**GOVERNMENT OF THE SOCIALIST REPUBLIC OF VIET NAM**  
**UNITED NATIONS DEVELOPMENT PROGRAMME**  

**DETAILED PROJECT OUTLINE**

**Title of the Project: SUPPORT FOR PUBLIC FINANCIAL POLICY ANALYSIS**

<table>
<thead>
<tr>
<th>Governing agency:</th>
<th>Ministry of Finance</th>
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<tbody>
<tr>
<td>Project focal point:</td>
<td>Ministry of Finance</td>
</tr>
<tr>
<td>Other participating agencies:</td>
<td>Ministry of Planning and Investment, Ministry of Labors, Invalids, and Social Affairs, and the Committee of Budgetary and Fiscal Policy of the National Assembly</td>
</tr>
<tr>
<td>Duration:</td>
<td>3 years (April 2008 - April 2011)</td>
</tr>
<tr>
<td>Place:</td>
<td>Hanoi, Vietnam</td>
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<tr>
<td>Donor:</td>
<td>United Nations Development Programme (UNDP)</td>
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<tr>
<td>Government priority:</td>
<td>To ensure a fair, unified and stable mechanism and public financial policy system applicable to all economic sectors (SEDP 2006-2010)</td>
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**Brief Description of the Project**

The Ministry of Finance (MOF) established the Policy Advisory Group (PAG) to provide high-quality and independent policy advice directly to the Minister of Finance and other senior leaders of the ministry. The PAG is responsible for establishing the basic infrastructure for policy analysis within the ministry, and to develop policy analysis and capacity within other departments and affiliated agencies of MOF.

The project will support the implementation of the PAG work plan as approved by the Minister of Finance, focusing on priority areas outlined in the Socio-Economic Development Plan 2006-2010. The main components of the project are: (i) Support to the PAG in its efforts to provide timely policy advice and recommendations on urgent policy issues to the Minister and other senior leaders of MOF; (ii) Support to PAG studies of major strategic policy topics relating to the public finance system; (iii) Contribute to the development of policy analysis and forecasting systems within MOF; (iv) Support for public policy round table discussions to improve transparency and public participation; and (v), Support for training courses for MOF policy makers and policy makers from other relevant government agencies. The project will also support public awareness activities and stakeholder consultations to ensure that policies are responsive to the public and consistent across Government agencies.
Country: Viet Nam

UNDAF Outcome: Government economic policies support growth that is more equitable, inclusive and sustainable.

Expected Outcome National pro-poor policies and interventions that support more equitable and inclusive growth (Country Programme Document 2006-2010)

Expected Output(s)/Indicator(s): Knowledge increased and policy options identified for pro-poor public finance policies that consider the impact of trade liberalization and financial reform (Country Programme Document 2006-2010)

Implementing Partner: MINISTRY OF FINANCE

Responsible Party(s): MINISTRY OF FINANCE

Project Period: 2008 - 2011
Project Component: (1) Regular policy advice to Minister and other senior leaders; (2) Analysis of major policy issues; (3) Building the policy analysis and forecasting system for MOF; (4) Policy round table discussions; (5) Training courses for MOF’s policy makers
Project Title: Support for Public Financial Policy Analysis
Project Duration: 3 years (April 2008 to April 2011)
Management Arrangement: NEX

Budget: USD 3,600,000
Total budget: USD 3,600,000
Resources available:
- Government (cash) USD 100,000
- Regular (cash) USD 3,500,000

On behalf of the Government: 

On behalf of UNDP: 

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**PROPOSAL FOR THE PROJECT**  
**SUPPORT FOR PUBLIC FINANCIAL POLICY ANALYSIS**  

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I. PROJECT JUSTIFICATION

I.1. Situation Analysis

The Vietnamese economy has achieved substantial integration into global and regional markets, especially after Viet Nam officially joined WTO in 2007. In this context, reform of public finance in general and fiscal reform in particular have become more complicated, and require careful policy analysis to develop appropriate policies to facilitate the processes of industrialization, modernization and economic integration. As in other developing countries, economic integration is an opportunity but also a challenge to the development of the economy and the public finance system.

Economic integration will generate tremendous opportunities for trade and investment. At the same time, integration increases the importance of improving the public financial system, both in respect of improving the efficiency, effectiveness and equity of government revenue collection and government expenditure, and in respect of enabling the MOF and the institutions concerned with public finances to perform their tasks more effectively.

However, Viet Nam will also face significant challenges as a result of integration in a number of areas:

- Social impact: Viet Nam has begun the process of development from a low starting point and has made a rapid transition from central planning to the market. However, the competitiveness of the economy remained limited, and the survival of some firms and even sectors is not guaranteed during the integration process. The costs of integration and economic growth will not be evenly distributed, with workers in uncompetitive sectors bearing the heaviest burden. The development of economic and legal institutions is still incomplete. In addition, economic integration can easily lead to increased income inequality and an increasing poverty gaps in a society at the initial stages of economic development.

- Macroeconomic risks: As in other developing countries, Viet Nam faces risks in the near future. Macroeconomic risks are mainly associated with imbalances in the economic structure, development gaps among and within industries, sectors, regions, and labour/human resources. Fiscal risks relate to budget deficits and government debt; and monetary risks relating to exchange rates, interest rates and price inflation. Systemic risks in the banking sector will increase as the financial sector becomes more open and diversified.

- Microeconomic risks: International experience has shown that developing countries are subject to risks relating to the attraction of capital, technology, human resources, management skills, and governance capacity. Domestic firms must compete aggressively to maintain and expand market share both at home and abroad. Enterprises must learn to manage financial risks including exchange rate and interest rate risks.

Economic integration also creates opportunities for reform of the public finance system. The direct and indirect impact of integration on budget revenues and expenditures, government debt, financial markets, and the state owned enterprise system have created pressure for more intensive reform to enhance the efficiency, equity, and transparency of the system. This will
help create favourable conditions for sustainable economic growth. Indirect influences through structural change will also contribute to public finance policies, including tax, expenditure and financial market policies and reform of the state owned enterprise system.

The public financial system has been undergoing a program of reform for the last decade. Viet Nam’s rapid development and greater integration with the world economy requires effective public finance institutions. The Ministry of Finance (MOF) plays a central role in the management of the public finances. At the same time the National Assembly is becoming more and more involved in revenue and expenditure decisions and oversight of the public financial processes. The quality of public financial policy analysis and the depth and breadth of advice available to the MOF leadership will need strengthening in the face of new challenges.

The State Budget

There will be increasing pressure on the state budget revenues, both as a result of economic integration and the consequent reduction in the volume of import duties, and as a result of the current high levels of revenue coming from finite sources. Currently the state budget relies heavily on the sale of state assets and natural resources with about one-third of total state budget revenue coming from the oil and gas sector and land use certificates. These revenues fluctuate and are not a long term source of finance for the state budget. There is a need to increase other tax revenues such as value added tax (VAT), corporate income tax, and personal income tax, among others. This would increase costs for production and trade sectors and could possibly exert a significant impact on sustainable economic growth in the long term.

Although state budget expenditure is less directly influenced by integration (except WTO-prohibited subsidies), the indirect impact of integration exerts itself through pressure on budget expenditures related to the need to improve competitiveness and promote sustainable economic growth. Recurrent expenditures for salary reform, social security reform, and capital expenditures for socio-economic infrastructure also fall into this category. The pressure on revenues will demand greater efficiency of expenditures.

The Government fiscal deficit is likely to rise in the coming period owing to revenue shortfalls and increasing expenditures, although there is relatively little room for such a rise. This may lead to heavy debt repayment obligations (principal and interest), reducing the active role of fiscal policy, increasing pressure on the process of fiscal reform, and also increasing the tax burden on future generations. According to international experience, heavy reliance on ODA sources for a long period can result in reduced competitiveness and declining efficiency of ODA management and use.

Financial markets

The experience of financial market development in developing countries reveals that economic integration can generate asset bubbles due to inadequate regulation, supervision and monitoring capacity of the authorities as financial markets open in accordance with international commitments. The information infrastructure is not adequate, sufficiently transparent, and accessible to the public.

Systemic risk in the financial sector is intensified by the unpredictability of foreign indirect investment. The sudden withdrawal of footloose capital can result in distress for domestic
Economic integration generates complexity and interaction effects. It is therefore difficult to assess the real impact of integration. Financial markets are subject to herd behaviour and overshooting, further complicating attempts to forecast economic trends. A major challenge facing government agencies during the process of development of financial markets is to formulate policies in the presence of uncertainty and incomplete information on the existing situation and likely outcomes of policy change.

State Owned Enterprise reform

The state owned enterprise system in Viet Nam has a major impact on macroeconomic balances, fiscal and monetary policy, and international economic integration. This introduces further complexity and interaction effects in the reform process. From the microeconomic perspective, many state owned enterprises are highly indebted and unprofitable. The efficiency of production and business operation of many SOEs is lower than that of foreign invested and private enterprises. SOEs create fewer jobs and exports for each unit of investment than private and foreign firms.

The reform process has created interest groups within the SOE system due to lack of transparency during equitization, inadequate disclosure both among SOEs and domestic banks, and prevailing incentive structures that may induce some SOEs to invest heavily in risky land and equity markets.

I.2. Policy Analysis

The Ministry of Finance is charged with responsibility for designing and implementing public finance policies and managing the national public finance system. As the leadership of the Ministry of Finance has stressed, and as indicated in the Socio-Economic Development Plan (SEDP) 2006-2010, the quality of public financial policies and policy analysis must improve during the current plan period.

Under the Financial Policy Analysis project (VIE/03/010) significant improvements have been realized in public financial policy analysis. Most notably, the Minister of Finance established the Policy Advisory Group (PAG) under Decision No. 2237/QD-BTC dated 14th June 2006. The PAG now serves as the focal point for public financial policy analysis and advice to the senior leadership of the Ministry. The PAG was established as an independent policy advisory body to provide relevant policy advice and recommendations on emerging and important policy issues and to study strategic policy topics. The PAG advises senior officials and is charged with responsibility for developing a policy analysis framework to enhance the capability for policy analysis within the Ministry.

More specifically, the Minister has assigned to the PAG the following responsibilities:

- Studying, synthesizing, and providing advice to the Minister on key issues in public financial policy analysis and formulation;
- Studying and providing independent views on policy reports and proposals upon request of the Minister;
• Carrying out training programmes, developing policy analysis skills for policy analysis and formulation within the Ministry of Finance; and

• Performing other tasks as assigned by the Minister of Finance.

Project VIE/03/010, financed by the UNDP Viet Nam, provided strategic support to the PAG, including access to international and national expertise and technical support. The PAG has been officially in operation from the fourth quarter of 2006. Based on the performance of the PAG in 2006 and 2007, the Minister of Finance instructed the PAG to formulate a work plan for the period 2008 to 2010, coinciding with the remaining period of the current SEDP. A core objective of this work plan is the development of the PAG as a formal mechanism to carry out and coordinate public financial policy analysis and to develop the capacity of the Ministry of Finance and related agencies to conduct public financial policy analysis.

I.3. Relevant Government Strategies, Plans and Programmes

The five year Socio-Economic Development Plan 2006-2010 sets out the general objectives of raising the economic growth rate; achieving rapid and sustainable economic development; quickly graduating from low income country status; improving living standards; promoting industrialization and modernization; gradually developing the knowledge-based economy; creating the foundations of a modern industrial country by 2020; stabilizing the political and social order and security; and continuing strengthening and expanding foreign relations.

The main economic targets of the SEDP 2006-2010 are as follows:

• An average growth rate of 7.5-8%; of which: 3-3.2% for the agricultural sector; 9.5-10.2% for the industrial sector; and 7.7-8.2% for the services sector. GDP of USD 94-98 billion by the year 2010 with GDP per capita of 1050-1100 USD;

• Economic structure by the year 2010: 15-16% agricultural sector; 43-44% industry sector; 40-41% services sector;

• Total investment of USD140 billion (40%GDP); of which 65% domestic sources, 35% foreign sources;

• Total budget revenue of 21-22%GDP (5% budget deficit);

• (Urban) Unemployment rate of 5% in 2010; agricultural labour less than 50%

• Poverty rate of 10-11% by the year 2010

The main tasks and reform measures to achieve the above targets are identified; of which the followings relate to the public finance system:

• Mobilize all resources to boost the economic growth rate; make a breakthrough in building infrastructure, promote structural change and enhance the competitiveness of the economy.

• Strengthen the nation’s financial potential, mobilize and use effectively all financial resources for development, including the state and non-state sectors, as well as domestic and external resources.
• Reform the mechanism of state financial and budgetary management to ensure the predominance of the central budget; promote decentralization of authority and responsibility in budget management at all levels and units using the state budget; strengthen transparency in the use and management of the state budget, create significant changes in budget control, enhance the state's auditing capacity to reduce waste, losses and corruption.

• Develop and operate flexible monetary policies to ensure macro economic stability, control inflation, to ensure the safety of the banking system and improve credit quality. Mobilize resources in line with the reform process to increase the economy's capacity to supply capital for investment. Carry out flexible exchange rate policies; reform payment methods using more non-cash methods and moving towards the convertibility of the Vietnamese currency in stages.

• Enhance the quality and effectiveness of forecasts and analysis; strengthen price controls and market management, proactively deal with the negative impact of world price fluctuations, ensuring smooth integration; and create stable conditions for production and improvements in people's living standards.

• Continue wage and salary reform. Study and implement the policy of a single minimum salary level for domestic and foreign business sectors. Deal with inappropriate practices in salary and earnings of cadres, civil servants and public employees in state agencies, political and socio-political organizations; formulate appropriate income policies for retired people and others that benefit from State's social welfare policies.

In the context of international integration, economic and social policies are inter-related. The development and formulation of public finance policy must therefore be harmonized with comprehensive macro economic reforms to seize development opportunities and overcome challenges. Public financial policy is one of the Government’s most important macro economic policy instruments during the process of adjusting to the market economy.

Viet Nam must avoid inconsistency in policy formulation. As a major macro economic policy instrument of the Government, the main objectives of public finance policy should be clearly defined and oriented towards the realization of the main strategic objectives of the SEDP: ensuring sustainable economic growth and social equity.

The Ministry of Finance has prepared a master programme for public finance reform (also known as ‘the single document of public finance reform’). This programme includes reforming the public finance system, including the state budget system, the financial market system, and the state owned enterprise system. The process of developing and designing public finance policy must be analyzed and assessed carefully in all aspects, ensuring that Viet Nam achieves the objectives of social equity, economic efficiency, transparency, accountability, and stability.

I.4. Lessons learned from previous cooperation

Project VIE/03/010 “Strengthening Capacity in Financial Policy Analysis for Human Development” was launched in September 2003 by the Ministry of Finance (MOF) in cooperation with the United Nations Development Programme (UNDP).
The project reaffirmed the core principle that international technical assistance is most effective when it builds national capacities and when it responds to the needs of national institutions rather than the priorities of international partners. The project assisted the Ministry of Finance with the establishment of the PAG and has supported capability strengthening of the PAG.

A number of important lessons have been learnt from the first year of the PAG’s operation:

- The quality of national expertise available to the PAG will largely determine whether the group is able to carry out its assigned tasks in a successful manner. There is a scarcity of such expertise, and the project will have to provide the right mix of incentives and rigour in recruitment.
- It is hard to predict the work flows of the PAG. As the leadership has begun to place increasing demands on the PAG for analysis and short term advice, it becomes harder to plan longer term research in the face of much short term need.

I.5. Comparative Advantage of UNDP

Since the public finance reform programme was launched in Viet Nam the Ministry of Finance has received constructive support from UNDP in the form of technical cooperation using the national execution modality. From the perspective of the Ministry of Finance, UNDP is an appropriate partner for financial policy analysis for the following reasons:

- UNDP is a multilateral institution that adheres to the principle of government ownership of development policy.
- UNDP technical and financial support is needs-based and flexible, providing timely and relevant assistance to Government agencies in line with Government plans and priorities;
- The experience of VIE/03/010 has demonstrated that UNDP is committed to support the PAG in a way that is conducive to the strengthening of national capacity and alignment with national strategies, plans and programmes.
- UNDP has demonstrated a commitment to providing Viet Nam with access to international expertise and experience in a demand-driven manner and under national leadership.

I.6. Statement of Problems and Issues Addressed by the Project

The project supports the PAG in the implementation of its assigned functions and tasks. The PAG is not a department of the MOF, and is not a formal organisational entity of government. It represents a pilot institution which will be evaluated by the MOF leadership as a possible model.

Over the three-year period 2008 to 2010, the project will contribute to the consolidation of the PAG in order to provide a reasonable basis for the assessment by the government of the model of independent advisory functions located within the ministerial structure.
More specifically, the project will:

- **Provide the PAG with access to timely technical assistance:** The PAG requires timely access to quality national and international technical assistance to conduct policy analysis and make policy recommendations to the MOF leadership. The project will provide resources in a flexible manner to ensure that the PAG can call on the best possible technical help within Viet Nam and abroad as needed.

- **Help the PAG build international and national knowledge networks:** Policy analysis requires effective networking with specialists in numerous fields and disciplines. Good policy analysts know how to tap into knowledge networks to answer questions quickly, and to draw on expertise and experience of others as required. The project will enable the PAG to draw on existing networks, and to build new national networks of experts and specialists in fields relating to public financial management.

- **Develop capacity within the PAG, the ministry and more widely:** The project will include a sustained and dedicated training programme to ensure that PAG members, MOF policy makers and policy makers from related institutions such as the relevant National Assembly Committees have the skills required to conduct rigorous policy analysis.
II. PROJECT OVERVIEW

II.1. Purpose of the Project

The purpose of the project is to provide support to the PAG to enable the group to implement its functions and tasks as assigned by the Minister of Finance, and to develop the PAG as a pilot institution which the MOF may, following the project, constitute more formally within the MOF structure. Financial support during the three-year life of the project is necessary to create the conditions for the integration of the PAG with the Government structure and to strengthen capacity.

• The PAG is a new model to deliver policy advice and analysis within the Ministry of Finance. The leadership of the Ministry established the PAG on an experimental basis in 2006 and now seeks to formalize and upgrade the PAG. In this context, the PAG will receive financial and technical support from the project to expand its range of activities, to develop capacity and expertise, and to address policy major issues facing the Ministry during the course of this SEDP period.

• The project will assist the PAG in its efforts to develop the scale and improve the quality of its activities, to access international expertise and learn lessons from international experience, and to expand its network of policy experts and institutions.

• The project will assist the PAG in its efforts to establish an analytical framework for public financial policy, including analytical and research methods, database management and econometric and forecasting models.

• The project will support training activities within the PAG and the Ministry of Finance more broadly to build internal capacity for policy research and analysis.

II.2. Project results

The project results/outputs are as follows:

• The PAG, with the support of the project, will provide regular and timely policy advice to the Minister of Finance and other senior leaders in the form of consultations, policy notes and policy papers.

• The PAG, with support from the project, will generate necessary databases, documents, and methodologies, models and analytical frameworks for public financial policy analysis. The PAG will make this information and data available to relevant departments of the Ministry.

• Training courses will be organized to enhance the capabilities of PAG and other Ministry staff. Other government agencies, including the relevant National Assembly Committees, will also be invited to take part in training depending on need and demand.

• The PAG will expand its policy research and analysis network, both internationally and within Viet Nam. This network is important for the Ministry of
II.3. Project outcomes

The purpose of the project is to achieve the following outcomes:

- Strategies and plans for public finance reform are improved, enhancing the role and function of the public finance system in the economy and ensuring social equity and economic efficiency of the public finance system.

- Policy analysis and advice is formally constituted within the MOF’s structure, and the basic infrastructure for policy analysis is in place, including required databases, policy frameworks and forecasting models. PAG members and other officials have received training to enhance their capacity to use these frameworks, methods and models. Ministry officials possess the skills required to use policy analysis outputs as intelligent consumers.

- Outreach activities including public round tables, open workshops/seminars and policy dialogues are held regularly to improve the flow of policy information to the people, helping them to understand Government policies and to contribute their views to the policy formulation process.

- National public financial policy analysis and research networks have been strengthened and are linked to international academic institutions, expertise and practical experience, especially from the East Asian region.

II.4. Key groups of activities

The project will implement four key groups of activities: i) support to PAG policy analysis and formulation in response to the policy agenda set by the Minister of Finance and other senior leaders of the Ministry; ii) support to PAG institutional development, including the development of systems, knowledge networks, databases and forecasting models; iii) support for public outreach and education on financial policy; and iv) capacity development for financial policy analysis.

i) Support to PAG policy analysis and formulation in response to the policy agenda set by the Minister of Finance and other senior leaders of the Ministry.

The PAG is responsible for providing timely policy advice to the Minister and other senior leaders on important and urgent policy issues relating to the public finance system. These policy issues may be those directly raised by the Minister, proposed by the PAG itself for consideration by the senior leadership, or recommended by relevant departments of the Ministry of Finance or other agencies of the Government.

The PAG is also responsible for studying major strategic policy topics of the public finance system based on the work plans approved by the Leadership of the Ministry of Finance.

The PAG holds regular meetings and workshops to invite external experts and representatives Ministry departments and other government agencies to discuss relevant policy issues. The PAG produces regular reports and/or policy recommendations based on these discussions and
workshops for submission to the Minister and other senior leaders.

The project will provide resources to enable the PAG to access international and national technical assistance in carrying out this important advisory and policy research work. The project will also support data collection and provide access to the international literature in print form and through the electronic means.

**ii) Support to PAG institutional development, including the development of systems, knowledge networks, databases and forecasting models**

The project will support the institutionalization of the PAG within the Ministry of Finance and will help the PAG establish systems and mechanisms to provide timely policy advice to the ministry.

The project will support the development of forecasting and other macroeconomic models to assist the PAG in its efforts to assess the impact of policy choices on economic performance. The project will also provide training for PAG members, other ministry officials and officials of other agencies in the use of these models.

The project will also support PAG efforts to access and in some instances create national and international knowledge networks relating to financial policy and policy analysis. PAG members will take part in international conferences and will also organize conferences in Viet Nam to exchange information and facilitate interaction with national and international scholars, researchers and policy analysts.

**iii) Support for public outreach and education on public financial policy**

The project will support PAG-led public outreach and education activities including televised Policy Round Table Forums to improve public awareness and understanding of public financial policies and to receive comments and opinions from the general public. The topics discussed in these forums will focus on issues of public concern such as tax reform, fiscal decentralization, SOE reform, and the development of the securities markets. Guests and participants will be drawn from a wide range of public institutions, as well as from business, academia and civil society.

**iv) Capacity development for public financial policy analysis**

The project will support capacity development activities to enhance the Ministry’s policy analysis and policy formulation capabilities. Officials from the relevant departments of the Ministry of Finance and other government agencies will take part in the training courses as required (TOR for a subcontract of providing training courses is in the Annex).

In addition to dedicated training programmes, the PAG will organize regular policy forums and workshops for policy makers, economists, the private sector and the public.
### II.5. Project structure table

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<tr>
<th>#</th>
<th>Level</th>
<th>Indicators</th>
<th>Related UNDAF outcome</th>
<th>Related priority area in Decree 17</th>
<th>Risks and assumptions</th>
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<tr>
<td>1</td>
<td>Project result</td>
<td></td>
<td>Quality of growth; Laws, policies and governance to realize the Millennium Declaration and its Goals.</td>
<td>Public Finance Policy</td>
<td>Continued high level support for PAG from Ministry leadership required.</td>
</tr>
<tr>
<td>1.1</td>
<td>Project objective: Support to PAG in providing policy advice and recommendation to the Minister</td>
<td>Policy papers and notes of the PAG on emerging policy issues and strategic policy topics to the Minister</td>
<td>Quality of growth; Laws, policies and governance to realize the Millennium Declaration and its Goals.</td>
<td>Public Finance Policy</td>
<td></td>
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<tr>
<td>1.1.1</td>
<td>Project output: Policy papers to be circulated</td>
<td>Consulting services to build policy papers</td>
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<tr>
<td>1.1.2</td>
<td>Project output: Policy notes to the Minister</td>
<td>Consulting services to the PAG Head</td>
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<tr>
<td>1.2</td>
<td>Project objective: Enhancing the participation of non-public sectors in the policy making process</td>
<td>Policy round table and workshops/seminars/dialogues organized by the PAG</td>
<td>Quality of growth; Laws, policies and governance to realize the Millennium Declaration and its Goals.</td>
<td>Public Finance Policy</td>
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<tr>
<td>1.2.1</td>
<td>Project output: Wide feedbacks to emerging policy issues</td>
<td>Consulting services to the PAG Head</td>
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### 1. Project objective:
- **Support to PAG in providing policy advice and recommendation to the Minister**

### 1.1. Project output:
- **Policy papers to be circulated**
  - Consulting services to build policy papers

### 1.1.1. Project output:
- **Policy notes to the Minister**
  - Consulting services to the PAG Head

### 1.2. Project objective:
- **Enhancing the participation of non-public sectors in the policy making process**

### 1.2.1. Project output:
- **Wide feedbacks to emerging policy issues**
  - Consulting services to build policy papers

### Risks and assumptions:
- Continued high level support for PAG from Ministry leadership required.
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<tr>
<th>#</th>
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<th>Indicators</th>
<th>Related UNDAF outcome</th>
<th>Related priority area in Decree 17</th>
<th>Risks and assumptions</th>
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<tr>
<td>1.2.2</td>
<td><strong>Project output:</strong> Expertise feedbacks to emerging policy issues</td>
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<td></td>
<td><strong>Groups of activity:</strong> Holding policy workshops/seminars/dialogues</td>
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<td>Quality of growth; Laws, policies and governance to realize the Millennium Declaration and its Goals.</td>
<td></td>
<td>Lacking of clear requirements from relevant departments and the PAG</td>
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<td>1.3</td>
<td><strong>Project objective:</strong> Enhancing the capability of policy analysis for the PAG and MOF staff</td>
<td>Basic and professional training courses and seminars/workshops organized by the PAG</td>
<td>Quality of growth; Laws, policies and governance to realize the Millennium Declaration and its Goals.</td>
<td>Public Finance Policy</td>
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<td>1.3.1</td>
<td><strong>Project output:</strong> Improvement of policy analysis capacity of MOF staff</td>
<td></td>
<td>Quality of growth; Laws, policies and governance to realize the Millennium Declaration and its Goals.</td>
<td></td>
<td>Public Finance Policy</td>
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<tr>
<td></td>
<td><strong>Groups of activity:</strong> Holding training courses for the MOF staff</td>
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<td>Quality of growth; Laws, policies and governance to realize the Millennium Declaration and its Goals.</td>
<td></td>
<td>Public Finance Policy</td>
</tr>
<tr>
<td>1.3.2</td>
<td><strong>Project output:</strong> Improvement of policy analysis capacity of the PAG</td>
<td></td>
<td>Quality of growth; Laws, policies and governance to realize the Millennium Declaration and its Goals.</td>
<td></td>
<td>Public Finance Policy</td>
</tr>
<tr>
<td></td>
<td><strong>Groups of activity:</strong> Holding seminars/workshops for the PAG</td>
<td></td>
<td>Quality of growth; Laws, policies and governance to realize the Millennium Declaration and its Goals.</td>
<td></td>
<td>Public Finance Policy</td>
</tr>
<tr>
<td>1.4</td>
<td><strong>Project objective:</strong> Enhancing the infrastructure of policy analysis</td>
<td>Library, database, and relevant technical instruments (econometric software/programs) for policy analysis built by the PAG</td>
<td>Quality of growth; Laws, policies and governance to realize the Millennium Declaration and Public Finance Policy</td>
<td>Risk of determining relevant types of infrastructure of policy analysis</td>
<td></td>
</tr>
<tr>
<td>1.4.1</td>
<td><strong>Project output:</strong> Enhancing technical guides for policy analysis</td>
<td></td>
<td>Quality of growth; Laws, policies and governance to realize the Millennium Declaration and Public Finance Policy</td>
<td>Risk of determining relevant types of infrastructure of policy analysis</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Groups of activity:</strong> Making the library</td>
<td></td>
<td>Quality of growth; Laws, policies and governance to realize the Millennium Declaration and Public Finance Policy</td>
<td>Risk of determining relevant types of infrastructure of policy analysis</td>
<td></td>
</tr>
<tr>
<td>#</td>
<td>Level</td>
<td>Indicators</td>
<td>Related UNDAF outcome</td>
<td>Related priority area in Decree 17</td>
<td>Risks and assumptions</td>
</tr>
<tr>
<td>-----</td>
<td>-------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>----------------------------------------</td>
<td>------------------------------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>1.4.2</td>
<td><strong>Project output:</strong> Enhancing technical instruments for policy analysis</td>
<td>Groups of activity: Building/buying economic software/programs</td>
<td>its Goals.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4.3</td>
<td><strong>Project output:</strong> Making and enhancing quantitative data sources for policy analysis</td>
<td>Groups of activity: Building necessary database</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.5</td>
<td><strong>Project objective:</strong> Expanding the network of experts and consultants</td>
<td>Network of international and national experts and consultants, and the MOF’s key and potential policy making groups</td>
<td>Quality of growth; Laws, policies and governance to realize the Millennium Declaration and its Goals.</td>
<td>Public Finance Policy</td>
<td>Limited access and lacking of domestic and international consultants</td>
</tr>
<tr>
<td>1.5.1</td>
<td><strong>Project output:</strong> Enhancing the external human resources and expertise for the PAG</td>
<td>Groups of activity: Building the network of international experts and consultants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.5.2</td>
<td><strong>Project output:</strong> Enhancing the internal human resources and expertise for the PAG</td>
<td>Groups of activity: Building the network of domestic and MOF internal experts and consultants</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### III. Indicative Budget Structure

Showing anticipated proportion of budget to be spent on: a) expertise (estimated proportion national/international); b) equipment/supply; c) training; d) sub-contracting; e) management costs, including e.1) project staff, e.2) project M&E, e.3) other administrative costs.

(Unit: $ US)

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Expertise:</td>
<td>2,425,000</td>
</tr>
<tr>
<td>- International experts:</td>
<td>1,700,000</td>
</tr>
<tr>
<td>- National experts:</td>
<td>725,000</td>
</tr>
<tr>
<td>2) Database, literature and media</td>
<td>100,000</td>
</tr>
<tr>
<td>- Secondary data</td>
<td>30,000</td>
</tr>
<tr>
<td>- Primary Surveys</td>
<td>50,000</td>
</tr>
<tr>
<td>- Access to professional journals and other literature</td>
<td>20,000</td>
</tr>
<tr>
<td>3) Workshops/open policy forums/training courses</td>
<td>650,000</td>
</tr>
<tr>
<td>- Workshops:</td>
<td>160,000</td>
</tr>
<tr>
<td>- Training courses:</td>
<td>410,000</td>
</tr>
<tr>
<td>- Regular policy forums/open training programs:</td>
<td>80,000</td>
</tr>
<tr>
<td>4) Study tours and conferences</td>
<td>100,000</td>
</tr>
<tr>
<td>5) Equipment/supplies:</td>
<td>75,000</td>
</tr>
<tr>
<td>- ICT equipment and supplies</td>
<td>50,000</td>
</tr>
<tr>
<td>- Other office furniture and supplies</td>
<td>25,000</td>
</tr>
<tr>
<td>6) Project staff and other administration costs:</td>
<td>250,000</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>3,600,000</strong></td>
</tr>
</tbody>
</table>

(Three million and six hundred thousand US dollars)
IV. PROJECT IMPLEMENTATION STRATEGY

IV.1. Overall approach

The implementation strategy of the project is to mobilize available resources, manage them efficiently, emphasizing accountability and transparency of the whole management system, in order to enhance the efficiency of all activities of the project to provide effective support to the Ministry of Finance and to the PAG. The project implementation strategy consists of the following elements:

- The PAG is responsible for formulating the work plans for the 2008-2010 period for submission to the Minister for approval and to the project for financial planning and implementation;

- The Project Management Board is responsible for managing the Project Office to carry out its functions and tasks for project management.

- The quality control system consists of internal and external systems:
  - External quality control will be carried out by the Minister and/or the Standing Vice Minister, on behalf of the Minister. A Policy Advisory Board (consisting of senior domestic and foreign experts, as regarded below) will be established to assess the work of the PAG and provide advice to the project on implementation strategy;
  
  - Internal quality control will be the responsibility of the PAG leadership and the National Project Director, who will take overall responsibility for the direction of the project.

- The Head of the PAG is responsible for the implementation of the PAG work plan as agreed with the leadership of the Ministry;

- The Director of the PMU will be responsible for the implementation of project activities in accordance with Government and UNDP NEX rules and regulations.

- The National Economics University (the Vietnam – Netherlands Center for Development Economics and Public Policy (CDEPP)) will work with the PMB and the PAG as a National Responsible Party to build a policy analysis framework and database. The terms of reference for the NEU are attached in the Annex of this DPO.

IV.2. Strategic approach to address cross-sectoral issues

In the process of conducting policy analysis and formulation for the public finance system, the project will assist the PAG in addressing cross-sectoral issues, especially social issues such as income distribution, poverty, environment sustainability, regional disparities of economic development, among others. One of
the main objectives of the PAG is to connect various policy instruments and objectives in order to arrive at a comprehensive approach to public finance reform and its impact on socio-economic development in the short term and the medium and long terms.
V. PROJECT IMPLEMENTATION STRUCTURE

The project will be implemented under National Execution (NEX) modality, and will involve a wide range of stakeholders.

PROJECT ORGANIZATION CHART

V.1. National Project Director

The National Project Director is appointed by the Minister of Finance from the senior leadership of the Ministry. The National Project Director is responsible to the Minister for guiding and supervising project implementation and all other concerned issues, as follows:

- Supervising and providing guidance and support to the PMB during the implementation process of all project activities;
- Overseeing monitoring and evaluation of the project, and make necessary comments on all draft documents prepared by the PMB;
- Receiving information on the status of the implementation of the project activities and problems encountered;
- Ensuring that Project activities are integrated into MOF and national strategies and plans;
Ensuring that project activities are implemented in accordance with the rule of the Government and UNDP national execution modality.

V.2. Project Management Board (PMB)

The Ministry of Finance will establish a Project Management Board (PMB) to provide advice to the National Project Director and the PAG on implementation strategy and issues. The PMB will:

- Review work plans prepared by the PAG and provide advice on the proper and most productive role of the project in implementing these work plans;
- Review and supervise the operations of the Project Office and advise the National Project Director on ways to improve the efficiency and effectiveness of the Project Office.
- Be responsible for project implementation to the National Project Director and the Minister of Finance.

V.3. The Project Office

The Project Office will be responsible for project administration under the supervision of the National Project Director and PMB. It will be headed by a National Project Manager (NPM), who will manage day to day operations of the Project Office. The NPM will report to the National Project Director and PMB and will be supported by a team of professional and technical staff assisted by the administrative finance officer, assistants, secretaries, and other support staff (respective TORs for project personnel are shown in the Annex).

The NPM will ensure timely achievement of project outputs, and will:

- Guide and supervise the Project Office to implement project activities in accordance to the approved work plan and related UNDP regulations and national regulations;
- Prepare annual and quarterly work plans as well as progress reports of the project management in close consultation with UNDP;
- Carrying out other necessary work and tasks concerning the Project and/or as required by the National Project Director and PMB;
- Manage the monitoring and supervision system and the reporting system.
V.4. The Senior Technical Advisor (STA)

The STA is responsible for helping the National Project Director, PMB, and the PAG in guiding and supervising project implementation, especially capacity building, information sharing and provision of policy advice.

The TOR for the STA is in the Annex.

V.5. The Policy Advisory Group (PAG)

The PAG has been established within the Ministry of Finance and is responsible for carrying out the following tasks:

- Studying, synthesizing, and providing advice to the Minister on key issues in public financial policy analysis and formulation;
- Studying and providing independent views on policy reports and proposals upon request of the Minister;
- Carrying out training programmes, developing policy analysis skills for policy analysis and formulation within the Ministry of Finance; and
- Performing other tasks as assigned by the Minister of Finance.

The Organization structure of the Policy Advisory Group includes the PAG Head, members, consultants and collaborators.

- The **PAG Head** is generally responsible for the management of the PAG and reports to the Minister and the Standing Vice Minister relating to the implementation of PAG activities;
- The PAG includes members specializing in areas of state budget revenue policies, state budget expenditure policies, financial market policies, macroeconomic policies and public finance reform policies subject to the decision of the Minister to mobilize and assign experts from organizations and agencies within the Ministry of Finance or invited from agencies outside of the Ministry of Finance;
- The PAG includes consultants and collaborators assigned to carry out specific research projects, analysis and assessment activities and to provide advice on specific topics as assigned by the PAG Head or group leaders;
- PAG consultants and collaborators are national and international experts, researchers or civil servants, government employees working in organizations and agencies within the Ministry of Finance or in other agencies. The consultants and collaborators work on a contractual basis;
Tasks and responsibilities of the PAG Head:

- Being fully responsible to the Minister and Standing Deputy Minister of Finance for all activities of the PAG and contents of PAG advisory work submitted to the Minister of Finance and other senior officials;

- Receiving instructions from the Minister and the Standing Deputy Minister of Finance, and include these instructions in work plans and programs of the PAG;

- Assigning specific tasks to PAG members and monitor and supervise implementation of these tasks;

- Working to promote cooperation between the PAG and relevant departments/organizations of the Ministry and other related organizations and agencies;

- Proposing the appointment, dismissal, praise, or discipline of the PAG’s members to the Minister and the Standing Deputy Minister, selecting consultants and experts in accordance with Government rules and UNDP rules when applicable, and in consultation with the senior leadership of the Ministry of Finance;

- Evaluating and reporting the implementation of the PAG’s tasks and responsibility and work plans to the Minister and Standing Deputy Minister of Finance, periodically or as required;

- Implementing other tasks given by the Minister and Standing Deputy Minister of Finance.

Tasks and responsibilities of PAG members:

- Developing work plans for research and analysis activities as assigned by the PAG Head for inclusion in the master working programme;

- Implementing approved work plans, acting as research group leader when requested, and coordinating contributions of consultants and other experts when necessary;

- Reporting to the Minister and the Standing Vice Minister on research and analytical results as requested;

- Participating in regular and ad-hoc meetings of the group to implement, review and assess PAG assignments;

- Cooperating with other organizations and units within the Ministry to obtain information, data and input as needed;

- Undertaking other work relating to the member’s area of expertise upon the request of the PAG Head.
V.6. National Responsible Partner

The National Responsible Partner is a national research and training organization which is contracted to provide the assigned consulting services to the PAG (described in the terms of reference provided in the Annex).
VI. PROJECT COORDINATION

VI.1. UNDP Country Office Support to Project Implementation

UNDP Viet Nam will support project implementation in line with NEX regulations, especially in NEX training, identification and recruitment of international specialists, arranging overseas training activities (study tours, executive training), procurement of professional services and equipment. Specific requests for assistance will be communicated to UNDP through quarterly work plans, where concrete UNDP inputs will be indicated.

List of supporting activities provided by UNDP upon the request of the NPD:

<table>
<thead>
<tr>
<th>1. Recruitment of Project Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assist in identification of suitable candidates to provide consulting and other services (advertisement, website, rosters)</td>
</tr>
<tr>
<td>Assist in preparing ToRs</td>
</tr>
<tr>
<td>Assist in interviewing candidates</td>
</tr>
<tr>
<td>Assist in issuing contracts (when necessary)</td>
</tr>
<tr>
<td>Authorize salary/consultancy fee/missions</td>
</tr>
<tr>
<td>Assess performance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Sub-contracting/Procurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assist in identifying suitable subcontractors (advertisement, website, posters)</td>
</tr>
<tr>
<td>Assist in preparing ToRs</td>
</tr>
<tr>
<td>Assist in evaluating bids</td>
</tr>
<tr>
<td>Assist in issuing contracts (when necessary)</td>
</tr>
<tr>
<td>Assess sub-contractors work</td>
</tr>
<tr>
<td>Ensure inputs as per contract ToR’s</td>
</tr>
<tr>
<td>Ensure payments are made accordingly</td>
</tr>
<tr>
<td>Ensure milestones are met</td>
</tr>
<tr>
<td>Critical review of sub-contractors performance</td>
</tr>
</tbody>
</table>

Financial Management and Accountability

Making direct payments and ensuring flow of funds for project activities
Training of staff in the implementation of financial disbursements and reporting
Financial monitoring and record keeping
Financial reporting
Budget revisions
NEX Audit exercises
3. *Training/Workshop*
   
   Making appropriate arrangements for the logistical and technical support of the training and workshop Activities

4. *Equipment*

   - Review specifications
   - Identify suppliers of goods and services
   - Approve specifications
   - Assist in evaluating contract
   - Assist in awarding contract (when necessary)
   - Undertake Customs clearance
   - Authorize payments
VII. FINANCIAL MANAGEMENT MECHANISM

All financial and accounting procedures will be implemented in line with the financial and accounting regulations of the UNDP’s NEX guidelines. The procedures shall be carefully applied during the implementation of the Project.

The National Project Director, appointed by the Minister of Finance, will be the Authorizing Officer.

The Accounting Officer will be responsible for the financial management and proper implementation of payments, including acting as co-signatory to the project account. The accounting officer will not be a member of the PMB.

From the project budget, the PMB shall make payments for operating costs, as well as for local services, supplies and employment contracts set out in the Overall and/or Annual Work Plans and Budgets.

Project expenses below will be:

- Payments for operating costs and administrative expenses of the PMB and the PAG.
- Payment for PAG technical activities including writing policy papers, data surveys and collection, training, national consultant, international consultant, workshop, study tour and other activities as delineated in approved project work plans.

The PMB will establish for this purpose an interest bearing bank account in Viet Nam, denominated in Viet Nam dong, hereafter referred to as the "Project account". The Project account shall be operated with the joint signatures of the National Project Director and the Accounting Officer. Disbursement from the Project account shall be made by the National Project Director and the Accounting Officer in line with the Project’s requirements and the agreed work plans and budgets.

VII.1. Accounting

The Accounting Officer will, every three months, prepare expenditure reports justifying the use of fund advances received. These reports will be countersigned by the Project Manager.

The Accounting Officer will make sure that all expenses of the Project covered by UNDP fund will be accompanied by supporting documents such as contracts, bills, receipts and bank statements and that procedures laid out in the NEX guidelines are strictly followed. Such documents as well as the accounting and the inventory will be kept for at least five years from the last payment.

The Project’s bookkeeping will be in accordance with the double-entry system and accrual method, and shall include the registration of each receipt and each expense. The accounting results of these books will appear in a general book of the Project, including the interest earned.
Any unused balances remaining available on the termination of the Project shall revert to the UNDP.

VII.2. Budgets

Project budgets are divided into two parts, one for PMB operations and another for PAG activities. Ten percent contingencies have been included in the budget.

VII.3. Government contributions

The contribution of the government of Viet Nam in kind and in cash will be used mainly for rent, utilities, meeting facilities and personnel. A breakdown of the government contribution will be developed according to discussion with Ministry of Finance.

VII.4. Procurement

Procurement will follow UNDP NEX guidelines and procedures.

MONITORING AND EVALUATION

1. Monitoring responsibilities and events

Project monitoring and evaluation will be conducted in accordance with established UNDP rules and regulations.

*Day to day monitoring of implementation progress* will be the responsibility of the Project Manager, based on project work plans and indicators. The Project Office will inform the UNDP of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely manner.

*Periodic monitoring of implementation progress* will be undertaken by UNDP through quarterly meetings with the project management, or more frequently as deemed necessary. This will allow the parties to take stock of progress and to troubleshoot problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

*Project Monitoring Reporting* The Project Coordinator in conjunction with the UNDP team will be responsible for the preparation and submission of the following reports that form part of the monitoring process.

The Monitoring and Evaluation Plan, including indicators and needs for baseline information, will be refined and finalized at the project Inception Workshop (IW). The IW will bring together the principal stakeholders of the project to familiarize them with the project staff, develop a detailed Annual Work Plan (AWP) and Budget for the first year of operations, and agree on the information and timeframes for reporting project activities to the different levels within the governance structure, including project review
meetings and national and local provincial committee functions. Finally, the inception workshop will provide an opportunity to inform the project team on UNDP project-related budgetary planning, budget reviews, and reprogramming as necessary. In subsequent years, a brief annual workshop will be held to develop AWPs and make new adjustments to the monitoring and evaluation system as necessary.

An **Inception Report** will be prepared immediately following the Inception Workshop. This will include a review of the project context, including any changes since the design phase which may affect implementation, and will provide details on the different levels of monitoring and evaluation that will take place throughout the project with specific information on the roles, responsibilities, activities, and indicators to be monitored during the first year of operations. For the benefit of all stakeholders, the following specific UNDP mechanisms will be defined and programmed with actions included in the inception report: annual **Project Implementation Review (PIR)**, the **Annual Project Report (APR)**, **Tripartite Review (TPR)** meetings, as well as the nature and timing of the **Mid-Term** and **Final Evaluations**.

**Day to day monitoring** of implementation progress will be the responsibility of the National Project Manager with oversight by UNDP. Based on the project's Annual Work plan and its indicators, the Project Team will inform the UNDP of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely fashion. Targets and indicators will be based on those agreed upon at the inception workshop and will be redefined at a new workshop to be held at the beginning of each project year.

**Periodic monitoring** of implementation progress will be undertaken by the UNDP through quarterly meetings with the project staff. This will allow parties to review and troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. UNDP focal point and national steering committee members will conduct yearly visits to field sites to assess project progress at first hand. A Field Visit Report will be prepared by the UNDP Programme Officer and circulated to all stakeholders.

A terminal TPR meeting will be held in the last month of project operations. MoF will be responsible for preparing the **Terminal Report** and submitting it to UNDP for distribution. It will be prepared in draft at least two months in advance of the terminal TPR to facilitate the review, and will serve as the basis for discussions at the TPR. The TPR has the authority to suspend disbursements if project performance benchmarks (developed at the Inception Workshop) are not met according to the **Monitoring and Evaluation Plan**.

**Financial audits** will be implemented in accordance with NEX rule and regulations.

To facilitate the sharing of information, the project staff will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects, and reports will be submitted to UNDP at the end of each year. UNDP will assist the project team in categorizing, documenting and reporting on lessons
learned. If requested, the project staff will prepare project specific technical reports and technical publications. The technical reports will represent the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels. Project publications will also be produced, including scientific or other texts on the activities and achievements of the project, in the form of journal articles, multimedia publications, among others.

**A table depicting an indicative M&E work plan is provided below.**

<table>
<thead>
<tr>
<th>Type of M&amp;E activities</th>
<th>Responsible parties</th>
<th>Time frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception Workshop</td>
<td>▪ Project Manager</td>
<td>During the first month of project implementation</td>
</tr>
<tr>
<td>Inception Report</td>
<td>▪ Project Manager</td>
<td>15 days after Inception workshop</td>
</tr>
<tr>
<td>Measurement of Means of Verification for Project Purpose Indicators</td>
<td>▪ Project Manager will oversee the hiring of specific studies and, institutions, and delegate responsibilities to relevant team members</td>
<td>Start, middle and end of project</td>
</tr>
<tr>
<td>Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis)</td>
<td>▪ Oversight by Project Manager, Senior Technical Advisor and Project Manager, UNDP</td>
<td>Annually prior to APR and to the definition of annual work plans</td>
</tr>
<tr>
<td>APR and PIR</td>
<td>▪ Project Team, UNDP</td>
<td>Annually</td>
</tr>
<tr>
<td>TPR and TPR report</td>
<td>▪ Government Counterparts, UNDP, Project team</td>
<td>Every year, upon receipt of APR</td>
</tr>
<tr>
<td>PMB Meetings</td>
<td>▪ PMB, Project Manager</td>
<td>Following Project IW and subsequently at least once a month</td>
</tr>
<tr>
<td>Periodic status reports</td>
<td>Project team</td>
<td>To be determined by Project team and UNDP CO</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>--------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Technical reports</td>
<td>Project team</td>
<td>To be determined by Project Team and UNDP</td>
</tr>
<tr>
<td></td>
<td>PAG</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hired consultants as needed</td>
<td></td>
</tr>
<tr>
<td>Mid-term External Evaluation (Phase-I)</td>
<td>UNDP</td>
<td>At the mid-point of Project implementation.</td>
</tr>
<tr>
<td></td>
<td>External Consultants (i.e. evaluation team)</td>
<td></td>
</tr>
<tr>
<td>Terminal Report</td>
<td>Project team</td>
<td>At least one month before the end of the project</td>
</tr>
<tr>
<td></td>
<td>UNDP</td>
<td></td>
</tr>
<tr>
<td></td>
<td>External Consultant</td>
<td></td>
</tr>
<tr>
<td>Publication of Lessons learned</td>
<td>Project team</td>
<td>Yearly</td>
</tr>
<tr>
<td>Audit</td>
<td>UNDP</td>
<td>Yearly</td>
</tr>
<tr>
<td></td>
<td>Project team</td>
<td></td>
</tr>
<tr>
<td>Visits to field sites (UNDP staff travel costs to be charged to fees)</td>
<td>UNDP Country Office</td>
<td>Yearly</td>
</tr>
<tr>
<td></td>
<td>Government representatives</td>
<td></td>
</tr>
<tr>
<td>Final Evaluation</td>
<td>Independent Consultants</td>
<td>Six months prior to the terminal tripartite review meeting.</td>
</tr>
</tbody>
</table>
VIII. OTHER CONSIDERATIONS

The PAG is to consider the impacts of public finance reform on social and gender equity through government’s national development programs for targeted groups. The PAG will encourage female experts to apply for PAG positions and will strive to involve women in PAG knowledge networks.

The PAG is to consider the environmental impact of public finance reform in the aspect of designing and implementing relevant tax policy treatments, such as tax incentives for green/clean technologies or penalty fees for environment pollution production.

The PAG is to consider the sustainability of the economy through emphasizing the public investment in human resource development, public infrastructure, and technologies.
ANNEX – LIST OF TORS AND JOB DESCRIPTIONS

ANNEX – LIST OF TORS AND JOB DESCRIPTIONS

TOR 1 – PUBLIC FINANCIAL TRAINING PROGRAMME

The international partner will implement its functions and undertake specific duties under the direct supervision of the National Project Director and the PAG Head in close collaboration with the National Project Manager.

1. Objectives
In cooperation with the PAG the international partner will provide a professional training course to officials and staff of the Ministry of Finance and other related government agencies.

2. Tasks/ Scope of Work
The international partner will:

2.1. Providing training courses to improve the process of policy analysis and design in the Ministry of Finance:

The international partner will cooperate with the PAG to prepare and provide professional training courses for MOF officials and staff directly involved in policy analysis and design. The objective is to provide training to all members of the MOF involved in the policy process over three years. As the needs and specialisation of different members and departments of the MOF differ separate training courses will be tailored for each of the following participants:

- High-ranking officials (director general and deputy director general level and/or upper level);
- Middle-ranking officials (director and deputy director level);
- Professional staff.

Training course for high-ranking officials:
The course will focus on two areas: public finance and human resource management. Sessions on public finance will improve the capacity of high-ranking officials to better assess policy proposals and so make sound policy decisions. Sessions on human resource management will improve the ability of high-ranking officials to make more efficient resource allocations and incentives for MOF staff.

The content of Public Finance training sessions will cover:

- Essential macroeconomic and public finance policy in theory and practice
• The political and socio-economic effects of public finance policies
• Policy making frameworks

Sessions on Public Administration and human resource management will cover:
• Theory and practice, focusing on flexibility, efficient resource allocation and incentives.

Participants will receive one week of training every year for two years. Each training course will be held twice in each year and will cater for approximately 30 participants.

**Training course for middle-ranking officials:**
The course will provide a comprehensive policy analysis framework to improve policy analysis capabilities at the administrative level and will include sessions on human resource management.

The course will cover:
• Objectives and role of policy analysis
• The process of policy analysis
• Principles of policy analysis
• Methodology and instruments of policy analysis
• Designing work plans
• Synthesizing the results of analysis in the form of policy proposals and recommendations to MOF leadership
• Human resource management
• Coordination mechanisms between relevant agencies

Participants will receive one week of training every year for three years. Each training will be held twice in each year and will involve approximately 30 participants.

**Training courses for professional staff:**
The purpose of the course is to provide advanced policy analysis and forecasting skills with an emphasis on international practise and experience of policy reform. There will be four sessions for MOF specialists covering the following areas:
• Government budget (budget revenues and expenditures and government debts)
• Financial markets (including state-owned enterprise reform)
• Macroeconomics and public finance policies
• Public finance management reform.

Each session will also include the following:
- Objectives and role of policy analysis
- The process of policy analysis
- Principles of policy analysis
- Methodology and instruments of policy analysis
- Designing work plans

Each session will provide detailed policy analysis frameworks, case studies, and methodology and instruments.

There will be four sessions of three weeks. Each session will involve approximately 30 participants, ensuring approximately 120 professionals receive specialised training each year.

**The Training Team**

Each course will require a training team including:

**Senior Trainer (international)**

The senior trainer will design the content of the course and lead the training sessions. He or she will have significant experience as a trainer, an established academic reputation and in-depth knowledge of public finance and macroeconomics. The senior trainer will have experience working and studying in transitional economies, preferably Viet Nam.

**Assistant Trainers (national) (2-3)**

The assistant trainers will assist the trainer in both the design of the course and the actual training sessions. They will have experience as trainers as well as master level or higher qualifications in economics and/ or public finance. They will also have experience of the public finance system in Viet Nam and knowledge of the issues that face transitional economies.

On the principle that the senior trainer will devote approximately four days preparation for each teaching day in the first year and three days preparation for each training day in the second and third years and the assistants one day per training day in the first year the total approximate number of days for senior trainers and assistants is as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Senior Trainer</th>
<th>Training Assistants</th>
<th>Total Senior</th>
<th>Total Assistants</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Preparation Days</td>
<td>Training Days</td>
<td>Preparation Days (Total)</td>
<td>Training Days</td>
</tr>
<tr>
<td>2008</td>
<td>Approx 320 days</td>
<td>Approx 80 days</td>
<td>Approx 80</td>
<td>Approx 160</td>
</tr>
<tr>
<td>2009</td>
<td>Approx 240 days</td>
<td>Approx 80 days</td>
<td>Approx 80</td>
<td>Approx 160</td>
</tr>
<tr>
<td>Year</td>
<td>Days</td>
<td>Days</td>
<td>Days</td>
<td>Days</td>
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<tr>
<td>------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>2010</td>
<td>Approx 210</td>
<td>Approx 70</td>
<td>Approx 70</td>
<td>Approx 140</td>
</tr>
<tr>
<td>Total Days</td>
<td>760</td>
<td>230</td>
<td>230</td>
<td>460</td>
</tr>
</tbody>
</table>

The table contains only estimates of the total days required. The actual number of days and the number of training teams will be negotiated by the international partner and the PAG.

**Additional Costs**

Training courses will usually take place outside of Ha Noi so additional costs will include venue costs, transport costs, and daily subsistence allowances for participants and trainers.

**2.2 Performing other tasks concerning items (1) and (2) above, as required by the PAG**

**3. Outputs**

- Training courses for high ranking officials, middle ranking officials and professional staff as described in Section 2.1.

**4. Qualifications**

The international partner should meet the following requirements:

- Should be a recognised academic institution with at least ten years experience of providing professional training services in public finance, economics and human resource development;
- Have experience designing training courses tailored to the needs of large institutions such as the Ministry of Finance in Viet Nam;
- Have on staff established researchers specialising in public finance and economics.
- Experience operating in developing countries, particularly Viet Nam would be an asset;
- Familiarity with Official Development Assistance (particularly technical assistance) concepts/projects/activities and/or with a major international technical development agency will also be an asset;
- Full proficiency in both spoken and written English;
- Proven skills to work and communicate in a multi-cultural environment.
5. **Timing, Duration, Location**

The training courses will take place in suitable locations in or around Ha Noi from mid-2008 until 2010. Technical assistance and support will be provided as required by the PAG in Ha Noi from 2008 until 2010.

6. **Reporting Lines**

The international partner will report to the Head of the PAG, the PMB, and the Senior Country Economist of UNDP through the National Project Director.

The Project will provide administrative support for the international expert as required during the implementation of the technical services in Vietnam.
TOR 2 – NATIONAL RESPONSIBLE PARTY

The National Responsible Party will provide technical assistance and support for the PAG to build database and framework for policy analysis.

**General responsibilities**

The National Responsible Party is expected to provide technical assistances and support to the PAG to build a database and framework for policy analysis and design, specifically:

- In cooperation with the PAG, provide consulting services to build the database to use for policy analysis and forecasting;
- Provide technical assistance and support to the PAG to make the framework for policy analysis and design.

**Specific Duties and Responsibilities**

The specific duties and responsibilities of the National Responsible Party will include:

1. **Building the database:**

   - Make a comprehensive database for use by the PAG to undertake policy analysis and forecasting.
   - The database will include all available historic data and estimated data required by the PAG for the following:
     - State Budget data: including detailed data of budget revenues, expenditures, public debts, and other related data;
     - Macroeconomic data: including GDP growth rate and structure, labour structure, consumption-saving-investment, import-export and balance of payments, inflation, interest rates, exchange rates, monetary surveys, education and training, healthcare, and other related data;
     - Microeconomic data: raw and processed data from enterprise surveys, living standard surveys, and other micro data.
   - Timing of delivery: the National Responsible Party is to cooperate with the PAG to design a work plan that meets the requirements of the PAG.
   - Quantity and quality of the data: the database will be adequate, comprehensive, and include both the raw data and processed data, if necessary.

2. **Build a framework for policy analysis and design:**

   - The purpose of the framework is to assist the PAG to implement its assigned functions and responsibilities.
   - The work will include:
+ Designing a methodology
+ Building a comprehensive framework
+ Providing the PAG with the resources necessary to fully utilise the framework and database, including software, quantitative economic analysis programmes and reference books, periodicals and documents.

- Timing of delivery: The National Responsible Party is to cooperate with the PAG to design a work plan that meets the requirements of the PAG.

- The framework for policy analysis and design will be adequate and comprehensive and meet the requirements of the PAG.

3. Performing other tasks concerning items (1) and (2) above, as required by the PAG

4. Timing, Duration, Location

The work of National Responsible Party is expected to take place in Ha Noi from mid-2008 until 2011. Technical assistance and support will be provided as required by the PAG in Ha Noi from 2008 until 2011.

5. Reporting Lines

The National Responsible Party will report to the Head of the PAG, the PMB, the Senior Country Economist of UNDP through the National Project Director.

The Project will provide administrative support for the National Responsible Party as requested during the implementation of providing technical services in Vietnam.
TOR 3 – PROJECT SENIOR TECHNICAL ADVISOR

The Senior Technical Advisor (STA) will implement his/her main functions and undertake specific duties under the direct supervision of the National Project Director and in close collaboration with the PAG Head and National Project Manager.

General responsibilities

The STA is expected to have three main functions: capacity building for counterpart personnel; information sharing; and provision of policy advice. More specifically, he/she will:

- Play the lead role in providing and coordinating inputs for capacity building of counterpart personnel through the various stages of project management and implementation.
- Serve as policy advisor to the Implementing Partner, the Government and UNDP in the areas of substantive activity addressed by the project.
- Advocate sustainable development concepts, share development experiences/good practices that have been acquired elsewhere and learn similar experiences/good practices in Viet Nam and share them with relevant stakeholders.

Specific Duties and Responsibilities

The duties of the STA will include, among others:

1. **Work planning:** Provide advice to the Implementing Partner and project personnel in identifying emerging issues, developing and improving work plans;

2. **Project monitoring and evaluation:** Provide guidance in developing indicators for project monitoring and evaluation as well as in preparing project reports focused on capturing results, learning lessons and documenting best practices in order to improve project performance, help UNDP play its role in providing policy advice and feed into UNDP’s continuous programming in Viet Nam and UNDP-assisted interventions elsewhere.

3. **Capacity assessment and capacity building:** Provide advice in assessing capacity gaps that exist in the Implementing Partner and project personnel, mainstream lessons and best practices learned elsewhere into capacity building activities for the project and give guidance in organizing such capacity building activities.

4. **Project coordination:** Play the lead role in coordinating expert inputs that are provided by international and national consultants for project implementation, in coordinating technical inputs for major project events (e.g. national workshops, project reviews, project evaluations), in developing partnerships with relevant parties (e.g. donors, related projects) as well as in building information/knowledge networks.
5. **Advocacy:** Serve as an advocate for UNDP’s policy sustainable development and human development concepts in the areas of substantive activity that are being addressed by the project, by incorporating such concepts into or adapting them to project activities.

6. **Policy advice:** Provide substantive inputs to the Government and UNDP whenever requested in order to prepare policy statements for important events (e.g. Consultative Group Meetings, donor forums, national conferences) and/or to help formulate UNDP’s positions on particular sets of substantive issues.

7. **Knowledge generation and sharing:** Identify knowledge gaps that exist in counterpart personnel, Government Agencies and UNDP staff and suggest necessary measures for addressing such gaps, including suggestions for policy research and data survey; participate in knowledge sharing organized by UNDP staff, share the knowledge/information acquired from the project and join UNDP’s global knowledge networks.

8. **Final reporting:** Prepare an end-of-assignment report which focuses on key lessons learned and best practices drawn from project management and capacity building processes as well as major substantive issues that have merged and that would require further assistance from UNDP in the future.

9. **Performing other tasks as required by the PAG Head and PMB**

**Qualifications and Experience**

The qualifications for the TA should be directly related to the requirements of the specific project. They should include relevant educational qualifications, past work experience, language skills, and interpersonal & communications skills. Nonetheless, the basic qualifications should include the following:

- At least a Master Degree or equivalent in economics, public finance, public policy and/or other related fields;

- At least twenty years of work experience, including at least ten years of direct work experience in the area of financial policy analysis and policy making. More specifically experience in the following areas would be an asset:
  - Experience working in the area of public finance reform in developing and transitional economies
  - At least ten years work experience of Viet Nam and the Vietnamese public finance system. Experience working with the Ministry of Finance would be an advantage.

- Familiarity with Official Development Assistance (particularly technical assistance) concepts/projects/activities and/or with a major international technical development agency will also be an asset;

- Full proficiency in both spoken and written English is a must;

- Proven skills to work in a team and communicate in a multi-cultural environment;
TOR 4 - NATIONAL PROJECT MANAGER (NPM)

National Project Manager is responsible for day-to-day management, co-ordination and supervision of the implementation of the above described project. Specifically, his/her responsibilities include but are not limited to the following:

**General responsibilities**

- The NPM ensures the coordination of national and UNDP resource to mobilizes project inputs and deliver expected project outputs.
- Maintains close contacts with UNDP indicating foreseeable changes in work-plan and proposing realistic amendments and budget revisions.
- Ensures suitable working conditions maintained at the duty station and allocates available facilities enabling project staff and PAG to perform in accordance with their job descriptions.
- Monitors progress of the project according to the work-plan and informs UNDP in time of any anticipated delays.
- Ensures that project activities are conducted and concluded in a timely, satisfactory and coordinated manner.
- Ensures compliance with UNDP’s NEX procedures.
- Facilitates procurement of goods and services and recruitment of project personnel.
- Develops and oversees monitoring and evaluation efforts.

**Specific Duties and Responsibilities**

- Supervises and ensures the timely and effective implementation of the project activities in accordance with the working plan.
- Prepares a detailed work plan for the project (in consultation with the PSC and UNDP).
- Coordinates, oversees and executes the delivery of project outputs as planned.
- Compiles the scope and content of the quarterly and annual project progress report and relevant sections in consultation with PSC, PAG and UNDP.
- Arranges and controls the scheduled consultations/workshops and ensure their success.
- Ensures preparation of the progress reports of the activities performed.
- Develops the scope of the work and ToRs and other procurement documentation required to identify and facilitate recruitment of experts and consultants.
- Coordinates and supports the work of all consulted experts.
- Facilitates and moderates the meeting of PSC and PMB.
- Identifies and hire/subcontract the national consultants and institutions (in consultation with the PMB and UNDP)
- Supervise project support staff national consultants who are recruited to provide technical assistance
- Develops synergy with the relevant ministries, national and international research institutes, NGOs, and other concerning donors in order to involve their financial and personnel contributions in project activities
- Facilitates cooperation with other projects on the areas of policy analysis
- Control the expenditures and otherwise ensure adequate management of the resources provided for the project;
- Summarizes and synthesizes the results of the project;
- Identifies the follow up activities and mobilizes other resources at the extend possible;
- Ensures that the project implementation process is in the line with guidance provided by the UNDP
- Define the role & responsibilities of the stakeholders

**Qualifications and Experience**
- A minimum of 5 years of working experience in the area relevant to the project:
- A demonstrated ability in managing projects, and in liaising and co-operating with all project personnel including government officials, scientists institutions, NGOs and private sector
- A very good knowledge of English is absolutely necessary
- Substantial experience in Government and UNDP procedures preferred
- Familiarity with computers and word processing
- Fluency in the government official language
TOR 5 - PROJECT ACCOUNTANT

Specific Duties and Responsibilities

- Ensure that the chart of accounts, accounting books are consistent and matching financial and management reporting requirements.
- Cooperate with Project Manager and other project staff in implementing the financial management guidelines and internal controls.
- Ensure all accounting transactions are accurately and completely recorded in the accounting software based on valid supporting vouchers with full authorization by Deputy National Project Director and Project Manager.
- Support Project Manager in preparing the annual budget, quarterly budget, cost estimation for project activities. Ensure the efficient cash flow position of the project.
- Support Project Manager in survey of market prices of goods and services for procurement purposes.
- Prepare financial reports and advance requests according to UNDP’s National Execution Manual for Viet Nam.
- Provide Project Manager and Project Management Unit with financial and accounting information on periodic and ad-hoc basis.
- Update and support project staff adhere to UNDP’s and Government’s regulations on financial management, including cost norms.
- Support Project Manager in providing financial and accounting information to the external auditor.

Qualifications and Experience

- University graduate in accounting/finance/banking field
- At least 3 years of accounting experience, 2 years of which in an ODA project or foreign invested company or international organization.
- Good ability to use accounting software and Microsoft Excel
- Language proficiency in speaking, reading and writing;
- Strong English and Vietnamese report writing and verbal skills.
- Ability to communicate effectively.
- Good organizational skill and ability to meet the deadlines
TOR 6 - PROJECT SECRETARY

Specific Duties and Responsibilities

- Preparing and managing project’s correspondents.
- Register all in-coming and out-going project’s documents.
- Take the PAG’s request for support (on PM’s absence).
- Cooperate with PAG in ensuring the quality of the
- Taking minutes of a project meeting.
- Based on progress report provided by PM, input the information into AMT report for submission to International Cooperation Department, MOF
- Assist Project Manager in preparing reports.

Qualifications and Experience

- University Degree in field relevant for project (Social Sciences, Business Administration, English, etc.);
- Minimum 2 years’ experience in administrative support;
- Vietnamese mother tongue and good English competence;
- Good organizational and office management skills, previous experience on UNDP project and NEX modality would be an advantage
- Good interpersonal and team building skills; demonstrated capacity to take initiatives and achieve results;
- Capacity to priorities tasks and work under pressure;
- Must process excellent computer skills with good knowledge of relevant word processing, spreadsheet;
TOR 7 – NATIONAL PROJECT OFFICER

The project officer shall work in consultation with and under the guidance and supervision of the National Project Manager. Specifically, his/her responsibilities are but not limited to the following duties:

**Duties and responsibilities:**
- Assists in organization of relevant training and workshops.
- Prepares periodic progress reports
- Assists in developing the scope of work and respective terms of reference for experts
- Leads the data collection process and follows up the updates
- Assists in procurement of items
- Assists in process of hiring experts
- Ensure the timely and effective management of the contracted activities as scheduled;

**Qualifications and experience**
- University graduated
- Well organized, hard working
- Extensive experience with computers and office software
- Good presentation and communication skills
- Ability to speak, read and write in English
TOR 8 – INTERNATIONAL PROJECT OFFICER

The international project officer will work in consultation with and under the guidance and supervision of the National Project Manager and the PAG Head. Specifically, his/her responsibilities are but not limited to the following duties:

Duties and responsibilities:
1. Facilitate the Project’s access to international expertise by identifying, in collaboration with the UNDP CO, relevant international experts to take part in specific activities of the Project and the PAG. In order to actualize these linkages, the International Project Officer will:
   a. Support the project in developing detailed work plans to achieve the goals set out by the PAG;
   b. Develop terms of reference and complete other formalities to provide the Project Office and the PAG with access to national and international expertise in line with UNDP NEX regulations;
   c. Assist the Project Office and the PAG in identifying appropriate national and international experts.
   d. Assist in the organization of workshops and other events and tasks as required.
2. Provide support to the Head of the PAG and the Project Office in policy research and formulation and other activities. Particular responsibilities will include:
   a. Assisting the PAG and the Project Office in developing a coherent and forward looking capacity development agenda on research management and policy advocacy;
   b. Support the PAG and the Project Office in the preparation of activities to strengthen capacity in research management, applied policy research and policy advocacy;
   c. Assist the PAG and the Project Office to disseminate results of research when necessary;
   d. Work closely with consultants and other institutions undertaking research and other activities in collaboration with the PAG and the Project Office.
3. Carry out other tasks as assigned by the Head of the PAG.

Qualifications and experience
- Masters degree in economics, finance or related discipline.
- At least two years experience in Viet Nam in fields relating to policy analysis and research;
- Competence in statistics, econometrics and database management;
- Familiarity with Government of Viet Nam structures and the role of the Ministry of Finance;
- Familiarity with UNDP policies and procedures, and in particular the NEX modality;
- Experience in the organization and implementation of workshops, seminars and project management, social science research and policy advocacy;
- Fluent written and spoken English;
- Proven experience in the usage of computers and office software packages and advanced programmes for statistical analysis of data;
- Experience in working with government and/or research institutions in Viet Nam is an asset.
TOR 9 - PROJECT INTERPRETER

Duties and responsibilities:

- Provide translation/interpretation services to senior Project personnel’s and international consultants as needed. This may include:
  - At Project meetings participated in by foreign experts
  - Professional translation of Project documents, correspondences and administrative and operational materials, including and professional inputs by international experts.
  - At overseas and in country study-tours when required
  - The total estimated of output of translation work is around 120 translated pages per month and interpretation as required by PM.
- Other duties as may be required by the PM.

Qualifications and experience

- University Degree in Foreign Language with good level or up.
- At least 5 years experience in working for foreign-funded projects in an English-speaking environment.
- Independent, creative and flexible.
- Good spoken and writing skills in both Vietnamese and English.
- Good health, ability to work under work and time pressure.
- Must process excellent computer skills, especially Word, Excel and PowerPoint.
- Available for regularly working trips out of Ha Noi.
TOR 10 - PROJECT DRIVER

Under overall supervision of the project management and direct supervision of the project administrative assistant the incumbent should perform the following functions:

- Timely and safety driving of project employees, consultants, project guests, project visitors, UNDP staff in the project official vehicles at the authorization from the project management
- Assures timely meeting of guests in the airport and other facilities;
- Performs tasks related to the daily maintenance of the vehicle;
- Maintains daily vehicle logs (mileage, fuel consumption, routes) and submits logs to the project administrative assistant on a timely basis;
- Ensures that maintenance services are done on project vehicles in time;
- Ensures any repair services in the same manner as maintenance;
- Ensures that vehicles are parked in the authorized safe parking places;
- Ensure that project vehicles are clean and tidy any time;
- When requested maintains stock of supplies and purchases minor orders to ensure the non-interrupted project office functioning;
- Assistance in mail delivery;
- Provides assistance in administrative activities;
- Do not authorize unofficial use of the vehicle without receipt of the duly issued authorization from the project management with mandatory reimbursement of costs;
- Bears financial responsibility over the vehicle assigned;
- Assures that the vehicle has valid insurance;
- Performs other duties when requested;

Requirements for the post:

- Valid Viet Nam driving license (minimum category B2, preferable - all);
- At least 5 years of professional driving experience;
- Technical proficiency in vehicle maintenance;
- Minimum knowledge of English language;
- Good interpersonal skills, punctuality.