy implementation gap.

Viet Nam's shift to middle-income country status is expected to result in a decline in future aid. Already some donors have indicated that they intend to scale down or cease their assistance. However, the country would benefit from ongoing support from development partners if it is to continue to progress successfully and address the challenges ahead. The UN has a unique role to play in helping Government to leverage resources, using its convening power and normative role to ensure resources are utilised effectively and in the interests of the ultimate beneficiaries – Vietnamese citizens.

The UN system in Viet Nam will seek to maximise the following comparative advantages over the period of the One Plan 2012-2016:

- Use its unique convening power to bring together stakeholders and provide coordination, including on cross-cutting issues such as gender equality, HIV, climate change, culturally appropriate

programming and rights-based approaches to development.

- Focus on providing evidence-based policy advice, in particular on sensitive issues and in line with international norms and standards, including support to integrate these norms and standards into national legislative and policy frameworks, and monitor their implementation and impact on beneficiaries.
- Advocate for and help to ensure that the voices of the most vulnerable and disadvantaged are heard and issues of inequality are addressed in national policy processes.
- Facilitate a multi-sectoral approach and support the Government to coordinate its response to complex issues such as climate change, social protection, sustainable development, a multi-dimensional approach to poverty reduction, HIV, governance and gender equality, all of which require a cross-agency approach.
- Maximise the comparative advantages and added value it offers as a multi-lateral organization 'delivering as one', capitalising on a multi-dimensional approach to support the Government to address multi-sectoral challenges. The UN will support improved policy coordination and coherence among the Government and stakeholders.

One Plan 2012-2016 Results

In the period of the One Plan 2012-2016 the UN will work with the Government and people of Viet Nam to ensure a balance between economic, human and sustainable development objectives, directing its efforts to supporting the Government to achieve *inclusive, equitable and sustainable growth, access to quality essential services and social protection*, and enhanced *governance and participation*. Specific outcomes and outputs under each of these three broad Focus Areas as detailed in this One Plan 2012-2016 identify how the UN will provide support to achieve national priorities by 2016.

The UN will focus on providing high quality policy advice and capacity development to Government using its convening role and ensuring coordination on cross-sectoral issues and challenges. The UN will pay attention to a policy-oriented and targeted approach to reducing inequalities and disparities, including disparities of wealth, access to opportunities and services, and between different regions and socio-economic groups, focusing on those who are most vulnerable and disadvantaged. The UN will integrate a rights-based approach and HIV into all its programming, will actively promote gender equality, environmental sustainability, and culturally appropriate programming in all that it does, and will ensure a cross-sectoral approach to key development challenges. The UN will continue its strong support for Viet Nam's efforts to strengthen South-South and Triangular Cooperation.

One Plan 2012-2016 Management and Implementation

During the period of the One Plan 2012-2016, the UN system in Viet Nam will further refine the programme management practices developed during the One Plan II. The tripartite governance structure of the One Plan 2012-2016 is a highlight of the way the UN works in partnership with Government and the donor community, and will provide continued leadership and oversight for the period of the next One Plan 2012-2016. The coordination architecture (Programme Coordination Groups) established under the

current One Plan II will be further refined in line with the content of the One Plan 2012-2016. UN-Government Programme Coordination Groups will work in partnership with stakeholders to plan for, oversee, monitor and report on implementation of the One Plan 2012-2016, and will also act as a forum for joint research, policy advocacy and dialogue, as well as joint monitoring and evaluation activities. Country-level resource mobilisation will take place under the oversight and management of the One Plan Fund Mobilization and Allocation Committee using agreed criteria for prioritization and allocation of funds. The One Plan 2012-2016 also details how the One Plan 2012-2016 will be implemented, including partnership arrangements and the respective responsibilities of Government and the UN for implementation of the One Plan 2012-2016.

The UN system in Viet Nam is committed to strengthening management for results and will make greater use of evaluation to better measure the impact of supported programmes in Viet Nam. Every effort has been made to develop a robust results framework for the One Plan 2012-2016 whereby results can be more clearly attributed to UN interventions. Joint monitoring and reporting on One Plan implementation will take place under the auspices of the Programme Coordination Groups with the support of a UN Monitoring and Evaluation Working Group. The CLE provides a baseline for monitoring and reporting on the implementation of the Delivering as One Initiative in Viet Nam. In addition, during the period of the One Plan 2012-2016, the UN will further strengthen its capacity and develop additional tools and methods for reporting on the impact of its policy advice and advocacy. The UN is committed to evaluating the results of the One Plan, and has established a joint evaluation framework and Monitoring and Evaluation Calendar for the period 2012-2016.

SIGNATURE PAGE

Final for Approval

PREAMBLE

The Government of Viet Nam (hereinafter referred to as “the Government”) and the UN system in Viet Nam are committed to the implementation of the One Plan 2012-2016, under the tripartite leadership of the Government, the UN and donor organizations, bringing together the comparative advantages of the participating UN system agencies within one planning, implementation and monitoring and evaluation framework.

UN organizations participating in the One Plan 2012-2016 are: the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the International Labour Organization (ILO), the International Organization for Migration (IOM), the International Trade Centre (ITC), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Development Programme (UNDP), the United Nations Environmental Programme (UNEP), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Population Fund (UNFPA), the United Nations Human Settlements Programme (UN-HABITAT), the United Nations Children’s Fund (UNICEF), the United Nations Industrial Development Organization (UNIDO), the United Nations Office on Drugs and Crime (UNODC), the United Nations Volunteers (UNV), the United Nations Entity for Gender Equality and Women’s Empowerment (UN Women), and the World Health Organization (WHO); and are hereinafter referred to as ‘the Participating UN System Agencies’.¹

Furthering their mutual agreement and cooperation for the realisation of the Millennium Development Goals (MDGs) and other internationally agreed development goals resulting from UN Conventions and Summits to which the Government and participating UN system agencies are committed, including the Millennium Summit and the Millennium Declaration, the Millennium Development Goals Summit 2010 and other relevant conventions, conferences, summits and inter-governmental events of the United Nations to which Viet Nam is a party;

Agreeing that the participating UN system agencies support the implementation of the Socio-Economic Development Strategy (SEDS) 2011-2020 and the Socio-Economic Development Plan (SEDP) 2011-2015, and related sectoral and local strategies, in line with the Hanoi Core Statement on Aid Effectiveness (June 2005) and the legal framework supporting Official Development Assistance (ODA) management and utilization in Viet Nam;

Building on the progress made and experience gained during the development and implementation of the One Plan II (2006-2011), and based on lessons learned from the independent Country-Led Evaluation and the experience of developing and implementing the ‘five + one’ pillars² of the Delivering as One Initiative, which are mutually supporting, and which help to create the conditions for a more effective

¹ The term ‘UN system agencies’ encompasses all of the various funds, organizations, agencies and programmes of the UN system. For the purposes of this One Plan 2012-2016, the International Organization for Migration (IOM) [as an associated organization] is also included under this heading.

² The sixth pillar – ‘One Voice’ – was introduced in 2006 with the establishment of the One Communications Team, a unique feature of the reform effort in Viet Nam, which comprises a co-located and integrated team of communications experts from different UN system agencies.

contribution of participating UN system agencies to the development of Viet Nam, namely the One Plan, One Budget, One Set of Management Practices, Green One UN House, One Leader and One Communications Team (One Voice);

Recognizing that Viet Nam is a flagship country for the Delivering as One Initiative and that the move to the Green One UN House will further the ambition of the UN Country Team and Government to ensure that all six pillars of UN reform more strongly reinforce each other in Viet Nam, and anticipating that as the six pillars of UN reform are embedded in Viet Nam, the Delivering as One Initiative in Viet Nam will be a leading example for other countries to follow in a manner suitable to their specific context and in the spirit of 'one size does not fit all';

Affirming that for Viet Nam, the One Plan 2012-2016 represents an integrated document that embodies the UNDAF and the UNDAF Action Plan, that there is no parallel programming framework for the UN Country Team in Viet Nam, and that the One Plan represents one strategic programmatic vision and framework which guides all agency programming;

Entering into a new period of cooperation aligned with the 2011 to 2015 Socio-Economic Development Plan of Viet Nam; and

Declaring that the commitments and responsibilities outlined herein will be fulfilled in a continued spirit of close cooperation and trusted partnership;

The Government and participating UN system agencies have agreed as follows:

INTRODUCTION

1. The One Plan 2012-2016 represents the programmatic and operational framework for delivering the UN support to the Government of Viet Nam over the next five years and sets out how the UN will 'deliver as one' in support of national development priorities. The One Plan 2012-2016 outlines the programme of work that the participating UN system agencies will undertake, in line with the national priorities identified in the Socio-Economic Development Strategy 2011-2020 and the Socio-Economic Development Plan 2011-2015 and outlines how the One Plan 2012-2016 will be implemented, including partnership arrangements, implementation strategies, management arrangements, resource mobilisation, communications, monitoring and evaluation and commitments of the Government, UN and donors.
2. The One Plan 2012-2016 was developed based on guidance to UN Country Teams prepared by the United Nations Development Group (UNDG), for preparation of United Nations Development Assistance Frameworks (UNDAFs). This included conducting an independent analysis of the country situation drawing on available studies including a Joint Country Analysis commissioned by the UN and the Like-Minded Donor Group and internal UN analytical work, a strategic prioritization process, and extensive consultations with the Government, donor community and political, social, professional and mass organizations (PSPMOs). The overall programme framework, including outcomes, output indicators, targets and baselines was designed in close partnership with the Government and donor organizations and in consultation with other key stakeholders including PSPMOs.

3. The One Plan 2012-2016 includes the following sections:

- Firstly, it sets out the partnerships, values and principles the One Plan 2012-2016 is based on.
- Section One outlines the process for developing the One Plan 2012-2016.
- Section Two describes the development context and UN comparative advantages.
- Section Three outlines the One Plan 2012-2016 results, including the three Focus Areas and One Plan 2012-2016 Outcomes, and how cross-cutting issues will be integrated.
- Section Four describes the modalities for One Plan implementation, including results-based management, risk management, joint programming approaches and the relationship between the One Plan 2012-2016 and individual participating UN system agencies programmes, knowledge management, engagement of non-resident agencies and political, social, professional and mass organisations in the One Plan 2012-2016, and harmonized business practices.
- Section Five sets out One Plan 2012-2016 management and responsibilities, including overall governance, senior management accountability, and supporting coordination mechanisms, as well as principles for common/integrated business operations and security arrangements.
- Section Six describes the financial requirements for the One Plan 2012-2016, together with the resource mobilisation strategy, mechanisms for resource allocation and human resources.
- Section Seven outlines the role and functions of the One UN Communications Team (One Voice).
- Section Eight explains how the UN and Government will monitor, report on and evaluate the implementation of the One Plan 2012-2016 and Delivering as One results.
- Section Nine sets out the commitments of the Government, donor organizations and the UN.
- Section Ten includes other relevant legal provisions.
- Included in the Annex are a list of UN Agency Cooperation Agreements; the One Plan Budget Requirements by Agency and the One Plan Results Matrix.

PARTNERSHIPS, VALUES AND PRINCIPLES

4. As Viet Nam is now a lower middle-income country, expectations and requirements of UN assistance are changing. Best practice, high quality policy advice on how best to respond to challenges associated with middle-income status and how to achieve the Millennium Development Goals (MDGs) for all Vietnamese people is required. In light of this evolving development and funding context, the UN in Viet Nam recognizes the need to make significant changes in the way it provides support to the Government. The One Plan 2012-2016 is fully guided by the principles of national ownership, leadership and accountability for development results. As the overarching strategic

framework for the UN in Viet Nam, the One Plan 2012-2016 marks a pivotal milestone in the Delivering as One Initiative in Viet Nam. The One Plan 2012-2016 is strategic and results-based, and clearly reflects the UN's increased focus on delivering high quality policy advice and technical expertise, based on international best practices, in support of national priorities as outlined in the SEDP and SEDS. The One Plan 2012-2016 takes as its basis the unique role of the UN in supporting and monitoring implementation of basic normative standards and agreements such as the Universal Declaration of Human Rights, the Millennium Declaration and its goals, and outcomes of international conferences, summits and UN conventions. The UN is committed to using its technical expertise and comparative advantages to support the Government to fulfil its international commitments under various multilateral agreements.

5. Participating UN system agencies will use a rights-based approach to support the Government in reducing inequalities and disparities, focusing on the most vulnerable and disadvantaged in order to ensure that all Vietnamese people are able to benefit from Viet Nam's progress and development. In line with undg guidance, the UN in Viet Nam will integrate a rights-based approach into all programming, will actively promote sustainable development, gender equality, a cross-sectoral approach to HIV, and culturally appropriate programming in all that it does, and will ensure a cross-sectoral approach to key development challenges.
6. The One Plan 2012-2016 has been developed in line with the principles of aid effectiveness. Based on their respective mandates and comparative advantages, participating UN system agencies will assist Viet Nam by providing technical advice and assistance and knowledge and capacity building support at various levels. The One Plan 2012-2016 is in line with the Hanoi Core Statement on Aid Effectiveness, which localized the Paris Declaration on Aid Effectiveness and was jointly adopted by the Government, the UN and donor organizations in 2005. The UN in Viet Nam adopts the Hanoi Core Statement's guiding principles for the management and implementation of the One Plan 2012-2016 and all individual programmes and projects implemented in Viet Nam. The UN will continue to strengthen management for results throughout the implementation of the One Plan 2012-2016. The UN reaffirms its strong support for Viet Nam's efforts to strengthen South-South cooperation.
7. The One Plan 2012-2016 constitutes the integrated Country Programme Document and plan of operations for the UN in Viet Nam. The One Plan for the period 2012 to 2016 is to be interpreted and implemented in conformity with the Standard Basic Assistance Agreements (SBAA) or the Basic Cooperation Agreements (BCAs) or Basic Agreements (BAs) or similar arrangements agreed and signed by each Participating UN Organization with the Government of Viet Nam, as set forth in Annex I.i hereto, each forming an integral part hereof (such agreement being hereinafter referred to collectively as "Basic Agreements" and each individually as "Basic Agreement"). The One Plan 2012-2016, together with related Work Plans, concluded for its implementation constitute the integrated country programme or project document and plan of operations as referred to in the SBAA, BCAs, BAs and other similar agreements concluded by the Government of Viet Nam with the Participating UN system agencies, except where traditional project documents or other planning documents are required. Each participating UN system agencies' activities under the One Plan 2012-2016 shall be governed by the respective Basic Agreement of that Organization and with the

Government of Viet Nam.

8. In 2006, Viet Nam was selected by the UN System as a pilot country for the implementation of the Delivering as One Initiative. As set out in the 2010 Country-Led Evaluation, the strategic intent of the Delivering as One Initiative is that: *“The population and institutions of Viet Nam benefit from a more strategic and effective contribution of the United Nations to the attainment of national priorities, under national leadership.”* The Delivering as One Initiative in Viet Nam includes the ‘five + one pillars’ of UN reform, namely: One Plan, One Budget, One Leader, One Set of Management Practices and Green One UN House, together with the sixth pillar, ‘One Voice’ introduced as a specific innovation by the UN Country Team in Viet Nam. These pillars will be further strengthened over the next five years to enable the UN to provide coherent, effective and efficient support to the Government of Viet Nam in order to achieve sustained development results.
9. The One Plan II built on key components of the United Nations Development Assistance Framework (UNDAF) and harmonized the individual Country Programmes, the Country Programme Documents and the Country Programme Action Plans of individual participating UN system agencies. This One Plan 2012-2016 builds on the One Plan II and represents the UNDAF and the UNDAF Action Plan as agreed by the UNDG, and is the legally binding framework for cooperation between the Government of Viet Nam and the 17 participating UN system agencies.

I. DEVELOPMENT OF THE ONE PLAN 2012-2016

1.1 ONE PLAN I AND ONE PLAN II

10. The process of UN reform in Viet Nam began over a year before the 2006 High-Level Panel on ‘Delivering as One’ with the 2005 Hanoi Core Statement, which set out principles for donor engagement and coherence in support of national priorities. A September 2005 paper by the then UN Resident Coordinator and UNICEF Representative laid out the case for reform and suggested that Viet Nam was ideally placed to pilot the initiative. In February 2006 ‘the Roadmap for One United Nations’, a more detailed paper outlining necessary measures for reform, was prepared. Following the release of the Secretary-General’s High-Level Panel Report in 2006, Viet Nam was nominated and selected as one of eight pilot countries. The approach to reform in Viet Nam is laid out in the ‘Agreed Principles, Objectives and Instruments’ approved by the Prime Minister in 2006 and comprises five pillars: One Programme, One Budget, One Leader, One Set Of Management Practices and the Green One UN House, known as the ‘Five Ones’. A sixth ‘One’, the One UN Communications Team (One Voice) was established in 2006 to ensure a common voice and approach to advocacy.
11. The One Plan I was developed by six participating UN system agencies: UNDP, UNICEF, UNFPA, UNV, UNAIDS and UNIFEM. The One Plan I and the One Budget were signed in August 2007. As the Country Programme Documents and Country Programme Action Plans of three of the initiating agencies had only just been approved in early 2006, the One Plan I combined the existing Country Programme Documents and Country Programme Action Plans into a common programme, within the framework of the UNDAF.
12. The One Plan II (2006-2011) was signed by Government and 14 participating UN system agencies in

June 2008, superseding the original One Plan I. The One Plan II embodied the commitment of the UN in Viet Nam to ‘delivering as one’ with the leadership of the Government and the support of the donor community and provided an overarching programmatic framework for the work of the UN in Viet Nam.

13. The One Plan II contained five outcomes, with results clustered according to their contribution to outputs within thematic clusters. This alignment was designed to bring about greater coherence in the management and programmatic delivery of results. It was supported by a One Plan Management Plan, which set out the coordination architecture for One Plan II implementation, namely Programme Coordination Groups. As participating UN system agencies already had in place Country Programme Documents and Plans, the One Plan II represented an amalgamation of existing agency programming.

I.II INDEPENDENT COUNTRY-LED EVALUATION

14. The Independent Country-Led Evaluation (CLE) assessed the extent to which the UN in Viet Nam had made progress in relation to each of the five Ones together with the One Communications Team (One Voice). The CLE found that the UN in Viet Nam had made ‘impressive progress’ towards ‘delivering as one’ over the period of the One Plan II. The UN had demonstrated a shift to a greater focus on upstream policy work and had established a robust and innovative coordination architecture for implementation of the One Plan 2012-2016 in the Programme Coordination Groups. The Evaluation found that the Programme Coordination Groups had created a substantial opportunity for improved performance.
15. In addition, there was also evidence that the policy dialogue and advocacy role of the UN had been strengthened, in line with the UN role in supporting implementation of international norms and standards. A strong One Leader together with a visionary and ambitious UN Country Team, with the support of the One Communications team, had contributed to ‘one voice’ on policy issues and advocacy. The Country-Led Evaluation also found that the Delivering as One Initiative had elevated support for and focus on cross-cutting issues, in particular gender equality and human rights, and also noted the importance of tracking and monitoring cross-cutting issues across the work of the UN in Viet Nam, including via the allocation criteria for the One Plan Fund.
16. The tripartite governance structure for the One Plan in Viet Nam was found to have been effective in ensuring reform is led and owned by the Government, as well as in engaging donors. The One Plan Fund, with strong support from the donor community, enabled more flexible, results-oriented allocation of funds at the country level. In addition, the UN in Viet Nam had striven to harmonise management and business practices. Finally, the Green One UN House in Hanoi was found to represent a strong statement of the UN’s commitment to ‘delivering as one’ as well as to ensuring environmental sustainability and addressing climate change.
17. Nevertheless, the Country-Led Evaluation also identified the need to build on current achievements and demonstrate a more explicit approach to reform. Although there was a significant change in culture within the 14 agencies that enabled the One Plan II to be developed, with benefits attached to Government and development partners being able to access all UN programmes in one coherent document, the One Plan II, with five outcomes and 118 outputs did not provide a strong framework or

a more strategic or rationalised plan. Instead the One Plan II represented a combination of “agency plans in a common programme within the overall framework of the UNDAF and in keeping with the general pillars and timeframe of the SEDP.”

18. The Country-Led Evaluation (CLE) also highlighted sustainability concerns. In particular, changing patterns of donor funding means there is some uncertainty about continuity of mechanisms to allocate funding to the One Plan Fund at the country level: future commitments will depend to a large extent on progress towards reform and a clearer demonstration of development impact under the One Plan 2012-2016. Funding arrangements for the One Communications Team (One Voice) were also highlighted given the need to ensure the sustainability of the provision of these services. The CLE also identified constraints associated with ensuring full empowerment of the UN Resident Coordinator (RC) as One Leader, recommending that the RC be provided with a level of authority commensurate with the responsibilities and accountabilities they bear. Finally, difficulties in demonstrating efficiencies and cost effectiveness, as well as development results and in improving harmonisation of business practices, were also identified.
19. For the period of the next One Plan 2012-2016, the Country-Led Evaluation recommended that the UN harmonise the One Plan 2012-2016 with national planning cycles, more clearly identify UN comparative advantages, and adopt a more systematic approach to policy advice and technical assistance, together with a more explicit justification for any service delivery role.

I.III PROCESS FOR DEVELOPING THE ONE PLAN 2012-2016

20. In light of the experience of developing and implementing the One Plan I and the One Plan II, and the lessons learned and highlighted in the Country-Led Evaluation, the UN Country Team took a different approach when developing the One Plan 2012-2016. In line with undg guidance, the UN in Viet Nam developed the One Plan 2012-2016 as an integrated document incorporating programmatic and operational elements outlined in the previous One Plan II and One Plan Management Plan. The One Plan 2012-2016 identifies the key interventions the UN in Viet Nam will take over the next five years, in line with national priorities established in the 2011-2020 Socio-economic Development Strategy (SEDS) and the 2011-2015 Socio-Economic Development Plan (SEDP) and details how the One Plan will be implemented including partnership arrangements and the respective responsibilities of Government, the UN and donors for implementation of the One Plan 2012-2016. It is aligned with national planning cycles, in particular the 2011-2015 SEDP.
21. The One Plan 2012-2016 is strategic, focused, and represents the joint priorities and selected focus areas of the United Nations in Viet Nam. Specifically, it demonstrates an important shift towards high quality policy advice to support the Government to address and manage challenges associated with middle-income country status, and achieving the Millennium Development Goals (MDGs) for all Vietnamese people, including those where Viet Nam is currently lagging behind. It also emphasises high quality technical assistance and capacity development at the national and sub-national level, together with the United Nation’s role in convening different stakeholders and expanding partnerships.

22. The One Plan 2012-2016 includes three broad focus areas, and a limited number of outcomes (12 in all) that are intended to be at a lower level than in a traditional UNDAF or the previous One Plan 2006-2011, in order to make clear the links between each step in the results chain and the respective contributions and responsibilities of participating United Nations system agencies and Implementing Partners.

23. In line with the UNDG guidance, the process for developing the One Plan 2012-2016 was based on robust analysis, including an independent Joint Country Analysis commissioned by the UN and Like-Minded Donor Group¹ in Viet Nam, the independent Country-Led Evaluation, together with UN analytical work setting out the key development challenges Viet Nam is likely to face over the coming five year period.

KEY PRINCIPLES FOR DEVELOPMENT OF ONE PLAN 2012-2016

- A more strategically focused One Plan
- Aligned to national planning cycles
- Based on robust analysis
- Building on lessons learned from ‘delivering as one’ so far
- Developed using a participatory and consultative process
- A strategic programmatic framework *and* an operational document
- Focus areas and outcomes defined collectively based on national development priorities and UN comparative advantages
- Outcomes and outputs defined first followed by agency programming
- Cross-cutting issues integrated through dedicated programming and mainstreaming

24. The High Level Tripartite Conference: Delivering as One: Lessons Learned from Country-Led Evaluation and Way Forward (the ‘Hanoi Conference’) gave added impetus to the development of the One Plan 2012-2016 in Viet Nam and re-affirmed the relevance of the delivering as one approach in helping Middle-Income Countries address their development challenges. The ‘Hanoi Conference’ Outcome Statement emphasised the importance of the One Plan/One Programme in allowing the UN to be “more relevant, coordinated and coherent..., to focus on upstream policy advice in support of Government needs and to address cross-cutting issues” and to align UN “development activities with national strategies and priorities [providing] wider access to the whole range of UN system mandates, expertise and resources.”

25. The process of developing the One Plan 2012-2016 was owned and led by the Government and the UN in close consultation with development partners. Key stakeholders were engaged at each step of the process, including identifying the focus areas, outcomes and outputs, and establishing indicators, baselines and targets for the outcomes and outputs. The UN Country Team held a series of strategic discussions to identify the comparative advantages and role of the UN in a middle-income Viet Nam with Government and donors. A dedicated consultation was held with political, social, professional and mass organizations to solicit their views on the key comparative advantages of the UN in Viet Nam.

26. A Joint Taskforce with Government, UN and donor representation was established to oversee and provide feedback on each stage of the process of developing the One Plan 2012-2016. Workshops were held with UN staff and Government counterparts to enhance participants’ understanding of a rights-based approach and results-based management, together with other key programming principles

adopted by the UN Country Team in Viet Nam. An internal quality assurance panel was established in January 2011 to provide advice on the extent to which the key programming principles – gender equality, a rights-based approach, environmental sustainability, capacity development, HIV and culturally appropriate programming – were integrated in line with UNDG guidance.

27. Focus Area Working Groups were established to develop the One Plan Results Matrix, with the involvement of Government, donors and political, social, professional and mass organizations. An independent review was also conducted by an independent results-based management expert. Successive drafts of the One Plan Narrative and One Plan Results Matrix were reviewed and refined by the UN Country Team and the Joint Taskforce. Concurrent with the finalisation of the One Plan 2012-2016 document, work commenced on joint programming and development of programmes and projects under the auspices of the Joint Taskforce, which was expanded to include members of UN operational and change management teams.

II. DEVELOPMENT CONTEXT AND UN COMPARATIVE ADVANTAGES

II.1 DEVELOPMENT CONTEXT

28. In 2010, Viet Nam attained lower middle-income country status and is now well settled in the ranks of countries that have achieved medium human development. Over the past two decades, Viet Nam has achieved rapid economic growth and has significantly reduced overall poverty rates, from 58.1 percent in 1993 to 14.5 percent in 2008, raising the living standards of the entire population. The country is on track to meet, or has met, a majority of the Millennium Development Goals (MDGs) at a national level. The country's institutions are more sophisticated and mature after two decades of *doi moi* (renovation) reform, with increased engagement and participation in particular by the National Assembly and the media. Viet Nam is also increasingly engaged in global and regional institutions, having acceded to the World Trade Organization in 2007, and was a non-permanent member of the UN Security Council (2008-2009) and Chair of the Association of South-East Asian Nations (ASEAN) in 2010.
29. Yet, in common with other middle-income countries that have achieved rapid growth and poverty reduction, Viet Nam also faces significant challenges. These are clearly set out in the Socio-Economic Development Strategy (SEDS) 2011-2020 and the Socio-Economic Development Plan (SEDP) 2011-2015, and include challenges such as moving to a high-skilled, high-tech economy, difficulties ensuring sustainable development, a widening gap between rich and poor and different regions, and the need to strengthen institutional capacity to cope with changing circumstances and effectively implement policy priorities. Recurrent periods of macroeconomic instability and high inflation have continued to impact on people's livelihoods and living standards, challenging the country's progress to higher levels of human development.
30. The Socio-Economic Development Strategy (SEDS) identifies the need for 'breakthroughs', including improving market institutions and administration to create a more equitable environment for economic growth and competition, developing human capital via a focus on a comprehensive renovation of the national education system, and the need for a modern infrastructure and transport system. The SEDP highlights the need for a new economic model, focused on promoting quality, sustainable and equitable growth. As acknowledged in the SEDS 2011-2020 and in independent analysis by the UN, the transformation of Viet Nam's economic structure has brought into sharp relief the need to achieve better quality, sustainable growth and ensure a greater balance between economic growth and social, human and sustainable development goals, so that all citizens can benefit from the development process and the most vulnerable and disadvantaged are not left behind.
31. Viet Nam is a country in transition engaged in an ongoing process of institutional reform. The Socio-Economic Development Strategy 2011-2020 acknowledges the underpinning importance of governance reform: sophisticated, modern institutions are needed that are able to respond to and manage the complex challenges and changes the country will face over the coming 5-10 years. Continued reform and modernisation of policy development processes, stronger and more effective national and sub-national institutions, enhanced parliamentary development and oversight, a more determined, informed and focused fight against corruption and greater participation by all

stakeholders and citizens in policy-making, planning and monitoring of performance at all levels are required if Viet Nam is to manage and respond to these challenges effectively.

32. The Socio-Economic Development Strategy 2011-2020 states the need to *“enhance capacity and establish mechanisms for the people to exercise adequately their right as the master, especially direct democracy, so as to promote vigorously all creative capabilities and guarantee high-degree consensus in society, generating thereby a driving force for national development.”* Emphasis is being placed on strengthened participation by all citizens to ensure better, more effective, and more accountable and transparent governance, so that all Vietnamese people have a voice in the decisions which affect them and are able to fully realise their choices and capabilities. A more supportive regulatory environment is required to support greater engagement of political, social, professional and mass organizations in decision-making processes, service delivery and policy dialogue.
33. A rule-of-law State needs to be strengthened, in which all people, institutions and entities are accountable to laws that are equally enforced and independently adjudicated. Access to justice for all citizens, and in particular the most vulnerable and disadvantaged who rely on the law to protect them from stigma and disadvantage, together with increased engagement by Government in human rights treaty implementation will also contribute towards further strengthening the rule of law. Mechanisms for the people to give their opinions and feedback, and to oversee the work of the party and the State, in particular in relation to socio-economic policies and plans, together with regulations on providing information, and the accountability of State agencies to the people, need to be strengthened.
34. The need to develop a highly skilled population and ensure access to social services and social security for all Vietnamese people is identified as a priority in the Socio-Economic Development Strategy and Plan. A more progressive and inclusive social protection system is needed, which can act as the foundation for future economic growth and prosperity by providing universal protection for all citizens when they experience shocks and crises – be they environmental, economic, health-related or personal in nature. A universal approach to social protection must replace the current complex system of social protection programmes in order to address persistent forms of poverty together with emerging forms of vulnerability and disadvantage, and equip the country to effectively manage and respond to rapid socio-economic and demographic change. With over one third of the population under 19 years of age, greater attention is required to reach and improve health and education outcomes for all children and adolescents, in particular those being left behind, including boys and girls in persistent poverty, and those among ethnic minority groups.
35. The system of social services, including basic services such as health and education, needs to rapidly modernise and evolve to meet changing needs and expectations, and ensure equitable access and quality services for all citizens. However, at present, significant disparities persist in access to essential services such as health and education between regions and population groups. By 2015 Viet Nam will achieve most of the Millennium Development Goals (MDGs) at the national level; however, certain groups are lagging behind, such as migrants, ethnic minorities and the poor. Commercialisation and privatisation of social services, limited accountability and oversight and inefficient public investment have undermined equitable access to services for all Vietnamese people, exacerbating existing inequalities and disparities.

36. Viet Nam still has high and persistent poverty rates among key population groups such as ethnic minorities, at 50.3 percent compared to 8.9 percent for the Kinh/Hoa majority in 2008. As pointed out in the 2010 MDG report, Viet Nam faces emerging challenges of urban poverty as well as migrant poverty in the wake of urbanisation. Multi-dimensional poverty requires new approaches to poverty reduction and poverty measurement. For example, according to the 2008 Viet Nam Household and Living Standards Survey (VHLSS), the monetary child poverty rate was 20.7 percent, while the multi-dimensional child poverty rate was 28.9 percent. The country is undergoing a sharp demographic transformation, with a current 'demographic bonus' of a peak in the working age population, accompanied by a rapidly increasing sex ratio at birth, at 111.2 boys to 100 girls in 2010. Meanwhile, the country has entered its ageing phase at a rapid pace. Ensuring inclusive, equitable and sustainable growth and generating sufficient decent, better paid jobs for people of working age, including the hundreds of thousands of new labour market entrants looking for work each year, requires a significant boost in skills and productivity, together with a more regionally balanced approach to development that provides access to employment opportunities for people where they live.
37. While Viet Nam has made strong progress towards achieving gender equality and ensuring universal access to HIV prevention, treatment, care and support, significant disparities remain, including at a sub-national level and in rural and remote areas. Gender inequality is persistent, including in the labour market where women are largely concentrated in the informal sector; in decision-making where women are less well represented in particular at the local level; and in the household, where unequal gender relations and norms are reinforced by strong son-preference and domestic violence (a 2010 General Statistics Office survey found domestic violence affects a third of women in their lifetime. Concerted action by all actors, together with increased awareness and capacity of rights-holders and duty-bearers is required to realise gender equality commitments. Stigma and discrimination against people living with HIV (PLHIV) and most-at-risk people (MARP) hampers access to prevention, treatment, care and support services. Greater investment is required to achieve the Millennium Development Goals (MDGs) for all Vietnamese people, including targets where Viet Nam is currently lagging behind such as Goal 6 on HIV and related targets, and Goal 7 on water and sanitation and related targets.
38. Another emerging challenge that Viet Nam faces is its vulnerability to the adverse effects of climate change. Natural and climatic stresses are increasing, and the country is facing a rapid increase in energy demand, greenhouse gas emissions, and associated pollution and costs. Sustainable development and an effective response to climate change require not only efforts to reduce environmental degradation, but also scaled-up green production and promotion of energy efficient, sustainable business models and a 'green' growth model of economic development. At the same time, effective enforcement of environmental protection laws and regulations, disaster risk management and reduction efforts that build resilience of sectors, regions, communities, households and individuals to environmental stresses and hazards are also required.

II.II UN COMPARATIVE ADVANTAGES

39. As Viet Nam is now a lower middle-income country, expectations and requirements for UN support are changing. The UN system has noted that middle-income countries typically require a different

kind of support than less-developed countries. The 2009 Report of the Secretary-General on Cooperation with Middle-Income Countries states that middle-income countries require the UN to *“function as a cohesive unit with a well-defined leadership and management structure and a joint pool of resources distributed according to clear objectives.”* The UN must be able to provide *“the highest-quality policy advice on short notice”* together with *“greater selectivity of programme priorities that are relevant in middle-income countries... This will necessitate changes to organizational set-up, systems and staffing, in particular as greater emphasis on advocacy and coordination may require the availability of policy experts.”*

40. Like other middle-income countries, Viet Nam requires best practice, high quality policy advice on how best to respond to challenges associated with middle-income status, including widening inequalities and disparities, persistent poverty among specific regions and population groups, and climate change and natural disaster risks. The UN is well placed to provide such evidence-based policy advice and access to international best practices, as well as to help Government to bridge the policy implementation gap, for example by leveraging the technical expertise of participating UN system agencies, conducting targeted policy research and piloting innovative interventions and responses that can be scaled up, and by presenting costed policy options to decision-makers. The UN in Viet Nam is well positioned to capitalise on the comparative advantages offered by the Delivering as One Initiative to provide such assistance to the Government.
41. Although many middle-income countries no longer see achieving the Millennium Development Goals (MDGs) as a high or important priority for development, a number of middle-income countries are not on track to meet the MDGs by 2015. Viet Nam stands among those countries likely to achieve a majority of the goals by 2015 at the national level. However, ongoing support is needed to ensure the MDGs are achieved for all Vietnamese people, including at the sub-national level and among vulnerable and disadvantaged groups, as well as to close the gap on those goals and indicators where Viet Nam is currently lagging behind. The UN has a specific role to play in supporting Viet Nam to achieve the MDGs for all Vietnamese citizens.
42. In the wake of the financial crisis, official development assistance (ODA) is changing globally as well as in-country. Overall, and despite predictions that ODA would decline as a result of the financial crisis in 2007-2008, ODA has increased. Globally, aid grew by 35 percent between 2004 and 2009. Net disbursements by OECD-DAC countries rose from \$118.59 billion in 2008 to \$119.78 billion in 2009, and are estimated to be in the region of \$127.52 billion for 2010. Nevertheless, Viet Nam's shift to lower middle-income country status is expected to result in a reduced level of development assistance to the country. Already some donors have indicated that they intend to scale down or cease their assistance. In addition, the type of funding Viet Nam receives from International Funding Institutions will also change, resulting in fewer grants and less concessional assistance. At the same time, however, availability of climate change financing offers opportunities for Viet Nam, and is also likely to influence future international funding trends. At a time when a number of donors are transitioning to other forms of assistance, the UN, which has been present in Viet Nam since 1977, will continue to provide development assistance to the Government and people of Viet Nam.

43. The UN views continued support to Viet Nam as a priority, as the country will require ongoing support from development partners if it is to continue to progress successfully and address the challenges associated with middle-income country status, and achieve the Millennium Development Goals (MDGs) for all Vietnamese citizens. The UN contributed less than 1.5 percent of the estimated \$7.9 billion in aid, much of it in the form of loans, pledged to Viet Nam in 2010. Nevertheless, the UN has a unique role to play in helping Government to leverage resources, and using its convening power and normative role to ensure resources are utilised effectively and in the interests of the ultimate beneficiaries – Vietnamese citizens.
44. The UN has a unique role in promoting accession to, and supporting implementation of, international agreements and standards. Stakeholders have expressed the expectation that the UN in Viet Nam will continue to use its convening power and normative role to support the Government to realise its obligations under human rights treaties and instruments and strengthen the capacity of duty bearers to understand, protect and preserve the rights of all Vietnamese citizens. In consultations with the donor community and political, social, professional and mass organizations, it was also stressed that the UN should continue to play a strong coordination and normative role in relation to cross-cutting issues such as gender equality, HIV, climate change, culturally appropriate programming and human rights-based approaches to development.
45. In this context and based on discussions with Government, development partners and political, social, professional and mass organizations during the strategic prioritisation process, the UN has identified the following comparative advantages which it seeks to maximise over the period of the One Plan 2012-2016:
- The UN in Viet Nam will use its unique convening power to bring together various stakeholders and provide coordination, including on critical cross-cutting issues such as gender equality, HIV, climate change, culturally appropriate programming and rights-based approaches to development.
 - The UN will focus on providing evidence-based policy advice in particular on sensitive issues and in line with international norms and standards, including support to integrate these norms and standards into national legislative and policy frameworks and monitor their implementation and impact on beneficiaries. It will advocate for and help to ensure that the voices of the most vulnerable and disadvantaged are heard and issues of inequality are addressed in national policy processes.
 - The UN will draw on the collective global assets of the system and global expertise and best practice to provide technical expertise, exchange of knowledge and capacity development, based on international best practice, and will support innovative approaches to human and social development issues and implementation of global normative standards. It will facilitate a multi-sectoral approach and support Government to coordinate its response to complex issues such as climate change, social protection, sustainable development, a multi-dimensional approach to poverty reduction, HIV, governance and gender equality, all of which require a cross-agency approach.

- The UN will maximise the comparative advantages and added value it offers as a multi-lateral organization ‘delivering as one’, capitalising on a multi-dimensional approach to support Government to address the cross-Government, multi-sectoral issues and challenges that will predominate over the coming years. The UN will support improved policy coordination and coherence among Government and stakeholders in response to these challenges.

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III. ONE PLAN 2012-2016 RESULTS

III.I UN FOCUS AREAS 2012-2016

46. In the period of the One Plan 2012-2016, the UN will work with the Government and people of Viet Nam to ensure a balance between economic, human and sustainable development objectives, directing its efforts to supporting the Government to achieve *inclusive, equitable and sustainable growth, access to quality essential services and social protection*, and enhanced *governance and participation*. These three 'Focus Areas' form the overall conceptual framework for the One Plan 2012-2016 and are aligned to the Socio-Economic Development Plan (SEDP) 2011-2015, which has the following key pillars: economic development; education, training, science and technology; social fields; resources, environment and sustainable development. In particular, the three Focus Areas are aligned to the key breakthroughs identified in the SEDP 2011-2015 as follows:

- **Inclusive, equitable and sustainable growth** is aligned to the following SEDP priorities: *"Stabilizing the macro-economy; maintain reasonable growth associated with economic restructuring, innovating growth model towards improving quality, efficiency and competitiveness. Focus on addressing labor issues in relation to employment and income, improving physical and mental life of the people. Protect and improve the environment, take initiative to prevent natural disaster and effectively respond to climate change."*
- **Access to quality essential services and social protection** is aligned to the following SEDP priorities: *"Ensure welfare and social security, improve the material and spiritual lives of the people. Enhance the human resources quality, all sides renovation and enhance the rapidity of education and training development. Improve the quality of health care and people's wellbeing. Make significant progress in social equity and improvement, ensure social welfare and reduce the percentage of poor households. The development outcomes must benefit the majority of the population, and ensure social equity and progress."*
- **Governance and participation** is aligned to the following SEDP priorities: *"Ensure human rights, civil rights, and other conditions for people to be comprehensively developed. Provide capacity building and create the mechanism for people to fully exercise their ownership... Continue to complete the legal system, enhance the quality of legal document establishment, and implement legal regulations strictly and clearly. Enhance the reform of public administration and strengthen the effectiveness and efficiency of state management. Strengthen the fight against corruption and wasteful spending."*

47. The UN will focus on providing high quality policy advice and support to Government using its convening role and ensuring coordination on cross-sectoral issues and challenges. In particular, the UN will pay attention to a policy-oriented and targeted approach to reducing inequalities and disparities, including disparities of wealth, access to opportunities and services, and between different regions and socio-economic groups, focusing on those who are most vulnerable and disadvantaged and therefore at risk of being left behind as the country progresses. The UN will integrate a rights-based approach into all programming, will actively promote environmental sustainability, gender

equality, women's empowerment and culturally appropriate programming in all that it does, and will ensure a cross-sectoral approach to key development challenges. The UN will continue its strong support for Viet Nam's efforts to strengthen South-South and Triangular Cooperation.

Focus Area One: Inclusive, Equitable and Sustainable Growth

48. In the area of *inclusive, equitable and sustainable growth*, the UN has identified the need to support Viet Nam as a lower middle-income country with a gradually transforming economic structure. The UN will focus on balancing economic goals and social, human and environmental development, while also ensuring the most vulnerable and disadvantaged are able to benefit from economic growth. The UN will also support efforts to reduce environmental degradation, scale-up green production, and promote energy-efficient, sustainable, green business models and economics. In addition, the UN will support disaster risk management and reduction efforts, with a focus on building resilience to environmental stresses and hazards at all levels.

49. The UN will focus on the following Outcomes by 2016:

1.1: Key national institutions formulate and monitor people-centred, green and evidence-based socio-economic development policies to ensure quality of growth as a Middle-income Country;

1.2: Institutions create opportunities for decent work for people of working age, particularly the most vulnerable and disadvantaged, to benefit in the process of socio-economic transformation;

1.3: Key national and sub-national agencies, in partnership with the private sector and communities, have established and monitor multi-sectoral strategies, mechanisms and resources to support implementation of relevant international conventions, and effectively address climate change adaptation, mitigation and disaster risk management; and

1.4: Key national and sub-national agencies, in partnership with the private sector and communities, implement and monitor laws, policies and programmes for more efficient use of natural resources and environmental management, and to implement commitments under international conventions.

Focus Area Two: Access to Quality Essential Social Services and Social Protection

50. A comprehensive, inclusive and sustainable social protection system is key to Viet Nam's continued development, in order to contribute to economic growth and poverty reduction and mitigate economic and environmental crises and shocks. A universal approach to social protection is required in order to address new forms of vulnerability and disadvantage. The country's changing demographic profile will continue to create new demand for social services and social protection, while new forms of poverty and disadvantage, together with entrenched and resistant forms of poverty and deprivation, need to be addressed via a comprehensive and universal system of social protection and quality services. Significant disparities persist across socio-economic groups which impact on access to essential social services such as health and education. Viet Nam needs to increase the proportion of public investment in social services, phase out user fees and ensure efficient and effective use of social policy financing.

51. The UN will support Viet Nam to improve the quality of essential services such as health and education at all levels, to ensure access for the most vulnerable and disadvantaged groups, and to strengthen management systems. The UN will focus on ensuring more equitable access for the most vulnerable and disadvantaged to *quality essential services and social protection*, by supporting a more effective national social protection system that provides increased coverage, quality and equitable access.

52. The UN will focus on the following Outcomes by 2016:

2.1: A more effective national social protection system provides increased coverage, quality, and equitable access for the most vulnerable and disadvantaged groups.

2.2: Increased quality and effective management of a comprehensive national health system, including health promotion and health protection, with a focus on ensuring more equitable access for the most vulnerable and disadvantaged groups;

2.3: Increased quality and effective management of education and training systems, and increased access to pre-primary, primary, and continuing education, particularly for the most vulnerable and disadvantaged groups; and

2.4: National and sub-national institutions, in partnership with communities, more actively address inequalities through implementation and monitoring of laws, policies and programmes that promote gender equality and women's empowerment, and an effective and sustainable response to HIV, reducing stigma and discrimination.

Focus Area Three: Governance and Participation

53. With the increasing complexity of the many challenges Viet Nam faces comes a need for even greater sophistication in the design of institutions, and enhanced ability to execute their functions. Multi-sectoral, cross-Government responses will be required to address these challenges, requiring the Government of Viet Nam to act 'as one'. Viet Nam now needs to seize the opportunity to engage all of its citizens to ensure better, more effective and more accountable and transparent Government, and address constraints in access to justice and protection of rights, to ensure all Vietnamese people have a voice and are able to realise their capacities and aspirations. The UN will support enhanced *governance and participation*, in particular by and for the benefit of the most vulnerable and disadvantaged.

54. The UN will focus on the following Outcomes by 2016:

3.1: Elected bodies are better able to formulate laws and oversee the performance of state agencies and represent the aspirations of the Vietnamese people, especially women, ethnic minorities and other vulnerable and disadvantaged groups;

3.2: All citizens, particularly the most vulnerable and disadvantaged groups, benefit from strengthened legal and judicial reform and increased access to justice, enhanced capacity of legal and judicial professionals, and strengthened national legal frameworks to support the

implementation of international conventions ratified by Viet Nam;

3.3: Improved performance of the public sector institutions at national and sub-national levels, through enhanced coordination, accountability, transparency and anti-corruption efforts, will reduce disparities and ensure access to public services for the most vulnerable and disadvantaged groups; and

3.4: Political, social, professional and mass organizations (PSPMOs) participate effectively in policy discussion and decision-making processes for the benefit of the most vulnerable and disadvantaged groups.

III.II INTEGRATION OF CROSS-CUTTING ISSUES

55. For the purposes of the One Plan 2012-2016, and in line with UNDG guidance on mandatory programming principles, the UN Country Team has adopted the following cross-cutting issues³: a rights-based approach, gender equality, environmental sustainability, HIV, and a culturally appropriate approach to programming. Cross-cutting issues are to be integrated across the One Plan 2012-2016 and in policy support and advocacy. In addition, the UNDG programming principles, a rights-based approach to development, results-based management (RBM) and capacity development, are considered as key approaches to *operationalizing* and *implementing* the One Plan 2012-2016. In addition to the specific outcomes and outputs outlined above, the UN will provide non-project support to cross-cutting issues and to strengthening RBM and communications, as well as policy advisory services and advocacy.

56. The UN in Viet Nam has adopted the following principles for mainstreaming of cross-cutting issues:

- In line with best practice approaches to addressing cross-cutting issues, the UN in Viet Nam has developed a *dual approach to programming* for each of the cross-cutting issues in the One Plan 2012-2016. *Specific programming* is included at the outcome and/or output level (under outcomes 1.3 and 1.4 for environmental sustainability, 2.4 for HIV and gender equality, 3.2 for rights-based approaches, and various Outcomes and Outputs including 1.1 and 2.3, and in Focus Area Three for culturally appropriate programming). In addition, cross-cutting issues are *mainstreamed* in other outcomes and outputs in the One Plan 2012-2016 as relevant.
- In order to track mainstreaming of the five cross-cutting issues for monitoring and reporting purposes, the UN will adopt a simple tracking mechanism as part of its approach to joint planning and programming.
- Specific Programme Coordination Groups (PCGs) will be mandated to have responsibility for each of the cross-cutting issues. These PCGs will have, in addition to their responsibilities for specific programming under the outcomes and outputs specified above, responsibility to support and monitor mainstreaming in the other outcomes/outputs, and will support other PCGs to ensure these issues are mainstreamed, monitored and reported on.

³ Cross-cutting issues are those which are identified in international normative standards and agreements, impact in more than one sector or field, and require a multi-sectoral approach by different actors.

- However, responsibility and accountability for mainstreaming of cross-cutting issues rests with the UN Country Team and all UN co-conveners of Programme Coordination Groups (PCGs). All PCGs will include cross-cutting issues in their Annual Work Plans and will report on mainstreaming of cross-cutting issues in their Annual Review Meetings and Annual Reports.

57. Specific strategies and initiatives to support mainstreaming of cross-cutting issues will be developed to support implementation of the One Plan 2012-2016.

58. For gender equality, the UN will build on the first internal UN gender mainstreaming strategy 2008-2011, and the UNDG gender scorecard exercise that was conducted in early 2011. A gender mainstreaming strategy has been developed for the One Plan 2012-2016. The UN will build on existing activities such as the UN Cares workplace programme on HIV and the Greening the One UN campaign; to develop strategies and initiatives for HIV, environmental sustainability, a rights-based approach and culturally appropriate programming over the period of the next One Plan 2012-2016.

IV. ONE PLAN 2012-2016 IMPLEMENTATION

IV.1 MANAGING FOR DEVELOPMENT RESULTS IN A MIDDLE-INCOME VIET NAM

59. Results-based management (RBM) is a key programming principle established by UNDG guidance, and underpins the development and implementation of the One Plan 2012-2016. The UNDG defines ‘results-based management’ as *“a management strategy by which an organization ensures that its processes, products and services, contribute to the achievement of desired results (Outputs, Outcomes, Impact). RBM rests on clearly defined accountability for results and requires monitoring and self-assessment of progress towards results, and reporting on performance”*.⁴
60. In order to achieve the most effective and efficient implementation of One Plan 2012-2016 development results in support of national priorities, the United Nations, Government and Donor partners are fully committed to a comprehensive approach to results-based management that encompasses the following key and inter-related components:
- **Vision for the United Nations’ support to Viet Nam’s development:** The One Plan 2012-2016 sets out the vision for a strategic UN providing high quality, coherent policy and technical advice addressing national development priorities based on international norms and standards in a number of specific programmatic areas (Focus Areas). The identification of the UN Focus Areas for intervention is based on United Nations’ comparative advantages, which were defined in a consultative manner as part of the preparation of the One Plan 2012-2016.
 - **Results Matrix and Performance Measurement:** In support to the overall vision and three Focus Areas, the One Plan 2012-2016 contains a comprehensive Results Matrix detailing a logical set of measurable results in the form of 12 outcomes (five-year development results the UN intends to achieve, along with other actors) and 43 outputs (specific results which clearly show the UN’s contribution). The One Plan Results Matrix also contains performance measurement information (indicators, baselines, targets, means of verification) in relation to each outcome and each output required to enable regular monitoring of progress and the degree of achievement of the One Plan 2012-2016 results.
 - **Results-based Governance and Accountability:** In order to ensure that the implementation of the One Plan 2012-2016 responds in an effective and efficient manner to national priorities, as per the planned Results Matrix, as well as in response to possible newly emerging needs, the overall governance of the One Plan 2012-2016 will entail a regular high level review under the joint leadership (or stewardship) of the Government and the United Nations. The annual review will consist of a ‘three-tier’ stocktaking of the progress achieved, as well as challenges faced in the implementation of the One Plan 2012-2016 addressing the three dimensions of: policy, results, and financial resources (funding and expenditure). In addition, the supporting coordination architecture in the form of Programme Coordination Groups will be jointly defined by the

⁴ UNDG approved harmonized definition (2003)

Government and the UN on the basis of the One Plan Results Matrix. While each Programme Co-ordination Group will be accountable for the coordination of a dedicated set of One Plan Results, each participating UN system agency will remain accountable for the results of the specific programmes and projects it implements.

- **Partnership and inclusive approach:** In the preparation of the One Plan 2012-2016 as well as its future implementation, the Government and the UN have been fully committed to an inclusive partnership approach as a means to ensure active and meaningful involvement and participation of all key stakeholders in the UN (Resident and Non-Resident Agencies), Government (Government Aid Coordinating Agencies, Line Ministries, local government agencies), development partners including International Financial Institutions, and political, social, professional and mass organizations.
- **Knowledge Management:** An essential feature of the United Nations' comprehensive approach to managing for development results in a middle-income Viet Nam is the production, use, analysis and retention of data and information in support of the implementation of the One Plan 2012-2016. To this end, a dedicated Knowledge Management Strategy has been developed by the United Nations. The strategy is predicated on UNDG-related guidance placing prime emphasis on the use, reliance on and support to existing national information sources and systems.

IV.II RISK MANAGEMENT

61. The UN Country Team has identified the following risks that may impact on implementation of the One Plan 2012-2016 and associated mitigation strategies:

- The current uneasy global economic outlook, and domestic macroeconomic instability may pose difficulties in realizing Viet Nam's development aspirations, and also have the potential to undermine efforts to address existing and new forms of disparity, poverty and vulnerability. The UN Country Team will continue to support and advocate with the Government of Viet Nam to maintain levels of social expenditure and scale-up efforts to reduce persistent and emerging forms of poverty, counter rising disparities, and ensure access to social services and social protection to mitigate the impacts of high inflation and slower economic progress. At the same time, Government initiatives to restructure the economy may require the UN to adjust its support as some forms of assistance may no longer be needed.
- In light of the current global economic uncertainty, an important risk to One Plan 2012-2016 implementation is a reduction in financial support to the One Plan 2012-2016 available from global, regional and local sources. Associated with this is the risk of changes in the extent and level of political and institutional support for the Delivering as One Initiative at both global and country level. The UN Country Team, government and donors will continue to advocate for strengthened, consistent and predictable institutional and financial support for the Delivering as One Initiative at a national and global level. A key mitigation strategy will be the continued very close tripartite stewardship of the One Plan 2012-2016, reviewing policy,

results and resources on a regular basis, taking full account of and adapting to changing levels of available resources.

- As a lower middle-income country, the Government of Viet Nam has an ambitious agenda to manage the changing Official Development Assistance (ODA) landscape and ensure ODA and concessional loans are managed and used effectively and responsibly. As the ODA management system evolves over time, these reforms will need to keep pace with the changing global and national context and may result in corresponding changes in the nature of UN support, which may need to be adjusted. The UN Country Team will continue to work very closely with the Government of Viet Nam and development partners, including via the Aid Effectiveness Forum, to support and encourage effective implementation of the ODA Strategic Framework and associated reforms.
- Finally, natural disasters and climate change impacts are likely to accelerate over the coming period. Already Viet Nam is one of the countries most affected by climate change globally. Economic and social impacts of natural disasters and climatic events are already very significant. The UN Country Team will continue to work closely with the Government to ensure effective responses to climate change and natural disaster management, including by supporting coordination across government institutions and sectors.

IV.III RELATIONSHIP BETWEEN ONE PLAN 2012-2016 AND PARTICIPATING UN SYSTEM AGENCIES' PROGRAMME DOCUMENTS

62. The One Plan 2012-2016 will be executed under the overall co-ordination of the Government Aid Coordinating Agencies composed of Ministry of Planning and Investment, Ministry of Finance, Ministry of Foreign Affairs and the Office of Government. Government Ministries and other relevant Vietnamese authorities and agencies, NGOs, International NGOs and UN system agencies will implement programmes/projects as relevant to Viet Nam. The One Plan 2012-2016 will be made operational through the development of work plans and/or Project Documents that describe the specific results to be achieved and will form an agreement between the UN system agencies and each Implementing Partner on the use of resources. To the extent possible, the UN system agencies and partners will use the minimum documents necessary, namely the signed One Plan 2012-2016 and Work Plans/project documents to implement programmes/projects as relevant to Viet Nam. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the One Plan 2012-2016.⁵
63. The One Plan captures development activities supported by participating UN system agencies in Viet Nam for the 2012-2016 period and is designed to ensure consistency and provide a collective, coherent and strategic response by participating UN system agencies to national priorities. The One

⁵ In the case of UNDP, the Government Coordinating Authority will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP-assisted Work Plan. The reference to "Implementing Partner(s)" shall mean "Executing Agency(s)" as used in the SBAA. Where there are multiple Implementing Partners identified in an Work Plan, a Principal Implementing Partner will be identified who will have responsibility for convening, coordinating and overall monitoring (programme and financial) of all the Implementing Partners identified in the Work Plan to ensure that inputs are provided and activities undertaken in a coherent manner to produce the results of the Work Plan.

Plan 2012-2016 reflects the specific contributions of participating UN system agencies and comprises the development results and programme budgets of all participating UN system agencies including non-resident UN organizations and their development partners.

64. A key principle underpinning the development of the One Plan 2012-2016 has been to ensure that an effective and coherent joint programming approach has been applied to the fullest extent possible. The 2003 UNDG Guidance Note on Joint Programming defines Joint Programming as *“the collective effort through which the UN organizations and national partners work together to prepare, implement, monitor and evaluate the activities aimed at effectively and efficiently achieving the Millennium Development Goals (MDGs) and other international commitments arising from UN conferences, summits, conventions and human rights instruments.”*
65. The 2011 Independent Review of Joint Programmes in Viet Nam yielded a number of lessons that are relevant to continued efforts in joint programming in the One Plan 2012-2016. Specifically, the review identified that joint programming approaches are able to achieve greater synergies and coordination, maximize each agency’s comparative advantages and expertise, help to avoid duplication and overlap, and can also contribute to strengthened coordination and cooperation among Implementing Partners.
66. In line with UN commitment to a joint programming approach, a key principle for the development of the One Plan 2012-2016 has been that the One Plan Result Matrix, which contains One Plan focus areas, outcomes and outputs and corresponding rationales, indicators, targets, baselines and means of verification will be completed prior to the development of participating UN system agencies’ individual programme documents. The One Plan 2012-2016 thus sets out a consistent programming logic to ensure that jointly defined results are translated into relevant activities for which participating UN system agencies are accountable.
67. A key element for effective joint programming is that a clear division of labour based on the comparative advantages of participating UN system agencies is evident. To meet this objective, particular attention has been given to ensuring that the formulation of individual agency country programmes was undertaken in a coordinated manner, consistent with the programme logic as identified in the joint One Plan Focus Areas, Outcomes and Outputs.
68. Participating UN system agencies undertook a joint programming exercise under each of the Focus Areas and Outcomes, discussing and identifying a clear division of labour and opportunities for joint programming only after the joint tripartite development of the draft One Plan Result Matrix. Following this joint programming exercise, participating UN system agencies then entered into discussions with their respective Implementing Partners to develop programmes and projects. In some instances these were developed jointly between participating UN system agencies and/or national Implementing Partners.
69. All participating UN system agencies have identified a clearer programmatic focus for the next programming cycle and have agreed to a clear division of labour and responsibilities between participating UN system agencies following a carefully planned process aiming at ensuring maximum

coherence, complementarity and avoiding duplication between UN system agencies. Particular attention has been given to ensuring that programmes and projects are developed at a higher level (at the level of an overall framework/programme level rather than small individual projects) than was the case for the One Plan 2006-2011.

70. Based on the joint planning process undertaken by the UN Country Team in Viet Nam, One Plan 2012-2016 priorities, including the Focus Areas, Outcomes and Outputs, are directly reflected in: FAO's Country Programme Framework; IFAD's Results-Based Country Strategic Opportunities Programme 2013-17; ILO's Decent Work Country Programme 2012-16; IOM's Yearly Work Plan; UNAIDS' Country Work Plan; the Common Country Programme Documents 2012-16 for UNDP, UNICEF, and UNFPA; UNESCO's Country Programming Document 2012-2016; UN-HABITAT's Medium Term Strategic and Institutional Plan policy framework and policy papers 2008-13; UNIDO's Five-year Country Programme 2012-16; UNODC's Country Programme 2012-16; UNV's Programme Strategy; UN Women's Country Strategy 2012-2016 and WHO's Biennium Cooperation Programme 2012-13; and non-resident organizations ITC's Strategic Plan 2014-17 and UNEP's Medium Term Development Strategy 2010-2013 and Programmes of Work 2010-2011 and 2012-2013. This One Plan 2012-2016 is legally binding for all 17 organizations, for all other action planning documents or plans of cooperation of the participating UN system agencies for this period, already available or being prepared, in full respect of the consultation obligations required by their respective governing bodies.
71. As set out in the UNDG Management and Accountability Framework, participating UN system agencies are responsible for agency results and for UN Country Team results where they have agreed to lead in a specific area. The Resident Coordinator (RC) is responsible for reporting on UN Country Team results and for achieving RC results drawn from the UN Country Team work plan.
72. The One Plan 2012-2016 responds to UN Resolution A/RES/64/289 on system-wide coherence, which supports the initiative of some countries to use, on a voluntary basis, Common Country Programme Documents. A Common Country Programme Document reduces duplication in planning efforts of UN system agencies and partners, and for some agencies replaces the current requirements of agency-specific country programme planning documents. The new approach is in line with UNDG guidance.
73. As part of the One Plan 2012-2016 development and in line with the agreement reached by UNDP, UNFPA and UNICEF in Viet Nam, a Common Country Programme Document has been prepared and submitted together with agency-specific annexes for approval to the three agencies' Executive Boards. To ensure consistency with the One Plan 2012-2016, the narrative of the Common Country Programme has been based on the Executive Summary of the One Plan 2012-2016.

IV.IV KNOWLEDGE MANAGEMENT

74. The UN in Viet Nam is committed to improving knowledge management⁶ and knowledge sharing⁷ in

⁶ Knowledge includes both explicit (document, stored and formally articulated) and tacit (experiential, non-verbalised and internally held) knowledge and information. Knowledge management refers to *"the systematic processes or range of practices*

order to support the UN's objectives of becoming a learning organization that is recognised as a leading knowledge broker in Viet Nam. As the UN in Viet Nam moves increasingly towards upstream policy work, the ability of the UN to achieve the objectives of the One Plan 2012-2016, as well as of the Delivering as One Initiative, is largely dependent on the knowledge and capacity of staff. A more systematic, coherent and explicit approach to knowledge management is needed to enable the UN to meet its objectives, including improved internal information sharing and dissemination with staff and externally with partners and stakeholders, as well as improved use of knowledge to achieve the broader objectives of the UN in Viet Nam, including for policy and advocacy purposes. Knowledge management is also important to preserve institutional memory in the context of high staff turnover, in particular of staff in international positions. Knowledge management in the UN in Viet Nam is designed to build on existing knowledge management strategies and initiatives of the UN and individual participating UN system agencies.

75. A Knowledge Management Strategy has been developed to support these institutional objectives over the period of the One Plan 2012-2016. The Strategy is an internal UN document designed to support the work of the UN in Viet Nam and complement individual agency Knowledge Management Strategies and Plans. The Knowledge Management Strategy builds on existing initiatives such as the UN Intranet, communities of practice and knowledge sharing and exchange in interagency groups such as Programme Coordination Groups, and events such as Brown Bag Lunches. The Strategy will support improved knowledge management in the context of the move to the Green One UN House and will also support more effective external communications, advocacy and policy support to the Government and people of Viet Nam.

IV.V NON-RESIDENT AGENCIES

76. The coordinated engagement of Non-Resident Agencies is very important to enable the UN to provide support to Government in an efficient and effective manner. In response to key UN resolutions (62/208 TCPR 2007, 62/277 and 63/311 on System-Wide Coherence) and in line with the emphasis given in UNDG guidance to the importance of inclusion of non-resident agencies in order to promote active partnerships to meet national priorities, the UN will continue to engage strategically with relevant non-resident agencies.
77. At the same time, non-resident agencies are encouraged to take necessary measures to engage with the Resident Coordinator and the UN Country Team. This includes ensuring that they have the requisite level of technical staff available at headquarters/regional/sub-regional-level as appropriate to support the work of the UN Country Team when called upon, and are in dialogue with the UN Country Team about country visits. Furthermore, the UN Country Team must ensure regular communications with all active non-resident agencies, through both electronic means and face to face, as appropriate.

used by organizations to identify, capture, store, create, update, represent and distribute knowledge for use, awareness and learning across the organization". UNDG Knowledge Management Mapping October 2010

⁷ Knowledge sharing is an activity through which knowledge (information, skills or expertise) is exchanged among people, friends, and community members as well as within organizations and constitutes *"a valuable intangible asset for creating and sustaining competitive advantages."* UNDG Knowledge Management Mapping October 2010

78. For the One Plan 2012-2016, those non-resident agencies that have been actively involved in the preparation of the One Plan 2012-2016 since March 2010 and that are making specific contributions to One Plan 2012-2016 Outputs and Outcomes will be signatories to the One Plan 2012-2016. For the One Plan 2012-2016, this includes the ITC and UNEP. In addition other UN agencies may provide development support to the Government of Viet Nam in a specific area of expertise under a distinct bilateral Country Programme Framework over the life of the One Plan 2012-2016, their country cooperation frameworks or Country Programme Documents will be listed in an Appendix to the One Plan 2012-2016, to be updated periodically as needed.

IV.VI POLITICAL, SOCIAL, PROFESSIONAL AND MASS ORGANIZATIONS

79. In accordance with UNDG guidance, which emphasises the important role of political, social, professional and mass organizations (PSPMOs) as a key strategic development partner, the UN in Viet Nam will continue to explicitly seek strategic engagement with PSPMOs with the aim of broadening the current scope of interaction through the period of implementation of the One Plan 2012-2016.

80. The UN in Viet Nam consulted extensively with political, social, professional and mass organizations (PSPMOs) in the strategic prioritization process and in determining the comparative advantages of the UN and will continue to strengthen this engagement, including by actively involving these organizations in the coordination architecture for the implementation of the One Plan 2012-2016. In addition, a specific outcome in the One Plan 2012-2016, Outcome 3.4 has been designed to support strengthened governance, participation and engagement of PSMPOs in the policy-making process. The UN will also strengthen joint approaches to working with PSPMOs across different sectors based on lessons learned from the implementation of the current One Plan 2012-2016 and experience engaging with PSPMOs in Viet Nam and globally.

IV.VII ALIGNED, SIMPLIFIED AND HARMONIZED BUSINESS PROCESSES

81. The One Plan 2012-2016 is implemented by national Implementing Partners and participating UN system agencies. In keeping with the principles of the Paris Declaration on Aid Effectiveness and its localized version – the Hanoi Core Statement on Aid Effectiveness - participating UN system agencies will strive to promote Government ownership and enhance the quality and effectiveness of aid management and in so doing, work towards simplifying and harmonizing business processes, and progressively align with Government systems and procedures, to the maximum extent possible.

82. In this context and under the auspices of the Aid Effectiveness Forum, the UN has been working closely with Government counterparts and development partners on the revision of Decree 131/2006/ND-CP which guides the design and implementation of UN-supported programmes and projects.

83. As part of the Delivering as One Initiative, the UN has invested considerable resources in three specific areas: Harmonized Programme and Project Management Guidelines (HPPMG), Harmonized Approach to Cash Transfers (HACT) and UN-EU Guidelines for Financing of Local Costs in Development Cooperation with Viet Nam (the UN-EU Cost Norms). Initially, the HPPMG and

HACT initiatives were implemented by UNDP, UNICEF and UNFPA. For the period of the One Plan 2012-2016, the UN will continue to implement these initiatives and will actively seek opportunities to expand, partly or fully, the engagement of other UN system agencies to the full extent possible. For the duration of the One Plan 2012-2016 all participating UN system agencies will continue to implement the UN-EU Cost Norms.

Harmonized Programme and Project Management Guidelines (HPPMG)

84. Harmonized Programme and Project Management Guidelines (HPPMG) were jointly developed by the Government of Viet Nam and UNDP, UNICEF and UNFPA for the management and implementation of UN-supported programmes and projects and became effective on 1 July 2010. The HPPMG guides the preparation, management and implementation of the UN-supported programmes and projects and is expected to be a useful tool for the management and implementation of the One Plan 2012-2016 and individual programmes and projects, and will increase transparency, efficiency and effectiveness.
85. The HPPMG will be reviewed and updated after a trial period of two years since it came into effect, in May 2012, in order to take into account the outcomes of the UN harmonization efforts, as well as lessons to be learned for the implementation of the HPPMG itself.

Harmonized Approach to Cash Transfers (HACT)

86. In April 2005, the United Nations Development Group (UNDG) shared the HACT principle with the Government of Viet Nam for application by UNDP, UNICEF and UNFPA and their Implementing Partners and in 2007, the HACT initiative was rolled out in Viet Nam. HACT is a harmonized process for managing cash transfers from UN system agencies to national Implementing Partners. Based on the risk management approach, HACT is intended to reduce transaction costs for the UN and national Implementing Partners, enhance the use of national systems, and strengthen national capacity for programme management and accountability.
87. All cash transfers to an Implementing Partner are based on the work plans or project documents agreed between the Implementing Partner and the UN agency. Cash transfers for activities detailed in work plans or project documents can be made by United Nations agencies using the following modalities:
- Cash transferred directly to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
 - Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
 - Direct agency implementation through which the UN agency makes obligations and incurs expenditure in support of activities agreed in Annual Work Plans.

88. Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.
89. Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies.
90. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm selected by the UN system agencies, may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the Consultant.
91. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.
92. In preparation for the One Plan 2012-2016 a joint UN review of the national public financial management system (macro-assessment) was conducted in April 2011.

UN-EU Guidelines for Financing of Local Costs in Development Cooperation with Viet Nam (Cost Norms)

93. Following a baseline survey of the existing cost norm system for Official Development Assistance Loans and Grants in Viet Nam, published in November 2006, major differences were found between the cost norms used by different donors. In response to the survey findings, harmonized cost norms were prepared. The Cost Norms were established to ensure a gradual alignment of donor cost norm systems and the Government system as it is the intention of the Government of Viet Nam to progressively update the cost norms it uses, to better reflect market conditions.
94. The agreed cost norms are subject to regular review to ensure continued alignment with Government Cost Norms and to reflect movement in market prices. In February 2011 the Government Aid Coordinating Agencies, UN and European Union agreed to update the Cost Norms and an updated version will be published in late 2011.

V. ONE PLAN 2012-2016 MANAGEMENT AND RESPONSIBILITIES

V.I OVERALL GOVERNANCE

95. A set of principles agreed upon by Government, UN and Donor Partners will underpin and guide the overall governance of the Delivering as One Initiative in Viet Nam and the One Plan 2012-2016. It is expected that the Governance of the Delivery as One Initiative in Viet Nam and the next One Plan 2012-2016 will:

- Reflect and support the tripartite nature of the Delivering as One Initiative in Viet Nam;
- Pursue joint efforts towards greater coherence, efficiency and effectiveness in the UN's support to national priorities in a fast-evolving, middle-income country Viet Nam;
- Ensure optimal and most effective use of One Plan 2012-2016 resources through a comprehensive and systematic results-based approach to the pursuit of development results in a global climate of decreasing financial resources;
- Actively promote 'aid effectiveness' in compliance with, and support to, the Hanoi Core Statement on Aid Effectiveness and the 2011-2015 ODA Strategic Framework and pursue on-going efforts towards harmonization, simplification, sustainability and cost effectiveness of programme implementation procedures.
- Promote inclusive partnerships with all development partners including International Funding Institutions and political, social, professional and mass organizations.

96. Established in 2006, the Tripartite National Task Force, co-chaired by the Ministry of Planning and Investment and the UN Resident Coordinator provides oversight to the Delivering as One Initiative in Viet Nam and serves an advisory function.

97. The One Plan Steering Committee (OPSC) will be re-established with revised Terms of Reference to manage the One Plan 2012-2016 more efficiently. The OPSC will conduct periodic reviews of the implementation of the One Plan 2012-2016, jointly led by the Government and the UN with the participation of donors, which will consist of a 'three-tier' stocktaking of progress achieved, as well as challenges faced in implementation of the One Plan 2012-2016, addressing the three dimensions of results, policy and financial resources as follows:

RESULTS	<ul style="list-style-type: none"> • Overall progress of One Plan Results in support of National Priorities • One Plan Reports • Programme Coordination Group-based reporting • Aid effectiveness results and bottlenecks
POLICY	<ul style="list-style-type: none"> • Strategic appraisal of relevance of UN's policy advice and support • New emerging priority development issues

	<ul style="list-style-type: none"> • Measurement of Policy Impact • Specific development issue dialogue
FINANCIAL RESOURCES	<ul style="list-style-type: none"> • Joint Resource Mobilization • One Plan Funding • Expenditure status and forecast

V.II SENIOR MANAGEMENT RESPONSIBILITY AND ACCOUNTABILITY

98. The One Plan 2012-2016 will be managed and implemented in accordance with the principles set out in the Hanoi Core Statement. The Government Aid Coordinating Agencies, the Resident Coordinator and the Heads of participating UN system agencies (Heads of Agencies) will guide the overall implementation of the One Plan 2012-2016. In particular, the management and implementation of the One Plan 2012-2016 will promote and support: (i) Government ownership of development policies, strategies and programs; (ii) alignment to national Socio-economic Development Plan and related plans and programmes, and to national systems and procedures; (iii) harmonisation and simplification of planning and management arrangements for UN-supported programmes/projects in Viet Nam; (iv) management for results, through the use of the One Plan Results Matrix and (v) mutual accountability through joint Government and UN annual reviews of One Plan 2012-2016 progress.
99. Within the UN, the role of the Resident Coordinator is defined in the ‘Memorandum of Understanding (MOU) on the One Leader’, which clearly specifies his/her role, functions, authority and responsibilities, in line with the UNDG Management and Accountability Framework for the Resident Coordinator System. The following principles are incorporated in the MOU:
- The One Leader has the authority to give guidance on the One Plan;
 - While consensus is sought in the allocation process, the One Leader is the ultimate decision maker on the allocation of funds from the One Plan Fund in line with guidance and related decisions to be made by the One Plan Steering Committee, with due process and a rationale for these decisions to be documented; and
 - The One Leader acts as One Voice on behalf of the UN Country Team.
100. The Heads of Agencies remain accountable for their own organization’s results, funds received and disbursed, and comply with the UN Country Team Code of Conduct and Terms of Reference for the UN Country Team. Staff will report to their Head of Organization, but will also be accountable to the co-conveners of the Programme Coordination Groups and other interagency teams where relevant.
101. In line with UNDG guidance, the Resident Coordinator’s Office is responsible for supporting the role and demands of the Resident Coordinator System. In the context of the Delivering as One Initiative, the Resident Coordinator’s Office in Viet Nam is responsible for, inter alia, support to the Resident Coordinator (RC) and the UN Country Team in the following areas: implementation of the global UN reform agenda, UN coordination for results including support to One Plan 2012-2016 development; resource mobilization via the One Plan Fund; results-based management; enhanced UN

policy capacity; and other support to the RC and UN Country Team as required.

V.III SUPPORTING CO-ORDINATION ARCHITECTURE

102. Programme Coordination Groups (PCGs) under the guidance of the One Plan Steering Committee, will support coordination of the delivery of development results contained in the One Plan Results Matrix. As such, the Programme Coordination Groups will constitute the overall coordination structure in support of Joint Programming between UN system agencies. While the detailed Terms of Reference for the PCGs will be revised for the period of the One Plan 2012-2016, PCGs are currently responsible for: 1) coordinating timely, efficient and effective joint planning and delivery of a distinct set of One Plan Results; 2) ensuring policy coherence and providing a policy forum for a distinct programmatic area as defined by the set of One Plan Results falling under the respective responsibility of each PCG; 3) monitoring and reporting on achievements against planned results.
103. Informed by the experience gained under the previous One Plan II with the Programme Coordination Groups (PCGs), the Government and the UN will jointly define the structure as well as the operating modalities of the One Plan 2012-2016 PCGs.
104. In doing so, the Government and the UN will apply the following guiding principles:
- Promote greater ‘aid effectiveness’ as notably defined in the Hanoi Core Statement on Aid Effectiveness and the 2011-2015 ODA Strategic Framework;
 - Ensure maximum synergies and complementarity with existing Thematic and Partnership Groups;
 - Seek involvement of key stakeholders in the functioning of the Programme Coordination Groups;
 - Apply the principle of ‘one size does not fit all’ in the definition of the structure and operating modalities of the Programme Coordination Groups (PCGs) through possibly the endorsement of generic Terms of Reference (TOR) as a basis for the development by each PCG of its own set TOR; and
 - Ensure a clear, light coordination structure and process for the operation of the PCGs and retain a flexible approach to the overall functioning of the PCGs over the five-year duration of the One Plan 2012-2016.

V.IV DELIVERING AS ONE BUSINESS OPERATIONS

105. As per UNDG guidance, Business Operations are broadly defined as “*non-programmatic activities needed to deliver UN Programmes efficiently and effectively.*” This in effect implies a wide range of operational processes, tasks and infrastructure development and maintenance, from policy to implementation, from personnel management to telecommunications infrastructure, from banking to security, from procurement to building maintenance.
106. The recommendations of the high level UNDG-HLCM (High Level Committee on Management) mission on harmonization of UN business practices, which took place in Viet Nam in April 2010, have been used to guide the strategic direction of the UN business operations structure in Viet Nam.

107. During the duration of the implementation of the One Plan 2012-2016, the UN's financial management systems will become compliant with International Public Sector Accounting Standards.
108. The business operations functions of the UN in Viet Nam are comprised of four key elements: common/integrated services; simplified and harmonized business practices (discussed in Section 4.7 above); co-location of participating UN system agencies; and change management.

Common/Integrated Services

109. The overall principle for UN common/integrated services is to ensure that procedures and business practices in the areas of human resources, information and communication technology (ICT), procurement, finance, and general administration and building management are harmonized, where appropriate, to reduce transaction costs and improve effectiveness. The UN Country Team will facilitate and create wherever possible transaction efficiencies, in order to streamline business processes and ultimately save time and increase the quality and value of services and goods received in support of the implementation of the One Plan 2012-2016.
110. The UN will continue to actively seek and create opportunities for harmonization of suppliers of goods and services, with a view to leveraging the purchasing power of the UN to achieve significant cost reductions from service providers, through negotiating together as one larger business entity. During the One Plan II, some gains were made in this regard, including concluding a Long Term Agreement (LTA) for UN banking services, several preferential agreements with commonly used airlines, and use of several LTAs for the procurement of goods and services, such as computer equipment, printing and design services.
111. Notwithstanding the results achieved, additional work remains to be done to achieve further reduction of transaction costs and optimize the potential of common/integrated services, especially in relation to the co-location of participating UN system agencies in the Green One UN House. The main areas of potential benefits are envisaged to be the integration of support services to the extent agency-specific Enterprise Resource Planning and global regulations allow. This will include ICT support services, human resources management, administrative services, procurement and financial management.

Co-location of Participating UN System Agencies

112. In Viet Nam, the UN Country Team, the Government and the donor community are committed to the construction of an eco-friendly and team-friendly Green One UN House where the participating UN system agencies will be co-located. The Country-Led Evaluation rated the Green One UN House as of "high relevance" and the Tripartite National Task Force considers the One UN house a prerequisite for the full implementation of the Delivering as One Initiative. A shift from 11 different office locations to co-location of participating UN system agencies in the Green One UN house with eco-aspects has high potential to reinforce Delivering as One.
113. The Green One UN House will enable the UN in Viet Nam to overcome the 'silo mentality' that comes with physical separation, will maximise inter-agency teamwork and promote programmatic

synergies, and allow the UN to integrate common services. In addition, the Green One UN House will enable the UN to use key resources such as energy and water more efficiently, will serve as a model for demonstrating the viability of innovative sustainable buildings in a rapidly urbanizing Viet Nam, and will maximize the transfer of 'green' technology and knowledge to Viet Nam.

114. A Green One UN House is a firm statement of the UN's commitment to environmental sustainability and also an important component of the UN's climate change advocacy. The Green One UN House will be assessed according to the Lotus rating tool⁸, which is an objective tool to determine how 'green' a building is. As a preparation for the co-location in the Green One UN House, in 2011-2012 the UN will support a Green One UN campaign to enhance staff awareness of 'green' behaviour. In cooperation with the World Wildlife Federation (WWF) an Environmental Management System for the UN has been prepared and is being deployed for this purpose.

Change Management

115. The strategic leadership for the institutional change process is provided by the Resident Coordinator and the UN Country Team. The implementation of the Delivering as One Initiative in Viet Nam has required dedicated attention to change management since the inception of the reform initiative in 2006, the need for which will continue over the duration of the One Plan 2012-2016. It is also recognized that the entire content of the One Plan 2012-2016 represents in itself a UN collective 'change blueprint' with respect to the content of the UN development support to Viet Nam as well as in the modalities for the delivery of this support centred around the 'five + one pillars'.

V.V SECURITY

116. The Department of Safety and Security is responsible for providing leadership, operational support and oversight of the security management system to enable the safest and most efficient conduct of the programmes and activities of the UN in Viet Nam, which includes:

- Review of Country Security Risk Assessment;
- Review of Minimum Operating Security Standards;
- Update of Country Security Plan and contingencies; and
- Introduction of new security information systems, guidance and policy.

117. In addition the Department of Safety and Security seeks to compliment and support the goals laid out by the UN Chief Executive Board, in the following way:

⁸ LOTUS Rating Tools are market-based rating tools developed by the Viet Nam Green Building Council specifically for the Vietnamese built environment. LOTUS Rating Tools are based on existing rating systems ([LEED from the US](#), [BREEAM from the UK](#), [Green Star from Australia](#)) and share with them the same goal of establishing standards and benchmarks to guide the regional construction industry towards a more efficient use of natural resources and to provide an objective assessment of how 'green' a building is.

- Recognize that Safety and Security of UN staff is an integral part of the activities undertaken by the UN, and should be included in the earliest stages of programme planning and at all levels, particularly at the country level;
- Act collectively to implement a comprehensive plan for a strengthened and enhanced system-wide security management system;
- Recognize that there are financial costs associated with providing adequate security, and that there may be conflict between the mandate to carry out operations and the ability to do so without sufficient security resources; and
- Ensure that safety and security of staff be mainstreamed at all levels of UN activities, with the strategic aim of promoting security management as an integral and enabling part of policy, planning, operational and administrative consideration for UN programmes and activities.

VI. RESOURCES AND RESOURCE MOBILIZATION STRATEGY

VI.I ONE PLAN 2012-2016 RESOURCE FRAMEWORK

118. The UN system agencies will provide support to the development and implementation of activities within the One Plan 2012-2016, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system agencies' support may be provided to Non-Governmental (and Political, Social, Professional and Mass Organizations) agencies as agreed within the framework of the individual work plans (WPs) and project documents.
119. Additional support may include access to UN system agency-managed global information systems, the network of the UN system agencies' country offices and specialized information systems, including rosters and consultants and providers of development services, and access to the support provided by the network of UN Specialized Agencies, Funds and Programmes.
120. The UN system agencies shall appoint staff and consultancies for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.
121. Subject to annual reviews and progress in implementation of the programme, the UN system agencies' funds are distributed in accordance with the One Plan 2012-2016. These budgets will be reviewed and further detailed in the work plans and the project documents. By mutual consent between the Government and the UN system agencies, funds not earmarked by donors to the UN system agencies for special activities may be re-allocated to other programmatically equally worthwhile activities.
122. Each UN agency head is accountable to his/her Executive Head/Governing body for resources received by the UN agency from its own resources, and in line with the pertinent financial regulations and rules of the concerned UN agency. The UN head or Representative of each agency in a country is accountable to the Executive Head (or governing body, if relevant) of his/her own agency for resources received from his/her own organization. These resources are subject to the external and internal audit procedures laid down in his/her own organization. Each UN agency is solely subject to the external and internal auditing procedures laid down in each organization's financial regulations and rules and procedures, and should Harmonized Approach to Cash Transfers (HACT) be used, it is subject to the 'standard' HACT procedures (e.g. macro/micro-assessments).

Resource framework

123. The overall budget for the One Plan 2012-2016 is USD480,232,770. This includes the following: USD107,549,500 in regular resources - core or assessed resources (secured)⁹, USD65,954,700 in other resources (secured) - non-core or extra-budgetary/earmarked and un-earmarked funds from all sources; and USD306,728,570 in other resources to be mobilised - the funding gap between existing

⁹ See text box for a definition of these funding sources.

resources and the total costs of the One Plan 2012-2016. It is expected that funds to be mobilized via the One Plan Fund will amount to 30 percent of the total budget required to implement the One Plan 2012-2016.

124. The overall resource requirements for the One Plan 2012-2016 are summarized in the following table.

Table 1: One Plan 2012-2016 Resource Requirements¹⁰

One Plan Outcomes and Focus Areas	Indicative Budget (\$US)			
	Regular Resources (Secured)	Other Resources (Secured)	Resources to be mobilized	Total
Outcome 1.1	18,055,000	2,520,000	37,555,040	58,130,040
Outcome 1.2	1,892,500	10,696,000	25,167,500	37,756,000
Outcome 1.3	5,897,500	7,660,000	43,207,500	56,765,000
Outcome 1.4	3,766,000	20,860,000	20,740,000	45,366,000
Focus Area 1	29,611,000	41,736,000	126,670,040	198,017,040
Outcome 2.1	7,962,500	3,300,000	25,402,500	36,665,000
Outcome 2.2	22,621,000	12,856,700	69,614,000	105,091,700
Outcome 2.3	3,400,000	2,000,000	13,122,000	18,522,000
Outcome 2.4	9,780,000	692,000	16,120,000	26,592,000
Focus Area 2	43,763,500	18,848,700	124,258,500	186,870,700
Outcome 3.1	3,480,000	650,000	4,575,000	8,705,000
Outcome 3.2	12,445,000	3,260,000	24,780,000	40,485,000
Outcome 3.3	17,680,000	1,350,000	16,685,030	35,715,030
Outcome 3.4	570,000	110,000	9,760,000	10,440,000
Focus Area 3	34,175,000	5,370,000	55,800,030	95,345,030
Total One Plan	107,549,500	65,954,700	306,728,570	480,232,770

Common Budgetary Framework: Sources of Funding

Regular Resources: Funding stream that comes from a more predictable annual/biannual pledging or assessed contributions from member countries (especially in the case of Funds and Programmes, whose core budget envelopes are decided upon for the whole programming cycle by their governing bodies). Because of its established nature and predictable frequency (although amounts may vary from time to time), this can be indicated with greater degree of predictability over the whole programming cycle. Assessed funding from the different Specialized Agencies follows different budgetary cycles and their

¹⁰ The figures in this table are estimated amounts as at December 2011 and will depend on availability of UN system agencies' resources and contributions from funding partners.

availability is dictated by the respective appropriation mechanisms as determined by governing bodies. Indications in these cases are tentative at best.

Other resources: Earmarked non-core/extra budgetary resources are less predictable and depend on resource mobilization efforts both at global and country levels. However, these types of earmarked resources (at global level, these are sometimes referred to as 'thematic' funds) do not offer any flexibility to UN system agencies or the UN Country Team to deploy the resources elsewhere. Resources from cost-sharing agreements with governments or donors for projects (not included in above categories) will also be included in the projection.

Resources to be mobilised: The Common Budgetary Framework (CBF) projection takes into account resources which are already secured, as well as resources that are firmly pledged and/or in the hard pipeline. The areas for which mobilization effort will be launched collectively will be included in the CBF/Annual CBF as the 'funding gap'. The development of the Annual CBF will capture the actual receipt of funds and any change of status in pledges of specific result areas. The Annual CBF will also capture the divergence between the timing of receipt of core/assessed and noncore/extra budgetary funds against what was articulated at the planning stage of the CBF. In case of situations where a funding gap arises due to non-receipt of the anticipated funds, the UN Country Team can establish a resource mobilization strategy to meet the gaps or use its own discretion to allocate resources from alternative sources like donor trust funds.

Source: UNDAF Action Plan Guidance Note, Annex 3: Common Budgetary Framework (CBF), October 2010

125. Budgets are indicative and represent the basis for resource mobilisation. Furthermore, total budgets for regular resources are also indicative as they may be subject to UN organizations' governing body and internal management decisions.
126. In addition to funding requirements detailed in the One Plan 2012-2016 Results Matrix and summarized above, there are other resource requirements associated with the One Plan 2012-2016. These include activities and staff costs for the Resident Coordinator's Office and the One Communications Team, among others. In the past these costs have been funded by resources mobilized separately from the One Plan and the One Plan Fund. For the period 2012-2016, the UN Country Team will review funding arrangements for these additional resource requirements in relation to the One Plan and the One Plan Fund.
127. The Resident Coordinator (RC) is responsible for resource mobilization in collaboration with participating UN system agencies. Furthermore, the UN Country Team has agreed that the RC will lead the resource mobilization effort at the country level with those donors who have expressed an interest in providing funds via the One Plan Fund mechanism. Representatives of participating UN system agencies are encouraged to approach donors who are not providing funding via the One Plan Fund mechanism, and are also able to access resources via available global and regional funding instruments.
128. For the period of the next One Plan 2012-2016, the UN Country Team will develop a resource

mobilization strategy that will set out the context for resource mobilisation, establish benchmarks and indicators for resource mobilization and individual agency contributions, and outline responsibilities and guiding principles, mechanisms for fund-raising and accountability and reporting arrangements.

VI.II ONE PLAN FUND

129. The One Plan Fund in Viet Nam was established to support the coherent mobilisation, allocation and disbursement of resources to the One Plan under the direction of the Resident Coordinator. The One Plan Fund is the vehicle for donors to pool resources at the country level to support the realization of the One Plan 2012-2016 objectives, and new initiatives responding to emerging needs within the context of the One Plan 2012-2016. Over the period 2008 to 2011, the One Plan Fund has increased in relative importance. It has been instrumental for the UN system agencies to achieve significant development results. In addition, it represents an important step towards more predictable and more effective funding of the Delivering as One Initiative at country level. The proportion of the One Budget funded from the One Plan Fund increased from 17 percent in 2008 to 25 percent in 2009 and to 34 percent in 2010.
130. The strategic importance of country-level funding for the Delivering as One Initiative through the One Fund modality was recognised at the Hanoi Conference in June 2010, which noted that the One Fund is the *“bedrock for achieving relevance, coherence and a more strategic focus of the UN system at the country level”* and has facilitated improved programming, better management for results, and effective prioritisation of programming on the basis of national needs. The Country-Led Evaluation in Viet Nam found that the One Plan Fund has helped drive greater outcome orientation and has enabled more strategic mobilisation and allocation of financial resources. At the same time, experience has shown that there is a need for greater flexibility in allocating and utilising funds from the One Plan Fund, notably in terms of multi-year allocation for greater predictability of UN supported programmes.
131. A guiding principle for resource mobilization has been that donors contribute multi-year, pooled and un-earmarked resources. One Plan Fund donors have agreed to ‘principles of engagement’ for donor support including a commitment to provide multi-year, un-earmarked funding, which marks a significant shift in donor support and enables flexibility and adaptation to national priorities.
132. Thirteen donors, and the Expanded Funding Window, a multi-donor funding mechanism that supports UN Country Teams to ‘deliver as one’, have provided funding to the One Plan Fund to support the implementation of the One Plan II. Several other donors are working to provide financial support to the One Plan 2012-2016. Early, predictable, multi-year funding in support of the One Plan 2012-2016 is critical for the sustainability of the One Plan Fund and the Delivering as One Initiative at country level.
133. The legal documents that govern the operation of the One Plan Fund are:
- The Memorandum of Understanding between the participating UN system agencies, the Administrative Agent and the Resident Coordinator;

- One Plan Fund Terms of Reference, which outline purposes and principles, governance and management arrangements, auditing and the reporting regulation of the One Plan Fund; and
- The Standard Administrative Arrangement between respective Donors and the Administrative Agent.

134. Within the UN, under the chairmanship of the UN Resident Coordinator, the role of the One Plan Fund Mobilization and Allocation Committee (OPFMAC), which consists of UN Heads of Agencies, is to ensure that the mobilization and allocation of funds for the programme priorities within the One Plan is strategic, coherent and in line with the harmonization and simplification agenda of the Hanoi Core Statement and guidance and related decisions to be made by the One Plan Steering Committee. Based on the experience of funding the One Plan II and the 2010 One Plan Fund allocation round, refined allocation criteria have been developed in three key areas: performance, programming priority and eligibility. In keeping with the findings of the Country-Led Evaluation and commitment to greater efficiency and effectiveness, performance criteria receive the greatest weighting. Allocation criteria may be further refined based on the lessons learned from the 2011 allocation round.

135. The Multi-Partner Trust Fund office in New York provides Administrative Agent services for the One Plan Fund. All financial information is available on their website: <http://mdtf.undp.org/>

VI.III HUMAN RESOURCES

136. A key objective of the UN system in Viet Nam is to attract, develop and retain dedicated, highly competent and committed individuals whose profiles and skill sets enable optimal delivery of the planned development results, as set out in the One Plan 2012-2016.

137. The staff profile and skill sets required to support the role of the UN system in Viet Nam and to deliver the specific results set out in the One Plan Results Matrix will be continually adjusted, with reference to successive capacity reviews carried out by the UN Country Team and emerging guidance from UN Headquarters on harmonization of human resources.

138. Acknowledging that participating UN system agencies are governed by their respective Staff Rules and Regulations, the UN is committed to harmonize the human resources practices in the areas where this is possible; such as recruitment, staff learning and staff well-being. In line with UN guidance and principles, recruitment and management of staff will be competency-based and performance-oriented.

VII. COMMUNICATIONS

139. In the context of the next One Plan 2012-2016, communication continues to play a central role in raising awareness of key development challenges; fostering partnerships and providing a strong and knowledgeable voice on priority policy issues; supporting the Government of Viet Nam in ensuring the voices of the most vulnerable are heard; and helping the UN Country Team in Viet Nam continue learning and enhancing their joint working mechanisms and strong collaboration.
140. The UN Communication Framework 2012-2016 provides guidance on the role of effective communication, specifically in support of the sixth pillar of 'One Voice'. The framework provides guidance to the communications activities of the individual agencies, and existing joint working modality on communication, and forms the basis for a more detailed UN Communications Strategy to be developed. The framework defines the scope of communication work as follows:
- Communications support to UN's public and policy advocacy;
 - Communications support to UN's public relations and partnership building; and
 - Communications support to UN's change management.
141. In all three areas, knowledge management and capacity building (in the areas of communication and media development) will form very important components of communications support to the implementation of the One Plan 2012-2016. In the context of the Delivering as One Initiative in Viet Nam, joint and integrated communication has proven to be an effective instrument in developing a strong and united UN voice on priority development challenges and reaching out to a large audience. At the same time, agency- and mandate-specific messages and communication will continue to help in building the image of a diverse and united UN family, collectively providing relevant and valuable expertise and knowledge in support of the development of the country.
142. Based on the UN Communications Framework and in preparation for the next One Plan 2012-2016, the UN Country Team will develop a UN Communications Strategy that will also deal with implementing structures, building on the experience of the existing One UN Communications Team and UN Communications Network during One Plan II.
143. The current One UN Communications Team has been in existence as part of the pilot reform initiative since late 2006, primarily supported and funded through the contributing agencies (UNICEF, UNDP, UNFPA, UNV and UNAIDS) and external funding under the One UN Support Facility. In the first five years of its existence, the team has managed to make, where appropriate, a shift from agency-based to issue-based communication, put key advocacy issues for the UN high on the public agenda, create a clear and strong UN voice where needed, and provide high quality support for the communications needs of the participating organizations. This has helped bring coherence to UN advocacy messages and has significantly advanced the positioning of the UN in Viet Nam on these key themes. The experience of the team also provides an important exercise that informs the rest of the proposed organizational changes for the UN in Viet Nam under the Delivering as One Initiative.
144. The One UN Communications team has been regarded globally as a positive example of reform

and the Country-Led Evaluation of the Delivering as One Initiative (2010) concluded that the One UN Communications and One Voice were highly relevant, effective and efficient. The Evaluation did however also recommend ensuring that the services offered by the Communications Team are available to all UN system agencies, not only those that contribute directly. Funding from the One Plan Fund might be the means to achieve this.

145. Further, in its Management Response, the UN Country Team agreed to the following: *“Although the UN Communications Team is currently supported by five agencies (with some additional external funding), the services are extended well beyond the participating agencies with ongoing joint communication activities, UN-wide advocacy, communications support to UN resource mobilization, online and internal communication for all UN staff in Viet Nam. In the context of the One Plan 2012-2016, the UN Communications Team and its Management Board have engaged in a process to build a Business Case for the UN Communications Team, to be presented in early 2011 considering various options to ensure long-term sustainability and inclusiveness.”*

VIII. MONITORING AND EVALUATION

VIII.I ONE PLAN 2012-2016 DEVELOPMENT RESULTS

146. The Government and the UN will be responsible for furthering joint monitoring and evaluation, in consultation with the donors, in line with joint responsibility for implementation of the One Plan 2012-2016. Results-based management is an essential component of the One Plan 2012-2016. In line with results-based management principles, an integrated approach will be applied to planning, monitoring, reporting, review and evaluation of the One Plan 2012-2016 to ensure evidence-based decision-making. Progress towards achieving the One Plan Outputs and Outcomes will be regularly monitored according to the indicators and targets identified in the One Plan Results Matrix. A web-based platform will facilitate the monitoring of progress through an easily accessible and user-friendly database.
147. Further refined Programme Coordination Groups (PCGs), co-convened by Government and the UN, will jointly monitor, report on and review implementation of the One Plan Outcomes and Outputs together with other key stakeholders. The PCGs will also act as a forum for joint research, policy advocacy and policy dialogue on specific thematic areas with Government, development partners and political, social, professional and mass organizations. Common approaches to field monitoring and site visits will be implemented where possible, according to specific quality assurance criteria. Monitoring and evaluation of programmes and projects will be undertaken via joint monitoring visits, joint mid-term reviews and evaluations of clusters of UN projects, and individual UN-supported project evaluations and reviews as needed.
148. During Project Coordination Group (PCG) Mid-Year Reviews in June-July and PCG Annual Reviews in December-January, PCGs will assess the performance of UN-supported development interventions and lessons learned. In addition, the Annual Reviews will provide an opportunity to update - where necessary - the assumptions and risks identified in the programme design stage.
149. Based on the feedback from the Annual Reviews, all Programme Coordination Groups (PCGs)

will report on the key results achieved vis-à-vis One Plan Output targets as well as on progress towards One Plan Outcomes. The PCG Co-Conveners will provide quality assurance of the reports to ensure compliance with the respective guidelines, an evidence-based assessment of results performance and due application of programming principles and cross-cutting issues. Based on the Annual Reviews all PCGs will develop Annual Work Plans for the subsequent year, including strategic, programmatic and operational adjustments as required, and a revision of assumptions and risks where necessary.

150. The UN Annual Report in Viet Nam will be developed based on the Programme Coordination Group annual reports and according to the UNDG and Multi-Partner Trust Fund reporting requirements. The Annual Report highlights progress towards achieving the One Plan Outcomes, as well as how the UN is working together to 'deliver as one' with other key stakeholders in Viet Nam. A One Plan Review will be conducted by the UN, Government and Donors on a regular basis. This review will assess overall progress towards the One Plan Outcomes and identify key results achieved, constraints and lessons learned. The purpose of this systematic review process is to ensure the continued relevance of the One Plan 2012-2016.
151. Particular attention will be given to measuring the results of UN policy research, advice and advocacy in selected thematic areas. Considering the multiple challenges in assessing the actual results of UN support, a range of different monitoring and evaluation methods and tools will be applied, including in-depth analysis, qualitative studies, and partner/stakeholder and/or perception surveys where feasible and relevant. Given the strong focus of the UN on vulnerable and disadvantaged groups, measuring changes in the opportunities and access to specific services of these groups will be addressed as much as possible and jointly with key national and international partners. National data and monitoring and evaluation systems will be used to the full extent possible. Overall, the One Plan 2012-2016 monitoring and reporting system itself will also be periodically reviewed and updated where necessary to ensure the needs of the intended users and partners continue to be served.
152. The Monitoring and Evaluation Working Group, consisting of staff with monitoring and evaluation responsibility and expertise from all participating UN system agencies, will provide technical advice, quality assurance and support to the UN Country Team, Programme Coordination Groups and individual UN system agencies regarding the various aspects of results-based management (RBM), including planning, monitoring, reporting and evaluation. Harmonization and simplification of monitoring and evaluation tools and processes will be one of the focus areas. In addition, the team will support knowledge management and further capacity development in RBM, both for UN staff and where possible for national partners in collaboration with specific UN system agencies. As recommended in the Country-Led Evaluation, the team will be strengthened given the importance of RBM for the One Plan and the Delivering as One Initiative.
153. During the period 2012-2016 a number of select evaluations at outcome level will be conducted. The scope of these independent evaluations will be, as much as possible, determined jointly by the UN and key partners. Part of the focus will be on the results of policy advice and advocacy provided by the UN in selected areas. More specific project, programme and output evaluations conducted during 2012-2016, as well as the independent 2011 Delivering as One evaluation commissioned by

the UN General Assembly, will inform the outcome evaluations. A Monitoring and Evaluation Calendar for 2012-2016 will be updated on a regular basis on the UN website. The intention is to enhance joint research, surveys, studies, reviews and evaluations where feasible and relevant.

154. A comprehensive evaluation of the One Plan 2012-2016 will be conducted to assess the relevance, efficiency, effectiveness, impact and sustainability of the UN's contribution to the One Programme development outcomes. The evaluation will be independent, impartial and transparent, and conducted according to the UN Evaluation Group's norms and standards. The evaluation findings will be available by the end of 2015 in order to inform the United Nations' analytical work and strategic planning for the subsequent One Plan 2017-2021. The evaluation's findings and recommendations will be validated with key national and international development partners. A joint evaluation management response will be agreed by the UN Country Team and the Government.

VIII.ii DELIVERING AS ONE RESULTS

155. In addition to the One Plan 2012-2016 development results, the key achievements in the main areas of the UN Delivering as One process will also be monitored on a regular basis through a Delivering as One Results and Monitoring and Evaluation Matrix including specific indicators and targets. Progress on results will be monitored in areas such as aid effectiveness, One Plan implementation modalities and coordination mechanisms, One Plan Fund, One Leader, management practices, common services, Green One UN House and One Voice.

VIII.iii AUDITS

156. The audits will be commissioned by the UN system agencies and undertaken by private audit services.
157. Government Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers, and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Government Implementing Partners agree to the following:
- Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representative;
 - Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring; and
 - Special or scheduled audits. Each UN system agency, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

IX. COMMITMENTS BY ALL PARTIES

IX.I COMMITMENTS OF THE GOVERNMENT OF VIET NAM

Central Government

158. The Government, in close collaboration with Participating UN system agencies, will do everything in its power to ensure the effective implementation of the One Plan 2012-2016. It will furnish and compile findings, data, statistics and such other information as will enable the Participating UN system agencies to analyze and evaluate the results and achievements of the One Plan 2012-2016. Successful achievement of the One Plan 2012-2016 will also depend on the relevant staff of the Implementing Partners. Government implementing agencies will make available competent staff with the necessary technical skills and the required allocation of time and resources to deliver results. Participating UN system agencies will endeavour to build a wide range of Government staff capacities and facilitate implementation of the One Plan 2012-2016.
159. The Government through Implementing Partners will ensure that counterpart contributions necessary for the implementation of the One Plan 2012-2016 will be made available in a timely and adequate manner.
160. The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this One Plan 2012-2016, and will cooperate with the UN system agencies including: encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies' efforts to raise funds for the programme from the private sector, both internationally and in Viet Nam; and by permitting contributions from individuals, corporations and foundations in Viet Nam to support this programme, which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

Implementing Partners

161. Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations (as stated in the International Civil Service Commission circulars).
162. A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan or project documents, will be used by Implementing Partners to request the release of funds, or to secure the agreement that the relevant UN system agency will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.
163. Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans or project documents only.

164. Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans or project documents, and ensuring that reports on the utilization of all received cash are submitted to the relevant UN system agency within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and agency regulations, policies and procedures will apply.
165. In the case of International NGOs/Civil Society Organizations and Inter Governmental Organizations, Implementing Partners cash received shall be used in accordance with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans or project documents, and ensuring that reports on the full utilization of all received cash are submitted to the relevant UN system agency within six months after receipt of the funds.
166. To facilitate scheduled and special audits, each Implementing Partner receiving cash from the relevant UN system agency will provide the UN agency or its representative with timely access to:
- All financial records that establish the transactional record of the cash transfers provided by the relevant UN system agency together with relevant documentation; and
 - All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.
167. The findings of each audit will be reported to the Implementing Partner and the relevant UN system agency. Each Implementing Partner will furthermore:
- Receive and review the audit report issued by the auditors;
 - Provide a timely statement of the acceptance or rejection of any audit recommendation to the relevant UN system agency that provided cash so that the auditors include these statements in their final audit report before submitting it to the relevant UN system agency;
 - Undertake timely actions to address the accepted audit recommendations; and
 - Report on the actions taken to implement accepted recommendations to the UN system agencies on a quarterly basis (or as locally agreed).
168. In case of direct cash transfer or reimbursement, participating UN organizations shall notify the Implementing Partner of the amount approved by participating UN system agencies and shall disburse funds to the Implementing Partner within 30 days.
169. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by participating UN system agencies in support of activities agreed with Implementing Partners, participating UN system agencies shall proceed with the payment within 30 days.

170. Participating UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.
171. Where participating UN system agencies and other UN organizations provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those participating UN system agencies.

IX.II DONOR SUPPORT TO THE ONE PLAN 2012-2016

172. Recognising the inclusive and participatory framework adopted in the drafting and approval of the United Nations One Plan 2012-2016, the development partners commit to continue their active participation in tripartite dialogue within an agreed governance structure in order to facilitate effective and systematic quality control of the implementation of the One Plan 2012-2016.
173. Recognizing the importance of adequate and predictable funding to sustain UN reform and focus attention on development results at the country level, development partners will encourage the government and the UN Country Team to mobilize national and international resources for programmes under the One Plan 2012-2016. Donors will seek to promote multi-annual funding instruments that support rational prioritization and funding predictability, in line with best practice in global UN reform.
174. Development Partners recognize the need for the UN and the government to continue to prioritize UN support in order to most effectively and efficiently respond to government needs in a strategic manner in the implementation of the One Plan 2012-2016. Development Partners will work together with the government and the UN Country Team to improve the monitoring and evaluation system for the One Plan 2012-2016 to ensure that the UN delivers and captures development and policy influencing results, and that the One Plan 2012-2016 remains relevant to the needs of Viet Nam.
175. Development Partners undertake to disseminate the lessons learned from the Delivering as One Initiative in Viet Nam and to realize opportunities to advocate for UN reform at an international level.

IX.III COMMITMENTS BY THE UN

176. The One Plan 2012-2016 represents the full commitment of participating UN system agencies to seek funding and support national priorities as expressed by the set of development results outlined in Section III in order to deliver support in the most effective way in line with aid effectiveness principles as set out in the Paris Declaration and the Hanoi Core Statement.

X. LEGAL CONTEXT

177. The One Plan 2012-2016 covers programme activities to be implemented during the period from 1 January 2012 through 31 December 2016 and will become effective on the signature of the document by all relevant parties.
178. The Government will honour its commitments to each of the Participating UN system agencies in accordance with the provisions of respective Basic Agreements set forth in Annex I.i.
179. This One Plan 2012-2016 relates to and regulates any project document signed between the Government and a participating UN system agency after the date hereof, and shall have no effect on any programme or project documents signed with the Government before such date.
180. The contents of the footnotes, the Appendices and the Annexes of this document are an integral part of this document and have the same legal validity as the main body of the text of the One Plan 2012-2016.

X.I ONE PLAN 2012-2016 MODIFICATIONS

181. In the event of any significant change in the situation requiring a change in objectives or a need to extend the duration and scope of the planned programme components, the One Plan 2012-2016 may be modified by mutual consent of all parties, in writing, as follows:
- a) Where the change is initiated by the Government, the Government will make a formal request to the Resident Coordinator and the respective associated UN system agencies and an appropriate amendment to this One Plan 2012-2016 will be concluded following appropriate procedures.
 - b) Where the change is initiated by the UN system agencies, the respective associated UN agencies will make a formal request through the Resident Coordinator to the Government of Viet Nam and an appropriate amendment to this One Plan 2012-2016 will be concluded following appropriate procedures.

X.II ONE PLAN 2012-2016 TERMINATION

182. In the event of a failure by one party to fulfill any of its obligations under this One Plan 2012-2016:
- a) where the defaulting party is one of the UN system agencies, the Government may either (i) suspend the discharge of its own obligations vis-à-vis the defaulting party by giving written notice to that effect to the defaulting party or (ii) terminate the One Plan 2012-2016 vis-à-vis the defaulting party by giving written notice of sixty (60) days to the defaulting party; and
 - b) where the defaulting party is the Government, the UN agency as to which the Government has defaulted, either alone or together with all other UN system agencies, may either (i) suspend the discharge of its own obligations by giving written notice to that effect to the defaulting party or (ii) terminate the One Plan 2012-2016 by giving written notice of sixty (60) days to

the defaulting party.

X.IV DISPUTE RESOLUTION

183. Any dispute between the Government and a UN agency shall be resolved in accordance with the provisions of that Organization's Basic Agreement with the Government as referred in this One Plan 2012-2016. Any dispute among the UN system agencies shall be resolved exclusively among the UN system agencies through approaches identified in the undg-endorsed dispute resolution mechanism.

X.V UN CONVENTION ON PRIVILEGES AND IMMUNITIES

184. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations and the Convention on the Privileges and Immunities of the Specialized Agencies, as the case may be, to the Agencies' property, funds, and assets and to its officials and consultants. In addition the Government will accord to the Agencies and their officials, advisors agents and other persons performing services on their behalf, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and its officials, advisors, agents and other persons performing services on their behalf. None of the Agencies nor any of their respective officials, advisors, agents or other persons performing services on their behalf will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from the gross negligence or willful misconduct of that Agency, or its officials, advisors agents or persons performing services on its behalf.
185. Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.
- a) Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement.
 - b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations, its subsidiary organs and/or the Specialized Agencies of the United Nations, whether under the *Convention on the Privileges and Immunities of the United Nations of 13th February 1946*, the *Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947*, as applicable, and no provisions of this One Plan 2012-2016 or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

ANNEXES

ANNEX I.I: COOPERATION AND ASSISTANCE AGREEMENTS

	Agency	Agreement	Date Signed
1.	FAO	An Agreement of Representation was signed between the Food and Agriculture Organization of the United Nations and the Government on 27 January 1978.	27 January 1978
2.	IFAD	An Agreement of Representation was signed between IFAD and the Government on 16 January 2008.	16 January 2008
3.	ILO	An Agreement on the establishment of an ILO office in Hanoi was concluded on 4 February 2002.	4 February 2002
4.	IOM	IOM signed a Cooperation Agreement Memorandum of Understanding (MOU) with the Government of Viet Nam on 19 August 2010 (which replaced the previous MOU dated 26 September 1991).	19 August 2010
5.	ITC	The SBAA signed by UNDP and the Government on 21 March 1978 will apply, mutatis mutandis, to ITC	21 March 1978
6.	UN Women	UN Women (formerly UNIFEM) has operated in autonomous association with UNDP since the establishment of the Convention for the Elimination of all forms of Discrimination Against Women programme in 2004.	June 2004
7.	UNAIDS	UNAIDS has operated in Viet Nam since 1996, also under the UNDP SBAA, recognised with full agency equivalent status.	21 March 1978
8.	UNDP	The Government and the United Nations Development Programme (hereinafter referred to as “UNDP”) entered into a Basic Agreement to govern UNDP’s assistance to the country (Standard Basic Agreement (SBAA)). ¹¹	21 March 1978
9.	UNEP	Medium Term Development Strategy 2010-2013 approved by the UNEP Governing Council, a subsidiary body of the UN General Assembly, and the associated Programmes of Work 2010-2011 and 2012-2013.	February 2008
10.	UNESCO	The agreement concerning the establishment of a UNESCO office in Hanoi Viet Nam was signed with the Government on 13 September 1999.	13 September 1999
11.	UNFPA	The SBAA signed by UNDP and the Government on 21 March 1978 will apply, mutatis mutandis, to UNFPA.	21 March 1978
12.	UN-HABITAT	UN-HABITAT operates under the administration of UNDP.	18 October 2008

¹¹ Based on Article 1, paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be made available to the Government, and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of ‘execution’ and ‘implementation’ enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the undg simplification and harmonisation initiative. In light of this decision this One Plan 2012-2016 together with an Annual Work Plan (which shall form part of this One Plan, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA or other appropriate governing agreement.

	Agency	Agreement	Date Signed
13.	UNICEF	A Basic Cooperation Agreement was concluded between the Government and UNICEF on 6 February 1980.	6 February 1980
14.	UNIDO	The SBAA signed by UNDP and the Government on 21 March 1978 applies, mutatis mutandis, to UNIDO.	21 March 1978
15.	UNODC	The SBAA signed by UNDP and the Government on 21 March 1978 applies, mutatis mutandis, to UNODC.	21 March 1978
16.	UNV	UNV operates under the administration of the UNDP.	11 September 2003
17.	WHO	A Basic Agreement was concluded between the Government and WHO on 6 February 1980, and this One Plan, together with biennial work plans, constitute the plan of cooperation referred to in the Basic Agreement.	6 February 1980

ANNEX I.II ONE PLAN 2012-2016 BUDGET REQUIREMENTS BY AGENCY

UN Agencies	Indicative Budget (\$US)			
	Regular Resources (Secured)	Other Resources (Secured)	Resource to be mobilized	One Plan 2012-16 Budget
	(a)	(b)	(c)	(d)=(a)+(b)+(c)
FAO	3,300,000	7,550,000	26,040,000	36,890,000
IFAD	0	0	1,000,000	1,000,000
ILO	1,500,000	6,240,000	26,220,000	33,960,000
IOM	557,500	880,000	4,062,500	5,500,000
ITC	630,000	380,000	2,630,000	3,640,000
UN Women	3,150,000	1,450,000	3,730,000	8,330,000
UNAIDS	575,000	475,000	4,950,000	6,000,000
UNDP ¹²	44,165,000	15,800,000	80,395,000	140,360,000
UNEP	311,000	8,290,000	8,205,000	16,806,000
UNESCO	1,290,000	400,000	8,807,070	10,497,070
UNFPA	22,500,000	0	10,600,000	33,100,000
UN-HABITAT	1,621,000	500,000	6,295,000	8,416,000
UNICEF	18,050,000	7,000,000	55,000,000	80,050,000
UNIDO	600,000	6,016,000	23,100,000	29,716,000
UNODC	0	2,023,700	12,434,000	14,457,700
UNV	0	120,000	1,440,000	1,560,000
WHO	9,300,000	8,830,000	31,820,000	49,950,000
Total One Plan Budget	107,549,500	65,954,700	306,728,570	480,232,770

¹² In addition to the One Plan Outcome areas, UNDP will fund cross-cutting supporting activities to strengthen results-based management and communications of UNDP programmes, as well as policy advisory services and advocacy.

ANNEX I.III UNDP SECURITY PROVISIONS

Any additional annex that deals with a UN system agency's specific requirements is a bilateral agreement between that agency and the Government.

Each Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document (One Plan 2012-2016 and Work Plans) are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under/further to a specific Project hereunder.

The foregoing shall also apply to Projects under this One Plan 2012-2016 where the Implementing Partner is an Inter-Governmental Organization that has signed a standard basic executing agency agreement with UNDP.

Where UNDP or other UN Agencies serve as Implementing Partners, they shall (a) comply with the policies, procedures and practices of the United Nations safety and security management system, and (b) undertake all reasonable efforts to ensure that none of the project funds/UNDP funds received pursuant to a Project Document, are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under each Project Document.

ANNEX I.IV: ONE PLAN 2012-2016 RESULTS MATRIX

Final for Approval

APPENDICES

INTERNATIONAL ATOMIC ENERGY AGENCY COOPERATION FRAMEWORK

Nota bene: the inclusion of the following agencies' country cooperation framework or Country Programme Document in this Appendix to the One Plan 2012-2016 is for the purpose of capturing the support of UN agencies to the Government of Viet Nam and does not entitle the agencies named hereunder to access funding from the One Plan Fund.

	Agency	Agreement	Date Signed
1.	IAEA	International Atomic Energy Agency Country Programme Framework 2010-2015	22 February 2011

ANNEX 6, UN Focus Area 2: Access to Quality Essential Services and Social Protection**Outcome 2.1: By 2016, a more effective national social protection system provides increased coverage, quality, and equitable access for the most vulnerable and disadvantaged groups****Outcome Rationale:**

Social protection has been identified as an important area by the Government of Viet Nam in the 2011-2020 National Social Protection Strategy, as well as by the UN and development partners in UN analytical work and the Joint Country Analysis. It can be seen as an engine of growth for Viet Nam's socio-economic development, and a Government priority as Viet Nam settles into middle-income status and confronts many of the risks and vulnerabilities that are associated with that transition, such as changing patterns of poverty and vulnerability.

Outcome Indicators, Baselines, Targets and Means of Verification:

Indicator 1: Number of beneficiaries receiving benefits from social assistance under Decree 67 and 13 on policy support for social assistance beneficiaries (disaggregated by sex of beneficiary, ethnicity, migratory status, urban/rural, region)

Baseline (2011): To be determined (MOLISA to provide data)

Target (2016): To be determined

MoV: MOLISA data

Indicator 2: Share of workers covered by social insurance (disaggregated by sex, urban/rural, sector, industry, migratory status and occupational level)

Baseline (2011): 18%

Target (2016): To be determined

MoV: VSS, Labour Force Survey

Output 2.1.1:

High quality evidence is available for use by decision-makers to inform the formulation, monitoring and evaluation of social protection-related legislation and policy

Output Rationale:

In this area, UN support will focus on the availability of data and evidence linked to the social protection system. The UN will support the generation of knowledge and a better understanding of emerging risks and vulnerabilities, which is critical in light of Viet Nam's progressive integration into the global economy, the increasing mobility of the population, and the increased exposure to internal and external shocks, including as a result of climate change. These key actions address the current scarcity of strategic information and knowledge on the nature of risks, resilience of different social groups and vulnerability in Viet Nam. They contribute to ensure an up-to-date and relevant evidence-base for social protection policy. UN support will also address the analysis, and monitoring and evaluation (M&E) of social protection policies. The M&E framework should provide disaggregated data by region, gender and ethnic groups, so that the social protection system can provide better protection to the most vulnerable groups and address implementation challenges. This will necessarily include capacity development in view of the current absence of an overall integrated M&E framework and approach for social protection, including capacity for real-time monitoring of shocks. Work in this area will bear a close linkage with UN support for broader socio-economic development monitoring under Focus Area 1.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 2.1.1: High quality evidence is available for use by decision-makers to inform the formulation, monitoring and evaluation of social protection-related legislation and policy	Indicator 1: Extent to which relevant research findings and recommendations have been discussed and considered useful in the appropriate policy fora Baseline (2011): Baseline study to be undertaken in 2012 Target (2016): Findings of UN-supported research projects discussed and considered by policy-makers MoV: One Plan Outcome evaluation reports	FAO, ILO, UN Women, UNDP, UNFPA, UNICEF, UNODC	MOLISA, GSO, CEMA, VSS, VASS, NA	Baseline on current stakeholder satisfaction is available Research findings are communicated in a timely manner High quality of work is delivered by international and national researchers and research institutions	3,030,000	550,000	5,795,000	9,375,000

	<p>Indicator 2: Availability of a framework and operational guidance for integrated M&E of the national social protection strategy</p> <p>Baseline (2011): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): Yes</p> <p>MoV: Implementing Partner Report</p>							
<p>Output 2.1.2: Policy advice and technical support provided and considered by the Government to enhance the effectiveness of the social protection system, with a particular focus on coherence between different pillars and with other relevant policy frameworks.</p>								
<p>Output Rationale: Under this output, UN support will contribute to an effective, integrated and comprehensive social protection system through enhancing the currently weak linkages between the various pillars of the social protection framework, as well as the coherence with relevant other policy frameworks such as the socio-economic development, labour market, climate change, and poverty reduction strategies. This is a critical prerequisite for achieving broader human development objectives, ensuring equal opportunities for full participation in the labour market and avoiding fragmentation of the social protection system, which is currently the case. Explicit linkages as well as integration of evidence related to existing and emerging risks and vulnerabilities - like climate change and economic shocks - will have to be a key feature of the social protection action plans that will represent the cornerstone of the implementation, at national and sub-national levels, of the national social protection framework in the coming years. Through its access to international experiences and expertise, the UN will also provide information and policy advice related to current policy debates that affect all social protection policies, like social differentiation, targeted versus universal approaches, socialisation and the involvement of non-state actors.</p>								
Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total

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Output 2.1.2: Policy advice and technical support provided and considered by the Government to enhance the effectiveness of the social protection system, with a particular focus on coherence between different pillars and with other relevant policy frameworks	<p>Indicator 1: Extent to which alternative policy options for financing and targeting are discussed in the appropriate policy fora Baseline (2011): Baseline study to be undertaken in 2012 Target (2016): Relevant policy and financing options for universal targeting made available and discussed in appropriate policy fora MoV: One Plan outcome evaluation reports</p> <p>Indicator 2: Extent to which national and sub-national action plans are coherent with relevant policy frameworks Baseline (2011): Baseline study to be undertaken in 2012 Target (2016): National and sub-national social protection action plans reflect relevant policy linkages MoV: One Plan Outcome evaluation reports</p>	FAO, ILO, UNDP, UNFPA, UNICEF	MOLISA, MOF, MOH, MPI, VSS, NA, VGCL, VCCI	<p>UN policy advice is of high quality, relevant, and timely</p> <p>Government is willing to enhance high level coordination on social protection</p> <p>Policy fora are open for genuine discussion on policy options</p> <p>Coherent approach within UN and among development partners</p> <p>Effective joint advocacy is delivered</p>	900,000	250,000	3,010,000	4,160,000
<p>Output 2.1.3: Alternative legal, policy, targeting and financing options are available and considered by the Government for the expansion of integrated and adequate social assistance, social insurance and social welfare and protection services</p>								

Output Rationale:

Social assistance, social insurance and social welfare and protection services represent critical pillars of the social protection framework. UN support will focus on designing relevant policy, targeting, and financing options for the expansion of these social protection areas.¹ This is a critical policy avenue for Viet Nam as it progressively transitions towards a social protection-based approach to addressing existing and emerging forms of poverty and vulnerability, including those related to economic shocks and climate change. Reforms, expansion and progressive integration of existing social protection policies will be central to this and represent areas of work that have increasingly been benefiting from UN assistance over the past years. In line with UN normative frameworks and the aim of universal approaches to social protection, UN support will focus on the expansion of assistance and insurance policies to enhance people's protection from shocks, and to ensure equal access to opportunities and essential social services, in particular for women and ethnic minorities, through the provision of policy advice and the sharing of international experiences and expertise.² The UN will also support the development of a solid legal framework for the protection of children and vulnerable people from abuse, exploitation, violence and discrimination.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 2.1.3: Alternative legal, policy, targeting and financing options are available and considered by the Government for the expansion of integrated and adequate social assistance, social insurance and social welfare and protection services	<p>Indicator 1: Extent to which alternative policy options for the expansion of social assistance and social insurance have been considered in the appropriate fora</p> <p>Baseline (2011): Baseline study to be undertaken in 2012</p> <p>Target (2016): Design, targeting and financing options in agreed policy areas discussed with policy makers</p> <p>MoV: One Plan Outcome evaluation reports</p>	FAO, ILO, UNAIDS, UNDP, UNICEF, UN-HABITAT	MARD, MOC, MOF, MOLISA, NA, OOG, VSS, VCCI, VGCL	<p>Clear division of labour among UN agencies</p> <p>UN policy advice is of high quality, relevant and timely</p> <p>Policy fora are open for genuine discussion on policy options</p>	2,220,000	450,000	7,335,000	10,005,000

¹ The selected pillars under this outcome bear a close linkage with UN support to broader policy reduction efforts (addressing systemic factors and the enabling environment) and labour market policies, which are grouped under UN Focus Area 1.

² Given its specificity, expansion of health insurance is dealt with under Outcome 2.2 (Health).

	<p>Indicator 2: Extent to which the recommendations for the enhanced and coherent legal framework for the protection of selected vulnerable groups are discussed in the appropriate fora</p> <p>Baseline (2011): Baseline study to be undertaken in 2012 Target (2016): All recommendations are discussed in the appropriate fora MoV: One Plan Outcome evaluation reports</p>							
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Output 2.1.4:

Institutional and human resource capacity strengthened to design and deliver social assistance, social insurance, and social welfare and protection services

Output Rationale:

This area of support addresses challenges related to the implementation and delivery of social protection, with a particular focus on capacity development both at institutional, as well as human resource level. The key actions address major identified bottlenecks in the implementation of social protection policies, including the development of the social work profession, which cuts across all pillars of the social protection framework. It further supports the Government in harmonising and implementing relevant national and targeted programmes for particularly vulnerable groups, including the strengthening of child protection systems, access to special protection measures for victims of abuse and exploitation and community-based reintegration and support services for survivors

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 2.1.4: Institutional and human resource capacity strengthened to design and deliver social assistance, social insurance and social welfare and protection services	<p>Indicator 1: Extent to which the social work capacity development plan (Decision 32) is implemented</p> <p>Baseline (2011): Decision 32 issued in 2010, implementation just started Target (2016): Implementation of Decision 32 is on track MoV: Implementing Partner report</p> <p>Indicator 2: Availability of a management and information system on human trafficking</p> <p>Baseline (2011): Not applicable at the start of the One Plan 2012-2016 Target (2016): One MoV: Implementing Partner report</p>	ILO, IOM, UNESCO, UNICEF, UNODC, UN-HABITAT	MOLISA, MPS, MOC	<p>Government funding is available for social work</p> <p>An institutional approach to capacity development is used</p> <p>The quality of capacity development services is high</p>	1,812,500	2,050,000	9,262,500	13,125,000

Outcome 2.2: By 2016, increased quality and effective management of a comprehensive national health system, including health promotion and health protection, with a focus on ensuring more equitable access for the most vulnerable and disadvantaged groups
Outcome Rationale:

The Government of Viet Nam has recognised the importance of a healthy population, noting in the draft SEDS the need to “focus on developing vigorously the healthcare system and raise the quality of medical services and ensure delivery of equitable, efficient and quality health services” (GoV 2010b:16). Over the past two decades, significant progress has been achieved in Viet Nam's health sector, resulting in better health outcomes for the population. In general, however, achievements have been less impressive in rural and remote areas compared to urban and wealthier provinces, and significant disparities remain across geographic and socio-economic groups, with access to some treatment and prevention services remaining limited, particularly for some groups of the population, such as ethnic minorities and young people (Van Arkadie and others, 2010; Ministry of Health, 2009). Significant challenges remain to prevent, monitor and combat many communicable diseases, such as TB and influenza, and an increasing burden of non-communicable diseases and injuries. Dealing with these health challenges will require more effective collaboration and coordination across sectors and with partners and civil society to reduce many risk factors, effective policy and up-to-date regulatory approaches with good enforcement to ensure public safety, raising awareness of the public on various health issues and how to promote and protect their health, and ensuring people throughout their life-cycle can equitably access services of suitable quality; and support for enhancing mechanisms to increase the population with access to safe water and sanitation. A ‘One Health’ response to pandemics and disease outbreak will be supported and strengthened as part of this approach, in line with the Hanoi Outcome Statement from the March 2010 IMCAPI Meeting.

Outcome Indicators, Baselines, Targets and Means of Verification:

Indicator 1: Proportion of total health expenditure from out-of-pocket payment

Baseline (2009): 51% (to be published in December 2011)

Target (2016): 45%

MoV: National Health Accounts (MOH)

Indicator 2: Proportion of children under age 1 who are fully immunized against BCG, DPT-HepB-Hib (3 doses), OPV (3 doses) and measles (1st dose) (disaggregated by sex, age, ethnicity, urban/rural, region, province and district)

Baseline (2011): 90%

Target (2015): 95% (EPI MYP 2011-15)

MoV: MOH: Annual report of EPI programme

Indicator 3: Proportion of deliveries attended by trained health personnel (disaggregated by province and region)

Baseline (2009): 94.38%

Target (2016): 96%

MoV: Health Statistics Year Book (for national statistics) and MCH Department reports (disaggregated by province and region)

Indicator 4: Percentage of rural households with access to hygienic latrines (disaggregated by province)

Baseline (2010): 60% (national)

Target (2016): 75% (national)

MoV: MARD's database

Output 2.2.1:

Policy advice and technical support provided to strengthen the building blocks of human and animal health systems, including information systems and the generation of evidence, at national and sub-national levels

Output Rationale:

Fundamental to being able to provide health services is the need for effective and efficient systems, for health protection, health promotion and curative diagnostic and treatment services, and for animal health services. As such, the health system is much more than the health sector, and it encompasses all sectors that have responsibility for health-related matters and safety (for example, the Ministry of Public Security and Ministry of Transport have responsibilities for road traffic injuries, MOLISA for occupational health, and Ministry of Agriculture and Rural Development for animal health).

The focus on strengthening the health system is in response to many sectoral reviews, such as the Joint Annual Health Reviews and in support of the 10-year Health Strategy 2011-2020, the 5-year Health Plan 2011-2015 and strengthening veterinary service delivery in view of the Performance of Veterinary Services report (OIE, 2009), as well as the move towards One Health which can strengthen appropriate linkages between human and animal health sectors. These reviews and plans demonstrate the need for development assistance to strengthen aspects of governance and leadership, such as policy development processes and planning at the sub-national level, to continue to strengthen the coordination between development partners and Government, and effectiveness of mechanisms such as the Health Partnership Group. Multiple aspects of health financing are still challenging and development assistance is needed to identify strategies that will ensure greater coverage under health insurance and more effective use of available resources so that the current level of out-of-pocket payments of 56% (2008) (MOH, 2010) will continue to reduce and the poor and vulnerable groups will be protected from potential catastrophic health care costs. This is linked closely to the Government's social protection framework and the UN Social Protection Floor Initiative.

Quality, availability and use of health information and research needs further improvement to ensure that policies and programmes are supported by stronger information and evidence for both policy and programme formulation and monitoring of implementation. Significant challenges remain in strengthening health training systems as well as the management, distribution, retention and updating of key health personnel, especially at grassroots levels and in ethnic minority regions. There is a need for greater rationality, cost effective use and more equitable access to medicines, essential health technologies and medical products of assured quality, and for promoting further a primary health approach and strengthening the quality and safety of services and increase responsiveness to service users. Many of these system issues are relevant to both human and animal health systems.

The UN will draw on substantive local and international technical expertise and normative guidance and evidence to strengthen the six building blocks of health systems (health leadership and governance, financing, human resource development, health information and research systems, health technologies including medicines, and service delivery) for both animal and human health. In addition, the UN will use its convening role to facilitate strengthening of the Health Partnership Group and other relevant working groups, forums and networks, as well as increasing coordination with and between development partners.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total

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<p>Output 2.2.1: Policy advice and technical support provided to strengthen the building blocks of human and animal health systems, including information systems and the generation of evidence, at national and sub-national levels</p>	<p>Indicator 1: Number of policy studies/options developed with UN support during 2012-2016 to strengthen the building blocks of human and animal health systems Baseline (2012): Not applicable at the start of the One Plan 2012-2016 Target (2016): At least 10 MoV: Government and UN reports/documents</p> <p>Indicator 2: Number of regulatory, policy, planning, strategy and guideline development processes supported by the UN during 2012-2016 related to strengthening the building blocks of human and animal health systems (disaggregated by provision of normative standards/guidelines; provision of tech advice/review; number of consultations supported; promulgation; reviews of implementation)</p> <p>Baseline (2012): Not applicable at the start of the One Plan 2012-2016 Target (2016): At least 40 MoV: Government and UN reports/documents</p>	<p>FAO, IOM, UNAIDS, UNFPA, UNICEF, UNODC WHO</p>	<p>MARD, MOH, MOLISA, OOG</p>	<p>Adequate technical capacity of implementing partners/agencies at national and sub-national levels is available on time to undertake policy analysis/options/research</p> <p>Ongoing willingness of Government counterparts to seek involvement of UN in development of laws, policies, strategies and plans</p> <p>Availability of sufficient financial resources</p>	<p>7,652,500</p>	<p>1,595,700</p>	<p>12,622,500</p>	<p>21,870,700</p>
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Output 2.2.2: Policy advice and technical support provided to improve evidence about, prevent and effectively manage non-communicable conditions at national and sub-national levels

Output Rationale:

Non-communicable diseases account for 63% of all deaths in Viet Nam (MOH, 2010). Diabetes prevalence has almost doubled in the period 2002-2008 (now >5%), approximately 120,000 new cases of cancer are identified each year, and levels of cardiovascular diseases are increasing. The significance of mental health disorders is becoming more evident. In addition, injuries, poisonings and drownings account for a further 22% of deaths, many in younger age-groups (MOH, 2010). Together these non-communicable 'conditions' (NCCs) significantly impact on society. Burden of disease studies have shown that non-communicable diseases (mainly neuropsychological conditions, cardiovascular diseases and cancer) and injuries accounted for 87% of the disability adjusted life years lost in Viet Nam in 2008 (MoH, 2011).

Effectively dealing with non-communicable conditions requires improved information and evidence about the scope of non-communicable conditions and relevant risk factors in Viet Nam, the prevention and reduction of risk factors, as well as effective treatment of injuries and diseases when they occur. Some information on risk factors is available. For example, there is a very high smoking rate of 47% in men over age of 15 years (1.4% of women) and 2/3 of non-smoking Vietnamese (including women and children) are exposed to second-hand tobacco smoke (GATS, 2010). Despite recent law changes, a number of primary school aged children still do not wear motorcycle helmets, illustrating the need for further public education and for continuing enforcement efforts. Driving or riding after consuming alcohol is also recognised as an issue requiring attention. Environmental and occupational risks are also a concern. However, interventions to reduce risk factors are complex and require multi-sectoral actions.

There is very little support from other partners on NCCs, despite their increasing importance. The UN is able to provide and draw on substantial technical expertise and normative guidance for (i) improving the surveillance of NCC risk factors, and monitoring trends in prevalence and effectiveness of intervention programmes; (ii) providing advice to strengthen and implement multi-sectoral policies, as well as improve community awareness and knowledge; (iii) strengthen the capacity of services to respond effectively to NCCs as many are chronic in nature and require longer-term support; and (iv) advise on occupational and environmental health issues and risks.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 2.2.2: Policy advice and technical support provided to improve evidence about, prevent and effectively manage non-communicable conditions* at national and sub-national levels <i>*Note: The term 'conditions' is used instead of 'diseases' as it encompasses diseases, injuries, and health conditions related to work and to the environment</i>	Indicator 1: Number of policy studies/options developed with UN support during 2012-2016 on prevention, control and management of non-communicable conditions Baseline (2012): Not applicable at the start of the One Plan 2012-2016 Target (2016): At least 5 MoV: Government and UN reports/documents Indicator 2:	FAO, UNICEF, UNODC, WHO	MARD, MOH, MOT, MOLISA	Adequate technical capacity of implementing partners/agencies to undertake policy analysis/options/research Ongoing willingness of Government counterparts to seek involvement of UN in development of laws, policies, strategies and plans	2,500,000	2,486,000	10,944,000	15,930,000

	Number of regulatory, policy, planning, strategy and guideline development processes supported by the UN during 2012-2016 related to the prevention, control and management of non-communicable conditions (disaggregated by provision of normative standards/guidelines; provision of tech advice/review; number of consultations supported; promulgation; reviews of implementation) Baseline (2012): Not applicable at the start of the One Plan 2012-2016 Target (2016): At least 20 MoV: Government and UN reports/documents			Availability of sufficient financial and technical resources				
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Output 2.2.3:

National and sub-national capacities enhanced to improve evidence about, prevent and control communicable diseases of humans and animals

Output Rationale:

Although the overall impact of communicable diseases has reduced in Viet Nam, they remain an important source of mortality and morbidity. However, communicable diseases sometimes get less attention unless epidemics reach pandemic proportions or threaten socioeconomic development. Communicable diseases are often difficult to contain through curative measures, and in the current scale of economy for livestock production therapies do not work so effectively to contain diseases. Prevention, preparedness and planning are the three essential components for control and containment of communicable diseases in people and animals. This output will ensure improved health service delivery, including protection of health from the threats of key communicable diseases in vulnerable and disadvantaged groups of people and in animals.

Further, during the first decade of the 21st century, Vietnam has experienced successive significant threats to public health and economic growth from the international transboundary transmission of new infections in animals and emerging diseases in humans. Controlling infectious diseases at the animal-human interface is fundamental to eliminating the impact of these diseases on human health and well-being. This output will ensure that, by improving the veterinary service delivery, such infections are effectively controlled in the animal sector before they could become a threat to public health and food security and with minimum loss of livestock-based livelihood opportunities, a major occupation of rural women.

The high profile interrelated epidemics identified in MDG 6, tuberculosis and HIV, remain significant threats to Viet Nam's economic and social progress, though HIV remains largely contained within the marginalised behavioural risk groups of people who inject drugs, women who sell sex and men who have sex with men. The evidence is that Viet Nam has still not achieved control over either disease and that key populations at higher risk still do not have sufficient access to services (UNGASS 2010). In addition, careful attention must be given to the effectiveness and appropriateness of treatment services, as there are ongoing concerns about the emergence of resistant strains of TB, malaria, HIV and other diseases.

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The UN is able to provide and draw on substantial technical expertise and normative guidance and build capacity for surveillance systems; developing evidence-based policies, norms, standards and guidelines and strengthening partnerships; improving service delivery; enhancing diagnostic capacity, risk assessment and risk communication; increasing community awareness, behaviour and practices; and improving safe food production practices.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 2.2.3: National and sub-national capacities enhanced to improve evidence about, prevent and control communicable diseases of humans and animals	Indicator 1: Number of policy studies/options developed with UN support during 2012-2016 on prevention and control of communicable diseases Baseline (2012): Not applicable at the start of the One Plan 2012-2016 Target (2016): At least 10 MoV: Government and UN reports/documents Indicator 2: Number of regulatory, policy, planning, strategy and guideline development processes supported by the UN during 2012-2016 related to the prevention, control and management of communicable diseases (disaggregated by provision of normative standards/guidelines; provision of tech advice/reviews; number of consultations supported; promulgation; reviews of implementation) Baseline (2012): Not applicable at the start of the One Plan 2012-2016 Target (2016): At least 20	FAO, IOM, WHO	MARD, MOH, MOIT	Adequate technical capacity of implementing partners/agencies to undertake policy analysis/options/research Ongoing willingness of Government counterparts to seek involvement of UN in development of laws, policies, strategies and plans Availability of sufficient financial resources	2,222,500	5,575,000	22,842,500	30,640,000

	MoV: Government and UN reports/documents							
<p>Output 2.2.4: National and sub-national capacities enhanced to strengthen evidence, and improve universal access to, and utilization of, a quality and gender-sensitive package of nutrition and sexual, reproductive, adolescent, maternal, neonatal, and child health care and services</p> <p>Output Rationale: Key issues in population, nutrition and sexual, reproductive, maternal, neonatal, child and adolescent health include significant disparities between regions, particularly among minority ethnic groups in terms of maternal, newborn, infant and under-5 mortality and morbidity, and stunting rates of children under 5 years (29.3%) (MOH, 2010a). Newborn mortality is now half of the under-5 mortality and key killers which include birth asphyxia, premature/low birth weight and newborn infections have not been significantly reduced. Home deliveries are particularly prevalent in mountainous provinces, and the majority are not supported by a health provider. Only about one third of pregnant women are tested for HIV, and less than one half of those who are HIV-positive receive anti-retrovirals, which can prevent mother-to-child HIV transmission. Health issues and problems are also evident in the young and unmarried population with an increased proportion of young migrants, earlier teenage premarital and unprotected sex, and a high abortion rate occurring among young women (suggesting significantly low contraceptive access and use by adolescents). Limitation in the mobilization and coordination of supplies and use of contraceptives at all levels, as well as a lack of more feasible measures in the access to contraceptive methods that are appropriate to the country's new conditions, have led to a decreased accessibility to family planning measures and high quality reproductive care. Information and data of population, sexual and reproductive health, maternal, infant and child health, adolescent health and nutrition are incorrect, insufficient, out of date; and there are big differences among various sources that have led to difficulty in developing and updating evidence-based plans, policies as well as intervention measures.</p> <p>There are significant shortages of health providers, particularly specialists in obstetrics and paediatrics, working in difficult conditions (distances, poor transport, low salaries), and these shortages are worst at lower levels in the health system (MOH, 2010b). A lack of training opportunities and weak supervision has impacted negatively on health provider performance. Poor community knowledge and practices in newborn and child care (for example, only 19% of infants are exclusively breastfeed (MOH, 2009), difficulties accessing services when needed, and poor referral systems also create problems.</p> <p>This output focuses on sexual, reproductive, maternal and child health and nutrition in response to country needs identified in many studies and reviews. It is also in line with national and sub-national priorities outlined in the 5-year health plan of the Ministry of Health 2011-2015, and directions and priorities of the National Population and Reproductive Health Strategy 2011-2020 and the National Nutrition Strategy 2011-2020. This output supports the government to achieve objectives and targets of MDGs 4, 5 and 6, with a strong focus on disadvantaged and vulnerable populations including women, children, ethnic minorities, young people and migrants. The UN aims to continue working with the Government to provide substantial technical expertise, appropriately utilizing international evidence and guidance to develop relevant country-specific and sub-national policies and guidelines, and build capacity in order to increase progress in these critical areas.</p>								
Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 2.2.4: National and sub-national capacities enhanced to strengthen evidence, and improve universal access to and utilization of a quality	Indicator 1: Number of policy studies/options developed with UN support during 2012-2016 on increasing access to and utilization of sexual,	UNAIDS, UNFPA, UNICEF, UNV, WHO	MOH, MOHA, N, VYU, OOG, PPCs of selected	Strong commitment of key stakeholders on the development and implementation of policies and guidelines for	8,825,000	2,300,000	15,315,000	26,440,000

and gender-sensitive package of nutrition and sexual, reproductive, adolescent, maternal, neonatal and child health care and services	reproductive, adolescent, maternal and child health and nutrition identified and adapted for national implementation Baseline (2012): Not applicable at the start of the One Plan 2012-2016 Target (2016): At least 10 MoV: Government and UN reports/documents Indicator 2: Number of regulatory, policy, planning, strategy and guideline development processes supported by the UN during 2012-2016 related to sexual, reproductive, adolescent, maternal and child health and nutrition (disaggregated by provision of normative standards/guidelines; provision of tech advice/review; number of consultations supported; promulgation; reviews of implementation) Baseline (2012): Not applicable at the start of the One Plan 2012-2016 Target (2016): At least 40 MoV: Government and UN reports/documents	provinces	SRH/MNCH				
Output 2.2.5: National and sub-national capacities enhanced to improve evidence and the equitable access to and demand for quality and sustainable water supply and hygienic sanitation							
Output Rationale: MDG target 7c is to reduce by half the proportion of people without sustainable access to safe drinking water and basic sanitation. However, the target on sanitation is not on track at present. A large degree of inequity is noted between ethnic groups and geographic localities.							

In 2007, only 18% of rural households, 12% of rural schools and 37% of Commune Health Stations had hygienic latrines meeting MOH standards. 30% of rural households in Viet Nam use human faeces for cultivating and feeding fish and most households fail to decompose faeces. Almost 50% of all children do not have access to a hygienic sanitation facility in their home (MOH, 2007). These issues are interrelated with child nutrition and child poverty rates. Access to safe water sources and hygienic/adequate sanitation can have a massive impact on child nutrition status, anaemia rates, worm loads and diarrhoea mortality and morbidity.

One of the most cost effective ways in which faecal oral disease spread can be contained is through simple hand washing. Unfortunately in 2007 only 2% of the rural populations were aware that hand washing with soap is essential to help prevent infectious diseases, and only 12% of the rural population washes their hands with soap before eating and only 16% after defecation (MOH, 2008). Cholera outbreaks have occurred in 20 provinces, with farmers and rural populations most at risk. The combination of hand washing with soaps, improved sanitation and improved water quality at point of use provide the most cost effective and comprehensive way of reducing diarrhoea morbidity.

The UN will provide substantial technical expertise, appropriately utilizing international evidence and guidance, to advise in the development of country-specific and sub-national policies and guidelines, and to build capacity of institutions and communities in order to increase progress in developing and implementing pro-poor water and sanitation initiatives and policies, to increase awareness of, and demand for, quality water and sanitation services, and to implement water safety plans, and develop and maintain national information, monitoring and evaluation systems for trends of access to hygienic sanitation and safe water, and improve the evidence for further policy and programme development.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 2.2.5: National and sub-national capacities enhanced to improve evidence and the equitable access to, and demand for, quality and sustainable water supply and hygienic sanitation	Indicator 1: Number of policy studies/options developed with UN support during 2012-2016 in relation to water quality, sanitation and hygiene to support inequity/disparity reduction. Baseline (2012): Not applicable at start of the One Plan 2012-2016 Target (2016): 5 by end 2016 MoV: Government and UN reports/documents Indicator 2: Percentage of rural households having access in selected localities* to improved sanitation latrines Baseline (2011): 60%	UN-HABITAT, UNICEF, WHO	MOH, PPCs of selected provinces	Ongoing willingness of Government counterparts to seek involvement of UN in development of policies, strategies and plans Availability of sufficient financial resources	1,421,000	900,000	7,890,000	10,211,000

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	<p>Target (2016): 75%</p> <p>MoV: NTP3 of RWSS report</p> <p>*Data collected from selected localities supported by the UN</p>						
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Final for Approval

Outcome 2.3: By 2016, increased quality and effective management of education and training systems, and increased access to pre-primary, primary and continuing education, particularly for the most vulnerable and disadvantaged groups

Outcome Rationale:

The draft SEDS and SEDP recognize the need for fundamental changes in the education and training sector over the next decade to improve the quality of education and training at all levels. The three areas identified in UN analytical work as priorities for UN support over the next years are: Opportunities for equal access to quality education and training at all levels, especially for vulnerable and disadvantaged groups; improvements in education and training quality to meet international standards and national goals; and further strengthening of educational management systems at all levels to deliver quality education and training for all. In the area of training, the UN will specifically focus on quality and management systems.

Outcome Indicators, Baselines, Targets and Means of Verification:

Indicator 1: Pre-primary net attendance ratio (disaggregated by wealth index quintile, sex, ethnicity, urban/rural, by provinces)

Baseline (2010): Baseline to be available from MICS 4

Target (2016): To be aligned with Education Development Strategic Plan (EDSP) 2011-2020, for approval later this year

MoV: GSO (MICS)

Indicator 2: Performance of students in grade 5 assessments in mathematics and Vietnamese (disaggregated by sex, ethnicity, locality)

Baseline (2011): Currently being developed by MOET under SEQAP project

Target (2016): To be aligned with EDSP 2011-2020, for approval later this year

MoV: MOET assessments

Indicator 3: Primary school completion rates (by sex, ethnicity, urban/rural, region)

Baseline (2010): Baseline to be available from MICS 4

Target (2016): To be aligned with EDSP 2011-2020, for approval later this year

MoV: GSO (MICS)

Indicator 4: Percentage of household expenditure spent on education and training (disaggregated by boy/girl child)

Baseline (2010): Baseline to be available from MICS 4

Target (2016): To be aligned with EDSP 2011-2020, for approval later this year

MoV: GSO (VHLSS/MICS)

Output 2.3.1:

Improved evidence is available to ensure education policies are inclusive, relevant and learner-friendly with a special focus on vulnerable and disadvantaged groups

Output Rationale:

There is a need to increase opportunities for equal access to quality education at all levels, especially for vulnerable and disadvantaged groups, and in particular, girls. The Government of Viet Nam is strongly committed to achieving the EFA objectives and has made significant progress during the last decade. MOET reports the achievement of 96% net enrolment in primary education in 2006-2007. It is widely recognized that access has impressively improved for all groups. However, structural challenges remain to reach the remaining 4%, the majority of whom are poor, disadvantaged and from ethnic minorities. As the pace of development in remote areas is slower than in urban environments, disparities between regions are growing. The difference in quality of education is likely to increase, especially for ethnic minorities in geographically isolated areas, and for children living in areas affected increasingly by natural disasters resulting from effects of climate change. As an effect of these challenges, many boys and girls drop out/ leave school early, which limits their potential and has a negative impact on families, communities and the wider socio-economic development of the country as a whole. Due to urbanization and migration, as well as climatic stresses, new marginalized groups of children will require support to ensure access to quality education as well. In terms of policy monitoring, the focus will be on the Law and Decree on People with Disabilities (education component) and development of related circulars, the National Plan of Action on Children affected by HIV and AIDS, the Socialisation Policy, EDSP 2011-2020, the EFA National Plan of Action, etc.). Similarly, the UN will support development of policies in the areas of education in emergencies, climate change and education, ethnic minority human resource development, bilingual education, lifelong learning, etc.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 2.3.1: Improved evidence is available to ensure education policies are inclusive, relevant and learner-friendly, with a special focus on vulnerable and disadvantaged groups.	Indicator 1: Number of studies on inclusive learner-friendly educational approaches targeting disadvantaged learners, including ethnic minorities conducted and disseminated Baseline (2011): Not applicable at the start of the One Plan 2012-2016 Target (2016): 5 MoV: Study reports, project reports Indicator 2: Number of Government officials, policymakers and	UNESCO, UNICEF	MOET, MOFA, PPCs in 8 provinces	EDSP 2011-2020 is in place EFA Action Plan implemented	1,400,000	1,000,000	5,070,000	7,470,000

	<p>stakeholders with increased understanding on barriers on education for ethnic minority children (through participation in dissemination events and workshops).</p> <p>Baseline (2011): 100</p> <p>Target (2016): At least 300 (central, provincial and district levels)</p> <p>MoV: Workshop reports, individual action plans of Government officials, policy makers and stakeholders, project reports, briefs</p>						
Output 2.3.2: Educational institutions have enhanced capacities to improve learning outcomes and literacy for all, in particular for vulnerable and disadvantaged groups							
Output Rationale: Assure improvement in education quality to meet the international standards and national goals. Significant challenges in terms of education quality are recognised by key policy documents such as the SEDP, as well as the EDSP drafts, demonstrating MOET's commitment to address the challenging issues regarding quality of education. There are growing concerns about the mismatch between theory and practice in the curriculum, and the perceived irrelevance of some of the curriculum content. For students whose mother tongue is not Vietnamese, the language barrier is one of the key obstacles to both accessing education and ensuring the quality of learning. Based on continued efforts to update teaching and learning methodologies, good practices of interactive learning in the classroom, and for development of students' life skills are now expected to be disseminated nationwide to replace the still common lecture-based approach. Furthermore, there is a need to integrate issues relevant to young people into the curriculum, including climate change and environmental sustainability, cultural diversity, reproductive health, HIV prevention and life skills. To further strengthen the evidence base for the improved quality of learning and literacy, there is a need for a comprehensive national assessment framework based on international instruments such as PISA and LAMP, which Viet Nam will be implementing during the period 2011-2015.							
Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)		
					Regular Resources (Secured)	Other Resources (Secured)	Total

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Output 2.3.2: Educational institutions have enhanced capacities to improve learning outcomes and literacy for all, in particular for vulnerable and disadvantaged groups	<p>Indicator 1: Number of curriculum experts with enhanced capacity to implement tools and guides to integrate environmental sustainability, cultural diversity, reproductive health, HIV prevention and relevant life skills into the curriculum</p> <p>Baseline (2011): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): At least 100 MoV: Training workshop reports</p> <p>Indicator 2: Number of education managers with enhanced capacity to use learning outcome assessment tools and instruments for improved planning and monitoring</p> <p>Baseline (2011): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): At least 100 MoV: Training workshop reports</p>	UNESCO, UNICEF, UNFPA (technical)	MOET, MOFA, MOLISA, MOCST PPCs in 8 provinces	EDSP 2011-2020 is in place	1,250,000	500,000	3,900,000	5,650,000
<p>Output 2.3.3: Education institutions and managers at national, provincial and district levels have enhanced capacities to develop, implement and monitor evidence-based policies and programmes for improved quality of teaching and learning for all</p>								
<p>Output Rationale: Further strengthen education management systems at all levels to deliver quality education for all. An effective and evidence-based education management system is critical in order to address the issues of access, equity and quality at all levels of education. This requires data that is updated and disaggregated by sex and ethnicity, as well as continuous development of capacities for educational planning, financing and budgeting, especially in the context of decentralised planning and management. Also, there is a need to close the gap between innovations introduced through</p>								

policy, and real changes at implementation level in order to monitor and assure system-wide quality. Further, with Viet Nam's entry to the WTO, a large number of private and foreign education institutions are entering Vietnam, particularly at higher education level, which requires effective quality assurances and accreditation (QAA) mechanisms to ensure that students benefit from higher education of highest quality. There is an opportunity for effective cooperation between enterprises, training institutions and the Government for achieving demand-driven training. UN support will encourage better communication and collaboration amongst these three sets of actors through the career guidance and counseling system and industry participation in effective monitoring implementation of education and training programmes that are relevant and responsive to the needs of the learners and the economy.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 2.3.3: Education institutions and managers at national, provincial and district levels have enhanced capacities to develop, implement and monitor evidence-based policies and programmes for improved quality of teaching and learning for all.	<p>Indicator 1: Number of provinces undertaking regular and systematic monitoring of the implementation of education policies for disadvantaged children Baseline (2011): Not applicable at the start of the One Plan 2012-2016 Target (2016): 7 MoV: Monitoring reports, project and activity reports</p> <p>Indicator 2: Number of quality assurances and accreditation (QAA) agencies established Baseline (2011): Not applicable at the start of the One Plan 2012-2016 Target (2016): One MoV: QAA, circular, capacity development plan of the QAA</p>	ILO, UNESCO, UNICEF	MOET, MOFA, MOLISA PPCs in 7 provinces	EDSP 2011-2020 is in place	750,000	500,000	4,152,000	5,402,000

Outcome 2.4: By 2016, national and sub-national institutions, in partnership with communities, more actively address inequalities through implementation and monitoring of laws, policies and programmes that promote gender equality and women's empowerment, and an effective and sustainable response to HIV, reducing stigma and discrimination

Outcome Rationale:

Gender and HIV have been identified as important areas by the Government of Viet Nam, as well as by the UN and development partners in the Joint Country Analysis and UN analytical work, and in the SEDP. Progress and the response in these areas can be seen as indicators of Viet Nam's socio-economic development, and a Government priority as Viet Nam settles into middle-income status and confronts many of the risks and vulnerabilities associated with that transition. Addressing persistent forms of inequality, in particular gender inequality, together with stigma and discrimination, are essential to ensure inclusive and sustainable growth. Sustained progress on MDG 3 is critical to support attainment of all the MDGs, while greater investment is needed to achieve MDG 6 and related MDGs where Viet Nam is currently lagging behind. The UN is seen to possess a clear comparative advantage according to the UN Stakeholder Survey in the areas of coordination, up-stream policy advice and national/sub-national capacity building on gender and HIV. In recent times, good progress has been achieved in these areas by the Government of Viet Nam. Achievements have been less impressive at sub-national level and in reaching rural and remote areas compared to urban and wealthier provinces, and significant disparities remain across socio-economic groups, with access to services remaining limited, particularly for some groups of the population such as women, migrants, young people and key populations at high risk of HIV and people living with HIV (PLHIV) (Van Arkadie and others, 2010; Viet Nam UNGASS Report 2010; Viet Nam MDG Report 2010). Significant challenges remain to achieve progress on gender equality and women's empowerment and ensure universal access to HIV prevention, treatment, care and support. An effective national response can only be implemented in these areas with continued effort and investment, and strong multi-sectoral coordination led by the Government at national and provincial level, involving all levels of Government as well as local associations, organizations and other non-state actors.

Outcome Indicators, Baselines, Targets and Means of Verification:

Indicator 1: Sex ratio at birth (disaggregated by ethnicity, income, education and region)

Baseline (2010): 111.2/100 (Population and Housing Census 2009)

Target (2016): 113/100 (NSGE Target)

MoV: Annual GSO population surveys

Indicator 2: Proportion of reported cases of domestic violence that receive services and support (protection, legal aid, health care or counseling) (disaggregated by sex, ethnicity, rural/urban, education)

Baseline (2012): To be conducted early in 2012

Target (2016): 80% (NSGE target)

MoV: MOH sentinel surveys

Indicator 3: HIV prevalence rate among groups at higher risk of HIV infection (MSM, male IDUs and FSWs) (national and disaggregated by provinces where MoV studies are conducted)

Baseline (2009): 3.2 % FSWs, 18.4% IDUs, 16.7% MSM

Target (2016): To be determined in 2012

MoV: MOH Sentinel Surveillance for IDUs and FSWs (40 provinces), IBBS for MSM (4 provinces**)

(**Hanoi, Ho Chi Minh City, Hai Phong, Can Tho. More provinces will be added to the 2011/12 IBBS)

Indicator 4: Accepting attitudes towards PLHIV – composite of 4 components (disaggregated by selected geographic groups)

Baseline (2011): To be conducted in 2011

Target (2016): To be determined in 2012

MoV: MICS

Output 2.4.1:

National HIV legal and policy frameworks strengthened to guide evidence-informed responses that effectively address stigma, discrimination, inequality and inequity

Output Rationale:

A number of policy and regulatory documents are not yet consistent and have not yet been developed based on reliable evidence. Implementation of the 2006 Law on HIV is not yet consistent, and stigma and discrimination against PLHIV and key affected populations exists and continues to hamper universal access to prevention, treatment, care and support services. Government agencies will need technical support for the realization and monitoring of the National Strategy on HIV 2011-2020. Gaps exist in the implementation of evidence-informed HIV interventions targeting key populations at higher risk, as well as lack of national HIV research and evaluation agenda. Behavioural studies among young people at higher HIV risk are inadequate and not reliable, which could potentially flag the emerging risk profiles, there is also a gap in knowledge and analysis of how HIV is related to and affects poverty, ethnicity and migration. Gender considerations and analysis in HIV response has been limited.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 2.4.1: National HIV legal and policy frameworks strengthened to guide evidence-informed responses that effectively address stigma, discrimination, inequality and inequity	Indicator 1: Number of policy advice/options papers covering HIV-related: (a) stigma and discrimination, (b) inequality, (c) inequity and (d) feedback to improve policy implementation and policy effectiveness developed and submitted for consideration to GoV during 2012-2016	ILO, IOM, UNAIDS, UNESCO, UNFPA, UNDOC, UNV, UN Women, WHO	MOFA, MOH, MOLISA, OOG	Willingness of Government counterparts to seek involvement of UN in development of laws, policies, strategies and plans	2,710,000	442,000	8,030,000	11,182,000

	<p>Baseline (2012): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016):10</p> <p>MoV: One Plan Annual Reports</p> <p>Indicator 2:</p> <p>Number of Viet Nam reports on progress towards the UN General Assembly commitments on HIV developed through a consultative process with key stakeholders , including PSPMOs</p> <p>Baseline (2011):3</p> <p>Target (2016): 5</p> <p>MoV: One Plan Annual Reports</p>							
<p>Output 2.4.2:</p> <p>Multi-sectoral coordination mechanisms strengthened to ensure full engagement and participation of key stakeholders to support a sustainable HIV response</p>								
<p>Output Rationale:</p> <p>HIV multi-sectoral policy coordination is not yet systematic, and the Government's HIV budget is limited and not appropriately allocated. There is a lack of coordination and coherence in the strategies and plans developed by different ministries/sectors, with dominance of project modalities and limited engagement of political, social, professional and mass organisations (PSPMOs), and the private sector. The diminishing donor funding should be turned into an opportunity to consider a more efficient, locally owned and sustainable response. Human resource capacity for prevention and control of HIV requires further development, and strong systems are essential to achieve universal access to HIV prevention, treatment and care services. Greater human and financial investment is required to achieve the MDGs for all Vietnamese people, including targets where Viet Nam is currently lagging behind, such as Goal 6 on HIV.</p>								
Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total

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Output 2.4.2: Multi-sectoral coordination mechanisms strengthened to ensure full engagement and participation of key stakeholders to support a sustainable HIV response	<p>Indicator 1: Roadmap for a sustainable financial HIV response developed Baseline (2011): Not applicable at start of the One Plan 2012-2016 Target (2016): Yes MoV: One Plan Annual Reports</p> <p>Indicator 2: Number of PSPMOs participating in national HIV multi-sectoral coordination mechanisms Baseline (2011): Not applicable at the start of the One Plan 2012-2016 Target (2016): One MoV: List of members of the National Committee on HIV, Drugs and Prostitution Prevention and Control</p>	ILO, UNAIDS, UNESCO, UNFPA, UNICEF, UNODC, UNV, UN Women, WHO	MOFA, MOH, MOLISA, NA, OOG	<p>Adequate technical capacity of implementing partners/agencies at national and sub-national levels is available on time to undertake policy analysis/options/research</p> <p>Leadership changes in 2011 do not reduce commitment and willingness to address key HIV-related issues</p>	320,000	240,000	3,080,000	3,640,000
<p>Output 2.4.3: Gender-related legal and policy frameworks programmes and practices strengthened to effectively address gender inequality and inequity, gender discrimination and gender-based violence</p> <p>Output Rationale: Gender equality and women's empowerment are prerequisites for achieving the MDGs and are fundamental to Viet Nam's continued social and economic development. Key gender issues in Viet Nam include effectively combating gender-based violence, addressing the rapidly rising sex-ratio at birth, empowering Vietnamese women leaders, and enabling the creation of decent, secure employment opportunities for women; and have been identified as priority areas by the Government of Viet Nam. The first ever National Strategy on Gender Equality 2011-2020 sets out specific targets for achieving gender equality in seven areas. The Gender Equality department of MOLISA and the National Committee for the Advancement of Women (NCFAW) are working on the implementation of this strategy and an associated National Programme on Gender Equality. A review of the implementation of the past 10 years on the advancement of Vietnamese women has showed Viet Nam has impressively promoted gender equality. Nevertheless, challenges remain in relation to the capacity of government institutions and mass organizations to implement, monitor and evaluate these policy commitments. Importantly, gender inequality, power imbalance between men and women, and some traditional practices at the household sphere continue to nurture stigma, discrimination and the culture of son preference. This, along with new research and statistics require a renewed approach to addressing gender equality and women's empowerment in the new socio-economic context that Viet Nam faces as a middle-income country.</p> <p>Addressing root causes of gender inequality, including gender stigma and discrimination, and sex ratio at birth imbalance are essential to ensure inclusive and sustainable growth for the country. Gender-based violence (GBV), especially violence against women and girls, is a serious problem globally including in Viet Nam, as shown by available data in the first National Study on Domestic</p>								

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Violence against Women in Viet Nam conducted by the General Statistics Office under the UN-Government Joint Programme on Gender Equality. Many women and girls are subject to domestic violence, exploitation, sexual violence, and other forms of violence against their bodies, minds and human dignity. GBV is symptomatic of deep-rooted gender inequality that is present in most societies. It is a health, legal, socio-economic and education issue. Viet Nam has legal and policy frameworks in place to address domestic violence, as enshrined in the 2007 Law on Domestic Violence Prevention and Control, in effect since 2008, and subsequent legal and policy documents. However, challenges exist in relation to availability of services and support, protection, and coordination mechanisms across government and service providers, as well as challenges in capacity and ability of authorities in implementing, monitoring and evaluating the related policies and laws. There is a significant need for a comprehensive, systematic, and human-rights based national response to GBV in Viet Nam targeting duty bearers, perpetrators, survivors and the public.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 2.4.3: Gender-related legal and policy frameworks, programmes and practices strengthened to effectively address gender inequality and inequity, gender discrimination and gender-based violence	<p>Indicator 1: Number of policy advice papers/policy options covering: (a) gender equality and inequity, and (b) gender-based violence prepared and submitted for consideration to GoV during 2012-2016 Baseline (2012): Not applicable at the start of the One Plan 2012-2016 Target (2016): At least 4</p> <p>MoV: Policy advice papers on gender equality and GBV</p> <p>Indicator 2: Availability of minimum comprehensive GBV package Baseline (2011): Not applicable at the start of the One Plan 2012-2016 Target (2016): One MoV: Reports of MOCST</p>	ILO, IOM, UNAIDS, UNESCO, UNFPA, UNICEF, UNODC, UNV, UN Women, WHO	GOPFP, MOCST, MOH, MOLISA, OOG	<p>High national commitment to implement gender equality</p> <p>GoV is willing to take into account UN technical inputs in the whole process of development, revision, implementation, monitoring and evaluation of gender-related policies and legal documents</p> <p>Timely approval of key national documents related to gender equality, including domestic violence</p> <p>Institutional changes in gender equity, GBV, including</p>	4,670,000	10,000	3,310,000	7,990,000

				<div>GBV</div> <div>Sufficient counterpart resources (human and funding) allocated to implement the gender-related outputs</div>				
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Output 2.4.4:

Multi-sectoral coordination mechanisms effectively guide comprehensive evidence-based planning, budgeting, M&E for a sustainable response to gender inequality, inequity, discrimination and gender-based violence

Output Rationale:

The Law on Gender Equality and Law on Domestic Violence Prevention and Control have supported efforts to create a legal and policy framework that addresses gender equality and women's advancement, including gender-based violence. Major challenges to policy implementation include insufficient coordination, financial resources, human resource capacity and strategic monitoring of programme investments to ensure desired results are achieved. Working in this area, the UN is seen to possess a clear comparative advantage according to the UN Stakeholder Survey in the areas of coordination, up-stream policy advice and national/sub-national capacity building on gender, which should be utilized to support ministries and other stakeholders to strengthen multi-sectoral coordination mechanisms for gender equality. The national action plan on prevention and control of domestic violence and the monitoring and evaluation framework for the implementation of the Law will be implemented for the first time with many difficulties and limitations in terms of organizational experience and resources. In addition, there is not yet a plan and a national multi-sectoral coordination mechanism for response and prevention activities of GBV in order to harmonize all relevant ministerial and related agencies, and data collection systems to include monitoring for GBV.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 2.4.4: Multi-sectoral coordination mechanisms effectively guide comprehensive evidence-based planning, budgeting, M&E for a sustainable response to gender inequality, inequity, discrimination and gender-based violence	<p>Indicator 1: Availability of a national planning and M&E Framework on gender-based violence as part of the multi-sectoral coordination mechanism Baseline (2011): Not applicable at the start of the OP 2012-2016 Target (2016): One MoV: Planning and M&E Framework document available</p> <p>Indicator 2: Extent to which the gender action partnership (GAP) is fully operational as a multi-sectoral coordination mechanism on gender equality Baseline (2011): GAP</p>	UNFPA, UNODC, UNV, UN Women	MPI, MOCST, MOLISA and NCFAW	<p>High national commitment to implement gender equality</p> <p>GoV is willing to take into account UN technical inputs in the whole process of development, revision, implementation, monitoring and evaluation of gender-related policies and legal documents</p> <p>Timely approval of key national documents related to gender equality, including domestic</p>	2,080,000	0	1,700,000	3,780,000

	<p>established</p> <p>Target (2016): Annual joint GAP reports developed</p> <p>MoV: Meeting minutes, GAP joint reports</p>			<p>violence</p> <p>Changes in institutional management structure on gender equality and domestic violence</p> <p>Sufficient counterpart resources (human and funding) allocated to implement the gender-related outputs</p>				
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ANNEX 6, UN Focus Area 3: Governance and Participation

Outcome 3.1: By 2016, elected bodies are better able to formulate laws and oversee the performance of state agencies and represent the aspirations of the Vietnamese people, especially women, ethnic minorities and other vulnerable and disadvantaged groups

Outcome Rationale:

Strengthening democratic governance and addressing the complex challenges that Viet Nam will be facing as a middle-income country calls for a further reinforcement of the role of the National Assembly and elected bodies at local level. To perform their key functions, elected bodies will require increased capacity for analysis of policies and laws, enhanced knowledge of international conventions and norms, strengthened mechanisms and a professionalized staffing. The UN will support the strengthening of law making and oversight functions performed by elected officials and committees through capacity development and policy work. The UN will also assist the National Assembly and People's Councils in support of increased participation and representation of citizens, particularly the most vulnerable and disadvantaged groups.

Outcome Indicators, Baselines, Targets and Means of Verification: Indicator 1: Proportion of National Assembly members and Chairs or Vice-Chairs of National Assembly Committees who are women Baseline (2011): 23% Target (2016): More than 25%

MoV: Report of the National Assembly elections

Indicator 2: Proportion of National Assembly members and Chairs or Vice-Chairs of National Assembly Committees who are from an ethnic minority group

Baseline (2011): 15.6% from ethnic minority group (both men and women)

Target (2016): More than 16% from ethnic minority group (both men and women)

MoV: Report of the National Assembly elections

Indicator 3: Proportion of People's Council members and Chairs or Vice-Chairs of People's Council who are women or from an ethnic minority group

Baseline (2011): 25.17% for provincial level, 24.6% for district level, and 21.7% for commune level

Target (2016): More than 27% for province; more than 26% for district, and more than 23 % for commune level

MoV: Report of the PPC elections

Indicator 4: Number of new/revised institutionalized mechanisms and processes for citizens and organizations to comment on and influence pending policies and legislation

Baseline (2012, at the start of the One Plan): not applicable (i.e. no new/revised institutionalized mechanisms and processes).

Target (2016): at least 3

MoV: Report of the consultations of NA and PPC with people representatives

Output 3.1.1: Elected bodies benefit from enhanced knowledge generation and knowledge management to access high quality research and data to guide their legislative duties**Output Rationale:**

Viet Nam is committed to further institutional reforms, which are needed to keep pace with its continued socio-economic development. As the country takes up middle-income status, addressing gaps in requirements for inclusive decision-making, accountability, transparency and efficiency becomes more critical for the sustainability of the reform and development process.

To perform their key functions, elected bodies will require increased capacity for analysis and monitoring of policies and laws, enhanced knowledge of international conventions and norms, including a rights-based approach and culturally appropriate programming. With comparative advantages in policy advice, the UN will support the strengthening of law making and oversight functions performed by elected officials and committees through capacity development and policy work to reflect an evidence-based, gender equitable, rights-based and culturally appropriate programming.

Outputs	Output Indicators, Baselines, Targets and Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 3.1.1: Elected bodies benefit from enhanced knowledge generation and knowledge management to access high quality research and data to guide their legislative duties	<p>Indicator 1: Extent to which relevant research findings have been discussed and considered for use by elected bodies in adoption of laws, ordinances and development of oversight guidelines and tools.</p> <p>Baseline (2011): Limited existence and use of research findings.</p> <p>Target (2016): Relevant research findings are used by elected bodies in adoption of all laws, ordinances and development of oversight guidelines and tools.</p>	ILO, UN Women, UNDP, UNESCO, UNFPA, UNICEF	<p>NA's Committee of Culture, Education, Youth and Children, NA's Committee of Social Affairs, NA supporting agencies such as the Institute for Legislative Studies and committee supporting department,</p> <p>NA's Committee for Judicial Affairs,</p> <p>NA's Committee for Budgetary and Finance Affairs, Ethnic Council,</p> <p>NA's Committee for Economic Affairs</p>	There is awareness of NA's committees and elected officials and People's Councils at sub-national levels on the importance of research findings and evidence-based data for adoption of laws, ordinances and for development and implementation of oversight	3,330,000	450,000	3,775,000	7,555,000

	<p>MoV: IP annual report.</p> <p>Indicator 2: Number of new rights-based parliamentary oversight guidelines and tools developed, approved and used by NA</p> <p>Baseline (2012, Not applicable at the start of the One Plan 2012-2016)</p> <p>Target (2016): At least 5 new rights-based parliamentary oversight guidelines and tools developed, approved and used by National Assembly</p> <p>MoV: Bi-annual session's report of NA's committees on monitoring the implementation of laws and ordinances and related policies.</p>			tools and guidelines				
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Output 3.1.2: Elected officials and bodies have improved capacities to interact and consult with citizens, especially vulnerable and disadvantaged groups

Output Rationale:

The representative role of deputies needs to be reinforced by greater contacts with voters, additional resources and an enhanced legal framework. Insufficient mechanisms to effectively interact with voters undermines the ability of deputies to regularly listen to voters, especially to vulnerable groups (such as women, children and ethnic minorities), and use the information provided by voters, in their deliberations, both in law making and oversight functions, as well as decision making regarding matters of national importance. An efficient and effective mechanism of interaction between the National Assembly/People's Councils and people needs further development and institutionalization to ensure that elected bodies' decisions reflect people's needs and aspirations.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 3.1.2: Elected officials and bodies have improved capacities to interact and consult with citizens, especially vulnerable and	Indicator 1: Number of new/revised guidelines developed and used for elected officials to	UNICEF, UN Women, UNDP	NA's Committee of Culture, Education, Youth and Children, NA's Committee of	There is awareness of NA's Committees,	150,000	200,000	800,000	1,150,000

disadvantaged groups	<p>interact and consult with citizens, especially vulnerable and disadvantaged groups.</p> <p>Baseline (2012, Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): At least 5 new and/or revised guidelines developed and used for interacting and consulting with citizens, especially vulnerable and disadvantaged groups.</p> <p>MoV: IPs annual reports</p> <p>Indicator 2: Number of provinces and NA committees having piloted new guidelines for interacting and consulting with citizens.</p> <p>Baseline (2012, Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): 5 provinces and 2 NA committees have piloted new guidelines for interacting and consulting with citizens.</p> <p>MoV: IPs annual reports.</p>		<p>Social Affairs, NA's Committee for Budgetary and Financial Affairs, NA's Committee for Economic Affairs, Ethnic Council, National Assembly supporting agencies such as ILS and committee supporting departments</p>	<p>and elected officials, People Councils at sub-national levels on importance of interaction and consultation with citizens, especially with vulnerable and disadvantaged groups on the adoption of laws and ordinances and on the implementation of NA's oversight function.</p>					
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Outcome 3.2: By 2016, all citizens, particularly the most vulnerable and disadvantaged groups, benefit from strengthened legal and judicial reform and increased access to justice, enhanced capacity of legal and judicial professionals, and strengthened national legal frameworks to support the implementation of international conventions ratified by Viet Nam

Outcome Rationale:

Increasing access to justice¹ and protection of rights is of critical importance to ensure that all Vietnamese people are able to realize their capacities and aspirations. The overlaps and inconsistencies in the legal system, along with further challenges in the implementation of laws, are viewed by the Government as one of the main obstacles to the further development of society. Full accountability under law also requires strengthening access to justice, particularly for the vulnerable and disadvantaged who depend on the law to protect them. The UN will provide policy advice and technical support in implementing legal and judicial reform to increase access to justice, enhance the capacity of legal and judicial professionals to provide high quality services, and strengthen the national legal framework for human rights in line with the Human Rights conventions ratified by Viet Nam.

Outcome Indicators, Baselines, Targets and Means of Verification:

Indicator 1: Percentage of people satisfied with the performance of legal and judicial personnel

Baseline (2010): 44.7%

Target (2016): 60%

MoV: UNDP Access to Justice survey

Indicator 2: Number of citizens receiving free legal assistance, particularly the most vulnerable and disadvantaged groups

Baseline (2010): 114,651 persons

Target (2016): Increase by 50%

MoV: MOJ annual report

Indicator 3: Proportion of Universal Periodic Review (UPR) recommendations related to international conventions and the national legal framework accepted by Viet Nam that are implemented

Baseline (2009): 93 recommendations

Target (2016): To be identified in line with GoV priorities/strategies/plans

MoV: MOFA reports

¹ In English, the term 'access to justice' is a well understood concept, which in Vietnamese should be translated and understood as 'access to legal service'.

Output 3.2.1: Policy, legal and regulatory framework strengthened to better reflect the rights of the most vulnerable groups and increase their access to justice**Output Rationale:**

In the national report submitted to the Human Rights Council by the Government of Viet Nam, inconsistencies, conflicts and overlaps in the legal system were described as the 'main obstacle to the development of the society and the exercise of human rights.' The national report also highlights the incomplete awareness on the part of some public servants at national and local level in terms of human rights law, Viet Nam's treaty obligations and even national laws and policies. Greater international integration (including further accession to international human rights instruments) will heighten the need for effective systems for implementation and monitoring of Viet Nam's compliance with its international treaty obligations.

With the mandate of supporting Viet Nam in achieving its international obligations and comparative advantages in policy advice, the UN will support the ongoing implementation of the legal reform and judicial reform, including advocacy and technical assistance for transposition into domestic legal legislations and policies of international treaties to which Viet Nam is a party, development/amendment and implementation of key legislation related to protection of rights and access to justice, and monitoring and evaluation of strategy for the development and implementation of Viet Nam's legal system, judicial reform strategy, and other relevant national strategies and programmes.

Outputs	Output Indicators, Baselines, Targets Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 3.2.1: Policy, legal and regulatory framework strengthened to better reflect the rights of the most vulnerable groups, and increase their access to justice	<p>Indicator 1: Proportion of recommendations made by the UN that are discussed, adopted and implemented by the Government in relation to the preparation for Viet Nam's ratification of the UN Convention on the Rights of Persons with Disability (CRPD) (2007) and the UN Convention against Transnational Organized Crime (TOC Convention) (2000)</p> <p>Baseline (2011): Viet Nam is a signatory to the UN CRPD and the UN TOC Convention but has not ratified them.</p> <p>Target (2016): At least 80% of UN recommendations are discussed, endorsed and</p>	ILO, IOM, UNAIDS, UNDP, UNICEF, UNODC, UN Women	MOJ, MOLISA, MPS, OOG, MOFA	<p>Protection of rights and access to justice prioritized in the Government's law making agenda</p> <p>Strong national commitment to implement international conventions that Viet Nam is a party to</p> <p>Strong commitment of key stakeholders to improve access to justice for the most</p>	5,382,500	1,160,000	7,767,500	14,310,000

	<p>implemented in preparation for the ratification of the CRPD and TOC Convention and its Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children (Trafficking Protocol)</p> <p>MoV: Reports and/or submissions of MOJ regarding the preparation for the ratification of the CRPD and the TOC Convention and its Protocol on Human Trafficking.</p> <p>Indicator 2: Availability of good monitoring frameworks and mechanisms on implementation of national strategies and programmes related to protection of rights and access to justice.</p> <p>Baseline (2011): Unclear/weak monitoring frameworks and mechanisms for implementation of national strategies and programmes.</p> <p>Target (2016): Clear monitoring frameworks and mechanisms for implementation of national strategies and programmes related to protection of rights and access to justice available.</p> <p>MoV: Report of Steering Committees of relevant national strategies and programmes.</p>			vulnerable population groups				
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Output 3.2.2: Law enforcement and judicial institutions strengthened to better protect rights, and provide increased access to justice to all people, particularly the most vulnerable groups
Output Rationale:

Viet Nam's Judicial Reform Strategy to 2020 sets out a challenging agenda. Further institutional reforms are needed within courts, procuracies and other agencies, as well as to criminal, civil and administrative procedures, in order to bring them fully in line with applicable international human rights standards, as well as implementing strategy's directions. The response of the formal justice system, including the police and courts, needs to be more sensitive to the needs of women and children experiencing violence, in particular by supporting them more effectively to end abuse and violence.

The UN, with the mandate of supporting Viet Nam in achieving its international obligations and comparative advantages in policy advice, will support Viet Nam in the implementation of the judicial reform, focusing on institutional reforms of the law enforcement structures and court system.

Outputs	Output Indicators, Baselines, Targets and Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 3.2.2: Law enforcement and judicial institutions strengthened to better protect rights, and provide increased access to justice to all people, particularly the most vulnerable groups	<p>Indicator 1: Number of new reforms under Resolution 49 that have been implemented with UN support</p> <p>Baseline (2012): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): 2</p> <p>MoV: Report of the Central Judicial Reform Steering Committee</p>	ILO, UNDP, UNICEF, UNODC, UN Women	MOJ, MPS, MOLISA, SPP, SPC	Protection of rights and access to justice prioritized in the judicial reform agenda	2,850,000	650,000	5,915,000	9,415,000

Output 3.2.3: Legal, law enforcement and judicial personnel have enhanced knowledge and skills to carry out their obligations under Vietnam's Constitution and laws as well as ratified international conventions
Output Rationale:

The system of legal education is in urgent need of reform. A number of public servants who draft and enforce the laws do not yet have adequate knowledge and understanding of the principles of the rule of law and Viet Nam's international commitments on protection of rights.

With recognized comparative advantage in supporting capacity building efforts for individuals, organizations/agencies and system over the long term, the UN will support the enhancement of capacity for duty bearers, including legal, law enforcement and judicial personnel, to carry out obligations under Viet Nam's Constitution and laws as well as international conventions to which Viet Nam is a party.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 3.2.3: Legal, law enforcement and judicial personnel have enhanced knowledge and skills to carry out their obligations under Vietnam's Constitution and laws as well as ratified international conventions	<p>Indicator 1: Number of new training packages for law enforcement and judicial personnel on rule of law and protection of rights developed with UN support</p> <p>Baseline (2012,): Not applicable at the start of the One Plan 2012-2016</p> <p>Target: 5</p> <p>MoV: Reports of MPS, MOJ, SPP, SPC</p> <p>Indicator 2: Number of new child friendly policies for investigation, prosecution and adjudication developed and adopted with UN support.</p> <p>Baseline (2011): One inter-agency circular on child friendly investigation, prosecution and adjudication approved.</p> <p>Target (2016): At least 3 new child friendly policies on investigation, prosecution and adjudication adopted</p> <p>MoV: Reports from MPS, SPC, SPP</p>	IOM, UNDP, UNICEF, UNODC, UN Women	MOJ, MPS, MOD, MOLISA, HCMC National Academy of Politics and National Academy of Public Administration.	<p>Capacity building efforts involve the participation of key legal and law enforcement personnel, prosecutor, judges and inspectors</p> <p>Efforts made by Government agencies to institutionalize new knowledge and skills for improved crime prevention and response, and protection of rights and justice for the vulnerable groups</p>	2,500,000	1,040,000	5,290,000	8,830,000

Output 3.2.4:

Awareness-raising programmes and legal support services developed and effectively implemented to enable all people, particularly the vulnerable groups, to be aware of, and claim their rights

Output Rationale:

Some population groups' awareness of their rights and how to enforce them is still low. Full accountability under law also requires strengthening access to justice, particularly for the vulnerable and disadvantaged people who depend on the law to protect them.

With a recognized comparative advantage of advocating for the most disadvantaged and vulnerable people, the UN will support addressing these constraints through providing technical assistance for the development and implementation of awareness-raising programmes, legal assistance and other relevant support services to empower claim holders, particularly the most vulnerable and disadvantaged groups to be aware of their rights and help them enforce those rights.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 3.2.4: Awareness-raising programmes and legal support services developed and effectively implemented to enable all people, particularly the vulnerable groups to be aware of, and claim their rights	<p>Indicator 1: Number of new groups of vulnerable people receiving free legal support services with UN support.</p> <p>Baseline (2011): 7 (Under the Law on Legal Aid and Anti-human Trafficking Law, people eligible for free legal aid services include (i) the poor, (ii) people who have merit with the State, (iii) the elderly without primary care givers, (iv) children without a primary caregiver, (v) ethnic minority people, (vi) people with disabilities, and (vii) victims of human trafficking.</p> <p>Target (2016): 4 additional groups of vulnerable people included, namely (i) children in conflict with the law, (ii) victims of abuse and exploitation, (iii) migrant workers, and (iv) people claiming compensation after</p>	IOM, UN Women, UNAIDS, UNDP, UNESCO, UNICEF, UNODC,	MOJ, MPS, MOLISA, MOFA, OOG, VLA, SPP	<p>Awareness-raising programmes and legal support services are part of relevant national strategies and programmes</p> <p>Strong Government commitment to the provision of free legal aid for the most vulnerable groups</p>	1,712,500	410,000	5,807,500	7,930,000

	<p>compulsory land acquisition.</p> <p>MoV: Reports from national legal aid agencies and other service providers, PSPMOs.</p> <p>Indicator 2: Availability of new victim support services for children victims and witnesses developed with UN support.</p> <p>Baseline (2012,): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): At least 2 new children victim support services available</p> <p>MoV: Reports from MOLISA</p>							
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Outcome 3.3: By 2016, improved performance of the public sector institutions at national and sub-national levels, through enhanced coordination, accountability, transparency and anti-corruption efforts, will reduce disparities and ensure access to public services for the most vulnerable and disadvantaged groups

Outcome Rationale:

As part of the *doi moi* (renovation), Viet Nam has engaged in the modernization of its policy-making process and its public sector institutions. Accountability, transparency and coordination are key factors for public sector institutions at central and local levels to operate efficiently and meet the needs and expectations of citizens, including in their local context and culture. To meet this objective, the UN will support the further modernization of the public sector through targeted interventions that will enhance cross-sectoral coordination for the formulation and implementation of policies and plans. The UN will also support the implementation of the UN Convention Against Corruption (UNCAC). Furthermore, support will be provided for the enhancement of the performance of public sector institutions through increased accountability and transparency and the development of users' feedback mechanisms.

Outcome Indicators, Baselines, Targets and Means of Verification:

Indicator 1: Percentage of citizens who say the quality of public social services and public administration services has improved

Baseline (2011): To be determined based on findings from Viet Nam Provincial Governance and Public Administration Performance Index

Target (2016): Increased percentage of citizens satisfied with the quality of public social services and public administration services

MoV: Viet Nam Provincial Governance and Public Administration Performance Index

Indicator 2: Percentage of the population from the poorest quintile that has access to public services (disaggregated by sex, ethnicity, urban/rural, province)

Baseline (2010): 54% (poorest households benefiting from assistance, policy and projects – household beneficiary rate)

Target (2016): 59% (poorest households benefiting from assistance, policy and projects – household beneficiary rate)

MoV: Viet Nam Households Living Standards Survey (VHLSS)

Indicator 3: Percentage of citizens using public services who experienced an act of corruption in the last 12 months

Baseline (2011): 28% in public service delivery

Target (2016): Decreased percentage of citizens reporting cases of corruption when using public services

MoV: Viet Nam Provincial Governance and Public Administration Performance Index

Indicator 4: Extent to which the provisions of the UN Convention Against Corruption are nationalized into the national laws

Baseline (2011): Government reports on the ongoing process of reviewing compliance with UNCAC

Target (2016): Increased compliance of UNCAC in the national anti-corruption legislation as per the first self-assessment checklist produced under the review mechanism of the Conference of State Parties to UNCAC

MoV: Review Reports and self-assessment checklist under the UNCAC, Government Inspectorate

Output 3.3.1: Government agencies at the national and sub-national level are able to apply participatory, evidence-based and cross-sectoral approaches in planning, implementation and monitoring the public services delivery for the most vulnerable and the disadvantaged groups.

Output Rationale:

The review of 10-year SEDS (2001-2010) and 5-year SEDP (2006-2010) has highlighted the need to strengthen coordination among the government agencies for effective functioning of the Viet Nam administrative system. The next 10-year SEDS (2011-2020) has further emphasized the need to make vigorous progress in administrative reform by ensuring efficient coordination among the various government agencies. Government and UN analytical work has highlighted the need to improve the horizontal and vertical coordination coupled with comprehensive capacity building for effective functioning of public service institutions, especially at the decentralized level.

The key strategies that will be used to achieve the outputs are advocacy, capacity development and demonstration of pilot/innovative approaches. The UN will support demonstration of integrated basic services and will undertake comprehensive capacity development to build capacity of authorities at national and sub-national levels in planning and management of integrated and cross-sectoral programming. Advocacy will be undertaken in key areas such as the establishment of formal cross-sectoral coordination mechanisms that will contribute to improved basic public service provision to vulnerable groups, cross-sectoral policy monitoring and mainstreaming participation of the most vulnerable groups, including women, children and migrant participation in local development processes.

UN has significant comparative advantages to improve capacity at national and sub-national levels to manage public investment programmes and projects effectively. In the current cycle, demonstration of multi-sectoral and integrated approaches to tackle children's issues at the local level has contributed to improving the cross-sectoral coordination of public services by various government agencies, and the UN aims to build upon these initiatives and achieve the above-mentioned output.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 3.3.1: Government agencies at the national and sub-national level are able to apply participatory, evidence-based and cross-sectoral approaches in planning, implementation and monitoring the public services delivery for the most vulnerable and disadvantaged groups	<p>Indicator 1: Annual Plan of Action for Children and other cross-sectoral plans on key social issues for vulnerable groups developed and being used by the provinces.</p> <p>Baseline (2011): Currently broad plan of action for children for 10 years (2011-2020) exist in all provinces with limited guidelines on cross-sectoral coordination. No other cross-sectoral plan exists.</p> <p>Target (2016): Annual Plan of Action for children highlighting clearly the cross-sectoral mechanism developed and being</p>	IOM, UN-HABITAT, UNICEF, UNESCO, UNV	MPI, MOLISA, MOFA, People's Committees of selected provinces, HCMC Institute of Development Studies (IDS), Academy of Managers of Construction and Cities (AMC)	Supportive mechanism exists in Government agencies to undertake participatory, evidence-based and cross-sectoral approaches in planning, implementation and monitoring of public service delivery.	2,155,000	200,000	3,575,030	5,930,030

	<p>used in 8 provinces. EM plans developed and being used in 4 provinces.</p> <p>Provincial Plan of Action for Climate Change developed in 1 province.</p> <p>MoV: Provincial reports on progress of implementation of such plans.</p> <p>Indicator 2: Availability of system and tools in selected provinces for cross-sectoral planning, implementation and monitoring of basic public services</p> <p>Baseline (2011): In 3 provinces, some informal mechanisms are in place in the form of a cross-sectoral planning group in the planning of provincial SEDP.</p> <p>Target (2016): In 8 provinces formal mechanism (provincial guidelines, coordination mechanism) established and functioning.</p> <p>MoV: Provincial reports on progress of cross-sectoral planning, implementation and monitoring of basic public services.</p>			<p>Adequate human and financial resources available for UN agencies to support planned interventions.</p> <p>The most vulnerable groups are willing to participate in local development processes.</p>				
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Output 3.3.2:

The public administration systems at national level and in selected provinces, have enhanced human resource management systems, a customer-oriented approach, and strengthened mechanisms for accountability and transparency

Output Rationale:

The official review of 10 years of implementation of the PAR Master Plan together with other sources, including UN analysis, suggests that the need to improve performance of the public sector and accountability and transparency in the public administration performance at the central and local levels has been highlighted in different policy discussions. At the local level it becomes imperative, as Viet Nam moves towards a higher level of human development, to enhance the interactions and relationship of three mutually reinforcing processes: policymaking, policy implementation and public service delivery (including monitoring and evaluation systems).

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 3.3.2: The public administration systems at national level and in selected provinces have enhanced human resource management systems, a customer-oriented approach, and strengthened mechanisms for accountability and transparency	<p>Indicator 1:</p> <p>Number of provinces that monitor service provision and performance through the use of social audit tools.</p> <p>Baseline (2011): 4 provinces pilot social audit tools.</p> <p>Target (2016): Institutionalization of use of social audit tools in these 4 provinces.</p> <p>MoV: Reports from provincial authorities.</p> <p>Indicator 2:</p> <p>Number of public administrative agencies with transparent and accountable human resource development procedures supported by UN agencies as per new Law on Public Officials and Civil Servants (LPOCS).</p> <p>Baseline (2011): Early stages of implementation of the LPOCS.</p> <p>Target (2016): Central-level administrative agencies implement transparent and accountable human resources development procedures.</p> <p>MoV: Annual Government reports on law implementation.</p>	UNDP, UNESCO, UNICEF	MPI, MOFA, MOHA, PPC, DPI, line departments of selected provinces	Government prioritizes customer-oriented and more accountable and transparent public administration and is prepared to invest in enhanced human resources	12,070,000	600,000	2,865,000	15,535,000

Output 3.3.3:

Selected National Institutions have enhanced capacities to implement and monitor implementation of national legislation on anti-corruption and key provisions of the UN Convention Against Corruption (UNCAC)

Output Rationale:

Corruption is a development issue in Viet Nam. This has been recognized at the highest levels of the policymaking process in the country. Resolution No. 21/2009/NQ-CP dated 12 May 2009 on the National Strategy for Preventing and Combating Corruption Towards 2020 highlights that “corruption is still happening seriously and complicatedly. It causes great damage in many aspects, erodes the people’s confidence in the Party leadership and state management and threatens existence of the socio-economic regime.” The main causes for the existence of corruption in the country are diverse and manifold, but as recognized by Resolution No. 21/2009/NQ-CP, they include a great deal of weaknesses from the public administration system.

Viet Nam ratified the United Nations Convention against Corruption (UNCAC) in 2009. The Government has prepared the Plan to implement the Convention, which includes 53 key activities on communication and dissemination of the national law and the UNCAC, harmonization of the national laws in adherence to the UNCAC. The roadmap of the implementation of the UNCAC includes 3 stages. Stage I (from 2010 to 2011) focuses on the improvement of the legislation against corruption, concentrating on preventive measures; stipulating the function, authority and coordination mechanism of the competent authorities in the fight against corruption; implementing, supervising, monitoring and evaluating anti-corruption measures; enhancing international cooperation, sharing information and best practices in combating corruption. Stage II (2011-2016) will make an assessment of the implementation of anti-corruption measures and activities undertaken in Stage I, and make additions and adjustments to improve the solutions. Stage III (2016-2020) will make comprehensive evaluation of the implementation of the Convention; improving the organizational institution to strengthen the capacity and efficiency of the fight against corruption.

The United Nations Convention against Corruption is the first global legally binding anti-corruption instrument covering the most important facets of anti-corruption work, namely prevention, criminalization, international cooperation and asset recovery. It offers a unifying set of global obligations and guidelines on anti-corruption. Based on these, countries look to the United Nations entities, in particular UNDP and UNODC, for technical support. This support includes providing advice on establishing and strengthening national anti-corruption institutions, developing strategies and laws to curb and prevent corruption, and implementing programmes that address major systemic causes of corruption. Corruption is also tackled in the UN efforts to reduce poverty, achieve sustainable development and help countries reach the MDGs. Reaching these 8 goals and ensuring a better future for the most vulnerable people on the planet will depend largely on how well developing countries are governed, and on how efficient and equitable they are in generating, allocating and managing their resources. To this end, support will be provided to strengthen the capacity of governance institutions so that they work more effectively. Support will also focus on strengthening the role of the media and civil society to mobilize citizens to participate in public affairs and combatting corruption.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 3.3.3: Selected National Institutions have enhanced capacities to implement and monitor implementation of national legislation on anti-corruption and key provisions of the UN Convention Against Corruption (UNCAC)	Indicator 1: Number of trainings on investigation, prosecution and adjudication on corruption and money laundering organized by the UN Baseline (2011): Anti Corruption (AC): Not applicable at the start of the One Plan 2012-2016 Anti money laundering (AML): 18 Target (2016): AC: 10; AML:	UNDP, UNODC	Government Inspectorate; Ministry of Public Security; MOFA	Government prioritises the fight against corruption in its policies. The media regards corruption as a salient issue and is able to report on cases of corruption.	300,000	450,000	3,800,000	4,550,000

	<p>25 MoV: UN and IP progress reports</p> <p>Indicator 2: Frequency of review of implementation of national legislation on anti-corruption and key provisions within the UN Convention Against Corruption (UNCAC)</p> <p>Baseline (2011): Ongoing processes of reviewing compliance with UNCAC and review of 5 years of implementation of anti-corruption law.</p> <p>Target (2016): Periodic assessment of implementation of UNCAC and anti-corruption law through an institutionalized monitoring and evaluation mechanism</p> <p>MoV: Reports of the Government to the Conference of State Parties of UNCAC and Report of the Government on the prevention of anti-corruption.</p>							
Output 3.3.4: Systems to monitor the performance of government institutions and the delivery of basic public services are evidence-based and include mechanisms for citizen feedback								
Output Rationale: Overall, it has been well recognized that monitoring and evaluation of public investment programmes and projects receives insufficient attention that has made it difficult for the public to judge whether the selection of these programmes and projects has been right or wrong, and whether the use of public resources has been efficient or not. Access to information is in some areas still rather limited, including objective and evidence-based assessment of the quality of public services delivered by administrative agencies. While ensuring use of data and information for planning and evaluation of public investment programmes and projects, there is a need to strengthen feedback and transmission mechanisms from citizens on the quality of public services and their impact on their own development needs in order to ensure effective implementation of government decisions and improvement of service delivery. The current efforts and approaches to administrative reform are mostly focused at the input level, but are not leading to deep changes required in middle-income countries, nor do they allow for a better monitoring of outputs and outcomes in the provision of public administration functions.								

The key strategies to achieve the above output are knowledge generation and management, advocacy and capacity development. The UN has extensive experience of working on the ground in the area of Public Administration Reform, evidence-based policy advocacy and a rights-based approach. With its recent initiatives to develop the Vietnam Provincial Governance and Public Administration Performance Index (PAPI), Social Audit for SEDP M&E and Provincial Situation Analysis of Children, the UN aims to build upon these initiatives to achieve the above output and contribute to strengthen the M&E system for improved assessment of the performance of government institutions.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Partners (Line Management Ministries/Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 3.3.4: Systems to monitor the performance of government institutions and the delivery of basic public services are evidence-based and include mechanisms for citizen feedback	<p>Indicator 1: Availability of improved data and information in selected provinces for evidence-based assessment of government institutions and delivery of public services.</p> <p>Baseline (2011): Limited availability and quality of data - disaggregated by sex, age and ethnicity- 3 Provincial Situation Analyses of children undertaken</p> <p>Target (2016): 5 additional Provincial Situation Analyses of children undertaken and 3 existing ones updated</p> <p>MoV: UN-commissioned analytical reports</p> <p>Indicator 2: Number of provinces in which</p>	UNICEF, UNDP	MPI, MOLISA, Selected Provincial People's Committees; Mass Organizations like the Vietnam Fatherland Front (VFF); Government Inspectorate; Ministry of Home Affairs; PSPMOs	<p>Enabling environment exists to access detailed data for better understanding of inequity and disparity.</p> <p>Citizens actively participate to provide feedback on the delivery of public services.</p>	3,155,000	100,000	6,445,000	9,700,000

	<p>Viet Nam Provincial Governance and PAPI is undertaken².</p> <p>Baseline (2011): 30 provinces. Target (2016): 63 provinces. MoV: Annual PAPI reports.</p>							
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² PAPI is a tool that has been introduced by the UN in 2010 to measure performance of the public sector and satisfaction of users of public services. The tool is being used annually in all 63 provinces. The PAPI is a joint collaborative effort between UNDP, the Centre for Community Support and Development Study, which is under the umbrella of Viet Nam Union of Science and Technology Association (VUSTA), and the Viet Nam Fatherland Front at central and local levels.

Outcome 3.4: By 2016, political, social, professional and mass organisations (PSPMOs) participate effectively in policy discussion and decision-making processes for the benefit of the most vulnerable and disadvantaged groups

Outcome Rationale:

Citizens and PSPMOs have been playing an active part in Viet Nam's socio-economic development process under a revamped national regulatory framework, including the Grassroots Democracy decree. Together with the National Assembly and People's Councils, citizens as well as PSPMOs have the potential to contribute further to national development. The UN can assist Viet Nam in further strengthening the policy and legal framework and in supporting the effective participation of citizens and PSPMOs in policy discussions and decision-making processes at both national and sub-national level.

Outcome Indicators, Baselines, Targets and Means of Verification:

Indicator 1: Percentage of relevant new and/or revised laws that have included a formal consultation process with PSPMOs

Baseline (2012, at the start of the One Plan): 0 new and/or revised laws

Target (2016): 100%

MoV: NA Law Committee

Indicator 2: Percentage of provinces rated as good performers in engaging citizens in participating in the development, implementation and monitoring of public services

Baseline (2010): 20% of PAPI provinces (6/30) are good performers (achieved 7.5/10 mark of the PAPI) Target (2016): 30% of PAPI provinces (20/63) are good performers (achieved 7.5/10 mark of the PAPI)

MoV: Viet Nam Provincial Governance and PAPI

Output 3.4.1:

Enabling legal, policy and institutional framework and dialogue mechanism available for PSPMOs to participate in policy discussion and decision-making processes.

Output Rationale:

According to various Vietnamese and UN reports, the institutional framework and the dialogue mechanisms available for PSPMOs to participate in policy discussion and decision-making processes requires improvement, as illustrated by the various examples listed below:

- “The Party’s policies on national unity has not been fully institutionalized or implemented. Hence the participation of the people organizations and people to the movement and campaign of the Fatherland Front has been limited.” (The Party’s Political Report at the 11th Party’s Congress 2011).
- “Improve mechanisms for the people to contribute opinions, social feedback and to oversee the work of the Party and the State, especially on socio-economic policies and important plans, master plans, projects and programs. Provide regulations on providing information and the state accountability of State agencies to the people.” (Socio-Economic Development Strategy 2011 – 2020).
- “Strengthen capacity and create mechanisms for the people to implement fully the rights of the Master, particularly direct democracy, to promote strongly all creative abilities and to endure a high consensus in the society to create the motive for the country’s development.” (Socio-Economic Development Strategy 2011-2020).
- “Insufficient and to some extent unclear legal frameworks as a key factor that hampers the contributions of these organizations in holding the state accountable, influencing public policies and ensuring responsiveness of government to people’s concerns.” (UN analytical work).

To address these issues, the UN will provide technical assistance, advocate and support for the participation of PSPMOs in policy discussion and decision-making processes. The UN will also bring global experiences and good practices from other countries. This is a UN comparative advantage as the UN has had models of good practices and a broad range of experience of PSPMOs’ participation in the process of decision and policy making, and networking. The UN can also increase the space for PSPMOs to participate in policy dialogue with the Government, as well as to contribute to PSPMOs’ participation in policy dialogue with the Government.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total

Output 3.4.1: Enabling legal, policy and institutional frameworks and dialogue mechanisms available for PSPMOs to participate in policy discussion and decision-making processes	<p>Indicator 1: Number of new and/or revised policies, legal documents and guidelines facilitating the participation of PSPMOs that are developed with UN support.</p> <p>Baseline (2012): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): At least 3 new/revised documents facilitating the participation of PSPMOs.</p> <p>MoV: IP and UN reports.</p>	ILO, UNAIDS, UNDP, UNV	MOLISA, OOG, VUSTA	Commitment of all key stakeholders to facilitate PSPMOs' participation	210,000	0	5,680,000	5,890,000
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Output 3.4.2:

PSPMOs' human resources and organisation capacities strengthened to provide significant contributions in the development of policies in the best interests of the most vulnerable groups

Output Rationale:

According to Vietnamese and UN reports, there is a need to strengthen PSPMOs' human resources and organisation capacities to contribute to the development of policies, as illustrated by the various examples below:

- "Strengthen capacity and create mechanisms for the people to implement fully the rights of the Master, particularly direct democracy, to promote strongly all creative abilities and to endure a high consensus in the society to create the motive for the country's development." (Socio-economic Development Strategy 2011-2020)
- "The structure of some social and political organizations has not been streamlined, effective with unclear functions, responsibilities and relations." (The Party's Political Report at the 11th Party's Congress 2011)
- "Inadequate autonomous funding, capacities and networking." (UN analytical work).

This output is intended to focus on inward reviewing of current gaps and existing challenges in the PSPMOs' coordination system as well as identified as "insufficient and to some extent unclear legal frameworks." (UN analytical work). To address these issues, the UN will support strengthening the capacity and the coordination of PSPMOs. The UN convening ability will also play an importance role in supporting the coordination of PSPMOs.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (US\$)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
Output 3.4.2: PSPMOs' human resources and organization capacities strengthened to provide significant contributions in the development of policies in the best interests of the most vulnerable groups	<p>Indicator 1: Number of new reports with recommendations on laws and policies that are developed by PSPMOs and submitted to legislative or executive agencies Baseline (2012): Not applicable at the start of the One Plan 2012-2016 Target (2016): 10 reports submitted by PSMPOs to legislative or executive agencies (2 per year) MoV: Documents from PSPMOs.</p> <p>Indicator 2: Number of new institutional capacity development activities</p>	ILO, UNAIDS, UNDP, UNICEF	<p>MONRE, MOLISA, OOG, Father Land Front, Buddhist Association, Viet Nam Women's Union (VWU), Viet Nam Association for Protection of Children's Rights (VAPCR), Viet Nam Lawyers Association</p> <p>23</p>	Enabling environment is in place for PSPMOs to contribute to policy development Continued commitment of PSPMOs with the most vulnerable groups	360,000	110,000	4,080,000	4,550,000

	targeting PSPMOs supported by the UN Baseline (2012,): Not applicable at the start of the One Plan 2012-2016 Target (2016): 10 (2 per year) MoV: UN and IP reports							
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Annex 7, Recommendations for the MDG-Fund level

Recommendation 1
To assume a more proactive role in the external monitoring of the JPs; consider making certain basis management tool as a condition for the next budget tranche release. A monitoring system, a strategic, forward planning and basic quality assurance tools for training and capacity building should be established frontloaded and used throughout JP implementation. The reporting shall be done against SMART indicators of progress. Agreed recommendations of the MTE shall be obligatory to be implemented.
Issue/s to be addressed: Non existence or partial existence of basic management tools making an assessment of progress rather difficult.
Recommendation 2
Clarify the question regarding budget allocation for JP staff (focal points) and clarify also exactly what profile and experience is required. Wrong allocation of human resource can contribute to lack of efficiency and effectiveness and more critical, can destroy a trustworthy relationship established between the national implementing agency/ies and the UNCT or a respective agency.
Issue/s to be addressed:
Recommendation 3a
Consider the introduction of an inception phase for future joint programmes. Establish management structure, and joint QA and M&E mechanism frontloaded, ideally in an inception phase of 3 to 6 months
Issue/s to be addressed: JPs need a clearly defined inception phase to review management tools and implementation logic, involve stakeholders and document possible changes in management arrangements, JP strategy and monitoring system. At the end of the phase, all management tools and arrangements should be in place, eventual selection processes be concluded. This inception phase could either be a stand-alone, pre-phase, or already as part of a JP contract for the whole programme period. In any case, the further financing should be condition to the fulfillment of the above conditions.
Recommendation 3b
Consider a four years implementation phase (including 0.5 years inception phase) instead of a currently three years implementation phase for future joint programmes.
Issue/s to be addressed: Time requirement has been underestimated and the existing working conditions (as for example "One UN") have been overestimated in calculation of time for implementation, currently three years. A four year period of which six months are inception phase would be more adequate for JPs with a high complexity and a multi-level, integrated approach.

ANNEX 8,

List of stakeholders' meetings done by the Evaluation Team during field phase

Monday, 30 January 2012	
10:00-11:00	Meeting with Aya and Chau - UNFPA
11:00-11:45	Meeting with Mr. Bruce Campbell, UNFPA Country Representative in Viet Nam
14:00-15:00	Meeting with Ms. Do Thi Minh Chau, Programme Officer, UNFPA
Tuesday, 31 January 2012	
9:00-10:00	Meeting with Ms. Nguyen Thi Dieu Hong Senior officer of Gender Equality Dept. Deputy Director, Umbrella Project Management Unit Ministry of Labour-Invalids and Social Affairs(Molisa)
10:30-12:00	Meeting with Ms. Nguyen Kim Lan, Programme Officer on Gender, ILO @ ILO
13:30-14:30	Meeting with Ms. Daria Hagemann, Project Consultant, UNODC, @ UNODC
15:30-16:30	Meeting with Ms. Dang Thuy Hanh, Project Officer, IOM
Wednesday, 1 February 2012	
8:00-9:00	Meeting with Ms. Nguyen Thi Viet Nga, Expert, Social and Environmental Statistics Department, GSO Coordinator of GSO Component Project in JPGE
9:00-10:00	Meeting with Mr. Nguyen Phong, Director, and Mr. Do Anh Kiem, Deputy Director, Social and Environmental Statistics Department, GSO, Director of GSO Component Project, GSO
10:30-12:00	Meeting with Suzette Mitchell, Country Representative, UN Women at UN Women Office
16:00-17:00	Meeting with representatives of NGO networks <ul style="list-style-type: none">- Representative of NEW- Representative of GENCOMNET
Thursday, 2 February 2012	
9:00-10:30	Meeting with Patricia Rosa Garcia, Programme Officer, UN Women
14:00-15:30	Meeting with UNCT (representatives of JPGE PUNOs) @ UNDP Rose Conference Room <ul style="list-style-type: none">- UNFPA: Bruce Campbell, Representative (Chair of the meeting)- FAO: Ms. Yuriko, the FAO Representative- WHO: Graham Harrison- UNDP: Setsuko Yamazaki- UN Women : Suzette Mitchell- IOM: Florian Forster, Chief of Mission- UNIDO: Patrick Gilabert- ILO: Gyorgy Sziraczki- UNODC: Zhuldyz Akisheva (attended the first half)- UNICEF: Lotta Sylwander- UNAIDS: Christopher Fontaine
16:00-17:00	Meeting with Ms. Le Thi Thanh Thao, National Programme Officer, UNIDO
Friday, 3 February 2012	
9:00-10:00	Meeting with Ms. Ingrid Fitzgerald, Policy Advisor (Former Gender Advisor), UNRCO
10:30-11:00	Meeting with Ms. Pratibha, UNRC, Bruce, Nguyet and Aya @ UNRC Office
13:30-15:20	Meeting with JPGE Taskforce members @ UNDP Rose Participation confirmed by: <ul style="list-style-type: none">- Nhung, Project Coordinator, MOLISA CPMU- Tuong, Project Coordinator, MOCST CPMU

	<ul style="list-style-type: none"> - Nga, Project Coordinator, GSO CPMU - Hanh, IOM - Patricia, UN Women - Phan Thi Thu Hien, UNFPA - Thao, UNIDO - Van, FAO - Lan, ILO - Aya, JPGE
15:30-16:30	Meeting with Ms. Thu Huong - the Farmers' Union @ the VFU Office, Ton That Thuyet Street, Cau Giay District, Ha Noi.
Monday, 6 February 2012	
8:30-9:00	Meeting with Aya
9:00-9:30	Meeting with Alwin Nijholt, M&E Specialist, UNRCO
9:45-10:30	Meeting with Hien, UNFPA
11:00-13:15	Meeting with Spanish Cooperation (AECID): Ms. Ana de Mendoza Barbera and Ms. Malena (Silvia Vaca Sotomayor), Programm Director.
14:00-15:00	Meeting with Ms. Nhu Thi Minh Nguyet: Vice Director, Political-Logistic Department MPS
15:00-16:00	Meeting with Ms. Phung Thi Tuong Van, Programme Officer, Ms. Heini Utunen, Junior Professional Officer (JPO), FAO
16:15-17:15	Meeting with Ms. Hong, MOLISA PMU
17:15-18:15	Meeting with MOJ: Le Huu Anh (Trainer from Academy, as beneficiary of UNODC training)
Tuesday, 7 February 2012	
8:00-9:15	Meeting with MOCST CPMU: <ul style="list-style-type: none"> - Mr. Hoa Huu Van, Project Director, MOCST CPMU, Deputy Director, Family Department, MOCST - Ms. Nguyen Thu Ha, Deputy Director, MOCST CPMU - Mr. Nguyen Manh Tuong, Project Coordinator, MOCST CPMU - Ms. Tran Kim Nhung, Project Accountant, MOCST CPMU
10:15-11:30	Meeting with the Ministry of Labour, Invalids and Social Affairs (MOLISA) <ul style="list-style-type: none"> - Vice Minister Nguyen Thanh Hoa, MOLISA (former co-chair of the NSC) - Mr. Pham Ngoc Tien, Director, Gender Equality Department, Director, MOLISA PMU - Ms. Nguyen Thi Dieu Hong, Expert, Gender Equality Department, Deputy Director, MOLISA PMU - Ms. Do Thi Nga, Interpreter, MOLISA PMU - Ms. Tran Phuong Lan, Administrative Assistant, MOLISA PMU
14:00-15:00	Meeting with the Ministry of Planning and Investment (MPI) @ MPI Room 302 <ul style="list-style-type: none"> - Ms. Nguyen Yen Hai, Deputy Director, Foreign Economic Relations Department, MPI - Mr. Dao Xuan Quang, Senior Expert, Foreign Economic Relations Department, MPI
15:30-16:00	Meeting with Mr. Pham Ngoc Tien, Director, GED and JPGE PMU @ MOLISA PMU office
16:00-17:00	Meeting with Ms. Mette Frost Bertelsen, Special Assistant to the Country Director @ the MOLISA Project Office (Room 105, Building E, 12 Ngo Quyen)
17:00-	Meeting with Aya – JPGE Coordinator

Wednesday, 8 February 2012	
8:30-9:30	Meeting with Mr. Phong, UNDP
10:00-10:30	Meeting with Mr. Alberto Virella, Deputy Head of Mission, Spanish Embassy @ Spanish Embassy, 4 Le Hong Phong, Ba Dinh District, Ha Noi
12:30-13:30	Meeting with Aya - JPGE Coordinator
14:00-15:10 By Van Anh	Meeting with Ms. Luu Nguyet Minh, CWD and 3 members of the Self-Help Group@ CWD, Consultancy and Development Department, R 209, Floor 3, Block B (upstairs next to VIB bank office), 20 Thuy Khue street, Tay Ho district.
14:00-15:00	Meeting with Ms. Le Lan Huong, MOH @ MOH, Personnel Department, Meeting Room 407, Building B, 138A Giang Vo Street
16:00-17:30	Meeting with Aya - JPGE Coordinator
Thursday, 9 February 2012	
8:30-9:30	Meeting with Ms. Do Thi Bich Loan, focal point of MOET at her office
10:30-11:30	Meeting with Ms. Huyen @ VCCI (CIP) (via translation) Vietnam Women Entrepreneurs Council Viet Nam Chamber of Commerce and Industry (VCCI)
13:30-14:30	
Friday, 10 February 2012	
10:30-11:30	Debriefing Ms. Pratibha, UNRC, Bruce, UNFPA @ UNRC Office
14:30-16:00	Debriefing by the Evaluation Team @ UNDP Rose Conference Room <ul style="list-style-type: none"> - Malena, AECID - Bruce, UNFPA - Ingrid, UNRCO - Zhuldyz Akisheva (Ms), Country Manager, UNODC Country Office - Koen, ICT, Trade Joint Programme - Patricia, UN Women - Thao, UNIDO - Jean, UNDP - Aya - Mdm Hong – MOLISA - Lan – ILO - Nhung – MOLISA PMU - Tuong – MOCST PMU - Nga – GSO PMU - Hien – UNFPA - Chau – UNFPA - Hanh - IOM
Phone interviews	<ul style="list-style-type: none"> - Mr. Pham Quy Trong - a journalist who attended media training. - Ms. Thanh Department of Labour Invalids and Social Affairs (Dolisa) of HCMC: 0913.118.738 - Mr. Ven- Dolisa of Vinh Long province 093.945.4837