



# ONE PLAN

2012 - 2016

*Between*

The Government of the Socialist Republic of Viet Nam

*And*

The United Nations in Viet Nam

Ha Noi, 27 March 2012



# ONE PLAN

2012-2016

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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 Environment 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 the Empowerment of Women  
(UN Women)

World Health Organization (WHO)



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## ACRONYMS

<b>ACVN</b>	Association of Cities of Viet Nam
<b>ADB</b>	Asian Development Bank
<b>BA</b>	Basic Agreement
<b>BCA</b>	Basic Cooperation Agreement
<b>CBDRM</b>	Community Based Disaster Risk Management
<b>CBF</b>	Common Budgetary Framework
<b>CCFSC</b>	Committee for Storm and Flood Control
<b>CCPD</b>	Common Country Programme Document
<b>CEDAW</b>	Convention for the Elimination of all forms of Discrimination Against Women
<b>CEM</b>	Centre for Environmental Monitoring
<b>CEMA</b>	Committee on Ethnic Minority Affairs
<b>CIEM</b>	Central Institute for Economic Management
<b>CLE</b>	Country-Led Evaluation
<b>CO<sub>2</sub></b>	Carbon Dioxide
<b>CPD</b>	Country Programme Document
<b>DSI</b>	Development Strategy Institute
<b>DSS</b>	Department of Safety and Security
<b>EFA</b>	Education for All
<b>EDSP</b>	Education Development Strategic Plan
<b>EU</b>	European Union
<b>FACE</b>	Fund Authorization and Certificate of Expenditures
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FSW</b>	Female Sex Worker
<b>GACA</b>	Government Aid Coordinating Agencies
<b>GBV</b>	Gender-based Violence
<b>GDP</b>	Gross Domestic Product
<b>GEF</b>	Global Environment Facility
<b>GHG</b>	Greenhouse Gas (Emissions)
<b>GOPFP</b>	General Office for Population and Family Planning (MOH)
<b>GOUNH</b>	Green One UN House
<b>GoV</b>	Government of Viet Nam
<b>GSO</b>	General Statistics Office
<b>HACT</b>	Harmonized Approach to Cash Transfers
<b>HFA</b>	Hyogo Framework for Action
<b>HIV</b>	Human Immunodeficiency Virus
<b>HLCM</b>	High Level Committee on Management
<b>HOAs</b>	Heads of Agencies
<b>HPPMG</b>	Harmonized Programme and Project Management Guidelines
<b>IAEA</b>	International Atomic Energy Agency
<b>IDU</b>	Intravenous Drug User
<b>IGO</b>	Inter-Governmental Organization
<b>IFAD</b>	International Fund for Agricultural Development
<b>IFI</b>	International Financial Institution
<b>ILO</b>	International Labour Organization
<b>INGO</b>	International Non-Government Organization
<b>IOM</b>	International Organization for Migration
<b>IP</b>	Implementing Partner
<b>IPSAS</b>	International Public Sector Accounting Standards

<b>ITC</b>	International Trade Centre
<b>LFS</b>	Labour Force Survey
<b>LTA</b>	Long Term Agreement
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MARD</b>	Ministry of Agriculture and Rural Development
<b>MARP</b>	Most-at-risk People
<b>MDGs</b>	Millennium Development Goals
<b>MEWG</b>	Monitoring and Evaluation Working Group
<b>MIC</b>	Middle-Income Country
<b>MICS</b>	Multiple Indicator Cluster Survey
<b>MNCH</b>	Maternal, Newborn and Child Health
<b>MOC</b>	Ministry of Construction
<b>MOCST</b>	Ministry of Culture, Sport and Tourism
<b>MOET</b>	Ministry of Education and Training
<b>MOF</b>	Ministry of Finance
<b>MOFA</b>	Ministry of Foreign Affairs
<b>MOH</b>	Ministry of Health
<b>MOHA</b>	Ministry of Home Affairs
<b>MOIC</b>	Ministry of Information and Communications
<b>MOIT</b>	Ministry of Industry and Trade
<b>MOJ</b>	Ministry of Justice
<b>MOLISA</b>	Ministry of Labour, Invalids and Social Affairs
<b>MOND</b>	Ministry of National Defence
<b>MONRE</b>	Ministry of Natural Resources and Environment
<b>MOST</b>	Ministry of Science and Technology
<b>MOT</b>	Ministry of Transport
<b>MOU</b>	Memorandum of Understanding
<b>MoV</b>	Means of Verification
<b>MPI</b>	Ministry of Planning and Investment
<b>MPS</b>	Ministry of Public Security
<b>MPTF</b>	Multi-Partner Trust Fund
<b>MSM</b>	Men who have Sex with Men
<b>NA</b>	National Assembly
<b>NAMA</b>	Nationally Appropriate Mitigation Actions
<b>NCC</b>	Non-Communicable 'Condition'
<b>NCFAW</b>	National Council for the Advancement of Women
<b>NGO</b>	Non-Government Organization
<b>NSGE</b>	National Strategy for Gender Equality
<b>NTP</b>	National Target Programme
<b>ODA</b>	Official Development Assistance
<b>OECD-DAC</b>	Organization for Economic Cooperation and Development-Development Assistance Committee
<b>OOG</b>	Office of the Government
<b>OPF</b>	One Plan Fund
<b>OPFMAC</b>	One Plan Fund Mobilization and Allocation Committee
<b>OPSC</b>	One Plan Steering Committee
<b>PAR</b>	Public Administrative Reform
<b>PCGs</b>	Programme Coordination Groups
<b>PLHIV</b>	People Living With HIV
<b>POPs</b>	Persistent Organic Pollutants
<b>PPC</b>	Provincial People's Council/Committee
<b>PPP</b>	Purchasing Power Parity



<b>PSPMOs</b>	Political, Social, Professional and Mass Organizations
<b>RBA</b>	Rights-Based Approach
<b>RBM</b>	Results-Based Management
<b>RC</b>	Resident Coordinator
<b>REDD</b>	Reduced Emissions from Deforestation and Forest Degradation
<b>SAI</b>	Supreme Audit Institution
<b>SBAA</b>	Standard Basic Assistance Agreement
<b>SEDP</b>	Socio-Economic Development Plan
<b>SEDS</b>	Socio-Economic Development Strategy
<b>SPC</b>	Supreme People's Court
<b>SPP</b>	Supreme People's Procuracy
<b>SRH</b>	Sexual and Reproductive Health
<b>TCPR</b>	Triennial Comprehensive Policy Review
<b>TNTF</b>	Tripartite National Task Force
<b>TOR</b>	Terms of Reference
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>UN</b>	United Nations
<b>UNAIDS</b>	Joint United Nations Programme on HIV/AIDS
<b>UNCCD</b>	United Nations Convention to Combat Desertification
<b>UNCT</b>	United Nations Country Team
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDG</b>	United Nations Development Group
<b>UNDP</b>	United Nations Development Programme
<b>UNEP</b>	United Nations Environment Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFCC</b>	United Nations Framework Convention on Climate Change
<b>UNFPA</b>	United Nations Population Fund
<b>UN-HABITAT</b>	United Nations Human Settlements Programme
<b>UNICEF</b>	United Nations Children's Fund
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>UNV</b>	United Nations Volunteers
<b>USD</b>	United States Dollar
<b>VAAC</b>	Viet Nam Administration of HIV/AIDS Control
<b>VASS</b>	Viet Nam Academy of Social Sciences
<b>VCCI</b>	Viet Nam Chamber of Commerce and Industry
<b>VDGs</b>	Viet Nam Development Goals
<b>VET</b>	Vocational Education and Training
<b>VGCL</b>	Viet Nam General Confederation of Labour
<b>VHLSS</b>	Viet Nam Household Living Standards Survey
<b>VLA</b>	Vietnamese Lawyers' Association
<b>VNAT</b>	Viet Nam National Administration of Tourism
<b>VND</b>	Viet Nam Dong
<b>VSDS</b>	Viet Nam Statistical Development System
<b>VSS</b>	Viet Nam Social Security
<b>VUSTA</b>	Viet Nam Union of Science and Technology Associations
<b>VWU</b>	Viet Nam Women's Union
<b>VYU</b>	Viet Nam Youth Union
<b>WHO</b>	World Health Organization
<b>WTO</b>	World Trade Organization
<b>WWF</b>	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 modernize 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 (MARP) 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 UN 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, a rights-based approach and HIV, had also benefited from a higher profile under the reform.

According to the CLE, the policy dialogue and advocacy role of the UN 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 that 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; and
- 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 mobilization 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.







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## 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 UN (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 UN Programme on HIV/AIDS (UNAIDS), the UN Development Programme (UNDP), the UN Environment Programme (UNEP), the UN Educational, Scientific and Cultural Organization (UNESCO), the UN Population Fund (UNFPA), the UN Human Settlements Programme (UN-HABITAT), the UN Children’s Fund (UNICEF), the UN Industrial Development Organization (UNIDO), the UN Office on Drugs and Crime (UNODC), the UN Volunteers (UNV), the UN Entity for Gender Equality and the Empowerment of Women (UN Women), and the World Health Organization (WHO); and are hereinafter referred to as “the Participating UN System Agencies”.<sup>1</sup>

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 UN 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 pillars’<sup>2</sup> of the Delivering as One Initiative, which are mutually supporting, and which help to create the conditions for a more effective 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);

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<sup>1</sup> The term ‘UN System Agencies’ encompass 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.

<sup>2</sup> 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.

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 that 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 mobilization, 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 UN Development Group (UNDG), for preparation of UN 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 PSPMOs 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 mobilization 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; and
- Included in the Annex are a list of UN agency Cooperation Agreements; the One Plan 2012-2016 Budget Requirements by Agency and the One Plan 2012-2016 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 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 System Agency 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 UN 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 UN 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

### I.i 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 UN', 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 UN 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 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 UN'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 UN System Agencies and Implementing Partners.

#### **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; and
- Cross-cutting issues integrated through dedicated programming and mainstreaming.

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 Group 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.

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 2012-2016 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 2012-2016 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.i 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 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) 2011-2020 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 (SEDS) 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 Socio-Economic Development 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 modernize 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 at the national level; however, certain groups are lagging behind, such as migrants, ethnic minorities and the poor. Challenges and limitations in social service delivery, accountability, oversight and efficient 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 and most-at-risk people hampers access to prevention, treatment, care and support services. Greater investment is required to achieve the Millennium Development Goals 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 USD118.59 billion in 2008 to USD119.78 billion in 2009, and are estimated to be in the region of USD127.52 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 for all Vietnamese citizens. The UN contributed less than 1.5 percent of the estimated USD7.9 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; and
  - 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.





## 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”; and
- 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 that 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 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 issues<sup>3</sup>: 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; and
  - 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

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<sup>3</sup> Cross-cutting issues are those that 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.

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.i 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".<sup>4</sup>
60. In order to achieve the most effective and efficient implementation of One Plan 2012-2016 development results in support of national priorities, the UN, 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 UN's 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 UN' 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 that clearly show the UN's contribution). The One Plan 2012-2016 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 UN. 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 Government and the UN on the basis of the One Plan 2012-2016 Results Matrix. While each Programme

<sup>4</sup> UNDG-approved harmonized definition (2003)

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 UN's 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 UN. 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, 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.<sup>5</sup>
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 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 and other international commitments arising from UN conferences, summits, conventions and human rights instruments."

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<sup>5</sup> 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 a 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.



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 2012-2016 Results 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 2012-2016 Results 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 management<sup>6</sup> and knowledge sharing<sup>7</sup> in 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

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<sup>6</sup> 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 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.

<sup>7</sup> 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.

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 inter-agency 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.
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 (PSPMOs)**

79. In accordance with UNDG guidance, which emphasises the important role of 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 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, Harmonized Approach to Cash Transfers 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 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, 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 UN 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; and
  - 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 issued shortly.



## 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; and
- Promote inclusive partnerships with all development partners including international financial 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:

<b>RESULTS</b>	<ul style="list-style-type: none"> <li>• Overall progress of One Plan results in support of national priorities</li> <li>• One Plan reports</li> <li>• Programme Coordination Group-based reporting</li> <li>• Aid effectiveness results and bottlenecks</li> </ul>
<b>POLICY</b>	<ul style="list-style-type: none"> <li>• Strategic appraisal of relevance of UN's policy advice and support</li> <li>• New emerging priority development issues</li> <li>• Measurement of policy impact</li> <li>• Specific development issue dialogue</li> </ul>
<b>FINANCIAL RESOURCES</b>	<ul style="list-style-type: none"> <li>• Joint resource mobilization</li> <li>• One Plan funding</li> <li>• Expenditure status and forecast</li> </ul>

## 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 2012-2016 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 2012-2016 Results Matrix. As such, the PCGs 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; and 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 (PCGs);
- Apply the principle of 'one size does not fit all' in the definition of the structure and operating modalities of the 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. Throughout 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 IV.vii 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 tool<sup>8</sup>, which is an objective

<sup>8</sup> 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

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:

- 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.

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*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.*



## 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 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)<sup>9</sup>, 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 mobilized - the funding gap between existing resources and the total costs of the One Plan 2012-2016.

<sup>9</sup> See text box for a definition of these funding sources.

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 Requirements<sup>10</sup>**

One Plan Outcomes and Focus Areas	Indicative Budget (USD)			Total
	Regular Resources (Secured)	Other Resources (Secured)	Resources to be Mobilized	
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
<b>Total One Plan</b>	<b>107,549,500</b>	<b>65,954,700</b>	<b>306,728,570</b>	<b>480,232,770</b>

<sup>10</sup> 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.

## 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 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 Mobilized:** 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 non-core/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 mobilization. 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 mobilization, 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 mobilization, 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 mobilization 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 unearmarked resources. One Plan Fund donors have agreed to ‘principles of engagement’ for donor support, including a commitment to provide multi-year, unearmarked 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 2012-2016 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. 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.

143. 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.

144. 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

145. 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 2012-2016 Results Matrix. A web-based platform will facilitate the monitoring of progress through an easily accessible and user-friendly database.
146. Further refined Programme Coordination Groups (PCGs), co-convened by the 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 the 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.
147. During Programme 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.
148. 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.
149. 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, the 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.

150. 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 fullest 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.
151. 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.
152. 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.
153. 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 UN's 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**

154. 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**

155. The audits will be commissioned by the UN System Agencies and undertaken by private audit services.

156. 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

157. 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.
158. 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.
159. 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

160. 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 UN (as stated in the International Civil Service Commission circulars).
161. 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.
162. 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.

163. 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.
164. 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.
165. 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.
166. 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).
167. 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.
168. 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.
169. Participating UN System Agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

170. 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**

171. Recognising the inclusive and participatory framework adopted in the drafting and approval of the UN 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.

172. 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.

173. 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.

174. 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.

175. 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.

### **IX.iii Commitments By The UN**

176. 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.





## X.LEGAL CONTEXT

177. 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.
178. 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.
179. 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

180. 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; and
  - 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

181. 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.iii Dispute Resolution**

182. 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.iv UN Convention On Privileges And Immunities**

183. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the UN and the Convention on the Privileges and Immunities of the Specialized Agencies (the '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.

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 UN, its subsidiary organs and/or the Specialized Agencies of the UN, whether under the Convention on the Privileges and Immunities of the UN 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 FAO of the UN 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, <i>mutatis mutandis</i> , 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]). <sup>11</sup>	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, <i>mutatis mutandis</i> , to UNFPA.	21 March 1978
12	UN-HABITAT	UN-HABITAT operates under the administration of UNDP.	18 October 2008
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, <i>mutatis mutandis</i> , to UNIDO.	21 March 1978
15	UNODC	The SBAA signed by UNDP and the Government on 21 March 1978 applies, <i>mutatis mutandis</i> , 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

<sup>11</sup> 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

## ANNEX I.ii: One Plan 2012-2016 Budget Requirements By Agency

UN Agencies	Indicative Budget (USD)			
	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 <sup>12</sup>	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
<b>Total One Plan Budget</b>	<b>107,549,500</b>	<b>65,954,700</b>	<b>306,728,570</b>	<b>480,232,770</b>

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.

<sup>12</sup> 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 UN 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

### UN FOCUS AREA 1: INCLUSIVE, EQUITABLE AND SUSTAINABLE GROWTH

**Outcome 1.1: By 2016, 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**

#### **Outcome Rationale:**

The need for clear people-centred, green and evidence-based development policies has been identified as a critical area by the Government of Viet Nam, as well as the UN and development partners in the Joint Country Analysis and UN analytical work. The UN will provide policy advice and technical assistance to ensure that policy-makers have access to accurate data and evidence, policy options (including a costing element where necessary) and international good practices for developing key development policies and national/sub-national institutional frameworks for economic restructuring dynamism as a middle-income country and monitoring the implementation of development plans and MDG progress.

#### **Outcome Indicators, Baselines, Targets and Means of Verification:**

##### **Indicator 1: Proportion of people living below the national poverty line (general poverty rate)**

Baseline (2011): 14.2%

Target (2016): The SEDP 2011-2015 plans to reduce poverty by 2% per year nationwide for the period 2011-2015, which would result in a target of 6.2% for 2015; reduce poverty by 4% per year in the 62 poorest districts

MoV: Viet Nam Household Living Standards Survey (VHLSS), GSO

##### **Indicator 2: Child poverty rate**

Baseline (2008): 20.7% (monetary child poverty) and 28.9% (multidimensional child poverty).

Target (2016): To be determined

MoV: VHLSS and MICS (GSO)

##### **Indicator 3: Gap between average monthly income per capita of the richest quintile and poorest quintile (disaggregated by sex of household head, urban/rural, region)**

Baseline (2008): 8.9 times

Target (2016): To be determined

MoV: VHLSS

##### **Indicator 4: Viet Nam's position in the Global Competitiveness Index**

Baseline (2010-2011): Rank 59 (out of 139 countries, Score 4.3 (range 1-7)

Target (2016): To be determined

MoV: Global Competitiveness Report (World Economic Forum)

**Output 1.1.1: Strengthened capacities of data producers, providers and users for evidence-based socio-economic development planning and decision-making**

**Output Rationale:**

The General Statistics Office (GSO), as a coordinator of Viet Nam's statistical system, is developing the Viet Nam Statistical Development Strategy (VSDS) to 2020 and the Vision to 2025 with concrete action plans and an M&E framework. The information needs for evidence-based planning, policy formulation and M&E have been increasing over the last few years for Viet Nam, which is resulting in the rising importance of statistical and related activities. However, there still exist many constraints on data producers, providers and users in producing, accessing, and using reliable and timely data/information. There are deficiencies in the implementation of the data collection systems, and technical aspects of statistical work. An insufficient legal framework, institutional and organizational structures are posing difficulties. Coordination, including data sharing among the institutions, is incomplete. Data dissemination is limited in relation to what is available and what users need, and there is no formal data dissemination policy. Some decision and policy makers/leaders are not sufficiently aware of the role of statistics and their own role in statistical activities. Importantly, users' knowledge of existing data and information is still limited. With the role of a donor coordinator and convener, as well as its expertise in developing and guiding statistics work in many statistical areas, the UN system has been supporting different actors within Viet Nam's Statistics System and data users over the last several decades. The UN has been also helping the Government of Viet Nam in tracking MDG achievement<sup>13</sup> and human development progress.<sup>14</sup> In 2012-2016, the UN will continue its support to the implementation of the VSDS with focus on the harmonization and coherence of Viet Nam's statistical system as a whole, and to effective utilization of statistics for formulation, monitoring, reporting and experience sharing in relation to policies, strategies, plans, MDGs and human development.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	Total	
<p><b>Output 1.1.1:</b> Strengthened capacities of data producers, providers and users for green, people-centred, evidence-based socio-economic development planning and decision-making</p>	<p><b>Indicator 1:</b> VSDS M&amp;E framework operational Baseline (2010): VSDS M&amp;E framework being developed Target (2016): VSDS M&amp;E framework fully operational as planned MoV: VSDS M&amp;E reports</p> <p><b>Indicator 2:</b> Degree of users' satisfaction with the quality and timeliness of data provided by the National Statistical System</p>	<p>FAO, ILO, ITC, UN Women, UNDP, UNESCO, UNFPA, UN-HABITAT, UNICEF, UNIDO</p>	<p>MPI, GSO, MOLISA, MOH, VASS, MARD, NA, ACVN, MOET, MOIT</p>	<p>Awareness of government leaders, policy makers at all levels and community on importance of reliable and timely data for planning and decision making Comprehensive implementation of the VSDS and its action plans</p>	<p>9,580,000</p>	<p>280,000</p>	<p>12,685,000</p>	<p>22,545,000</p>

<sup>13</sup> Through MDG Report

<sup>14</sup> "Human development is the expansion of people's freedoms to live long, healthy and creative lives; to advance other goals they have reason to value; and to engage actively in sharing development equitably and sustainably on a shared planet. People are both the beneficiaries and the drivers of human development, as individuals and in groups."

	<p>Baseline (2008): 31.3% satisfied</p> <p>Target (2016): 50% satisfied</p> <p>MoV: User survey (expected annually)</p>			<p>Involvement, participation, and support of different stakeholders in implementing the VSDS</p>				
<p><b>Output 1.1.2: Strategic options for development policies defined and considered by policy-makers to promote inclusive, people-centred and equitable development</b></p>								
<p><b>Output Rationale:</b></p> <p>Viet Nam has made steady progress in socio-economic development planning, with the Socio-Economic Development Strategy (SEDS) 2011-2020 with its strategic development direction approved at the Viet Nam Communist Party's XI Congress in January 2011, and the Socio-Economic Development Plan (SEDP) 2011-2015 being approved by the National Assembly in November 2011. It has been made clear in these documents that, in parallel with the significant achievements over the last few years, economic development is not yet sustainable, and quality of growth, employment, productivity, efficiency and competitiveness of the economy remain low, and macroeconomic balances not yet really steady. There remain limitations in the mobilization of development resources and their efficient utilization. Economic growth relies on extensive development factors and the shift to intensive development remains slow. Other inadequacies that persist in the cultural, social, and environmental fields remain pressing. Problems with market economy institutions, human resources quality and infrastructure remain as bottlenecks to development. Foundations for Viet Nam to become a modern industrialized country have not been fully laid out. With the new status of a middle-income country and under the effects of global, changing and unpredictable circumstances, there will be a need to identify strategic options and concrete action plans that respond to emerging needs for achievement of the Strategy. The UN system has been supporting the country in developing its SEDS, SEDP and other important sectoral strategies. With the strength of a neutral organization working for human rights, equitable and sustainable growth, the UN agencies together will continue its support to Viet Nam in identifying optimal and strategic development options, including the implementation of the National Target Programme on New Rural Development for the country, while focusing attention on vulnerable<sup>15</sup> groups, reduction of economic disparities and decentralization.</p>								

<sup>15</sup> Vulnerable groups in the context of Outcome 1.1 include ethnic minorities, migrants, elderly and disabled people, poor people, and those least well-off in the informal economy



Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<p><b>Output 1.1.2:</b> Strategic options for development policies defined and considered by policy-makers to promote inclusive, green, people-centred and equitable development</p>	<p><b>Indicator 1:</b> Degree to which research/policy papers are considered and utilized by national stakeholders in formulating development policies</p> <p>Baseline (2011): Research results and policy recommendations are not fully and effectively utilized in formulating development policies</p> <p>Target (2016): Laws, socio-economic development strategies, plans and policies at national, local and sectoral levels are developed based on solid evidence and recommendations by research and policy papers</p> <p>MoV: Records of various stakeholders and media</p> <p><b>Indicator 2:</b> Degree to which a participatory and evidence-based approach is applied in socio-economic development and sectoral planning at central and local levels</p> <p>Baseline (2011): Participatory and evidence-based approach has not been applied in socio-economic development</p>	<p>FAO, ILO, IOM, ITC, UNAIDS, UNDP, UNESCO, UN-HABITAT, UNIDO, IFAD</p>	<p>MPI, NA, MOLISA, MOFA, MOH, MOC, MPS, MOCST, MIC, OOG, VWU, VASS, MARD, MOST, PPCs</p>	<p>Research/policy papers disseminated widely</p> <p>Open discussion among key stakeholders regarding strategic options for development policies</p> <p>Coordination and cooperation among different sectors and stakeholders in defining strategic options</p>	<p>3,825,000</p>	<p>990,000</p>	<p>13,820,000</p>	<p>18,635,000</p>

	<p>and sectoral planning at all central and local related agencies.</p> <p>Target (2016): All partners of UN agencies who are policy makers and planners at central, local and sectoral levels apply a participatory and evidence-based methodology in socio-economic development and sectoral planning</p> <p>MoV: UN programmes/project reviews, reports</p>							
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**Output 1.1.3: A multi-dimensional and human development approach<sup>16</sup> is adopted in the poverty reduction components of SEDPs at national and sub-national level to effectively address chronic and emerging forms of poverty**

**Output Rationale:**

Viet Nam has achieved MDG 1 related to the eradication of hunger and extreme poverty ahead of the target of 2015. The poverty rate has been decreased constantly and rapidly over the last decade. Nevertheless, the poverty rate is still significant in certain places, especially in mountainous, remote and difficult areas, and among most vulnerable groups of the population such as ethnic minorities, informal workers and migrants. Persistent, chronic and newly emerging forms of poverty are more complex and require more multi-fold approaches. Anti-poverty strategies and programmes should incorporate multi-dimensions of poverty, in which poverty is analysed based not only on income, but also other social aspects of people's lives such as access to social security, benefits and services. It is not sufficient to only ensure economic growth and higher income, but it is also necessary to ensure that social services and benefits are accessed to ensure sustainable growth. Poverty reduction also needs to be carried out in parallel with addressing people's vulnerability to social and economic shocks as well as to climatical disasters. The UN has been closely supporting the nation's poverty reduction efforts (e.g. the Hunger Eradication and Poverty Reduction Program – HEPR, the National Target Programme on Poverty Reduction, different phases of Program 135, Program 30A, etc.) The UN is actively leading and coordinating the partnership framework for support to Program 135-phase 2. Initiatives and international experience on poverty reduction, such as the multi-dimensional and human development approach<sup>17</sup>, have been introduced to Viet Nam by the UN system. In the coming years, the UN will continue to support the enhancement of national capacity to formulate and implement sustainable poverty reduction strategies and programmes which take into account the multi-dimensional approach and newly emerging forms of poverty, as well as to mainstream poverty reduction into government policies.

<sup>16</sup> Multi-dimensional approach to poverty reduction is a comprehensive approach which considers not only economics (income, consumption, and assets) but also human needs (health, education, food, water, etc.), security (risk, vulnerability, social protection and social risk management), politics (rights, freedoms, voice and influence), and social cultural issues (status, respect and dignity)

<sup>17</sup> Reference: Human Development Index Ref. definition under Output 1.1.1., footnote 2, page 1

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<p><b>Output 1.1.3:</b> A multi-dimensional and human development approach is adopted in the poverty reduction components of socio-economic development plans at the national and sub-national level to effectively address chronic and emerging forms of poverty</p>	<p><b>Indicator 1:</b> Degree to which GoV poverty reduction monitoring and targeting systems include multi-dimensional approach and methodologies</p> <p>Baseline (2011): Limited use of the multi-dimensional poverty measures for poverty monitoring and targeting (only multi-dimensional child poverty rate used for monitoring poverty in VHLS)</p> <p>Target (2016): Comprehensive multi-dimensional measure and methodology systematically incorporated in poverty monitoring and targeting systems</p> <p>MoV: VHLS, MDG report, annual and 5-year SEDP evaluation reports at central and local levels</p> <p><b>Indicator 2:</b> Degree to which GoV poverty reduction policies are specifically designed to target chronic and newly emerging forms of poverty</p> <p>Baseline (2011): 135 Programme targeting ethnic minorities, MOLISA's NTP on poverty reduction</p>	<p>FAO, ILO, UNDP, UNESCO, UNICEF, IFAD</p>	<p>MOLISA, CEMA, MPI, GSO, VASS, Municipal PPCs, MOH, MOET, MARD</p>	<p>Multi-dimensional and human development approach in poverty reduction and related methodologies intensively studied, developed and well advocated to government leaders, policy makers and other stakeholders</p> <p>Roadmaps for developing and adopting multi-dimensional and human development approach in poverty reduction component of national and sub-national strategies, policies and plans developed and implemented</p>	4,650,000	1,250,000	11,050,040	16,950,040

	<p>Target (2016): Policies/ programmes targeting different groups of chronic poverty and newly emerging forms of poverty</p> <p>MoV: MDG report, annual and 5-year SEDP evaluation reports at central and local levels</p>							
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**Outcome 1.2: By 2016, institutions create opportunities for decent work for people of working age, particularly the most vulnerable<sup>1</sup> and disadvantaged, to benefit in the process of socio-economic transformation**

**Outcome Rationale:**

Providing people with decent work opportunities is a key priority for Viet Nam, as recognized by the Government, UN and development partners. Many people currently have jobs in the informal economy, with often poor working conditions and low wages. The transition to MIC status, as well as the demographic bonus and migration, put additional pressure on the labour market. The UN will provide key support for incorporating international labour standards into national laws and policies, strengthening tripartite dialogue mechanisms, and assistance in enhancing employment opportunities for the most vulnerable and disadvantaged groups through enterprise development. Provision of technical, vocational and specialized skills training, in line with market demand, will be critical to support improved productivity and enable the most disadvantaged to access income-generation opportunities.

**Outcome Indicators, Baselines, Targets and Means of Verification:**

**Indicator 1: Share of vulnerable employment<sup>18</sup> 15 years and above in the labour force (disaggregated by sex) (%)**

Note: No disaggregation available by ethnicity, migratory (registration) status, urban/rural, region

Baseline (2009): 61.5% (33.6% female)

Target (2016): To be determined

MoV: Labour Force Survey (LFS)

**Indicator 2: Female to Male Average Monthly Income Ratio (disaggregated by sector, industry, occupational level) (thousand VND as at 01/09/2009)**

Note: LFS 2009 calculates income not wage. No disaggregation by urban/rural and/or ethnicity

Baseline (2009):	Whole country	State	Non-state	Foreign Investment
By sector:				
Total	2,106.1	2,537.6	1,864.5	2,320.0
Male	2,247.4	2,662.3	2,033.7	2,878.2
Female	1,893.5	2,391.6	1,529.6	2,002.0

Further disaggregation available by industry and occupational level

Target (2016): To be determined

MoV: LFS (annually)

<sup>18</sup> MOLISA, GSO and ILO define vulnerable employment as the sum of own-account workers and contributing family workers (unpaid family workers)

**Indicator 3: Percentage of the labour force with professional/vocational training (disaggregated by sex and urban/rural)**

Note: No disaggregation available by ethnicity

	Undergone and completed a vocational/professional training		In which: graduated university or above			
	Total	Male	Female	Total	Male	Female
Whole country	17.6	20.7	14.3	5.2	5.8	4.6
Urban	32.5	36.5	28.3	13.4	14.8	11.9
Rural	11.7	14.4	8.7	2.0	2.3	1.7

Target (2016): To be determined

MoV: LFS

**Indicator 4: Underemployment rate of employed population aged 15 and over (disaggregated by sex and urban/rural) (%)**

Baseline (2009):	Total	Male	Female
	Whole country	5.2	5.6
Urban	3.1	2.6	2.7
Rural	6.0	6.4	5.6

Target (2016): To be determined

Note: Legal employment age is 15 according to the Labour Code

MoV: LFS

**Output 1.2.1: Inclusive policies and support programmes for sustainable enterprise development are formulated and implemented with particular focus on micro and small enterprises, for decent job creation and progressive formalization of the informal sector****Output Rationale:**

Viet Nam is rapidly emerging as a new MIC economy, whereby enterprises are the principal source of growth and wealth creation, and play a critical role in poverty reduction. Micro-, small- and medium-sized enterprises are one of the main factors of job creation for the most vulnerable groups, but at the same time many are still characterized by insufficient work and environmental practices. It is pivotal to support the creation of an environment that combines the legitimate quest for profit with the need for development, and which respects human dignity, environmental sustainability and decent work, in cooperation with national and sub-national private and public sector stakeholders. The UN will support particularly the micro and small enterprises in creating a business environment conducive to business growth, by providing a level playing field. It will support business and professional associations in providing services, entering into dialogue with the Government, and strengthening the application of economically, socially and environmentally sustainable enterprise-level practices.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<p><b>Output 1.2.1:</b> Inclusive policies and support programmes for sustainable enterprise development are formulated and implemented with particular focus on micro and small enterprises, for decent job creation and progressive formalization of the informal sector</p>	<p><b>Indicator 1:</b> Number of newly registered businesses in NBRIS (National Business Registration System) in selected provinces</p> <p>Baseline (2011): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): 450,000 (SEDP)</p> <p>MoV: VCCI and MPI reports</p>	ILO, ITC, UNIDO	MOLISA, MPI, VCCI, VNAT, MOIT, VCCI, PPCs	Awareness of employers and businesses on the need for decent work and its relevance to competitiveness	0	5,256,000	7,800,000	13,056,000
<p><b>Output 1.2.2: Vocational training and specialized skills development policies and support programmes of a high standard are formulated in response to market needs and accessible in particular to vulnerable groups and the informal economy</b></p>								
<p><b>Output Rationale:</b></p> <p>With the development of the economy, Viet Nam is facing ever increasing competition, which requires raising of the skill level of the labour force by equipping them with quality working skills demanded by the market to maintain competitiveness. Current studies and observations demonstrate an existing mismatch between supply and demand of working skills, the lack of higher level technical and managerial skills, as well as lack of health and life skills that hinder the improvement of quality, competitiveness and health of the labour force. In order to overcome these challenges, Viet Nam needs to put in place a national qualifications framework of international standards to guide evidence-based VET policies and programmes as well as a skills development system. For this purpose, proper training models/ standards and a core of world-class Vietnamese trainers/enterprise counsellors are needed, as well as improved accessibility to training by vulnerable groups. The UN, in cooperation with partners, will support the enhancement of national capacities throughout these processes to ensure the needs of vulnerable groups, particularly women, youth and those in informal employment be fully addressed, maintaining its brokering role for international standards and good practices. The incorporation of health and life skills, including sexual and reproductive health and HIV protection in technical and vocational training programmes, will also be strongly promoted.</p>								

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<p><b>Output 1.2.2:</b> Vocational training and specialized skills development policies and support programmes of a high standard are formulated in response to market needs and accessible in particular to vulnerable groups and the informal economy</p>	<p><b>Indicator 1:</b> Number of national skills standards issued Baseline (2011): 20 Target (2016): 50 MoV: MOLISA/General Department of Vocational Training and MOET reports</p> <p><b>Indicator 2:</b> Number of guidelines for life skills, education and counselling Baseline (2011): Not applicable at the start of the One Plan 2012-2016 Target (2016): one MoV: MOLISA/General Department of Vocational Training and MOET reports</p>	FAO, ILO, ITC, UNESCO, UNFPA	MOLISA, MOET, MPI, VNAT	Analyses of market demands on vocational training available	730,000	0	1,930,000	2,660,000
<p><b>Output 1.2.3: Formal and informal business sectors improve their competitiveness and market access in compliance with recognized standards, based on advanced knowledge, approaches and supporting services in the areas of trade, investment and technology</b></p>								
<p><b>Output Rationale:</b> Today, Viet Nam has an increasingly developed business sector with a dynamic labour force. For Viet Nam to become globally competitive, the formal and informal sectors need not only an enabling business environment and skilled labour force, but also better access to business opportunities, capital, technology, information, new business models/approaches and other inputs to different extents. Deeper integration into the world economy requires pro-active approaches that will enable Viet Nam to reap the full benefits of participating competitively in the global economy, in particular being able to respond to the increasingly complex requirements of particularly segmented export markets. The UN, in cooperation with partners, will strengthen national capacities to provide customized support services in areas such as trade promotion and facilitation, market information systems, technology transfer, standards, testing and certification, investment promotion and linkages, and business development services, which can lead to qualitative improvements in the country's competitiveness in world markets. This will be achieved by enhancing technology and knowledge transfers associated with trade and investment, promoting greater competitiveness, and facilitating the insertion of local producers into global production systems and value chains.</p>								



Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<p><b>Output 1.2.3:</b> Formal and informal sector businesses improve their competitiveness and market access in compliance with recognized standards, based on advanced knowledge, approaches and supporting services in the areas of trade, investment and technology</p>	<p><b>Indicator 1:</b> Number of value chains upgraded Baseline (2011): 12 Target (2016): 20 MoV: UN and donor reports</p>	FAO, ILO, ITC, UN Women, UNESCO, UNIDO	MOIT, VCCI, MARD, MOST, MPI, PPCs, MOLISA	Readiness and absorption capacity of businesses for knowledge and experience as result of international exchange	950,000	4,290,000	11,920,000	17,160,000
<p><b>Output 1.2.4: Employment policies are strengthened to prevent and address discrimination and exploitation of internal and external migrant workers, and other disadvantaged groups in the labour market due to their sex, HIV status or disability</b></p>								
<p><b>Output Rationale:</b> Over the last few decades of economic development, the labour force in Viet Nam has become more dynamic and integrated into the regional and global economy. However, stigma, discrimination and exploitation still prevent full access and participation of vulnerable people in the labour market, especially women and migrant labourers, both of whom tend to work in more disadvantaged conditions in the informal sector. Women are also affected by persistent gender wage gaps, they continue to face both direct and indirect discrimination in the labour market, and they are overrepresented in vulnerable and in invisible employment. Challenges also exist in relation to development and implementation of overseas employment management laws, policies and mechanisms for human development, accessibility and availability of services, particularly on addressing discrimination- and exploitation-related concerns, as specified in recent analytical work. Human trafficking for labour and sexual exploitation, associated with the increased internal and external migration and mobility, are viewed as serious problems in the newly adopted anti-trafficking law and in the SEDP 2011-2015. Deliberate policies and practices by the State and concerned stakeholders are required to ensure that migration benefits Viet Nam and the migrants themselves</p>								

The UN will support the government and related key stakeholders to strengthen the development and implementation of programmes, legislative and regulatory frameworks to manage internal and international labour migration, to protect rights of migrant and women workers, and to address specific needs of other vulnerable groups in line with international standards.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (USD)		
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized Total
<p><b>Output 1.2.4:</b> Employment policies are strengthened to prevent and address discrimination and exploitation of internal and external migrant workers, and other disadvantaged groups in the labour market due to their sex, HIV status or disability</p>	<p><b>Indicator 1:</b> Number of legal documents developed and/or amended with stronger focus on anti-discrimination against disadvantaged and vulnerable groups Baseline (2011): Not applicable at the start of the One Plan 2012-2016 Target (2016): 5 MoV: National Assembly and Government reports</p>	ILO, IOM, UN Women	MOLISA, MOJ, MOFA, MPS, VWU	Commitment of all key stakeholders to address stigma, discrimination and exploitation in the labour market Analyses available on trends and patterns of discrimination and exploitation in the labour market	212,500	1,150,000	3,517,500 4,880,000

**Outcome 1.3: By 2016, 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 multilateral agreements and effectively address climate change adaptation, mitigation and disaster risk management**

**Outcome Rationale:**

Climate change is a critical development challenge for Viet Nam. Natural disasters and other climatic stresses are increasing, and Viet Nam is facing a rapid increase in energy demand, greenhouse gas emissions and associated pollution and costs. Climate change and natural disaster risks are not equivalent, but relate closely, and both are priorities in the Government's SEDP for 2011-2015. These are global priorities as they relate to UN support for the implementation of key conventions including the UN Framework Convention on Climate Change (UNFCCC), UN Convention to Combat Desertification (UNCCD), and the Hyogo Framework for Action (HFA) on building resilience to disasters. Over the past years, the UN has provided critical support in multi-sectoral coordination for preparedness and emergency response among various stakeholders, and it is a leading partner of the Government in addressing the climate challenge. The UN will provide continuous policy advice and technical assistance to national and sub-national institutions, including support with the design and implementation of evidence-based climate change adaptation and mitigation policies, policy advice on accessing global climate change funding opportunities, support with developing enhanced mechanisms to promote energy efficient, greener production, and strengthening capacity in terms of disaster preparedness, particularly at the community level response and recovery.

**Outcome Indicators, Baselines, Targets and Means of Verification:**

**Indicator 1: CO2 emissions (CO2e), total, per capita and per USD1 GDP (PPP)**  
 Baseline (2008/2010): 113.1 million CO2e/year (2010); 1.4 MT CO2e/capita (2010); 0.5732 kg/USD (PPP) (2008)  
 Target (2016): Based on low carbon development strategy and MDG 7, at least GHG is stabilized  
 MoV: MONRE GHG emission registry report/GSO economic data (MPI)

**Indicator 2: Percentage of GDP loss due to weather-related disasters**

Baseline (1989-2008): Between 1989 and 2008, the CCFSC reported total natural disaster losses in Viet Nam of VND 91 trillion (USD 6.4 billion) in nominal terms or an annual average of VND 4.547 billion (USD 332 million), equivalent to 1% of GDP. The estimated damage of natural disasters was much higher in the final 3 years of the analysis, peaking at VND 18.6 trillion (USD 1.2 billion)<sup>19</sup> in 2006  
 Target (2016): Over the period 2010-2015 the reported total damage level as % of GDP to decline to 0.8%  
 MoV: CCFSC data processed using the same methodology as the World Bank report

<sup>19</sup> World Bank/GF-DRR, 2010. *Weathering the Storm: Options for Disaster Risk Financing in Viet Nam*. Washington: World Bank

**Output 1.3.1: Planning and investment processes are climate proofed and specific programmes have been formulated and operationalized<sup>1</sup> for long-term adaptation to reduce climate change vulnerabilities**

**Output Rationale:**

Viet Nam will face significant development challenges caused by climate change, which will trigger long-term changes in human development and ecology. Climate change could cause an annual GDP loss of 6.7% in SE Asia at the end of this century according to the ADB, if no action is taken on mitigation of global greenhouse gas emissions and local climate change adaptation. Climate change, related disasters and resulting migration pressures figure among the most serious challenges Viet Nam is facing. Further research on the impact of climate change on migration patterns, agriculture, livestock, gender relations and vulnerable groups<sup>20</sup> and communities is seen as crucial for high quality policy development. The work under this output will also include drought, which is increasingly critical in Viet Nam, especially in some of the poorer areas in the South Central Coast where desertification has become an issue. This will build on UNDP, FAO and IFAD strengths and capacity in the country to address drought and desertification/land degradation.

In particular as the UN already plays an important role within key ministries through providing support for the implementation of relevant multilateral environmental agreements. Viet Nam recognizes that climate change adaptation is critical and has shown commitment to mainstreaming climate change adaptation in the SEDP and SEDS planning framework, but needs further capacity development. The UN system is uniquely placed, through its network with many stakeholders, to deliver independent policy and technical advice to the Government in developing strategies that are internationally relevant, and supporting national development priorities.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Ministries/ Agencies)	Assumptions	Indicative Budget (USD)		
					Regular Resources (Secured)	Other Resources (Secured)	Total
<p><b>Output 1.3.1:</b> Planning and investment processes are climate proofed and specific programmes have been formulated and operationalized for long-term adaptation to reduce climate change vulnerabilities</p>	<p><b>Indicator 1:</b> Number of legal documents issued that effectively enable planners and policy makers to climate proof their development plans and investments  Baseline (2011): Currently there are three reports prepared on mainstreaming climate change into the development planning process by the UNDP Sustainable Development and CP project. These reports provide guidance and direction regarding which guidelines to review</p>	<p>FAO, IOM, UNDP, UNEP, UNESCO, UN-HABITAT, UN Women, IFAD</p>	<p>MPI, MARD, MONRE, MOIT, MOC, MOLISA and OET</p>	<p>Continued support by Gov to support action to cope with climate change impacts within key ministries (MPI, MONRE, MARD)</p>	<p>3,062,500</p>	<p>2,900,000</p>	<p>16,100,000</p>

<sup>20</sup> Vulnerable groups in the context of Outcome 1.3 include poor and disadvantaged women, ethnic minorities and migrants, as well as children, elderly and disabled people who are particularly vulnerable to natural disasters and especially climatic stresses and shocks

	<p>Target (2016): Climate change is mainstreamed in key assessment tools (SEA, IEA) and related guidelines</p> <p>MoV: Circulars, external assessment of quality of circulars</p> <p><b>Indicator 2:</b></p> <p>Percentage of national and provincial plans, policies and strategies that are climate proofed under new guidelines</p> <p>Baseline (2011): Currently climate proofing is not required for planning documents. Initial studies and adjustment of key impact assessment tools have been conducted</p> <p>Target (2016): 25% of the plans, policies and strategies are climate proofed under new guidelines</p> <p>MoV: Survey amongst planners on the use of circulars/guidelines by UNDP SD and CP project</p>		<p>Viet Nam will not have to adjust its development priorities due to external events (financial crisis) to reduce its focus on longer term development challenges</p>			
<p><b>Output 1.3.2: Resilience of at-risk and vulnerable groups to natural hazards is enhanced, and nationally relevant aspects of international agreements on disaster risk management are implemented</b></p>						
<p><b>Output Rationale:</b></p> <p>Viet Nam faces significant exposure to disasters. The country lost, on average, 1-1.5% of its GDP (based on PPP) over the last 20 years. Viet Nam ranks fifth globally in terms of overall material losses and mortality from climatic disasters (1990-2009).</p> <p>The Government has promulgated a Decision on community-based disaster risk management (CBDRM) and has asked for UN assistance in the operationalization of this program. The UN has worked since the mid-1990s on disaster risk reduction and has developed distinct competencies in this area. Given the importance and need to strengthen capacity, the emphasis for the next period is now on support to the implementation of the Government's CBDRM strategy.</p>						

The UN, working in close partnership with MARD, INGOs and the Red Cross, is engaged with the development of implementation guidelines, an M&E framework, training materials and financial implementation modalities. These all benefit from unique support by the UN. The UN, in addition, has taken a lead in providing support to the Government with the drafting of a law on disaster risk management through activities implemented with MARD.

The Government is working on a law on disaster risk management (with UN support) which will embed international commitments, such as the Hyogo Framework for Action and the ASEAN Agreement on Disaster Management and Emergency Response, to address the needs of those at risk.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	Total	
<p><b>Output 1.3.2.</b></p> <p>Resilience of at-risk and vulnerable groups<sup>21</sup> to natural hazards is enhanced, and nationally relevant aspects of international agreements on disaster risk management are implemented</p>	<p><b>Indicator 1:</b></p> <p>Percentage of participation of vulnerable groups institutionalized in disaster-related decision making processes for sub-national level preparedness, response and early recovery activities (including gender sensitive risk assessments)</p> <p>Baseline (2011): Not applicable at the start of the One Plan 2012-2016 (GoV has institutionalized and mainstreamed CBDRM, ensuring participation of vulnerable groups and gender mainstreaming remains a challenge)</p> <p>Target (2016): 70% participation of vulnerable groups in CBDRM programmes and 100% of the staff involved as outlined in PM decision No. 1002/QĐ-TTg</p>	<p>FAO, IOM, UNDP, UNEP, UNESCO, UN-HABITAT, UNICEF, UNV, UN Women, WHO</p>	<p>MARD, MPI, MONRE, MOH, MOLISA</p>	<p>Risk-enhancing development practices (settlements in flood plains, deforestation, forced displacement) can be controlled and do not cause rapid increases in risk exposure for vulnerable groups</p> <p>The CBDRM approach can be implemented at national level successfully and proves effective in reducing vulnerability of large segments of vulnerable groups, while</p>	<p>2,125,000</p>	<p>3,100,000</p>	<p>7,510,000</p>	<p>12,735,000</p>

<sup>21</sup> Including the disadvantaged women, children, elderly, disabled, migrants, ethnic minorities

	<p>MoV: Communes covered under the programme. Monitoring by National CBDRM project (See decision: 1002/QĐ-TTg on 13 July 2009</p> <p><b>Indicator 2:</b></p> <p>Percentage of communities targeted, national and sub-national Government and Central Committee for Flood Storm and Control (CCSFC) members that show increased knowledge of CBDRM</p> <p>Baseline (2011): Not applicable at the start of the One Plan 2012-2016 (A lack of knowledge on CBDRM has been observed. Project activities are designed to address this)</p> <p>Target (2016): At least 80% have a basic understanding of the concepts behind CBDRM.</p> <p>MoV: Knowledge, Attitude and Practice Surveys</p>		<p>leading to reduced risk exposure for vulnerable groups</p>			
<p><b>Output 1.3.3: A national system for Reduced Emissions from Deforestation and forest Degradation (REDD), and Nationally Appropriate Mitigation Actions (NAMAs) for a number of strategically chosen sectors and localities are formulated and operationalized<sup>22</sup>, with clear potential benefits</b></p>						
<p><b>Output Rationale:</b></p> <p>An important agreement under the UNFCCC in Cancun (2010) is the development of NAMAs by developing countries, especially those that would receive international technical and financial support. NAMA design and submission to a forthcoming register is critical for achieving this. It is crucial that efforts on formulation of NAMAs and their implementation address general energy efficiency, enhancement of renewable energy production, and take into account energy needs of the poor. An effort to develop sustainable energy access for marginalized and vulnerable communities is critical for achieving the MDGs. Significant agreements on REDD+ were also reached in Cancun. Viet Nam is a lead country on preparing for REDD+ with support from the UN-REDD program, and can deliver on GHG emission reductions from the forestry sector if this programme is successful as per the current design of a substantial pilot and further development of national REDD+. This provides a unique platform through which the UN can provide the main lessons learnt for NAMA development in other sectors.</p>						

<sup>22</sup> Including the energy supply which should ensure access to renewable energy sources for the poor

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<p><b>Output 1.3.3:</b> A national system for REDD and NAMAs for a number of strategically chosen sectors and localities are formulated and operationalized<sup>23</sup> with clear potential benefits</p>	<p><b>Indicator 1:</b> Number of subsectors/cities/towns/provinces with NAMAs developed and submitted to an international register</p> <p>Baseline (2011): Not applicable at the start of the One Plan 2012-2016 (Viet Nam hosts close to 70 Community Disaster Management projects, but so far no NAMAs have been developed)</p> <p>Target (2016): At least 3 provinces/municipalities and 3 industrial subsectors have developed NAMA with support of UN Agencies</p> <p>MoV: MONRE GHG register</p> <p><b>Indicator 2:</b> A national REDD+ architecture has been established and REDD+ is piloted in 5 provinces</p> <p>Baseline (2011): Currently a national REDD strategy and programme is being developed, no Reference Emission Level/targets have been established</p> <p>Target (2016): A fully functional REDD+ value chain developed and operational, which will enable Viet Nam to deliver internationally certified forestry-</p>	<p>FAO, UNDP, UNEP, UNESCO, UNIDO, UNODC, UN Women</p>	<p>MPI, MARD, MONRE, MOF, MONRE, MPI, MOIT, MOC</p>	<p>A future climate agreement provides sufficient international climate finance to make NAMA development attractive for localities and private sector</p> <p>Green economy/low carbon strategy in place and a voluntary emission reduction target set</p> <p>REDD will be successfully implemented and provide lesson learnt for NAMA development in other sectors</p>	250,000	1,660,000	23,500,000	25,410,000

<sup>23</sup> Including the energy supply that should ensure access to renewable energy sources for the poor



	based emission reductions MoV: REDD documents, UN-REDD annual reports, MRV protocols and output									
<b>Output 1.3.4: National long-term climate change strategy and green economy/low carbon strategy operationalized<sup>24</sup>, which are based on the national development vision (SEDS) while building on the National Target Programme results</b>										
<b>Output Rationale:</b>										
<p>The international community has progressed significantly in developing a comprehensive climate change response during COP 16 in Cancun in 2010. Viet Nam has actively participated in international climate change negotiations but additional (institutional) capacities on climate policy are critical for it to reach its full potential.</p> <p>Viet Nam has requested the UN to assist in the development of a comprehensive climate change strategy building on existing programs such as the NTP-RCC and the SP-RCC. Recent agreements under the UNFCCC in particular call on countries to develop comprehensive climate change response strategies, and specifically a national adaptation plan, a low carbon development strategy and NAMAs. These are important elements of a future climate change response regime as has been given shape during the Cancun UNFCCC COP 16.</p> <p>The importance of a coherent strategy is significant as it will enable Viet Nam to bring together current activities. This involves the NTP-RCC, SP-RCC, NTP-energy efficiency, REDD+ and a significant number of research activities. The strategy as well will ensure that climate change policy is aligned with the national development priorities and vision as are outlined in the Socio-Economic Development Strategy (SEDS). Thus climate proofing of development plans and strategies is needed, as through the recently approved National Strategy for Climate Change and in the Green Growth Strategy of the Government.</p> <p>An overall strategy and the specific policy instruments for adaptation and mitigation must help prioritize climate change-related policies and investments, both from domestic as well those financed from international resources.</p>										
<b>Outputs</b>	<b>Output Indicators, Baselines, Targets, Means of Verification</b>	<b>UN Agencies</b>	<b>Key Partners (Line Management Ministries/ Agencies)</b>	<b>Assumptions</b>	<b>Indicative Budget (USD)</b>			<b>Total</b>		
<b>Output 1.3.4.</b> National long-term climate change strategy operationalized <sup>25</sup> that is based on the national	<b>Indicator 1:</b> A draft national climate change strategy and green development strategy are developed that are gender mainstreamed	FAO, UNDP, UNEP, UNESCO, UN-HABITAT, UNICEF, UN Women, WHO, IFAD	MPI, MONRE, MARD, MOT, MOFA, MOET, CEM, MOLISA, MOH, sub-national	The development of strategies will enhance depth and quality in the Vietnamese climate change	Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	2,520,000		
					460,000	0	2,060,000			

<sup>24</sup> The strategy will take into account sustainable human development, and appropriate monitoring, reporting and verification systems are established and operationalized in accordance with the UN Framework Convention on Climate Change (UNFCCC) and the UN Convention to Combat Desertification (UNCCD)

<sup>25</sup> The strategy will take into account sustainable human development, and appropriate monitoring, reporting and verification systems are established and operationalized in accordance with the UN Framework Convention on Climate Change (UNFCCC) and the UN Convention to Combat Desertification (UNCCD)

<p>development vision (SEDS), while building on the National Target Programme results</p>	<p>Baseline (2011): The GoV has launched a National Target Programme to Respond to Climate Change. Building on the NTP, the GoV launched Notice 38/TB-VPCP/March 3 2011 in which MONRE is mandated to develop a climate change strategy and MPI a green development strategy</p> <p>Target (2016): To be determined</p> <p>MoV: Documents available/ minutes of meetings</p> <p><b>Indicator 2:</b></p> <p>Number of drafts underlying supporting legalization developed</p> <p>Baseline (2011): Currently ministerial action plan developed as part of the NTP-RCC, the strategies might require new and higher level legalization, which is currently not in place</p> <p>Target (2016): For successful implementation the Climate Change and Green Development Strategy requires underlying legalization, the target is happening before 2016</p> <p>MoV: Legal documents <a href="http://english.luatvietnam.vn">http://english.luatvietnam.vn</a></p>		<p>Government authorities MOIT, MPI, PSPMOs, MOST</p>	<p>response and enable the country to take better informed decisions on adaptation and mitigation</p> <p>Household and business continue support efforts to promote and develop a green economy</p>				
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**Outcome 1.4: By 2016, 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 implement commitments under international conventions**

**Outcome Rationale:**

The 2011-2020 SEDS notes as one of the first viewpoints that “sustainable development serves as the foundation for rapid development.” Environment is among three pillars of sustainable development, and the 2011-2015 SEDP emphasizes “the link between environmental protection tasks and objectives with social economic development. Renovate natural resources and environmental protection mechanism. Incorporate environmental protection into sectoral and regional development strategy, master plans, plants, programs and projects. Pay special attention to developing green and environmentally friendly economy.” Viet Nam is signatory to the Convention on Biodiversity, Ramsar Convention on Wetlands, and the Stockholm Convention on Persistent Organic Pollutants (POPs). Viet Nam is not on track to meet MDG 7—Ensure Environmental Sustainability—and related indicators. The UN will assist Viet Nam to address these challenges, such as key support to formulate and enhance implementation policies, including green growth, policy advice on and support for developing enhanced mechanisms to promote biodiversity and greener production, technical advice on pilot technology for sound management of hazardous chemicals and treatment of POPs/contaminated soils, and support for enhancing capacity in water management. It will aim in particular for strengthening capacities in MPI, MONRE, MARD and MOIT, as well as other ministries in the use of market prices to provide incentives for environmentally sustainable investment and growth, sustainable management of ecosystems, establishing a sustainable financing mechanism for protected areas, and to raise the profile of sustainable development in national policies and sector strategies and plans. The UN-REDD programme is one example of how the UN is already assisting Viet Nam in addressing some of these environmental challenges.

**Outcome Indicators, Baselines, Targets and Means of Verification:**

**Indicator 1: Proportion of land area covered by forest**

Baseline (2010): 39.1%

Target (2016): 45%

MoV: MARD/GSO data (MDG indicator)

**Indicator 2: Proportion of terrestrial and marine protected areas protected**

Baseline (2010): 126 terrestrial/forest protected areas covering 2.2 million ha; 16 marine protected areas covering 169,617 ha; 3 RAMSAR sites, no wetland protected areas

Target (2016): Maintaining 2.2 million ha of terrestrial/forest protected areas; and at least 2 wetland protected areas covering 500,000 ha established and operational

MoV: MARD and MONRE reports

**Indicator 3: Proportion of population living in non-permanent and temporary dwellings**

Baseline (2009): 15.8%

Target (2016): To be determined

MoV: GSO (MDG indicator)

**Indicator 4: Percentage of industrial waste water treated**

Baseline (2009): Around 30% of 1 million cubic metres of waste water from industrial zones is treated before discharging to the environment

Target (2016): 60%

MoV: MONRE (State of the Environment Report)

Outputs		Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
						Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<p><b>Output 1.4.1: Policies, regulations and fiscal tools for green economic development, natural resources management and cleaner production are formulated and applied</b></p> <p><b>Output Rationale:</b></p> <p>Rapid economic growth (6.68% in 2010) and industrialization require the use of natural resources. It is important to adopt cleaner production, increase efficient use of natural resources, and reduce environmental pollution to produce one unit of economic output/GDP. Market-based regulations and fiscal tools will help create a level playing field for all stakeholders in exploitation of natural resources. It will help direct resources to the production process and stakeholders where they can be most effectively used. The sub-party committee of the Ministry of Natural Resources and Environment (MONRE) adopted a party resolution on economization of the natural resources and environment sector that attempts to introduce and apply market-based tools. Urbanization and industrialization are happening very rapidly in Viet Nam. There are some overlapping planning processes led by different ministries, such as overall land management by MONRE, construction planning by MOC, rural development planning by MARD, etc; so it is essential to adopt integrated planning for development to meet the needs of the poor and disadvantaged groups. UN has in-house expertise and can bring rich experiences from other relevant countries to Viet Nam to support the government in the preparation and consultation of feasible legal frameworks and programmes for efficient use of natural resources and environmental management, cleaner production and urban and rural planning.</p>		<p><b>Indicator 1:</b> A new law and a revised law to include provisions on resource efficiency, cleaner production, and sustainable consumption</p> <p>Baseline (2011): The Government committed to develop green growth strategy/policies. But current laws have limited reflection of resource efficiency, cleaner production and sustainable consumption</p> <p>Target (2016): A law on resource efficiency and a revised law on environmental protection with provisions on resources efficiency, cleaner production and sustainable consumption adopted</p>	FAO, UNDP, UNEP, UNESCO, UN-HABITAT, UNIDO, UNV	MONRE, MARD, MOIT, MOC, MOST, MOET, MOF, Ho Chi Minh Political Academy, Ha Noi People's Committee, Quang Nam PPC, Local municipalities, People's Committees	Continued Government commitment to green economic development and sustainable natural resources management Households and businesses willing to adopt 'green behaviour'	1,497,000	3,110,000	10,680,000	15,287,000

	MoV: The new/revised laws, following National Assembly resolution on State President's announcement on approval of new/revised law also published in national gazette										
<p><b>Output 1.4.2: A set of coherent policies and plans are prepared or updated to strengthen (1) management of protected areas and biodiversity conservation, and (2) environment management at national and community levels</b></p>											
<p><b>Output Rationale:</b></p> <p>Viet Nam is signatory to a number of major multilateral environmental agreements, including the UN biodiversity convention that sets global targets to reduce biodiversity loss by 2010 (this was revised late 2010). Unfortunately, biodiversity loss continues at a global level and in Viet Nam. Viet Nam is also committed to achieve the MDGs, but is currently not on track to meet MDG7/MDG targets (as per the national report on progress towards the MDGs, which Viet Nam published in 2010), including biodiversity conservation, protection of key habitats (including PA systems) and sustainable exploitation of natural resources. Viet Nam has a good establishment and operation of the terrestrial/forest protected areas, initial success in operation of the marine and coastal protected area, but has yet to establish a full system of wetland protected areas for biodiversity conservation and protection of key habitats in line with international conventions. UN organizations are among key implementing/executing Agencies of the Global Environment Facility (GEF), who can get access to and mobilize funding from the GEF and other international windows for Viet Nam to manage its environment and conserve its rich biodiversity of global significance. The UN has a special role to help the Government of Viet Nam in achieving the MDGs/MDGs.</p>											
<b>Outputs</b>	<b>Output Indicators, Baselines, Targets, Means of Verification</b>	<b>UN Agencies</b>	<b>Key Partners (Line Ministries/ Agencies)</b>	<b>Assumptions</b>	<b>Indicative Budget (USD)</b>			<b>Total</b>			
					<b>Regular Resources (Secured)</b>	<b>Other Resources (Secured)</b>	<b>To be mobilized</b>				
<b>Output 1.4.2:</b> A set of coherent policies and plans are prepared or updated to strengthen (1) management of protected areas and biodiversity conservation,	<b>Indicator 1:</b> A comprehensive financing mechanism to provide finance for national protected areas systems and biodiversity conservation  Baseline (2011): A small conservation fund was piloted by MARD, but ended when the GEF/WB project ended in 2008. There is annual	FAO, UNDP, UNEP, UNESCO, UNV	MONRE, MARD, MOF, MAB (V/n-UNESCO), Municipalities, PPCs	Continued national commitment to implement international conventions on biodiversity, conservation and sustainable exploitation of natural resources	990,000	7,600,000	2,510,000	11,100,000			

<p>and (2) environment management at national and community levels</p>	<p>recurrent funding from the State budget</p> <p>Targets (2016): Finance attracted from international sources and business, and possibly some allocation from the State budget to this financing mechanism</p> <p>MoV: National state of the environment report by MONRE</p> <p><b>Indicator 2:</b></p> <p>A government decision and related regulations on establishment of a wetland protected area system in Viet Nam</p> <p>Baseline (2011): There is no wetland protected area system yet. Regulations/procedures for establishment of a wetland protected area not in place<sup>26</sup></p> <p>Target (2016): Two wetland protected areas, covering 500,000 ha established and operational</p> <p>MoV: Government/MONRE decisions on establishment of protected areas, officially posted on national gazettes and MONRE reports/website</p>		<p>Effective inter-ministerial coordination MONRE, MARD and MOF; increase in financial resources available from Gov, GEF and other funding sources</p>				
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<sup>26</sup> The Convention on Wetlands of International Importance, called the Ramsar Convention, is an intergovernmental treaty that provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources. Viet Nam ratified the Ramsar convention in 1989. Viet Nam has three Ramsar sites of international importance. But Viet Nam has not established a system of wetland protected area. To date, Viet Nam has established two systems of protected areas for terrestrial/forest and marine.

**Output 1.4.3: Policies, plans and technical skills are strengthened for the sound management of hazardous chemicals and persistent organic pollutants (POPs), in accordance with international conventions**

**Output Rationale:**  
 Viet Nam is a signatory to the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal, and Stockholm Conventions on Persistent Organic Pollutants and Rotterdam Conventions & Code of Conduct for Distribution and Use of Pesticides. The American War left behind huge challenges of dioxin contamination and the past development also left behind a large amount of obsolete POPs, including pesticides. Environmental treatment of POPs/hazardous waste requires specialized technical knowledge, technologies and a large amount of funding. Capacity, technical knowledge and technologies for the government in this area will not only be important for phasing out existing POPs, but also important for sound management of hazardous waste and chemicals, and treatment of POPs generated from industrialization and the development process in future. UN organizations and the World Bank are key international organizations who possess expertise and have good experiences around the world in the management and treatment of hazardous chemicals and POPs. UN organizations have been working with the Government of Viet Nam on various POPs issues over the last 5 years, including formulation of relevant implementation action plans. The UN has a special role to help the Government of Viet Nam in fulfilling its obligations under these three conventions.

Outputs	Output Indicators, Targets, Means of Verification	UN Agencies	Key Partners (Line Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	Total	
<p><b>Output 1.4.3:</b>                      Policies, plans and technical skills are strengthened for the sound management of hazardous chemicals and persistent organic pollutants, in accordance with international conventions</p>	<p><b>Indicator 1:</b>                      Number of tonnes of (POPs)—obsolete pesticides, pesticide-contaminated soils and dioxin-contaminated soil—contained and remediated in accordance with international environmental requirements                       Baseline (2011): More than 500 tonnes of obsolete pesticides and 2,500m<sup>3</sup> of pesticide-contaminated soils in more than 1,000 sites throughout Viet Nam, and more than 234,780 m<sup>3</sup> of dioxin-contaminated soils in 3 dioxin hotspots need to be environmentally contained/treated</p>	FAO, UNDP, UNEP, UNIDO, UNODC, UNV	MONRE, MOD, MARD, MOF (Customs Office), MOIT, MOCST, MSP (Public Security), National Ozone Unit, Border Army and Maritime Police	Availability of international technologies and practices, applicable to Viet Nam's conditions, for environmentally sound remediation of POPs and hazardous chemicals  Continued and timely funding available from GoV and donors	619,000	9,350,000	4,370,000	14,339,000

	Target (2016): At least 150 tonnes of obsolete pesticides, 1,000 m3 of pesticide-contaminated soils, and more than 95,000 m3 of dioxin-contaminated soils be environmentally contained/remediated, meeting international requirements									
	MoV: National state of the environment report by MONRE									
<b>Output 1.4.4: Regulations and fiscal tools formulated and operationalized to enhance rights of the land holders, improve land use and water resources management, and enhance access to decent and social housing by the poor and vulnerable groups</b>										
<b>Output Rationale:</b>										
MDG 7 includes an important target of reducing slums and increasing access to social and decent housing by the poor and vulnerable groups in coming years, though the government has adopted some useful policies to enable business to participate in building social housing for the poor in recent years. Proper water resources planning management will help to improve water supply for the poor and vulnerable groups. Viet Nam is facing many challenges in land use planning and management, especially land speculation and lack of user rights of farmers in relation to their farming lands. Addressing these key challenges will enable farmers, the poor and vulnerable groups to benefit more from development. UN organizations have expertise and experience in supporting other countries in management and development of water resources, land use, and housing provisions for the poor and vulnerable groups which can be applicable in Viet Nam. UN organizations have been working with some Government agencies and target provinces on these three issues over the last three years. The UN has a special role to help the Government of Viet Nam in achieving the MDGs/VDGs.										
<b>Outputs</b>	<b>Output Indicators, Baselines, Targets, Means of Verification</b>	<b>UN Agencies</b>	<b>Key Partners (Line Management Ministries/ Agencies)</b>	<b>Assumptions</b>	<b>Indicative Budget (USD)</b>			<b>Total</b>		
<b>Output 1.4.4:</b> Regulations and fiscal tools formulated and operationalized to enhance	<b>Indicator 1:</b> At least 10 policy analyses/ evidence-based studies on land management, water resources management, and housing development carried out to	FAO, UNDP, UNESCO, UN-HABITAT	MARD, MONRE, MOC, MOLISA, MOIT, ACVN, MPI,	Continued national commitment and financial resources to achieve MDG 7	Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	660,000	800,000	4,640,000



<p>rights of the land holders, improve land use and water resources management, and enhance access to decent and social housing by the poor and vulnerable groups</p>	<p>provide quality inputs for policy dialogues and policy development/revision</p> <p>Baseline (2011): The Government committed to revise the Land Law, the Law and National Strategy on Water Resources Management, and housing policies to enhance rights and access of vulnerable and low-income groups</p> <p>Target (2016): The revised Land Law, Water Resources Law and Strategy, and national/provincial housing policies have taken recommendations from policy analysis/evidence-based studies to include provisions on rights and equal access by vulnerable and low-income groups</p> <p>MoV: The revised laws by NA and reports by MONRE, MARD, MOC</p>	<p>Municipalities, PPCs</p>					
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## 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 Decrees 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 Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	Total	
<p><b>Output 2.1.1:</b> High quality evidence is available for use by decision-makers to inform the formulation, monitoring and evaluation of social protection-related legislation and policy</p>	<p><b>Indicator 1:</b> Extent to which relevant research findings and recommendations have been discussed and considered useful in the appropriate policy fora</p> <p>Baseline (2011): Baseline study to be undertaken in 2012</p> <p>Target (2016): Findings of UN-supported research projects discussed and considered by policy-makers</p> <p>MoV: One Plan Outcome evaluation reports</p> <p><b>Indicator 2:</b> Availability of a framework and operational guidance for</p>	<p>FAO, ILO, UN Women, UNDP, UNFPA, UNICEF, UNODC</p>	<p>MOLISA, GSO, CEMA, VSS, VASS, NA</p>	<p>Baseline on current stakeholder satisfaction is available</p> <p>Research findings are communicated in a timely manner</p> <p>High quality of work is delivered by international and national researchers and research institutions</p>	<p>3,030,000</p>	<p>550,000</p>	<p>5,795,000</p>	<p>9,375,000</p>

	integrated M&E of the national social protection strategy Baseline (2011): Not applicable at the start of the One Plan 2012-2016 Target (2016): Yes MoV: Implementing Partner Report									
<b>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.</b>										
<b>Output Rationale:</b>										
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.										
<b>Outputs</b>	<b>Output Indicators, Baselines, Targets, Means of Verification</b>	<b>UN Agencies</b>	<b>Key Partners (Line Ministries/ Agencies)</b>	<b>Assumptions</b>	<b>Indicative Budget (USD)</b>			<b>Total</b>		
<b>Output 2.1.2:</b> Policy advice and technical support provided and considered by the Government to enhance the effectiveness	<b>Indicator 1:</b> 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	FAO, ILO, UNDP, UNFPA, UNICEF	MOLISA, MOF, MOH, MPI, VSS, NA, VGCL, VCCI	UN policy advice is of high quality, relevant, and timely Government is willing to enhance high level coordination on	Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	4,160,000		
					900,000	250,000	3,010,000			

<p>of the social protection system, with a particular focus on coherence between different pillars and with other relevant policy frameworks</p>	<p>policy and financing options for universal targeting made available and discussed in appropriate policy fora  MoV: One Plan outcome evaluation reports  <b>Indicator 2:</b>  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>		<p>social protection  Policy fora are open for genuine discussion on policy options  Coherent approach within UN and among development partners  Effective joint advocacy is delivered</p>			
<p><b>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</b></p>						
<p><b>Output Rationale:</b>  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.<sup>27</sup> 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.<sup>28</sup> 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.</p>						

<sup>27</sup> 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.

<sup>28</sup> Given its specificity, expansion of health insurance is dealt with under Outcome 2.2 (Health).

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<p><b>Output 2.1.3:</b> 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>	<p><b>Indicator 1:</b> 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> <p><b>Indicator 2:</b> 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</p> <p>Target (2016): All recommendations are discussed in the appropriate fora</p> <p>MoV: One Plan Outcome evaluation reports</p>	<p>FAO, ILO, UNAIDS, UNDP, UNICEF, UN-HABITAT</p>	<p>MARD, MOC, MOF, MOLISA, NA, OOG, VSS, VCCI, VGCL</p>	<p>Clear division of labour among UN Agencies discussion on UN policy advice is of high quality, relevant and timely</p> <p>Policy fora are open for genuine policy options</p>	2,220,000	450,000	7,335,000	10,005,000

<b>Output 2.1.4: Institutional and human resource capacity strengthened to design and deliver social assistance, social insurance, and social welfare and protection services</b>								
<b>Output Rationale:</b>								
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.								
<b>Outputs</b>	<b>Output Indicators, Baselines, Targets, Means of Verification</b>	<b>UN Agencies</b>	<b>Key Partners (Line Management Ministries/ Agencies)</b>	<b>Assumptions</b>	<b>Indicative Budget (USD)</b>			
					<b>Regular Resources (Secured)</b>	<b>Other Resources (Secured)</b>	<b>To be mobilized</b>	<b>Total</b>
<b>Output 2.1.4:</b> Institutional and human resource capacity strengthened to design and deliver social assistance, social insurance and social welfare and protection services	<b>Indicator 1:</b> Extent to which the social work capacity development plan (Decision 32) is implemented Baseline (2011): Decision 32 issued in 2010, implementation just started Target (2016): Implementation of Decision 32 is on track MoV: Implementing Partner report <b>Indicator 2:</b> Availability of a management and information system on human trafficking Baseline (2011): Not applicable at the start of the One Plan 2012-2016 Target (2016): One MoV: Implementing Partner report	ILO, IOM, UNESCO, UNICEF, UNODC, UN-HABITAT	MOLISA, MPS, MOC	Government funding is available for social work An institutional approach to capacity development is used The quality of capacity development services is high	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**

**Output Rationale:**

The Government of Viet Nam has recognised the importance of a healthy population, noting in the 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”. 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. 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 MNCH 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<sup>29</sup>, 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)<sup>30</sup> 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 grass roots 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 increasing 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 (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<b>Output 2.2.1:</b> Policy advice and technical	<b>Indicator 1:</b> Number of policy studies/ options developed with UN	FAO, IOM, UNAIDS, UNFPA,	MARD, MOH, MOLISA, OOG	Adequate technical capacity of Implementing	7,652,500	1,595,700	12,622,500	21,870,700

<sup>29</sup> World Organization for Animal Health 2009 Performance of Veterinary Services report

<sup>30</sup> National Health Accounts 2010

<p>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>support during 2012-2016 to strengthen the building blocks of human and animal health systems</p> <p>Baseline (2012): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): At least 10</p> <p>MoV: Government and UN reports/documents</p> <p><b>Indicator 2:</b></p> <p>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</p> <p>Target (2016): At least 40</p> <p>MoV: Government and UN reports/documents</p>	<p>UNICEF, UNODC WHO</p>	<p>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>				
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<b>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</b>							
<b>Output Rationale:</b>							
<p>Non-communicable diseases account for 63% of all deaths in Viet Nam. Diabetes prevalence has almost doubled in the period 2002-2008 (now &gt;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. 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.<sup>31</sup></p> <p>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 the 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.<sup>32</sup> 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.</p> <p>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.</p>							
<b>Outputs</b>	<b>Output Indicators, Baselines, Targets, Means of Verification</b>	<b>UN Agencies</b>	<b>Key Partners (Line Management Ministries/ Agencies)</b>	<b>Assumptions</b>	<b>Indicative Budget (USD)</b>		
					<b>Regular Resources (Secured)</b>	<b>Other Resources (Secured)</b>	<b>To be mobilized</b>
<b>Output 2.2.2:</b> Policy advice and technical support provided to improve evidence about, prevent and effectively manage non-communicable	<b>Indicator 1:</b> 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	FAO, UNICEF, UNODC, WHO	MARD, MOH, MOT, MOLISA	Adequate technical capacity of Implementing Partners/ Agencies to undertake policy analysis/ options/ research	2,500,000	2,486,000	10,944,000
							15,930,000

<sup>31</sup> MOH 2010 Health Statistics Yearbook 2009, MOH 2011 Viet Nam Burden of Disease and Injury study 2008

<sup>32</sup> Global Adult Tobacco Survey 2010

<p>conditions* at national and sub-national levels</p> <p><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></p>	<p>Target (2016): At least 5 MoV: Government and UN reports/documents</p> <p><b>Indicator 2:</b></p> <p>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)</p> <p>Baseline (2012): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): At least 20 MoV: Government and UN reports/documents</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 and technical resources</p>		
<p><b>Output 2.2.3: National and sub-national capacities enhanced to improve evidence about, prevent and control communicable diseases of humans and animals</b></p>				
<p><b>Output Rationale:</b></p> <p>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.</p>				

Further, during the first decade of the 21<sup>st</sup> century, Viet Nam 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. 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.

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 (USD)		
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized
<b>Output 2.2.3:</b> National and sub-national capacities enhanced to improve evidence about, prevent and control communicable diseases of humans and animals	<b>Indicator 1:</b> 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 <b>Indicator 2:</b> Number of regulatory, policy, planning, strategy and guideline development	FAO, IOM, WHO	MARD, MOH, MOIT	Adequate technical capacity of Partners/ agencies to undertake policy analysis/ options/ research Ongoing willingness of Government counterparts to seek involvement of UN in development of	2,222,500	5,575,000	22,842,500
							30,640,000

	<p>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)</p> <p>Baseline (2012): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): At least 20</p> <p>MoV: Government and UN reports/documents</p>	<p>laws, policies, strategies and plans</p> <p>Availability of sufficient financial resources</p>		
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**Output 2.2.4: National and sub-national capacities enhanced to strengthen evidence, 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**

**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%). 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 and policies as well as intervention measures.<sup>33</sup>

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. 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 breastfed, difficulties accessing services when needed, and poor referral systems also create problems.<sup>34</sup>

<sup>33</sup> MOH 2010 Annual Nutrition Survey 2010, Study on Reproductive Health Commodity Survey

<sup>34</sup> MOH 2010 Skills Birth Attendance Review, 2009 National Nutrition Survey

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.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<p><b>Output 2.2.4:</b> 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><b>Indicator 1:</b> Number of policy studies/ options developed with UN support during 2012-2016 on increasing access to and utilization of sexual, reproductive, adolescent, maternal and child health and nutrition identified and adapted for national implementation</p> <p>Baseline (2012): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): At least 10</p> <p>MoV: Government and UN reports/documents</p> <p><b>Indicator 2:</b> Number of regulatory, policy, planning, strategy and guideline development processes supported by the UN during</p>	<p>UNAIDS, UNFPA, UNICEF, UNV, WHO</p>	<p>MOH, MOHA, NA, VYU, OOG, PPCs of selected provinces</p>	<p>Strong commitment of key stakeholders on the development and implementation of policies and guidelines for SRH/MNCH</p> <p>Ongoing willingness of Government counterparts to seek involvement of UN in development of policies, strategies and plans</p>	8,825,000	2,300,000	15,315,000	26,440,000

	<p>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)</p> <p>Baseline (2012): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): At least 40</p> <p>MoV: Government and UN reports/documents</p>		<p>Availability of sufficient financial resources</p>				
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**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. 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.<sup>35</sup>

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.<sup>36</sup> 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 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.

<sup>35</sup> MOH 2007 Survey on National Rural Areas: Baseline for Rural Environmental Sanitation

<sup>36</sup> MOH 2008 Department of Preventative Medicine and Environmental Health Annual Report



Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<p><b>Output 2.2.5:</b> 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</p>	<p><b>Indicator 1:</b> 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</p> <p><b>Indicator 2:</b> Percentage of rural households having access in selected localities* to improved sanitation latrines Baseline (2011): 60% Target (2016): 75% MoV: NTP3 of RWSS report *Data collected from selected localities supported by the UN</p>	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

**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 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)

<b>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</b>						
<b>Output Rationale:</b>						
<p>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 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.</p>						
<b>Outputs</b>	<b>Output Indicators, Baselines, Targets, Means of Verification</b>	<b>UN Agencies</b>	<b>Key Partners (Line Management Ministries/ Agencies)</b>	<b>Assumptions</b>	<b>Indicative Budget (USD)</b>	
					<b>Regular Resources (Secured)</b>	<b>Total</b>
<b>Output 2.3.1:</b> Improved evidence is available to ensure education policies are inclusive, relevant and learner-friendly, with a special focus on vulnerable and disadvantaged groups	<b>Indicator 1:</b> 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	UNESCO, UNICEF	MOET, MOFA, PPCs in 8 provinces	EDSP 2011-2020 is in place EFA Action Plan implemented	1,400,000  1,000,000	7,470,000
					<b>To be mobilized</b>	
					5,070,000	

	<p><b>Indicator 2:</b>  Number of Government officials, policymakers and stakeholders with increased understanding on barriers on education for ethnic minority children (through participation in dissemination events and workshops)  Baseline (2011): 100  Target (2016): At least 300 (central, provincial and district levels)  MoV: Workshop reports, individual action plans of Government officials, policy makers and stakeholders, project reports, briefs</p>							
<p><b>Output 2.3.2: Educational institutions have enhanced capacities to improve learning outcomes and literacy for all, in particular for vulnerable and disadvantaged groups</b></p>								
<p><b>Output Rationale:</b>  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.</p>								

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<p><b>Output 2.3.2:</b> Educational institutions have enhanced capacities to improve learning outcomes and literacy for all, in particular for vulnerable and disadvantaged groups</p>	<p><b>Indicator 1:</b> 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 Baseline (2011): Not applicable at the start of the One Plan 2012-2016 Target (2016): At least 100 MoV: Training workshop reports</p> <p><b>Indicator 2:</b> Number of education managers with enhanced capacity to use learning outcome assessment tools and instruments for improved planning and monitoring Baseline (2011): Not applicable at the start of the One Plan 2012-2016 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

**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**

**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 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 Viet Nam, particularly at higher education level, which requires effective quality assurance 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 (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	Total	
<p><b>Output 2.3.3:</b> 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><b>Indicator 1:</b> 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  <b>Indicator 2:</b> Number of quality assurance and accreditation (QAA) Agencies established</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).<sup>37</sup> 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 counselling) (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)

<sup>37</sup> Van Arkadie and others 2010; Viet Nam UNGASS Report 2010; Viet Nam MDG Report 2010



<p><b>Indicator 4: Accepting attitudes towards PLHIV – composite of 4 components (disaggregated by selected geographic groups)</b>          Baseline (2011): To be conducted in 2011          Target (2016): To be determined in 2012          MoV: MICS</p>								
<p><b>Output 2.4.1: National HIV legal and policy frameworks strengthened to guide evidence-informed responses that effectively address stigma, discrimination, inequality and inequity</b></p>								
<p><b>Output Rationale:</b></p> <p>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.</p>								
Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	
<p><b>Output 2.4.1:</b>          National HIV legal and policy frameworks strengthened to guide evidence-informed responses that effectively address stigma, discrimination, inequality and inequity</p>	<p><b>Indicator 1:</b>          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</p> <p>Baseline (2012): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): One</p> <p>MoV: One Plan Annual Reports</p>	<p>ILO, IOM, UNAIDS, UNESCO, UNFPA, UNDOC, UNV, UN Women, WHO</p>	<p>MOFA, MOH, MOLISA, OOG</p>	<p>Willingness of Government counterparts to seek involvement of UN in development of laws, policies, strategies and plans</p>	<p>2,710,000</p>	<p>442,000</p>	<p>8,030,000</p>	<p>11,182,000</p>

	<p><b>Indicator 2:</b> 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 Baseline (2011): 3 Target (2016): 5 MoV: One Plan Annual Reports</p>							
<p><b>Output 2.4.2: Multi-sectoral coordination mechanisms strengthened to ensure full engagement and participation of key stakeholders to support a sustainable HIV response</b></p>								
<p><b>Output Rationale:</b> 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 organizations (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>								
<p><b>Outputs</b></p>	<p><b>Output Indicators, Baselines, Targets, Means of Verification</b></p>	<p><b>UN Agencies</b></p>	<p><b>Key Partners (Line Management Ministries/ Agencies)</b></p>	<p><b>Assumptions</b></p>	<p><b>Indicative Budget (USD)</b></p>			
<p><b>Output 2.4.2:</b> Multi-sectoral coordination mechanisms strengthened to ensure full engagement and participation of key</p>	<p><b>Indicator 1:</b> Roadmap for a sustainable financial HIV response developed Baseline (2011): Not applicable at start of the One Plan 2012-2016 Target (2016): One MoV: One Plan Annual Reports</p>	<p>ILO, UNAIDS, UNESCO, UNFPA, UNICEF, UNODC, UNV, UN</p>	<p>MOFA, MOH, MOLISA, NA, OOG</p>	<p>Adequate technical capacity of Implementing Partners/Agencies at national and sub-national levels is available on time to undertake</p>	<p>Regular Resources (Secured) 320,000</p>	<p>Other Resources (Secured) 240,000</p>	<p>To be mobilized 3,080,000</p>	<p>Total 3,640,000</p>

stakeholders to support a sustainable HIV response	<p><b>Indicator 2:</b> Number of PSPMOs participating in national HIV multi-sectoral coordination mechanisms</p> <p>Baseline (2011): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): One</p> <p>MoV: List of members of the National Committee on HIV, Drugs and Prostitution Prevention and Control</p>	Women, WHO	policy analysis/ options/research Leadership changes in 2011 do not reduce commitment and willingness to address key HIV-related issues		
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**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**

**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 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.

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 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 (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<p><b>Output 2.4.3:</b> Gender-related legal and policy frameworks, programmes and practices strengthened to effectively address gender inequality and discrimination and gender-based violence</p>	<p><b>Indicator 1:</b> 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</p> <p>Baseline (2012): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): At least 4</p> <p>MoV: Policy advice papers on gender equality and GBV</p> <p><b>Indicator 2:</b> Availability of minimum comprehensive GBV package</p> <p>Baseline (2011): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): One</p> <p>MoV: Reports of MOCST</p>	<p>ILO, IOM, UNAIDS, UNESCO, UNFPA, UNICEF, UNODC, UNV, UN Women, WHO</p>	<p>GOPFP, MOCST, MOH, MOLISA, OOG</p>	<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, including GBV</p> <p>Sufficient counterpart resources (human and funding) allocated to implement the gender-related outputs</p>	4,670,000	10,000	3,310,000	7,990,000

<b>Output 2.4.4: Multi-sectoral coordination mechanisms effectively guide comprehensive evidence-based planning, budgeting, M&amp;E for a sustainable response to gender inequality, inequity, discrimination and gender-based violence</b>						
<b>Output Rationale:</b>						
<p>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.</p>						
<b>Outputs</b>	<b>Output Indicators, Baselines, Targets, Means of Verification</b>	<b>UN Agencies</b>	<b>Key Partners (Line Management Ministries/ Agencies)</b>	<b>Assumptions</b>	<b>Indicative Budget (USD)</b>	
					<b>Regular Resources (Secured)</b>	<b>To be mobilized</b>
<b>Output 2.4.4:</b> 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><b>Indicator 1:</b> Availability of a national planning and M&amp;E Framework on gender-based violence as part of the multi-sectoral coordination mechanism</p> <p>Baseline (2011): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): One</p> <p>MoV: Planning and M&amp;E Framework document available</p> <p><b>Indicator 2:</b> Extent to which the gender action partnership (GAP) is fully operational as a multi-sectoral</p>	UNFPA, UNODC, UNV, UN Women	MPI, MOCST, MOLISA and NCFAW	High national commitment to implement gender equality 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	2,080,000	1,700,000
					0	3,780,000

	<p>coordination mechanism on gender equality</p> <p>Baseline (2011): GAP established</p> <p>Target (2016): Annual joint GAP reports developed</p> <p>MoV: Meeting minutes, GAP joint reports</p>			<p>Timely approval of key national documents related to gender equality, including domestic 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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## 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's 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 (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	Total	
<p><b>Output 3.1.1:</b> Elected bodies benefit from enhanced knowledge generation and knowledge management to access high quality research and data to guide their legislative duties</p>	<p><b>Indicator 1:</b> 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  Baseline (2011): Limited existence and use of research findings  Target (2016): Relevant research findings are used by elected bodies in adoption of all laws, ordinances and development of oversight guidelines and tools  MoV: IP annual report</p>	ILO, UN Women, UNDP, UNESCO, UNFPA, UNICEF	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  NA's Committee for Judicial Affairs	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 implementation of oversight	3,330,000	450,000	3,775,000	7,555,000



	<p><b>Indicator 2:</b>  Number of new rights-based parliamentary oversight guidelines and tools developed, approved and used by NA  Baseline (2012): Not applicable at the start of the One Plan 2012-2016  Target (2016): At least 5 new rights-based parliamentary oversight guidelines and tools developed, approved and used by National Assembly  MoV: Bi-annual session's report of NA's committees on monitoring the implementation of laws and ordinances and related policies</p>		NA's Committee for Budgetary and Finance Affairs, Ethnic Council NA's Committee for Economic Affairs	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 contact 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 and Means of Verification	UN Agencies	Key Partners (Line Management Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<p><b>Output 3.1.2:</b> Elected officials and bodies have improved capacities to interact and consult with citizens, especially vulnerable and disadvantaged groups</p>	<p><b>Indicator 1:</b> Number of new/revised guidelines developed and used for elected officials to interact and consult with citizens, especially vulnerable and disadvantaged groups Baseline (2012): Not applicable at the start of the One Plan 2012-2016 Target (2016): At least 5 new and/or revised guidelines developed and used for interacting and consulting with citizens, especially vulnerable and disadvantaged groups MoV: IPs annual reports</p> <p><b>Indicator 2:</b> Number of provinces and NA committees having piloted new guidelines for interacting and consulting with citizens Baseline (2012): Not applicable at the start of the One Plan 2012-2016 Target (2016): 5 provinces and 2 NA committees have piloted new guidelines for interacting and consulting with citizens MoV: IPs annual reports</p>	<p>UNICEF, UN Women, UNDP</p>	<p>NA's Committee of Culture, Education, Youth and Children NA's Committee of Social Affairs, NA's Committee for Budgetary and Financial Affairs NA's Committee for Economic Affairs, Ethnic Council National Assembly supporting Agencies such as the Institute for Legislative Studies and committee supporting departments</p>	<p>There is awareness of NA's Committees, 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>	150,000	200,000	800,000	1,150,000

**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 justice<sup>38</sup> 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

<sup>38</sup> 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'.

<b>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</b>						
<b>Output Rationale:</b>						
<p>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.</p> <p>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.</p>						
<b>Outputs</b>	<b>Output Indicators, Baselines, Targets, Means of Verification</b>	<b>UN Agencies</b>	<b>Key Partners (Line Management Ministries/ Agencies)</b>	<b>Assumptions</b>	<b>Indicative Budget (USD)</b>	
					<b>Regular Resources (Secured)</b>	<b>Total</b>
<p><b>Output 3.2.1:</b> Policy, legal and regulatory framework strengthened to better reflect the rights of the most vulnerable groups, and increase their access to justice</p>	<p><b>Indicator 1:</b> 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>	ILO, IOM, UNAIDS, UNDP, UNICEF, UNODC, UN Women	MOJ, MOLISA, MPS, OOG, MOFA	Protection of rights and access to justice prioritized in the Government’s law making agenda Strong national commitment to implement international conventions that Viet Nam is a party to Strong commitment of key stakeholders to	5,382,500	14,310,000
					1,160,000	7,767,500

	<p>Target (2016): At least 80% of UN recommendations are discussed, endorsed and 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><b>Indicator 2:</b></p> <p>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>		<p>improve access to justice for the most vulnerable population groups</p>				
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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 the 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 Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	
<p><b>Output 3.2.2:</b> Law enforcement and judicial institutions strengthened to better protect rights, and provide increased access to justice for all people, particularly the most vulnerable groups</p>	<p><b>Indicator 1:</b> Number of new reforms under Resolution 49 that have been implemented with UN support Baseline (2012): Not applicable at the start of the One Plan 2012-2016 Target (2016): 2 MoV: Report of the Central Judicial Reform Steering Committee</p>	<p>ILO, UNDP, UNICEF, UNODC, UN Women</p>	<p>MOJ, MPS, MOLISA, SPP, SPC</p>	<p>Protection of rights and access to justice prioritized in the judicial reform agenda</p>	<p>2,850,000</p>	<p>650,000</p>	<p>5,915,000</p>	<p>9,415,000</p>

<b>Output 3.2.3: Legal, law enforcement and judicial personnel have enhanced knowledge and skills to carry out their obligations under Viet Nam's Constitution and laws as well as ratified international conventions</b>								
<b>Output Rationale:</b>								
<p>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.</p> <p>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.</p>								
<b>Outputs</b>	<b>Output Indicators, Baselines, Targets, Means of Verification</b>	<b>UN Agencies</b>	<b>Key Partners (Line Ministries/ Agencies)</b>	<b>Assumptions</b>	<b>Indicative Budget (USD)</b>			
					<b>Regular Resources (Secured)</b>	<b>Other Resources (Secured)</b>	<b>To be mobilized</b>	<b>Total</b>
<p><b>Output 3.2.3:</b> Legal, law enforcement and judicial personnel have enhanced knowledge and skills to carry out their obligations under Viet Nam's Constitution and laws as well as ratified international conventions</p>	<p><b>Indicator 1:</b> Number of new training packages for law enforcement and judicial personnel on rule of law and protection of rights developed with UN support  Baseline (2012): Not applicable at the start of the One Plan 2012-2016  Target: 5  MoV: Reports of MPS, MOJ, SPP, SPC</p> <p><b>Indicator 2:</b> Number of new child friendly policies for investigation, prosecution and adjudication developed and adopted with UN support  Baseline (2011): One inter-agency circular on child friendly investigation, prosecution and adjudication approved  Target (2016): At least 3 new child friendly policies on investigation, prosecution and adjudication adopted  MoV: Reports from MPS, SPC, SPP</p>	<p>IOM, UNDP, UNICEF, UNODC, UN Women</p>	<p>MOJ, MPS, MOD, MOLISA, HCMC National Academy of Politics and National Academy of Public Administration</p>	<p>Capacity building efforts involve the participation of key legal and law enforcement personnel, prosecutor, judges and inspectors  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>	<p>2,500,000</p>	<p>1,040,000</p>	<p>5,290,000</p>	<p>8,830,000</p>

<b>Output 3.2.4: Awareness-raising programmes and legal support services developed and effectively implemented to enable all people, particularly vulnerable groups, to be aware of, and claim their rights</b>								
<b>Output Rationale:</b>								
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.								
<b>Outputs</b>	<b>Output Indicators, Baselines, Targets, Means of Verification</b>	<b>UN Agencies</b>	<b>Key Partners (Line Ministries/ Agencies)</b>	<b>Assumptions</b>	<b>Indicative Budget (USD)</b>			
					<b>Regular Resources (Secured)</b>	<b>Other Resources (Secured)</b>	<b>To be mobilized</b>	<b>Total</b>
<b>Output 3.2.4:</b> 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	<b>Indicator 1:</b> Number of groups of vulnerable people receiving free legal support services with UN support  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  Target (2016): Increased number of vulnerable groups, such as children in conflict with the law, and victims of abuse and exploitation, receiving legal support services with UN support	IOM, UN Women, UNAIDS, UNDP, UNESCO, UNICEF, UNODC	MOJ, MPS, MOLISA, MOFA, OOG, VLA, SPP	Awareness-raising programmes and legal support services are part of relevant national strategies and programmes  Strong Government commitment to the provision of free legal aid for the most vulnerable groups	1,712,500	410,000	5,807,500	7,930,000



	<p>MoV: Reports from national legal aid Agencies and other service providers, PSPMOs</p> <p><b>Indicator 2:</b> 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's 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 user 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 Household 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 of and monitoring the public services delivery for the most vulnerable and 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.

The 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 Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<p><b>Output 3.3.1:</b> Government Agencies at the national and sub-national level are able to apply participatory, evidence-based and cross-sectoral</p>	<p><b>Indicator 1:</b> 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  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>	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 of public service delivery	2,155,000	200,000	3,575,030	5,930,030

<p>approaches in planning, implementation and monitoring the public services delivery for the most vulnerable and disadvantaged groups</p>	<p>Target (2016): Annual Plan of Action for children highlighting clearly the cross-sectoral mechanism developed and being used in 8 provinces. Ethnic minority 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><b>Indicator 2:</b></p> <p>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>			
<p><b>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</b></p>					
<p><b>Output Rationale:</b></p> <p>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).</p>					

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Partners (Line Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<p><b>Output 3.3.2:</b> 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>	<p><b>Indicator 1:</b> Number of provinces that monitor service provision and performance through the use of social audit tools Baseline (2011): 4 provinces pilot social audit tools Target (2016): Institutionalization of use of social audit tools in these 4 provinces MoV: Reports from provincial authorities</p> <p><b>Indicator 2:</b> 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) Baseline (2011): Early stages of implementation of the LPOCS Target (2016): Central-level administrative agencies implement transparent and accountable human resources development procedures MoV: Annual Government reports on law implementation</p>	<p>UNDP, UNESCO, UNICEF</p>	<p>MPI, MOFA, MOHA, PPC, DPI, line departments of selected provinces</p>	<p>Government prioritizes customer-oriented and more accountable and transparent public administration and is prepared to invest in enhanced human resources</p>	<p>12,070,000</p>	<p>600,000</p>	<p>2,865,000</p>	<p>15,535,000</p>

**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 UN Convention against Corruption (UNCAC) in 2009. The Government has prepared a plan to implement the Convention, which includes 53 key activities on communication and dissemination of the national law and the UNCAC, and 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 UN 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 UN 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 political, social professional and mass organizations to mobilize citizens to participate in public affairs and combatting corruption.

Outputs	Output Indicators, Baselines, Targets, Means of Verification	UN Agencies	Key Partners (Line Ministries/ Agencies)	Assumptions	Indicative Budget (USD)		
					Regular Resources (Secured)	Other Resources (Secured)	Total
<b>Output 3.3.3:</b> Selected National Institutions have	<b>Indicator 1:</b> Number of trainings on investigation, prosecution and adjudication on corruption and money laundering organized by the UN	UNDP, UNODC	Government Inspectorate, Ministry of Public Security, MOFA	Government prioritises the fight against corruption in its policies	300,000	450,000	4,550,000
						3,800,000	

<p>enhanced capacities to implement and monitor implementation of national legislation on anti-corruption and key provisions of the UN Convention Against Corruption (UNCAC)</p>	<p>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: 25 MoV: UN and IP progress reports <b>Indicator 2:</b> Frequency of review of implementation of national legislation on anti-corruption and key provisions within the UN Convention Against Corruption (UNCAC) Baseline (2011): Ongoing processes of reviewing compliance with UNCAC and review of 5 years of implementation of anti-corruption law Target (2016): Periodic assessment of implementation of UNCAC and anti-corruption law through an institutionalized monitoring and evaluation mechanism 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>	<p>The media regards corruption as a salient issue and is able to report on cases of corruption</p>			
<p><b>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</b></p>					
<p><b>Output Rationale:</b> 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</p>					

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 Viet Nam 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 Ministries/ Agencies)	Assumptions	Indicative Budget (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	Total	
<p><b>Output 3.3.4:</b></p> <p>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>	<p><b>Indicator 1:</b></p> <p>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><b>Indicator 2:</b></p> <p>Number of provinces in which Viet Nam Provincial Governance and PAPI is undertaken<sup>39</sup></p> <p>Baseline (2011): 30 provinces</p> <p>Target (2016): 63 provinces</p> <p>MoV: Annual PAPI reports</p>	<p>UNICEF, UNDP</p>	<p>MPI, MOLISA, Selected Provincial People's Committees, Mass Organizations like the Viet Nam Fatherland Front (VFF), Government Inspectorate, Ministry of Home Affairs, PSPMOs</p>	<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>	<p>3,155,000</p>	<p>100,000</p>	<p>6,445,000</p>	<p>9,700,000</p>

<sup>39</sup> 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 the 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 organizations (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 11<sup>th</sup> 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 (USD)			
					Regular Resources (Secured)	Other Resources (Secured)	To be mobilized	Total
<b>Output 3.4.1:</b> Enabling legal, policy and institutional frameworks and dialogue mechanisms available for PSPMOs to	<b>Indicator 1:</b> Number of new and/or revised policies, legal documents and guidelines facilitating the participation of PSPMOs that are developed with UN support  Baseline (2012): Not applicable at the start of the One Plan 2012-2016	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

participate in policy discussion and decision-making processes	Target (2016): At least 3 new/ revised documents facilitating the participation of PSPMOs MoV: IP and UN reports								
<b>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</b>									
<b>Output Rationale:</b>									
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 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 11 <sup>th</sup> 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.									
<b>Outputs</b>	<b>Output Indicators, Baselines, Targets, Means of Verification</b>	<b>UN Agencies</b>	<b>Key Partners (Line Management Ministries/ Agencies)</b>	<b>Assumptions</b>	<b>Indicative Budget (USD)</b>				
<b>Output 3.4.2:</b> PSPMOs' human resources and organization capacities strengthened to provide	<b>Indicator 1:</b> 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	ILO, UNAIDS, UNDP, UNICEF	MONRE, MOLISA, OOG, Viet Nam Fatherland Front, Viet Nam Women's Union (VWU),	Enabling environment is in place for PSPMOs to contribute to policy development	<b>Regular Resources (Secured)</b>	<b>Other Resources (Secured)</b>	<b>To be mobilized</b>	<b>Total</b>	
					360,000	110,000	4,080,000	4,550,000	

<p>significant contributions in the development of policies in the best interests of the most vulnerable groups</p>	<p>Target (2016): 10 reports submitted by PSMPOs to legislative or executive agencies (2 per year)</p> <p>MoV: Documents from PSMPOs</p> <p><b>Indicator 2:</b></p> <p>Number of new institutional capacity development activities targeting PSMPOs supported by the UN</p> <p>Baseline (2012): Not applicable at the start of the One Plan 2012-2016</p> <p>Target (2016): 10 (2 per year)</p> <p>MoV: UN and IP reports</p>		<p>Viet Nam Association for Protection of Children's Rights (VAPCR), Viet Nam Lawyers Association</p>	<p>Continued commitment of PSMPOs with the most vulnerable groups</p>				
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## 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





