DETAILED PROJECT OUTLINE

Project title: Catalyzing Business Community’s role towards Greater Corporate Social Responsibility through Global Compact Principles in Viet Nam

Project code: VIE/08/XXX

Project focal point(s):
- VCCI (Vietnam Chamber of Commerce and Industry)
  Focal point: Vice Executive President
  Address: 9 Dao Duy Anh Str., Ha Noi, Viet Nam
  Tel: 84 4 5743492, Fax: 84 4 5743492
- UNDP Viet Nam Country Economist Unit (CEU)
  Focal Point: Sr. Country Economist
  Address: 25-29 Phan Boi Chau str. Ha Noi – Viet Nam
  Tel: +84 4 942 1495, Fax: +84 4 942 4871

Other participating agencies: Other agencies will be involved in the implementation of specific activities during the project implementation. These agencies will be identified during the course of the project implementation and will be named on the respective work plans.

Estimated Start and end date: 1 July 2008 - 31 December 2010

Estimated Budget:

- Total ODA grant:
  a. Committed funds:
     a1. Regular Resources: USD 2,500,000
     a2. Co-financing: USD 0
  b. Other Resources:

- Resources to be mobilized: USD 1,379,040

- Counterpart contribution:
  a. In cash: USD 0
  b. In kind: USD 45,000

Project implementation sites: Hanoi and Ho Chi Minh City, with a possibility to carry out some smaller activities in the provinces.

Government priority areas to be addressed:

The project is fully consistent with the ideology of a market economy with a socialist orientation. It supports the Government’s priorities of economic growth, exports and global integration while addressing at the same time social and environmental concerns. The project is in line with the Strategic Orientation for Sustainable Development of Viet
Nam which has been approved by H.E. Prime Minister in the Decision 153/2004/QD-TTg on 17 August 2004.

The current Socio Economic Development Plan lists eight main tasks to be achieved in five years, of which five tasks have a direct linkage to this project: task 2, 3, 5, 6 and 7.
**Project summary:**

This detailed project outline describes a 3-year project with an objective to encourage adoption of socially and environmentally responsible business behavior among enterprises operating in Vietnam. This is done through producing three closely inter-related components (outcomes), which are formulated around United Nations (UN) Global Compact (GC) initiative.

Through promotion of the GC initiative and through innovative partnerships, the project will contribute to the equitable and inclusive growth as well as support the adaptation of a number of international agreements and conventions that relate directly to the business operations, mainly the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development and the United Nations Convention Against Corruption.

Through the project, the partnerships with and engagement of the private sector will be pursued for advancing the development outcomes laid out in the UNs One Plan and, overall, for fostering Corporate Social Responsibility (CSR) as part of the collective efforts in supporting inclusive development of Vietnam. The key target group is thus the private sector representatives.

However, in addition to private sector’s greater involvement, the project promotes CSR through raising awareness among wide group of stakeholders, including civil society, mass media, academia, researchers, business association, NGOs etc.

The project will produce the following concrete outcomes:

- **Outcome 1:** Corporate Social Responsibility promoted in Vietnam through the local Global Compact network.
- **Outcome 2:** Corporate Social Responsibility embedded in Vietnam through Research, Training and Curriculum Development
- **Outcome 3:** UN agencies engaged in partnerships with the various stakeholders to advance the MDGs in more efficient and strategic way.

The outcomes are achieved through value added networking, advocacy and awareness raising workshops, forums, media campaigns, curriculum development and training sessions, tools, capacity development among participating agencies, policy related research, recommendation and dialogue, CSR related research and partnership projects.

The project will not set up a new institution to conduct the project activities, but will instead strengthened the already existing domestic actors involved in promoting CSR. The project will also facilitate linking the domestic actors, including business leaders and associations, researchers, policy makers, international organizations, national and international scholars and academia to national and international knowledge networks and strive to improve the coordination of already existing actors to scale up the activities undertaken to promote CSR in Vietnam.

The project will develop new CSR related resources, but also collect and compile already existing CSR materials and tools developed by other similar project and thus avoiding duplicative efforts and at the same time effectively leveraging the already existing expertise among various stakeholders.

In addition to improving coordination and scaling up current activities, the project will mobilize existing expertise and support the development of capabilities within the involved organization to respond to emerging opportunities and challenges emerging from fast growing economy and international integration.
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UNDAF Outcome 1: More equitable, inclusive and sustainable economic growth

CPAP Programme outcome: 1: National pro-poor policies and interventions that support more equitable and inclusive growth.

CPAP Programme output 1.5: Understanding of challenges improved/policy options identified to respond to socio-economic impacts of globalization and integration/benefits of participation in international economy more equitably distributed.

One UN plan outcomes: Outcome 1; Social and economic development policies, plans and laws support equitable and inclusive growth and conform to the values and goals of the Millennium Declaration and other relevant international agreements and conventions; 1.8 More coherent and conducive regulatory framework for private sector development and practices that promote investment, trade and employment, especially among youth and at local levels; PART V PARTNERSHIP STRATEGY: 78. Partnerships with and engagement of the private sector will be pursued for advancing the development outcomes laid out in the One Plan and, overall, for fostering corporate social responsibility as part of the collective efforts in supporting inclusive development of Viet Nam. Strategic engagement with civil society, including mass organisations, will also be explicitly sought. PART IX COMMITMENTS OF THE GOVERNMENT: 122. The Government will work closely with participating UN Agencies to mobilize other resources, from donors and the private sector, to support One Plan implementation.

Responsible Party: VCCI and UNDP

Programme Period: 2006-2010
Programme Component: Policy analysis conducted of current challenges and policy options in globalization and Viet Nam’s efforts in international integration (CPAP 2006-2010)
Project Title: Catalyzing business community’s role towards greater corporate social responsibility through Global Compact principles in Viet Nam.
Project ID: VIE/07/XXX
Project Duration: July 2008 to December 2010

Responsibility: VCCI and UNDP

Programme Period: 2006-2010
Programme Component: Policy analysis conducted of current challenges and policy options in globalization and Viet Nam’s efforts in international integration (CPAP 2006-2010)
Project Title: Catalyzing business community’s role towards greater corporate social responsibility through Global Compact principles in Viet Nam.
Project ID: VIE/07/XXX
Project Duration: July 2008 to December 2010

On behalf of the Government:
___________________________________________________

On behalf of UNDP:
___________________________________________________

Budget USD 3,924,040
Resources available:
Regular USD 2,500,000
In kind contributions USD 45,000
Resources to be mobilized USD 1,379,040
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ABBREVIATIONS

AWP  Annual Work Plan
BP   Best practices
COPs Community Oriented Policing Services
CDI  Center for Development and Integration
CSR  Corporate Social Responsibility
DNPD Deputy National Project Director
GC   Global Compact
GCV  Global Compact Vietnam
GCO  Global Compact Office
GoVN Government of Viet Nam
HBA  Hanoi Business Association
HYBA Hanoi Young Business Association
ILO  International Labor Organization
LEFASO Vietnam Leather & Footwear association
MOTI Ministry of Trade & Industry
MOLISA Ministry of Labor & Social Affairs
NPD  National Project Director
NEX  National Execution
PS   Private sector
PR   Public Relations
PRME Principles for Responsible Management Education
REAP Responsible Entrepreneurs Achievement Programme
SD4B Sustainable Office for Development
SEDP Socio Economic Development Plan
SME  Small & medium enterprises
SOE  State-owned enterprise
UNIDO United Nations Industrial Development Organization
UNCT United Nations Country Team
UNDAF United Nations Development Assistance Framework
UNDP United Nations Development Programs
UNODC United Nations Office on Drugs and Crime
VBLI Vietnam Business Link Initiative
VITAS Vietnam Textiles & Apparel Association
VINATEX Vietnam National Textile & Garment Group
VASEP Vietnam Association of Seafood Exporters & Producers
VCCI Vietnam Chamber of Commerce & Industry
VPC  Vietnam Productivity Center
VEPA Vietnam Environment Protection Agency
VGCL Vietnam General Confederation of Labor
VN 21 Vietnam Agenda 21
VINASME Vietnam Small & Medium Enterprises Association
WG   Working Groups
1. Project Justification

1.1 Background information: Corporate Social Responsibility and the Global Compact initiative

To achieve the Millennium Development Goals (MDGs), there is a consensus over the need for greater multi-sector partnerships. Partnerships, in general, can play an important role in socio-economic development especially if they have been planned well and if the contribution has been linked to national poverty reduction strategies or sector-wide development.

Among the partnerships, business community’s potential to contribute to sustainable development and eradication of poverty has been increasingly acknowledged. The discussion over this potential and the role of business community as a member of society has gained momentum at various levels in economic dialogue during the last twenty year.

When talking about business community and their role in the development of a society, the concept of Corporate Social Responsibility (CSR) dominates the discussion. There are number of definition for CSR, but one of the most common ways to define CSR is as follows: "Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large".

The ideology behind the CSR concept suggests that all organizations, including corporations, should be obliged to consider the interests of customers, employees, shareholders, communities, and environment in all aspects of their operations. For this reason, CSR is closely linked with the principles of Sustainable Development, which argues that enterprises should make decisions based not only on financial factors such as profits or dividends, but also based on the immediate and long-term social and environmental consequences of their activities. It has been debated whether this obligation should extend beyond their statutory obligation to comply with legislation.

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1 World Business Council for Sustainable Development.
Increasing awareness and discussion over the CSR and public pressure thus generated has started to reshape business communities’ values and practices in many countries. In many cases, the changing values have lead to business practices that comply with internationally agreed standards of business ethics, environmental considerations, and remuneration and work conditions offered to employees. This is the case especially in industrialized countries, but also in developing countries where business communities are more and more engaging in activities that address material, social and environmental risks and malpractices related to business operations.

Since its creation, the United Nations (UN) has partnered with business community, and the relationship has become more important as the role of business in generating employment and wealth through trade, investment and finance has grown. UN member states have increasingly stressed the importance of private investment in development and encouraged UN to partner more with the business community. For these reason, the importance of the private sector as UNs partner has also been acknowledged in Viet Nam in the One UN plan. Through the plan, among other things, the UN agencies strive to achieve equitable and inclusive growth and goals of the Millennium Declaration and other relevant international agreements and conventions. To achieve these goals, “partnerships with and engagement of the private sector will be pursued for advancing the development outcomes laid out in the One Plan and, overall, for fostering corporate social responsibility as part of the collective efforts in supporting inclusive development of Viet Nam.” In addition, in the plan, the Government commits itself to “work closely with participating UN Agencies to mobilize other resources, from donors and the private sector, to support One Plan implementation.”

The UNs Global Compact (GC) initiative is one of the most concrete mechanisms to increase private sector’s participation in the development though responsible business practises (core business), innovative partnerships and philanthropy activities: The UN GC initiative challenges the business leaders to act in a responsible manner, follow and advance the GC universal business principles in the areas of human rights, labour, the

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2 To respond to world’s challenges and to establish a concrete forum for the cooperation between the UN and business community, the former Secretary-General of the UN, Kofi Annan, challenged business leaders
environment and anti-corruption (for more information, please see Figure 1 The 10 Principles of the Global Compact).

**Figure 1 The 10 Principles of the Global Compact**

<table>
<thead>
<tr>
<th><strong>Human Rights:</strong></th>
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<tr>
<td>1. Businesses should support and respect the protection of internationally proclaimed human rights; and</td>
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<td>2. make sure that they are not complicit in human rights abuses.</td>
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<th><strong>Labour Standards:</strong></th>
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<td>3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;</td>
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<td>4. the elimination of all forms of forced and compulsory labour;</td>
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<td>5. the effective abolition of child labour; and</td>
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<td>6. the elimination of discrimination in respect of employment and occupation.</td>
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<th><strong>Environment:</strong></th>
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<td>7. Businesses should support a precautionary approach to environmental challenges;</td>
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<td>8. undertake initiatives to promote greater environmental responsibility; and</td>
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<td>9. encourage the development and diffusion of environmentally friendly technologies</td>
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<th><strong>Anti-Corruption:</strong></th>
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<td>10. Businesses should work against all forms of corruption, including extortion and bribery.</td>
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**The Principles enjoy universal consensus and are derived from:**

- The Universal Declaration of Human Rights
- The International Labour Organization's Declaration on Fundamental Principles and Rights at Work
- The Rio Declaration on Environment and Development
- The United Nations Convention Against Corruption

In addition, the GC asks companies to take action and engage in partnerships to advance the broader UN goals, such as the Millennium Development Goals, MDGs (For more information on partnerships, please see the text box below). The Global Compact is as such both a framework for companies to align internal operations and strategies with the universal principles, and a platform for companies to engage in high-impact and effective partnerships to promote development goals. Together, these two complementary objectives constitute the comprehensive model of corporate citizenship promoted by the Global Compact.
The Business Case for Partnering

Companies are increasingly finding that advancing broader societal objectives is a necessary step to ensure the growth and stability of their own business operations. In many countries, a company’s deep commitment in areas such as infrastructure development, local capacity-building, education, health, job creation, disaster relief and more can serve as far more than philanthropy. These efforts can address aspects of the societal context which are lacking or insufficient – voids which can greatly impact a company’s ability to operate, compete and thrive.

There are three broad types of partnerships:

- In **advocacy and awareness raising** partnerships, the private sector partners with other stakeholders to take a leadership role in championing, advocating for, and contributing to resolving different issues. Companies can partner with governments and regulatory bodies, and participate in legitimate dialogues and collective action with stakeholders from diverse sectors of the economy.
- In **social investment** and philanthropy partnerships, the private sector provides financial support, contribute volunteers or expertise, or make in-kind contributions, including product donations.
- In **core business** partnerships, partners collaborate to create employment and foster entrepreneurship, contribute to economic growth, generate tax revenues, implement social, environmental or ethical standards and provide appropriate and affordable goods and services.

Since its establishment in 1999, the GC has become one of the major frameworks to implement the CSR activities in the world: over 4000 companies and 2000 organisations around the world are participating in enforcing the principles.

The practical promotion of the GC principles is normally done through a country specific GC Network, which is a body established to conduct concrete awareness raising activities on the 10 principles, engage the business community in the dialogue and implementation of the principles and influence corporate governance to achieve sustainable and responsible business practices.

1.2 Situation analysis in Viet Nam and need to promote Corporate Social Responsibility in Viet Nam

The VIth Congress of the Communist Party of Viet Nam and the adaptation of the a series of far-reaching reforms known as **doi moi** in 1986 triggered rapid economic growth and shaped the structure of today’s economy in Viet Nam. A key pillar of **doi moi** was the

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industrialization and modernization programme and industry emerged as the driving force of economic growth. Since the reform process started, business community’s major contribution to the socio economic development of Viet Nam can not be argued.

Today, Viet Nam has become an open economy, with total trade surpassing GDP in the early 2000s and a share of FDI in GDP comparable to that of China. Moreover, Viet Nam formally acceded to the World Trade Organization (WTO) on 11 January 2007, which marks a major milestone in the country’s path towards proactive international economic integration. Accession to WTO demonstrated Government of Viet Nam’s ambition to harness the power of globalization to serve the overarching goal of sustainable national development and prosperity for all Vietnamese people and demonstrates Viet Nam’s growing role and closer involvement in the globalized economy.

While opening many export and joint venture opportunities for Vietnamese companies, the globalizing economy also adds pressure to local trade and production related regulation and standards and closes doors for those companies who are not complying with internationally agreed standards or with specific requirements of the buyers. The number of internationally recognized standards and codes of conducts such as SA8000 and ISO 26000 is increasing, and global supply chains many time set them as a prerequisite for companies wishing to operate in their supply chains. However, in Viet Nam only a small number of companies have adopted business practices that comply with these standards.

Local consumers are primarily price-conscious and the civil society does not actively demand for more ethical business practices. Also the regulatory environment related to many aspect of CSR is weak or the rules have not been implemented and monitored in a systematic manner. The lack of inspectors, weak training and lack of public pressure has created a favourable environment for business malpractices.

In addition, the management in most of the companies does not consider CSR related aspects important. This can be due to 1) lack of knowledge regarding the issue, 2) not being aware of the potential (new markets and customers) and tangible benefits which can be brought by following sustainable and social business practices and/or 3)
knowledge on how to improve business practices towards more socially responsible direction.

There is, however, a growing demand for more transparent and accountable business behaviour and consideration of economic, social and environmental impacts of business choices also in Viet Nam. This is especially the case for export oriented companies or those companies who are forming joint ventures with foreign companies. Viet Nam's largest companies have shown a capacity to respond to increased competition. They are moving into more compel products, entering new business lines, establishing brands and entering new markets and there shouldn’t be any reason preventing them from paying attention to the CSR related issues. However, in order to attract the attention of business community and to catalyze the adaptation of responsible business practises, the potential benefits and practical “how to” aspects of CSR activities should be clearly articulated among the business community.

Another way of enhancing companies’ interest in sustainable business practices in Viet Nam is through markets; in other words, by gradually raising the CSR awareness of local consumers and stakeholders so that they are aware of the social and ecological standards which should be followed by companies that operate in their neighbourhoods.

To achieve these two goals, it is important to promote transparent multi-stakeholder dialogue, partnerships and debate on CSR issues in Viet Nam to understand the implications of CSR in the specific context of Viet Nam: Through the multi stakeholder approach, different stakeholder groups such as government authorities, NGOs, executives, academia, workers and consumers can be involved in the process of determining how positive or negative the effect of the business community in the overall development of the country can be. Ideally, business should not be seen part of the problem but rather as part of solution to the challenges faced in Viet Nam today.
2. Project Overview

2.1 Summary of Project key results

This detailed project outline describes a 3-year project with an objective to encourage adoption of socially and environmentally responsible business practices among enterprises operating in Viet Nam.

This is done through producing three closely inter-related components (outcomes), which are formulated around United Nations (UN) Global Compact (GC) initiative. Through promotion of the GC initiative and through innovative partnerships, the project will contribute to the equitable and inclusive growth as well as to support the adaptation of a number of international agreements and conventions that relate directly to the business operations, mainly the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development and the United Nations Convention Against Corruption.

Through the project, the partnerships with and engagement of the private sector will be pursued for advancing the development outcomes laid out in the UNs One Plan and, overall, for fostering CSR as part of the collective efforts in supporting inclusive development of Viet Nam. In addition to private sector’s greater involvement, the project promotes the CSR through raising awareness among other stakeholders, including civil society and mass media.

An overview of the outcomes is summarized below in
Figure 2  Synopsis of the Project and following chapters.

For further details, please look at Annex 1 Results framework. The targets and required activities will be revised and specified when the more detailed work plans are designed during the project implementation.
## Figure 2: Synopsis of the Project

**Development Objective:**
CATALYZING BUSINESS COMMUNITY’S ROLE TOWARDS GREATER CORPORATE SOCIAL RESPONSIBILITY THROUGH GLOBAL COMPACT PRINCIPLES IN VIET NAM

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<tr>
<th>Outcome 1: Corporate Social Responsibility promoted in Viet Nam through the local Global Compact network.</th>
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<tbody>
<tr>
<td><strong>Output 1.1:</strong> Operations of the GC Viet Nam network initiated and the management of the network supported.</td>
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<td><strong>Output 1.2:</strong> CSR promoted through integrating the principles of the GC into business operations of the GC network members.</td>
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<td><strong>Output 1.3:</strong> Awareness on GC initiative raised within wide stakeholder community to promote the principles and facilitate the formulation of innovative partnerships.</td>
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<th>Outcome 2: Corporate Social Responsibility embedded in Viet Nam through Research, Training and Curriculum Development.</th>
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<tbody>
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<td><strong>Output 2.1:</strong> Responsible Management Executive Curriculum developed and tested.</td>
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<tr>
<td><strong>Output 2.2:</strong> Responsible Management Undergraduate Curriculum developed and tested.</td>
</tr>
<tr>
<td><strong>Output 2.3:</strong> Train the Trainer Programme developed and tested.</td>
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<tr>
<td><strong>Output 2.4:</strong> CSR related research conducted and Vietnamese representation in the Responsible Management Education Network supported.</td>
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| Implementing partner: VCCI |

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<tr>
<th>Outcome 3: UN agencies engaged in partnerships with the various stakeholders to advance the MDGs in more efficient and strategic way.</th>
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<tr>
<td><strong>Output 3.1:</strong> UN agencies’ partnerships strategies and mechanisms assessed and further developed to facilitate private sector’s more efficient participation in development processes.</td>
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<tr>
<td><strong>Output 3.2:</strong> Road map developed to advance CSR in a strategic, systematic and holistic way by the partnering UN agencies.</td>
</tr>
<tr>
<td><strong>Output 3.3:</strong> Wider stakeholder community engaged in multi-stakeholder dialogue and activities to promote the GC principles through UN partnerships.</td>
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<tr>
<td><strong>Output 3.4:</strong> Resource Centre (RC) established as repository of CSR related materials and best practises.</td>
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| Implementing partner: UNDP Viet Nam |

| Implementing partner: UNDP Viet Nam |
2.1.1 Outcome 1: Corporate Social Responsibility promoted in Viet Nam through the local Global Compact network.

Local GC networks are clusters of participants who come together to advance the GC and its principles within a particular geographic context, performing an important roles in rooting the GC within different national, cultural and language contexts. Within the framework of this component, the project will facilitate the **formulation, launch and operations of a local GC network in Viet Nam.**

The role of the GC Viet Nam network is to facilitate the progress of companies getting engaged in the GC with respect to implementation and monitoring of the ten principles. The key target beneficiaries are private sector representatives, both local firms and subsidiaries of foreign corporations. Furthermore, specific network events are organised to create opportunities for multi-stakeholder dialogue\(^4\) as well as to mobilize joint efforts in the form of collective action, and motivate participating companies to develop Partnership Projects to contribute to the achievement of the UN Millennium Development Goals. During the multi-stakeholder dialogue and events, the key actors in both society forces and key government agencies will be sensitized to think of ways and mechanisms to provide enabling support to the companies wishing to achieve more sustainable business practises.

To enable efficient multi-stakeholder dialogue, the project will develop strategic mechanism to involve both business and governmental officials in relevant events to enhance better partnership and find innovative way to work together to tackle negative prejudice and pre assumption which currently exist in both sides and which may prevent CSR implementation.

At the beginning, the network will include a set of relevant and strategically selected international and national enterprises as key participants, which are market leaders. Academic and research institutions, as well as business associations whose memberships cover a broad spectrum of stakeholders, will also be encouraged to participate. It will be

\(^4\) The network events will be initiated based on the feedback received from GC members and needs assessments mappings. The project will consider, among other activities and events, hosting “Global
extended to cover smaller and relatively more local companies as well as the supply chains of involved international companies while the network matures. The network will not become an institution as such – it will be a mechanism that mobilizes corporate citizenship of firms in the spirit of the Eighth MDG “Global Partnerships for Development”.

Given the relative infancy of CSR in Viet Nam, and the generally low level of awareness and understanding of CSR and of the GC principles, the first year of network operations will seek to build a firm foundation from which the network can grow. Building blocks include: build a dynamic and capable GC office which will facilitate the network activities, build relationships across all key stakeholders, develop awareness of CSR and GC principles through a structured and systematic communications plan, emphasise the win-win approach to make CSR sounds more attractive and finally, create a steering committee which will set goals and baseline criteria by which to monitor and evaluate the progress. If needed, specific working groups to tackle specific issues will be created and roles and responsibilities for each party will be defined.

The integration of the ten principles of the GC into the business practices will begin from the inauguration of the network. The network will adopt a phased approach to introduce and reinforce CSR activities for few principles at a time. This will be done by facilitating access to GC best practices across the stakeholder groups, sharing those best practices in practical ways with fellow organizations, and by providing technical and educational expertise to participating agencies, businesses and organizations. The GC network will tap the experience of member companies which are good examples of the GC principles incorporation into their business strategy and operations. The network will also organize workshops/trainings/forums for the business leaders, managers, and other suitable persons who are responsible for the true implementation of the principles. The trainings are seen as a mechanism to raise the awareness of the importance of the CSR related in the globalizing economy and provide practical guidance on how to implement the GC principles in companies’ daily operations. The network will also disseminate case

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Corporate Leadership meetings” on a monthly or quarterly basis to give executives of GC participant companies a chance to get together to discuss the CSR issue or listen to an experiences speaker.
studies which provide concrete examples on how to implement more socially responsible practices.

The business case behind the GC will be articulated to the stakeholder community in a systematic and strategic way by using well designed and relevant promotional materials. Through the GC network, Government ministries, Business associations, the National Assembly, People’s Committees, People’s Councils, mass organisations and other Governmental authorities; labour organisations, civil society organisations, business associations, academia, media, city authorities and the international development community will be engaged into multi-stakeholder partnerships on GC and CSR in Viet Nam and abroad. These partnerships and supporting activities are first targeted at key audiences in Ha Noi and Ho Chi Minh City urban areas. In addition, a well designed, linked and marketed website will be an integral part in disseminating information on the GC principles.

The GC network and steering committee will assess progress and community/business needs toward the close of each implementation year, and create/reviseSCALE up the program for the next year as suitable.

2.1.2 Outcome 2: Corporate Social Responsibility embedded in Viet Nam through Research, Training and Curriculum Development

The GC is not a regulatory instrument – it does not “police”, enforce or measure the behavior or actions of companies. Rather, the GC relies on public accountability, transparency and the enlightened self-interest of companies and individuals to initiate and share substantive action in pursuing the principles upon which the GC is based.

Reviewing the efforts at CSR in Viet Nam to date it quickly becomes evident\(^5\), that unless CSR is embedded in management education it will not be sustainable except as the most superficial of branding exercises. Changing organizational culture with new forms of management knowledge in cooperation with Vietnamese educators and higher education institutions is the only way to embed CSR in Viet Nam.

\(^5\) For instance in reports by UNIDO and the World Bank.
The strategic objective of this component therefore is to embed responsible management education in Vietnamese university curriculum and university teaching in order to change managerial and organizational knowledge and culture in Vietnamese firms ‘from the inside.’ Also, the future business leaders should be taught about the business case for social investment and philanthropy through partnerships. The GC’s Principles for Responsible Management Education (PRME) Platform will form the core of the training strategy for embedding CSR in Viet Nam.

The project will facilitate and support the formulation of a Responsible Management Executive Curriculum for top level managers. If the top managers embrace CSR, it is more likely that front line managers or workers will have the backing to do so. But for these top level managers to take ownership of CSR, it will have to be part of their sense of what it means to be a professional.

In addition to the top managers, the project will facilitate and support the formulation of Responsible Management Undergraduate Curriculum to accelerate deeper societal change and to ensure that great majority of Vietnamese will encounter these ideas. The idea is to change managerial culture in the Vietnamese firm ‘from the bottom up’ by reaching young students at the undergraduate level who aspire to be managers in the future.

The academic literature on CSR is large and growing. Much of it is available only in academic journals requiring subscription. For this reason a key part of the strategy is to base the curriculum development on local case studies on CSR. For this reason, the project will conduct relevant research activities and start building up Vietnamese materials (case studies), gathering what does exist, and building new teaching case studies, academic research, and practical experiences. Similarly case studies from existing curriculum in other settings needs will need to be gathered (In Asia, Korea and Japan have some good cases of involving corporation in social activities). Case studies on CSR in Viet Nam will require original research. Special attention to socialization and the role of SoEs will be paid during these research activities and when the case studies and other supporting training materials are prepared.
The actual implementation of the curriculum will be facilitated through **Train the Trainer Programme.** CSR stretches those who teach it by bringing in issues from across the spectrum of society. Teachers in higher education, or indeed professional development, who are used to specializing, find teaching CSR challenging and intimidating. Moreover, CSR is not easily taught using traditional methods of teaching based on the transfer of knowledge from the teacher to the student. For these reasons the projects train the trainer component is the most difficult component, requiring the most careful planning, partnerships, and execution. Since the component 2 of the project aims at embedded, structural change in curriculum and teaching, the project will conduct an evaluation at the end of a second or and third year to measure the level of structural change.

All of the above will be done using the GC’s **Principles of Responsible Management Education (PRME)** initiative as a unique entry opportunity and support mechanism. The existing PRME brings together a network of management educators and world class business schools to cooperate on the mainstreaming of CSR in management education at all levels and in all forms, from the MBA to civil service training, from corporate professional development to undergraduate education. The integration of CSR into all aspects of management knowledge, management skills sets, and management strategy offers the opportunity for leadership and innovation in approaches to ensuring and extending rights in the workplace, in the marketplace, in the environment, and in national societies in tandem with economic growth. One crucial aspect of the learning approach in PRME is that CSR learns from Viet Nam as Viet Nam learns from the body of CSR principles, cases, and applications. For CSR to be embraced in Viet Nam, it would have to take on characteristics appropriate to Vietnamese society. The best way to ensure that Viet Nam takes ownership of CSR is to involve Vietnamese educators in the full development and deployment of CSR curriculum, research, and training and to move toward a new approach to pedagogy to accommodate the dynamism of CSR. For these reasons, the project will support conduction of CSR related research activities and **facilitates the linkages between the Global PRME networks and Vietnamese institutions.**
2.1.3 Outcome 3: UN agencies engaged in partnerships with the various stakeholders to advance the MDGs in more efficient and strategic way.

At first glance, the UN and business seem to have different purposes. Business has traditionally focused on growth and profit, while the UN has focused its energies on peace and security, poverty reduction, and human rights. However, both share a set of objectives which are the same: building and supporting strong economies and communities, providing opportunities for people to pursue a livelihood, and ensuring that everyone can live in dignity. In these goals, the UN and businesses are partners: Business is increasingly aware of this symbiotic relationship with society and of the role that responsible business practices can play in fostering the very stability that business needs to prosper. The business community is increasingly appreciative of the role of the UN in creating an enabling environment within which business can thrive. At the same time, UN needs private sector’s innovation, initiative, and technological progress.

The business community has played an active role in the UN since its inception in 1945 and a number of UN organizations have a successful history of co-operating with business. Recent political and economic changes including the UN reform have fostered and intensified the search for collaborative arrangements between the UN and non-state actors, including the business community. A broad policy framework for cooperation with the business community has been established of which the Global Compact is the most concrete initiative towards greater partnership between the UN and private sector entities.

For this reason, this project is aiming to increase private sector’s impact on development by enhancing the cooperation between the companies and UN in a strategic manner. This will be done by facilitating the formulation of efficient partnerships with business community to advance the MDGs. The kinds of partnerships explored will include options for sharing of expertise and volunteering by employees⁶ as

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⁶ On 25 February 2008, Ad Melkert, UN Under Secretary-General and Assistant Administrator of UNDP said at the ECOSOC Special Event: *How Philanthropy Can Contribute to the MDGs, particularly sustainable development*, encouraged companies to "support corporate volunteering initiatives and encourage their people to volunteer their time, skills, expertise and passion. Corporate investment in
well as corporate level actions. Within the framework of this project and in the spirit of One UN, the agencies approaches (both internal and external) to CSR activities will be mapped and if needed, practical mechanisms will be developed to enhance inter-agency’s cooperation to accelerate UNs role in the GC and CSR related issues. Different means to work together will be assessed, including a possibility of forming joint initiatives to ensure a comprehensive and holistic approach to accelerate private sectors’ role in development. If feasible, the project will formulate a UN wide approach in the field of CSR issues and public-private partnership activities. Also, the project aims to review that the GC principles are incorporated into the daily operations of partnering UN agencies.

During the project implementation, wider stakeholder community, including media/journalists, consumer associations, sectoral agencies, business associations, thematic agencies, regional institutions, academia/research institutions and other government institutions will be engaged in partnership with the UN to promote the principles of the GC. This will be done through financing and facilitating a series of smaller scale sub-projects to test innovative means to promote CSR through multi-stakeholder involvement. In all the project activities, the main aim is to catalyze the initial interventions and mobilize various stakeholders so that they become active in CSR related activities and dialogue. The project partnerships are designed so that they will build the capacity at the partner organisation on issues related to CSR project and how to promote it within their sphere of influence. Ideally, such capacity and project support will lead to a development of a partner specific action plan on CSR, which will extend to other activities than those conducted jointly with the Global Compact office or the UN agency.

A systematic research on lessons learned and role of different stakeholders in the process will be compiled based on the experience gained during the pilot project implementation. The project personnel will work closely with other agencies, mainly UNIDO, to provide the government with good and objective evidence-based analysis of where Viet Nam volunteers can be cost effective and efficient. Volunteers strengthen development solutions and have the capacity and knowledge to link know-how with community needs.” Given the proven benefits to employee
stands today in terms of CSRs, where Viet Nam should go and how best to go and support development of a M&E for CSR.

To promote stakeholder participation to the promotion of the GC, it is essential that relevant resources and materials are provided in a timely and efficient way to all those who require them. At the moment, there is no single place / agency collecting and disseminating CSR related resources (case studies, research papers, training curriculum, courses and materials etc) in Viet Nam. For this reason, the project will **facilitate the formulation and management of a CSR Resource Center (RC)**, preferably within an already existing institution to improve the collection and dissemination of CSR related materials. The RC will be hosted in a neutral and easily accessible place to ensure that all interested parties, also those who are not formally part of this project will have an efficient and easy access to them. An option of partnering with a private sector partner will be considered to facilitate the establishment of the resource centre. The already existing international resources on CSR, including academic studies, teaching case studies, comparative national reports, and journalistic investigations will be made available through the RC. Also the Vietnamese resources built by this project will be made available through the RC, gathering what does exist, and building new teaching case studies, academic research, and practical experiences. As important as the gathering of the materials in the awareness raising on the operations of the RC center.

### 2.2 Concordance with the Priorities of the UN Development Assistance Frameworks

The new Secretary-General Ban Ki-moon has continued to address the importance of the partnerships between the business community and the UN. Promoting responsible business through partnerships supports the attainment of the MDGs overall. It also addresses more specifically, MDG 1 “eradication of extreme poverty and hunger”, MDG 7 “environmental sustainability”, and MDG 8 “partnership for development”.

devlopment and retention, as well as the corporate image in the community, corporate volunteerism is an example of partnerships which can be mutually beneficial.
Links to United Nations Development Assistance Framework (UNDAF):
Outcome 1 - More equitable, inclusive and sustainable economic growth.

Links to UNDP Country Programme Document / Country Programme Action Plan (CPD/CPAP):
Programme Outcome 1 - National pro-poor policies and interventions that support more equitable and inclusive growth. Programme Output 1.5 - Understanding challenges of and improved policy options identified to respond to socio-economic impact of globalization and integration. Benefits of participation in the internationally economy more equitably distributed.

Links to One UN plan: Part V on Partnerships Strategy: 78. Partnerships with and engagement of the private sector will be pursued for advancing the development outcomes laid out in the One Plan and, overall, for fostering corporate social responsibility as part of the collective efforts in supporting inclusive development of Viet Nam. Strategic engagement with civil society, including mass organisations, will also be explicitly sought.

Outcome 1: Social and economic development policies, plans and laws support equitable and inclusive growth and conform to the values and goals of the Millennium Declaration and other relevant international agreements and conventions; 1.8 More coherent and conducive regulatory framework for private sector development and practices that promote investment, trade and employment, especially among youth and at local levels;

Part IX Commitments of the Government: 122. The Government will work closely with participating UN Agencies to mobilize other resources, from donors and the private sector, to support One Plan implementation.

2.3 UNDP comparative advantage
The Government of Viet Nam (GoVN) respects UNDP’s neutrality and objectivity in matters relating to development and policy advices; UNDP has extensive experience in coordinating the development efforts and supporting GoVN in strategic policy areas such as the 20 Year Review of Doi Moi; the Government has requested that UNDP take the
lead among other UN agencies in coordinating UN agencies work relating to the CSR issues.

Based on facts and figures of programs/projects on social and economic aspects carried out by UNDP Viet Nam recently, is evidenced that UNDP has the ability to bring together various community and government members and engage Government agencies, NGOs, private sector and SOEs in the country into a multi stakeholder partnerships on issues related to the development of the country. For the unique connections to UN GC head quarters and many other international networks, UNDP Viet Nam is an ideal organisation to organization support the formulation of the GC network in Viet Nam and improve the coordination of CSR activities within the UN and stakeholder community at large. The UNDP’s ability to provide a “neutral space” and build a neutral bridge between stakeholders is a critical success factor to obtain the desired objectives.

2.4 Development cooperation with other donors in related sector(s)

The project is planned to supplement the ongoing or pipeline project of the UN and other stakeholders to reach synergies and economies of scale and to prevent duplication of efforts and stakeholder confusion. Also, due to the cross cutting nature of the project, there exists a potential for synergies between the project and other UN(DP) funded or supported projects, namely projects on Human Rights, Anticorruption, Environment and Labour issues. All the potential UN funded projects will be mapped at the beginning of project activities and all interested parties will be kept informed on the project activities and will be invited to the relevant planning meetings.

For more information on the main projects, linkage to the GC project and coordination mechanisms, please look at chapter on “3.3 Other Participating agencies and coordination between stakeholders”.

2.5 Links to Relevant government strategies, plans and programmes

The project is fully consistent with the ideology of a market economy with a socialist orientation. It also supports the Government’s priorities of economic growth, exports and global integration while addressing at the same time social and environmental concerns.
The project is in line with the Strategic Orientation for Sustainable Development of Vietnam (Vietnam Agenda 21) which has been approved by H.E. Prime Minister in the Article 1, Decision 153/2004/QD-TTg on 17 August 2004. The GC will perfectly fit Government’s National Programme on Sustainable Corporate Development which is currently under development\(^7\). It is also in line with the Socio-Economic Development Strategy as well as the Government’s Five Years Plan. The project has also linkages to the Law on Gender Equality.

2.6 Links to Socio-Economic Development Strategy (SEDP) 2006-2010

The project aims to address cross cutting issues relevant to the development of Vietnam. The cross cutting nature of the Global Compact principles can be seen by linking the principles to the main targets and tasks for the current five year plans (SEDP). The current SEDP lists eight main tasks to be achieved in five years, of which 5 tasks have a direct linkage to this project: The second task aims to systematically formulate all types of socialist-oriented market economic institutions which are suitable to Vietnam’s conditions; the third task of the SEDP aims to actively accelerate international economic integration; the fifth aims to improve people’s health and physical fitness; the sixth aims encourage people get rich in legitimate ways and to develop social security systems and prevent poverty; and the seventh aims at improving the administration of the state and reduce corruption.

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\(^7\) According to the Agenda 21, “national economic development and growth relies a lot on the development of businesses. By applying cleaner production technology, economical use of natural resources, fuels and materials in the production process, producing environmentally friendly products, enterprises can greatly contribute to sustainable development”.

The organisation that represents and attracts businessman to participate in political, social and environmental protection activities is the Association of Businessmen. The Association of Businessmen is responsible for instructing businesses to strictly enforce laws and regulations, including the Law on Environmental Protection. Priority activities for advancing towards sustainable development need to be undertaken by businessmen are as follows: - Apply clean and environmentally-sound production technology. - Increase enterprises’ responsibility in economical use of natural resources and environmental protection, taking initiatives in preventing and controlling environmental pollution. - Contribute resources to equitable use and management of natural resources and environmental protection, supporting socio-economic development towards sustainable development in the area where the enterprise located and in the whole society.”
2.7 Target Beneficiaries

The direct target beneficiary is the business community currently operating in Viet Nam including state-owned enterprises (SOEs), non-SOEs, foreign investors and business associations that are encouraged to adapt responsible business behaviour and by doing so, receive the benefits of reduced risks, market opportunities and access to the services produced by the Global Compact network.

Indirect target beneficiaries includes workers thought improved working conditions; government officials through increased knowledge sharing on sustainable socio-economic progress; consumers through increased safety of products and services; quasi-governmental agencies and research institutions through enhanced CSR related capacity; Vietnamese society at large through increased impact that business communities will have on the overall socio-economic development of Viet Nam.

2.8 Strategic approach to address cross cutting issues

In addition of promoting the 10 principles of the Global Compact, the project will pay special attention on promoting cross cutting issues such as HIV/AIDS prevention and treatment, human rights, gender equality\(^8\) at the workplace and special challenges faced by ethnic minorities when employed by Viet Nam based companies, including challenges resulting from migration. It has been noted that enterprises can play an important role in these issues.

In particular, gender equality concerns will be integrated in all elements of the project as a cross-cutting issue. A number of mechanisms will be established to assure that this project will be gender responsive in all its actions and initiatives. These include:

1. A proportion of minimum of 30% women's participation is targeted in every training activity organised by the project including workshops, trainings and study tours.

\(^8\) Gender Equality at the workplace in CSR context appears such as work/life reconciliation, appropriate labour conditions of women, equal pay and creating corporate specific gender equality policies. The new law on gender equality specifies on article 12 and 13 on gender equality in economy and labor the enterprise responsibilities on treatment of women in recruitment and working conditions.
2. Ensuring that all project contractors, trainers and advisory teams are gender balanced;

3. Inclusion of gender aspects in media and advocacy activities conducted by the project, e.g. by ensuring that the produced media and advocacy material is gender sensitive avoiding gender stereotypes

2.9 Risks

From a developing country’s perspective, establishing a link between sustainable development, CSR and their potential positive impact on society at large is a challenging task and includes many risks. The project is innovative and non-conventional in many respects. Some categories of risk, therefore, cannot be ruled out entirely by suitable design alone. A proactive approach is taken to manage the identified risks as described in the table below:

Table 1 Risks management in the project implementation

<table>
<thead>
<tr>
<th>Risk</th>
<th>Preventive measure or Probability task</th>
<th>Likelihood to happen</th>
<th>Impact if happens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cross cutting issues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Failure to identify the most favorable and efficient partners and difficulty to engage them in the project implementation framework.</td>
<td>During the formulation of Annual Work Plans specific attention is paid to identify the most relevant partners and progress is monitored continuously. In case there is a need, the partners will be changed during the implementation of the project activities.</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Failure to achieve strong support from the Government and related agencies.</td>
<td>All relevant stakeholders will be consulted when project work plans are drafted and during the implementation of project activities to achieve buy-in and support to the project.</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Stakeholders’ low involvement in the GC activities due to the lack of understanding and commitment to longer term focus, sustainable development and how these support sustainable business.</td>
<td>This risk will be lessoned by providing the best practices or champion cases to understand concrete benefits of CSR in the long term focus.</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Due to wide stakeholder participation, there might be conflicting agendas to participate in GC local network.</td>
<td>GC local network position itself as a neutral body to which aligns its activities to UN values.</td>
<td>Medium</td>
<td>Medium</td>
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<tr>
<td>Due to the no standardized concept of CSR to Vietnamese context as CSR, it will add more confusion as to what CSR truly is.</td>
<td>A very clear and targeted communication strategy will be drafted and implemented to avoid this risk among different stakeholders.</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>The risks of project management with two modalities: DEX and NEX. It will be different from traditional ones so the approach can face unknown challenges.</td>
<td>The project management structure and division of labor has been clearly defined in the DPO. Further clarifications will be done when needed.</td>
<td>Medium</td>
<td>Medium</td>
</tr>
</tbody>
</table>

**Outcome 1**

<table>
<thead>
<tr>
<th>In most of the countries, GC relies on public accountability. This might be an issue due to unclear division between public and private sector and unclear role of civil society, media, etc</th>
<th>Close attention will be paid to choose a network model based on the situation in Viet Nam.</th>
<th>High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some aspects of the GC are perceived to be very sensitive, especially issues related to human rights. For this reason, it might be difficult to engage some companies in the GC network, especially SMEs.</td>
<td>Project will provide practical training materials and/or guidelines on how to integrate human rights and anti-corruption into CSR.</td>
<td>High</td>
<td>Medium</td>
</tr>
<tr>
<td>GC is not recognized among Vietnamese companies and is lacking visibility and recognition required to earn the trust of Vietnamese enterprises and policy makers.</td>
<td>Wide awareness raising campaigns will be arranged to ensure the visibility and recognition which are critical factor of success</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>GC is overlapping with other ongoing or planned CSR initiatives.</td>
<td>GC will take a proactive role to engage and mobilize other on-going projects with related public institutions and enlist the support of foreign advocacy centres to create partnerships and achieve synergies.</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Some participant's might be reluctant to truly implement the GC's ten principles in their daily business operations.</td>
<td>GC will assist the implementation of GC within the member companies and will support the formulation of CoPs.</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>GC is rejected by Vietnamese business community on the grounds of being imposed on them and serving essentially western interest.</td>
<td>The business case will demonstrate the gains Vietnamese enterprises stand to gain from following GC principles</td>
<td>Medium</td>
<td>Low</td>
</tr>
</tbody>
</table>

**Outcome 2**
<p>| | | | |</p>
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</thead>
<tbody>
<tr>
<td>Curriculum is perceived as coming from outside Vietnam, it maybe marginalized in the educational institutions.</td>
<td>The curriculum will be developed in a partnership with all appropriate institutions.</td>
<td>Medium</td>
<td>Low</td>
</tr>
<tr>
<td>Curriculum and training are perceived as mere extensions of Codes of Conduct sought by international firms, the learning posture will be instrumental and reactive rather than dynamic and integrative.</td>
<td>Subjects of curriculum will cover the broad areas.</td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>Introduction of new curriculum always represents as a treat to existing competencies and requires the development and embracing of new competencies.</td>
<td>Train the trainer programme will link to professional development and advancement in local institution.</td>
<td>Medium</td>
<td>Low</td>
</tr>
<tr>
<td>Insufficiently develop the trainers alongside the curriculum, it will result in failure of taking ownership of the new curriculum.</td>
<td>Train the trainer programme will include research support, international network and follow up teaching feedback to minimize the risk.</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>The new competitive spirit in higher education in Viet Nam is to be welcomed, with it comes the risk of privatizing curriculum initiatives.</td>
<td>The commons of curricular and training knowledge will be maintained and stored in a neutral and free Resource center from where they are available for everyone. The project will also host brokers in the form of an academic network, connections with an international expert institution.</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td><strong>Outcome 3</strong></td>
<td></td>
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</tr>
<tr>
<td>Due to different approaches of participating UN agencies, it might be difficult to define a common agenda and approach that suits each agency's needs.</td>
<td>Project will pay attention to improving dialogue and communication and cooperation between the UN agencies to identify potential areas for cooperation.</td>
<td>High</td>
<td>Medium</td>
</tr>
<tr>
<td>Due to confidential nature of some of the private sector related information, agencies might be reluctant to share information between other agencies.</td>
<td>Project will seek for ways to facilitate the information sharing while still ensuring that confidential information is not shared.</td>
<td>Medium</td>
<td>Low</td>
</tr>
<tr>
<td>Due to human resources constraints and other priorities, some UN agencies might lack interests in partnerships and CSR area and do not see a need for improved cooperation.</td>
<td>Project will facilitate the work in a way required minimum input from other participating UN agencies but still managed to achieve the results. The opportunity of using UNV volunteers to coordinate corporate volunteerism opportunities will be examined during the project implementation.</td>
<td>High</td>
<td>High</td>
</tr>
</tbody>
</table>
2.10 Capacity Development for Project Management and team leaders

A project manager and team leaders will receive training on UNDP project management (NEX training) at the beginning of the project implementation. Other relevant training opportunities to increase the capacity related to the CSR, facilitation of multi-stakeholder dialogue, will be identified during the course of project implementation and made available if and when needed.

3. Project implementation strategy

This section details the management arrangements including the specifications of the appropriate roles and responsibilities for carrying the activities of the project.

3.1 Implementing partners

During the project formulation, several national institutions were considered for the role of the national implementers. Based on the mapping, it has been found that it is not possible to find one national counterpart to execute this project. For this reason, different components of the project will be implemented under the responsibility of two agencies.

Component 1 will be implemented by Vietnam Chamber of Commerce and Industry (VCCI) because of the following reasons:

- VCCI is the representative of the business community in Viet Nam and has been actively pioneering the CSR field in Viet Nam over the last 9 years. VCCI’s activities on CSR can be demonstrated via Sustainable Office for Development (SD4B)’s, Vietnam Business Link Initiative (VBLI)’s and other activities. (For more information on the resources brought by VBLI to this project, please see Annex 10 Assets brought by the VBLI to the project)

- VCCI has a potential to develop its capacity to manage the project implementation and coordinate the stakeholders to be involved in the
implementation of the component 1 and 2 and to facilitate the cooperation between the implementation of the other components.

As National Implementing partner (NIP), VCCI will have the overall responsibility for coordinating the inputs of other partners and to ensure that the project meets the needs of the GoVN as the ultimate beneficiary of this project. UNDP will provide technical and other support at the request of the NIP. As the national focal point for the project, the NIP is accountable to the Government and UNDP for ensuring (a) the substantive quality of the project, (b) the effective use of both national and UNDP resources allocated to it, (c) the availability and timeliness of national contributions to support project implementation and (d) the proper coordination among all project stakeholders, particularly national parties.

**Component 2 and 3** will be implemented by **UNDP Viet Nam**. This is because of the following reasons:

- The workplan responds to situations that require sensitivity and neutrality and where UNDP has more credibility in achieving results that any other existing organisation;

- Due to the multi-stakeholder nature of the components there is a need for a specific management capacity to facilitate the coordination among the stakeholders and simplify the evaluation and decision-making process. For this reason, UNDP is better positioned to successfully manage and deliver the named project outputs.

- Component three has a very close link into UNs internal processes and thus has to be implemented by UN agency.

In all the three components, most of the specific project activities will be carried out by specialise agencies, institutions and private sector service providers to ensure that relevant skills and core competences are found for each activity through sub-contracting and outsourcing arrangements. When possible, the project will favour contracting long
term strategic partners, especially for the awareness raising campaigns and activities related to the component 2.

3.2 Project Management structure

The figure below illustrates the project management structure:

**Figure 3 Project Management Structure**

![Project Management Structure Diagram]

3.2.1 Project Steering Committee

A **Project Steering Committee** will be established to give the involved implementing agencies access to wide range of stakeholders and to ensure united guidance of project implementation. The project steering committee will also facilitate the coordination among stakeholders and facilitate the communication between different project...
components. The Project steering committee is also responsible for contributing and making executive management decisions for the project when guidance is required by the project staff, including approval of project revisions and extension of the project scope. Project assurance reviews by this group will be made at designated decisions points during the running of the project, or as necessary when raised by the parties responsible of implementing the project activities.

The Project Executive Group contains three roles:

- National Project Directors (NPDs) and Deputy National Project Director (DNPD) to act as an Executive with a role is to co-chair the group,
- Representatives from NIPs and UNDP to act as Senior Suppliers to provide guidance regarding the technical feasibility of the project, and
- Senior representatives from GoVN, other UN agencies and business community to act as Senior Beneficiaries to ensure the realisation of project benefits the target beneficiaries.

### 3.2.2 National Project Director

The project will be managed and implemented under the overall responsibility of a National Project Directors (NPDs), who are selected among the leaders of implementing agencies in order to ensure close collaboration between all concerned departments, donors and other key stakeholders and to demonstrate commitment of top level leadership to the project and project outcomes.

### 3.2.3 Project Managers

The project manager is a person given the authority and responsibility to manage the project on a day-to-day basis to deliver the required products within the constraints agreed with the Project executive group. They will have the overall responsibility for coordinating the day to day management of the project component activities, the inputs of other partners and to ensure that the component meets the needs of the business community (both private and state-owned) and the Government as the ultimate
beneficiaries of this project. The project manager is also responsible on providing overall technical advices to the project implementation teams. The project managers will also work closely with other related agencies and support the NPDs to effectively manage and coordinate project operations as well as in identifying and scaling up the best practices obtained during its implementation.

The project manager will report to the Project Executive group at key decision points and will ensure that the project delivers the desired outputs in time. In case the project implementation is facing issues or risk that might prevent the project form delivering in time, the project manager will seek for Project steering committees assistance and support.

For all the components, full time qualified project managers will be recruited by the project to ensure relevant set of skills and full time commitment to the project implementation.

3.2.4 Project Implementation Units

Even if the existing personnel in the implementing agencies are fully capable of managing a project, the project will provide necessary personnel in order to ensure that the implementation of the project is not delayed due to other commitments by staff of the implementing agencies.

The project implementation unit members will work under the management of the project manager and will be responsible for providing support to the project manager in activities of the project development, management and implementation. The team members are also responsible for ensuring sufficient communication between the different stakeholders involved in the project implementation, coordinating project’s communications and its monitoring and control activities. Also, the finance and administration, including preparing National Execution (NEX) reports and NEX audit requests. The full time project implementing unit’s staff will be recruited by the project to ensure relevant skills set, full time commitment to the project and to minimize project administration from imposing an undue burden on staff of the implementing agency.
The project staff will also be responsible for assisting project partners among donors and key stakeholders in planning, implementing and monitoring appropriate activities, and for coordinating project activities – especially technical advisory/assistance/training services.

The project implementation unit for **component 1 and 2** will consist of the following members:

- Project / finance assistant (National);
- Translator (National), half time;
- Specialist in coordination, communication and partnerships (International UNV);
- Short-term technical assistance (researchers and consultants) will be provided as and when required (both national and international)

In addition to the full time member, the NIP will provide the following staff members to support the work of the project implementation unit:

- National Project Director and Deputy National Project director (Part time, 15%)

The project implementation unit for **component 2 and 3** will consist of the following members:

- Specialist on capacity building through training (National – 1,5 years)
- Project / finance assistant (national)
- Specialist in coordination and communication (International).
- Short-term (both national and international) technical assistance (researchers and consultants) will be provided as and when required
In addition, an international institutional partner will be selected to take the lead in carrying out the activities of component 2. The international institutional partner will receive support from the project implementation units.

The possibility of including the UN wide Working Group on the Corporate Social Responsibility / partnerships and its role in the implementation of the component will be examined at the beginning of the project.

3.2.5 Project Assurance

Programme officer at UNDP Viet Nam Country Economist Unit will be responsible on issues related to project assurance.

3.2.6 Housing of personnel

All full time project personnel will be housed in office space provided by the implementing agencies and equipped as necessary for managing and implementing the project. (For more information on the proposed equipment, please see Annex 2 List of major supplies (indicating the method of purchasing, i.e. imported or locally supplied).

3.3 Other Participating agencies and coordination between stakeholders

Given the fact that this project aims to address very cross cutting issues, the group of stakeholders is rather large (see Annex 9 List of key stakeholders). An initial activity of the project manager of the component 1 will be to summarize a further, more comprehensive list of stakeholders currently participating in the CSR and/or GC activities, and identify CSR priorities for the first year of project implementation.

During the implementation of the project, both components should actively encourage flexible participation of all key stakeholders to obtain appropriate support and engage different stakeholders into multi-stakeholder partnerships and mutual support on the Global Compact principles. Other agencies should be involved in the implementation of project activities, e.g. awareness raising campaigns and events, though formal
cooperation agreements (Memorandum of Understandings). The involvement of the stakeholders will be further specified in each quarterly and annual work plan.

Due to the big number of stakeholder involved, an effective coordination among the members is an essential to the success of the project. Facilitating the coordination between the Project Implementation Units and other related agencies such as participating UN agencies, donor community, business associations, business community and other Government and public agencies involved in implementing the project activities, and stakeholder agencies and organizations will be the responsibility of National Project Directors. Especially important is an efficient coordination with UNIDO project addressing technical issues on CSR. (For more information on the proposed coordination mechanisms with the UNIDO CSR project, please see Annex 8 Proposed coordination mechanisms with the UNIDO CSR project).

When requested, UNDP can provide technical and other support at the request of the project managers and implementing teams to support the coordination activities.

3.7 Financial management mechanism

The project financial management will be done according to the Provisional UNDP NEX management guidelines.

3.8 Monitoring and evaluation mechanism:

Monitoring will be carried out on the basis of regular quarterly work plans and financial reports. UNDP Outcome Evaluation will form the basis of the evaluation strategy of the project.

In addition to this, the project activities will be monitored yearly by an independent evaluator to ensure that project is delivering relevant outcomes and outputs and to ensure that wide stakeholder community remains satisfied with the project activities. A more comprehensive mid term and terminal evaluation will be carried out to identify areas for improvements and to collect lesions learned for future reference. Ad hoc evaluation will be carried out when and if required.
As stakeholder views and perceptions and satisfaction is crucial for the success of the project, regular stakeholder satisfaction surveys will be conducted to ensure that the project is delivering products that are seen adding valued to the Vietnamese society.

In project component 2 and 3, a wide stakeholder community will be involved in delivering the outputs and specific activities. Each partnership with various partners will be evaluated using a standard form which is developed during the beginning of the project. The outcomes of such evaluation will be used when new partnerships are considered with that partner.

4. Indicative budget structure

The estimated budget of the project is USD 3,924,040 including a National Counterpart’s in-kind contribution of USD 45,000 in the form of office space and NPDs. The cash component will be funded from UNDP Track Resources. Other funding sources such as bi-lateral agencies and institutions, non traditional donors (private sector) will be explored during the project implementation. The table below summarizes the estimated time frame and budget for each project component:

Table 2 Indicative budget structure per outcome

<table>
<thead>
<tr>
<th>Component / Expected Outcome</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total (incl. Counterpart contribution)</td>
<td>753,920</td>
<td>1,866,120</td>
<td>1,349,840</td>
<td>3,924,040</td>
</tr>
<tr>
<td>Total</td>
<td>738,920</td>
<td>1,851,120</td>
<td>1,334,840</td>
<td>3,879,040</td>
</tr>
<tr>
<td><strong>Outcome 1: Awareness on the meaning of Global Compact’s ten principles raised and wide stakeholder community involved in Global Compact activities;</strong></td>
<td>252,920</td>
<td>297,560</td>
<td>257,560</td>
<td>808,040</td>
</tr>
<tr>
<td>Technical expertise</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full time national expert on PR/Communications</td>
<td>7,920</td>
<td>10,560</td>
<td>10,560</td>
<td>29,040</td>
</tr>
<tr>
<td>Full time international expert (UNV)</td>
<td>54,000</td>
<td>54,000</td>
<td>54,000</td>
<td>162,000</td>
</tr>
<tr>
<td>Short-term international consultants</td>
<td>15,000</td>
<td>20,000</td>
<td>15,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Short-term national consultants</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
<td>45,000</td>
</tr>
<tr>
<td><strong>Trainings</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Detailed Project Outline**

9 April 2008

| Workshops and seminars (Stakeholders meetings, workshops and roundtables, consultation meetings) | 15,000 | 20,000 | 15,000 | 50,000 |
| Study tours | 15,000 | 15,000 | 15,000 | 45,000 |

**Project management costs**

| Equipment / supply (office equipment) | 20,000 | 5,000 | 5,000 | 30,000 |
| Administrative, communication and office supplies expenses | 18,000 | 24,000 | 24,000 | 66,000 |
| National Office Assistant - masters degree, over 6 years of relevant experience | 5,040 | 6,720 | 6,720 | 18,480 |
| Project Manager/ Coordinator - masters degree and over 11 years of relevant experience | 9,000 | 12,000 | 12,000 | 33,000 |
| Translator/interpreter (half time - master degree with over 6 years of relevant experience.) | 3,960 | 5,280 | 5,280 | 14,520 |
| Project M&E | 6,000 | 6,000 | 6,000 | 18,000 |
| Other (NEX audit, miscellaneous) | 4,000 | 4,000 | 4,000 | 12,000 |
| Travel | 15,000 | 15,000 | 15,000 | 45,000 |

**Communication related expenses**

| Media campaigns and communication | 15,000 | 15,000 | 15,000 | 45,000 |
| Database, website creation and updating research services | 10,000 | 5,000 | 5,000 | 20,000 |
| Documentation/Publications (incl. Quarterly Newsletters) | 10,000 | 10,000 | 10,000 | 30,000 |
| Events | 40,000 | 20,000 | 60,000 |

**Outcome 1: Counterpart’s in-kind contributions**

| 15,000 | 15,000 | 15,000 | 45,000 |
| Office space and NPD and DNPD time to the project | 15,000 | 15,000 | 15,000 | 45,000 |

**Outcome 2: Corporate Social Responsibility embedded in Viet Nam through Research, Training and Curriculum Development**

| 105,000 | 668,560 | 245,280 | 1,003,000 |
| Technical expertise | 10,000 | 321,000 | 50,000 | 321,000 |
| International institutional partners | 10,000 | 35,000 | 20,000 | 65,000 |
| Short-term national consultants | 10,560 | 5,280 |
| National specialist on capacity building through training - two years (master degree with 6 years relevant experience) | 10,560 | 5,280 |

**Trainings**

| 20,000 | 47,000 | 20,000 | 87,000 |
| Workshops and seminars (Stakeholders meetings, workshops and roundtables, consultation meetings) | 30,000 | 20,000 | 50,000 |
| Regional academic conference | 5,000 | 5,000 | 10,000 |
| Equipment / supply (office equipment) | 5,000 | 10,000 | 5,000 | 20,000 |
| Administrative, communication and office supplies expenses | 5,000 | 10,000 | 5,000 | 20,000 |
| Translation costs | 5,000 | 10,000 | 5,000 | 20,000 |
## Detailed Project Outline

### Travel

<table>
<thead>
<tr>
<th></th>
<th>15,000</th>
<th>100,000</th>
<th>40,000</th>
<th>155,000</th>
</tr>
</thead>
</table>

### Services

<table>
<thead>
<tr>
<th></th>
<th>20,000</th>
<th>80,000</th>
<th>40,000</th>
<th>140,000</th>
</tr>
</thead>
</table>

### Communication related expenses

<table>
<thead>
<tr>
<th>Media, PR and communication</th>
<th>5,000</th>
<th>10,000</th>
<th>10,000</th>
<th>25,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publications</td>
<td>5,000</td>
<td>15,000</td>
<td>15,000</td>
<td>35,000</td>
</tr>
</tbody>
</table>

### Miscellaneous

<table>
<thead>
<tr>
<th></th>
<th>5,000</th>
<th>35,000</th>
<th>35,000</th>
<th>75,000</th>
</tr>
</thead>
</table>

### Outcome 3: The principles of the GC incorporated in the partnering UN agencies daily work and agencies engage in an effective and coordinated way into partnerships with business community.

<table>
<thead>
<tr>
<th></th>
<th>381,000</th>
<th>885,000</th>
<th>832,000</th>
<th>2,068,000</th>
</tr>
</thead>
</table>

### Technical expertise

| Short-term international consultants | 15,000 | 20,000 | 35,000 |
| Short-term national consultants      | 15,000 | 15,000 | 24,000 | 54,000 |
| International specialist in coordination and communication (full time) | 135,000 | 180,000 | 180,000 | 495,000 |

### Trainings

| Workshops and seminars (Stakeholders meetings, workshops and roundtables, consultation meetings) | 50,000 | 47,000 | 20,000 | 117,000 |
| Study tours | 5,000 | 5,000 | 10,000 |

### Project management costs

| Project Manager/Coordinator - masters degree and over 11 years of relevant experience | 9,000 | 12,000 | 12,000 | 33,000 |
| National Office Assistant - masters degree, over 6 years of relevant experience | 5,040 | 6,720 | 6,720 | 18,480 |
| Translator/interpreter (half time - master degree with over 6 years of relevant experience.) | 3,960 | 5,280 | 5,280 | 14,520 |
| Equipment / supply (office equipment) | 15,000 | 15,000 |
| Administrative, communication and office supplies expenses | 18,000 | 24,000 | 24,000 | 66,000 |
| Project M&E | 6,000 | 6,000 | 6,000 | 18,000 |
| Other (NEX audit, miscellaneous) | 4,000 | 4,000 | 4,000 | 12,000 |
| Travel | 15,000 | 20,000 | 20,000 | 55,000 |
| Sub-Contracting | 40,000 | 500,000 | 500,000 | 1,040,000 |
| Project formulation related costs | 30,000 | 30,000 |

### Communication related expenses

| Audio-visual and print prod costs (promotional material and distribution, printings and publications) | 15,000 | 25,000 | 15,000 | 55,000 |
| Communication services | 5,000 | 15,000 | 10,000 | 30,000 |
**Outcome 1: Corporate Social Responsibility promoted in Viet Nam through the local Global Compact network.**

**Output 1.1: Operations of the GC Viet Nam network initiated and the management of the network supported.**

<table>
<thead>
<tr>
<th>Groups of activity</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Target</th>
<th>Method of verification</th>
<th>Risks and assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define an optimal approach for the promotion of GC principles in Viet Nam and the project outcomes, outputs, key activities and stakeholders involved in the process.</td>
<td>Time and cost to set up GCVO</td>
<td>No supporting mechanisms in place to advance GC agenda in Viet Nam.</td>
<td>Structure and working procedures of well functioning GCV in place during 1st Q</td>
<td>MoUs or other needed agreements</td>
<td>Detailed work plans approved by the partnering agencies and the Government Counterparts.</td>
</tr>
<tr>
<td>Facilitate the establishment and operation of the GC network within an existing institution, including steering committee, working groups, coordination mechanisms among supporting agencies.</td>
<td>Capacity development among staff</td>
<td>CSR priorities and required actions for Viet Nam remain unclear.</td>
<td>List of CSR priorities, weighted importance and action plan formulated in 1st quarter.</td>
<td>Stakeholder satisfaction questionnaires</td>
<td>Implementation progress actively reshaped based on the feedback received from the stakeholder community.</td>
</tr>
<tr>
<td>Clarify CSR priorities and needed actions in Viet Nam.</td>
<td>Number of stakeholders actively participating in GCV</td>
<td>GC managed to include relevant stakeholders into the dialogue.</td>
<td>GC managed to include relevant stakeholders into the dialogue.</td>
<td>Detailed work plans, quarterly, annual and final review reports and meetings.</td>
<td>GCO working framework, baseline and action plan risk being subjectively formulated or being too ambitious</td>
</tr>
<tr>
<td>Facilitate linkages with companies, potential champions and sponsors operating in Viet Nam.</td>
<td>Stakeholder satisfactions</td>
<td></td>
<td></td>
<td>Detailed GC workplan which is approved by the GC steering committee</td>
<td>Win-win used as core principle for broadening the network and relationships with stakeholder community</td>
</tr>
<tr>
<td>Establish and maintain relationship with GCO in HQ, regional GCOs, CSR and other relevant networks.</td>
<td>Timeliness of support received from regional / global CSR initiative</td>
<td></td>
<td></td>
<td>Programmatic and financial audits</td>
<td></td>
</tr>
<tr>
<td>Facilitate participation in national/regional/global meetings on the GC and CSR.</td>
<td>Resources received / recovered from partners</td>
<td></td>
<td></td>
<td>Cost recovery and other income generations mechanisms in place</td>
<td></td>
</tr>
<tr>
<td>Formally communicate activities, results, experiences, learning to all stakeholders.</td>
<td></td>
<td></td>
<td></td>
<td>Independent mid term and terminal evaluations</td>
<td></td>
</tr>
<tr>
<td>Sensitize key actors both in CSO and key government agencies to think of innovative ways to provide enabling support to companies rather than protective and/or stand on the way.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review GCO progress, management structure and planning.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure sustainability of the Global Compact network</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide project management support.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Output 1.2. CSR promoted through integrating the principles of the GC into business operations of the GC network members.

<table>
<thead>
<tr>
<th>Number of agencies signatory to GC</th>
<th>1 GC member</th>
<th>50 active members before the end of 2009</th>
<th>Stakeholder questionnaires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of COPs submitted in time</td>
<td>0 Vietnamese communication on progress reports</td>
<td>GC becomes a recognised brand</td>
<td>Follow up questionnaires to assess the impact of events</td>
</tr>
<tr>
<td>Yearly turn over and number of employees of companies signatory to GC</td>
<td>Number of Vietnamese who have been communicated regularly</td>
<td>50% of the GCV members attend regularly the events and implement the principles</td>
<td>Database on GCV participants at GC HQ</td>
</tr>
<tr>
<td>Number of events (co)organized by GCO</td>
<td>Number of companies and stakeholders attending the GCO events</td>
<td>50% of the GCV members engaged in the dialogue on GC and CSR in Viet Nam and abroad.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>GC implementation process leads to identification of best practises</td>
<td></td>
</tr>
</tbody>
</table>

Collect, develop, and share localised CSR training materials to support the implementation of GC principles.

Involve business women pioneering CSR in the various awareness raising and media campaigns.

---

### Output 1.3. Awareness on GC initiative raised within wide stakeholder community to promote the principles and facilitate the formulation of innovative partnerships.

<table>
<thead>
<tr>
<th>Cost effectiveness of the events</th>
<th>A domestic CSR website already exists</th>
<th>Multistakeholder dialogue arranged 2 times per year.</th>
<th>Reports on events and minutes of the meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of visit to the website</td>
<td>No documentation of CSR case studies in Vietnam yet</td>
<td>10 events in a year to promote CSR (of which three are at (inter)national level</td>
<td>Communication plan/strategy and communication reports</td>
</tr>
<tr>
<td>Number of events where GC was presented</td>
<td>Expectations of the stakeholder community</td>
<td>20 case studies documented in a year covering different business sectors</td>
<td>Case Study Portfolio revision</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Regular meetings between GCO and stakeholder community</td>
<td>Survey of companies and organizations on CSR &amp; GC understanding</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GCO website built, functional in Q4 and regularly maintain</td>
<td>Activity log for website</td>
</tr>
</tbody>
</table>

Hold regular regional, provincial and national events to promote GC principle and educate newly interested organizations.

Facilitate and support regular regional and provincial events.

Develop specific promotional material targeted at Vietnamese stakeholder community on GC, Vietnam champions and CSR best practices.

Communicate to stakeholder community regularly and efficiently.

Organise multistakeholder forums, open debates, trainings on CSR and the GC principles for journalists, academia representatives, labour and employer representatives.

Support stakeholder community's activities to promote the GC among their sphere of influence.

Deposit the resources developed by this outcome at the Resource Center and other suitable libraries.

---

Companies' buy in the GC initiative

Relevant technical expertise available to be used by the project

GC seen as neutral entity and is given access to evaluate and assess companies' business practises

GCV given a permission to use the already developed training materials.
### Outcome 2: Corporate Social Responsibility embedded in Viet Nam through Research, Training and Curriculum Development

#### Output 2.1. Responsible Management Executive Curriculum developed and tested.

<table>
<thead>
<tr>
<th>Task</th>
<th>Time and cost of curriculum development</th>
<th>No Courses In Universities</th>
<th>Executive Education Course Embedded In Local Partner’s Curriculum, Issues Mainstreamed In Institution Copies Publicly available</th>
<th>Copies of Curriculum In resource Centre IPP report</th>
<th>Risk of Hording Implementing partners and the IPP must Be honest Brokers National Appropriate-Ness and Teaching Competence Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>In cooperation with International Institutional Partner (IPP), gather international. Local and comparative CSR material for resource centre - compile provide contents, knowledge to the RC</td>
<td>Quality of curriculum delivery</td>
<td>No Main-Streaming Of issues In Curriculum</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review existing curricula from overseas and other projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Found curriculum design team</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research and consultation for curriculum writing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Draft jointly the curriculum and approve curriculum framework</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Testing the curriculum</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mainstream the curriculum in manager/civil servant training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deposit the resources developed at the Resource Center.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Output 2.2. Responsible Management Undergraduate Curriculum developed and tested.

<table>
<thead>
<tr>
<th>Task</th>
<th>Time and cost of curriculum development</th>
<th>No Courses In Universities</th>
<th>UG Education Course Embedded In Local Partner’s Curriculum Issues Mainstreamed In Institution Copies Publicly available</th>
<th>Copies of Curriculum In resource Centre IPP report</th>
<th>Risk of Hording Implementing partners and the IPP must Be honest Brokers National Appropriate-Ness and Teaching Competence Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review existing curricula from overseas and other projects</td>
<td>Quality of curriculum delivery</td>
<td>No Main-Streaming Of issues In Curriculum</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Found curriculum design team</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research and consultation for curriculum writing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Draft Jointly and Approve curriculum framework</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Testing the curriculum</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mainstream the curriculum in universities training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

#### Output 2.3. Train the Trainer Programme developed and tested.

<table>
<thead>
<tr>
<th>Task</th>
<th>Time and cost of training programme development</th>
<th>No Training Courses On how To Teach CSR</th>
<th>Cohort of Competent Teachers In Local Partner’s University</th>
<th>Programme Material In resource Centre IPP Teaching Quality Assessment IPP report</th>
<th>Need for Institutional Commitment To Staff Development In Local Universities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Draft and Approve ToT curriculum framework</td>
<td>Quality of training programme delivery</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Design ToT handbook</td>
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<tr>
<td>Testing the ToT</td>
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<tr>
<td>Deliver ToT</td>
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<tr>
<td>Provide support and feedback in the train the trainer component to those who, subsequent to the training, are putting their new skills into practice with the new curriculum.</td>
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<tr>
<td>Conduct an evaluation at the end of a second or and third year to measure the level of structural change.</td>
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</tr>
<tr>
<td>Deposit the resources developed by this outcome at the Resource Center and other suitable libraries.</td>
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</tr>
</tbody>
</table>
### Output 2.4. CSR related research conducted and Vietnamese representation in the Responsible Management Education Network supported

<table>
<thead>
<tr>
<th>Conduct relevant CSR related research activities</th>
<th>Conference Development, network development, conferences, research papers.</th>
<th>No Network Or Awareness Of Outside Efforts And resources</th>
<th>Robust Regional Academic Network Ongoing Collaborative Regional Research Deposited In RC</th>
<th>Regional Network Maintained Conference Presentations In Resource Centre IPP report</th>
<th>Network Must be Sustained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Link Vietnamese organisations to international networks on responsible management education</td>
<td></td>
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<td></td>
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<tr>
<td>Facilitate the preparation and organisation of the PRME conferences</td>
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<tr>
<td>Facilitate participation in national/regional/global meetings on the GC and CSR training</td>
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</tr>
<tr>
<td>Work out mechanism and seek funding to sustain the operations of the network</td>
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</tbody>
</table>
**Outcome 3. UN agencies engaged in partnerships with the various stakeholders to advance the MDGs in more efficient and strategic way.**

**Output 3.1. UN agencies’ partnerships strategies and mechanisms assessed and further develop to facilitate private sector’s more efficient participation in development process**

- Propose options and discuss them with relevant UN focal points.
- Draft a strategy and action plan to promote partnerships jointly with focal points from UNCT, including a proposal for supporting mechanisms and related ToRs.
- Propose the strategy, action plan and proposal for supporting structure for UNCT approval and modify if needed.
- Facilitate the decision making among UN agencies to find an optimal way to establish, finance and manage a UN wide supporting structure for partnerships and private sector contacts (e.g. ‘UN Business Desk’).
- Support the establishment and operations of the supporting mechanisms.
- Support the development and dissemination of materials, tools and resources to be used by UNCT to promote the partnerships and CSR.
- Support the coordination and management of the partnerships.
- Improve the communication and interaction between UNCT and private sector.
- Support the work of the UN Working Group on CSR and partnerships.

<table>
<thead>
<tr>
<th>Number of UN agencies participating in the dialogues / discussion.</th>
<th>Number of UN agencies with specific strategy or action plan.</th>
<th>Number of agencies actively participating in the process.</th>
<th>Visibility and attractiveness of UN as a partner for private sector</th>
<th>Amount and quality of resources and materials available for UNCT.</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 agency specific strategies</td>
<td>Limited supporting mechanism in place.</td>
<td>Great need for supporting mechanisms.</td>
<td>No supporting structures / mechanism in place.</td>
<td>No awareness raising materials available and no training organised.</td>
</tr>
<tr>
<td>Structure in place 6 months after the project is initiated.</td>
<td>One person from each organisation trained on partnerships and/or CSR</td>
<td>Bilingual CSR and partnership promotion materials</td>
<td>Limited amount of resources mobilised through private sector</td>
<td>Formulation and management of partnerships conducted in a more efficient way</td>
</tr>
<tr>
<td>Less than 10 strategic partnerships within the UNCT.</td>
<td>Formal partnership agreements identified and initiated.</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Output 3.2 Road map developed to advance CSR in a strategic, systematic and holistic way by the partnering UN agencies.**

- UNCT focal points reach an agreement on strategy proposal and requirements for support mechanisms.
- UNCT focal points and HoA reach an agreement on the ToR, work plan, roles and responsibilities regarding the UN partnerships and supporting mechanisms.
- UNCT focal points and HoA reach an agreement on the ToR, work plan, roles and responsibilities regarding the UN partnerships and supporting mechanisms.
- Formal partnership agreements identified and initiated.
### Detailed Project Outline

- **Map and assess UN agencies CSR activities**
- **Facilitate discussions on the role of UN to advance CSR.**
- **Develop a concept note on more systematic and holistic CSR programming to obtain greater impact and coherent approach but at the same time acknowledging individual UN agencies core competencies and strengths.**
- **Assess the need for UN wide joint programmes and projects on CSR related activities and if needed, draft a proposal to more efficient cooperation.**
- **Incorporate GC or other similar CSR principles into daily operations of partnering UN agencies.**

<table>
<thead>
<tr>
<th>Number of joint activities to promote CSR.</th>
<th>UNCT agencies have no joint CSR activities.</th>
<th>9 April 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of overlapping activities / projects within the UNCT.</td>
<td>Limited communication between UN agencies on CSR.</td>
<td>All new activities, programmes and projects are conducted in a coordinated manner.</td>
</tr>
<tr>
<td>Number of communication and information exchange between the UN agencies.</td>
<td>Several overlapping activities.</td>
<td>50% of the UNCT agencies have assessed their operations and drafted an action plan to comply with UNGC principles.</td>
</tr>
<tr>
<td>Number of UNCT agencies formally with the UNGC principles.</td>
<td>Communication between UNCT improved.</td>
<td>Communication between UNCT improved.</td>
</tr>
</tbody>
</table>

**Output 3.3. Wider stakeholder community engaged in multistakeholder dialogue and activities to promote the GC principles through UN partnerships**

- UNCT focal points and HoA reach an agreement on the ToR, work plan, roles and responsibilities regarding the UN partnerships and supporting mechanisms.
Further define the target and goals of the output and identify relevant stakeholders as well as define the management arrangements of the partnership activities.

Engage the media/journalists into the promotion of GC through training and awareness raising activities.

Support the participation of consumer associations and civil society in the GC promotion related activities.

Engage sectoral agencies (e.g. fisheries or metal industry) in the GC dialogue and promotion related activities.

Support the participation of Business associations in the GC promotion related activities.

Engage thematic agencies (e.g. women entrepreneurship or HIV/AIDS) into the GC related dialogue and promotion activities.

Engage regional agencies (e.g. HCMC or central Vietnam) into the GC related dialogue and promotion activities.

Engage research institutions / academia into the GC related dialogue and promotion activities.

Support multi-stakeholder action to advance the GC principles related to the Anti corruption, Human Rights, Labour and Environment.

Support information sharing on GC through various means, such as websites, newsletters, information leaflets etc.

Support direct corporate engagement opportunities with community partners, such as employee volunteerism.

Work with other projects, if required, to provide the government with good and objective evidence-based analysis of where Vietnam stands today in terms of CSRs, where Vietnam should go and how best to go and support development of a M&E for CSR.

Compile lessons learned and draft recommendations for the future activities with various partners.

Deposit the resources developed by this outcome at the Resource Center and other suitable libraries.

<table>
<thead>
<tr>
<th>No of stakeholders involved</th>
<th>1 GC members</th>
<th>Pilot project strategy in Q3 in place</th>
<th>MoUs between the organisations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of events organised</td>
<td></td>
<td>Pilot project reports</td>
<td>External evaluation report</td>
</tr>
<tr>
<td>Number of new GC members</td>
<td></td>
<td></td>
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</table>

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Pilot project reports</td>
<td>External evaluation report</td>
</tr>
<tr>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>UNDP processes allow the formulation of effective pilot projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suitable counterparts identifies for pilot projects</td>
</tr>
<tr>
<td>Interest from counterparts towards the initiative</td>
</tr>
<tr>
<td>Establish the resource center</td>
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<tr>
<td>------------------------------</td>
</tr>
<tr>
<td>Create management structure of the RC</td>
</tr>
<tr>
<td>Gather materials and make them available</td>
</tr>
<tr>
<td>Promote the RC to stakeholders (opening event and long term marketing strategy)</td>
</tr>
<tr>
<td>Support provided for the project implementation</td>
</tr>
</tbody>
</table>
Annex 2 List of major supplies and subcontracts

Office Locally supplied equipment/services for both project implementation units if and when required\(^9\) (locally supplied):
- Scanner
- One Desktop Computer or Notebook Computer for all full time project staff
- Printer for share of 2 or more users
- Data/Fax modem
- UPS (Uninterruptible Power Supply)
- AVR (Automatic Voltage Regulator)
- Fax machine
- Photocopier
- Data projector
- One Standard Office Desk with one or two side cabinets for all full time project personnel
- One Office chair for all full time project personnel
- Package of Office Accessories
- Standard agency contribution should be one or two (International Direct Dial (IDD) telephone line(s).

Computer Software: One for all full time project computer (locally supplied)
- PC Operating System
- PC Software
- Browser
- Antivirus for Client Workstations
- PC software utilities
- Communication/E-mail (UNDP Email and Internet)
- Tools for planning and management
- UNDP logos and standard fonts

Others (locally supplied)
- Language Training Pack
- Supporting Documents
- Relevant circulars on administration and finance matters

Sub-contracts (imported and locally supplied)):
Sub-contracts will be provided to international and national institutions/agencies/experts in the field of corporate change management, policy advocacy, training and curriculum development, communications and media, partnerships, event organization etc under standard NEX procedures. Emphasis will be placed on establishing long term contract with relevant partners in order to ensure the sustainability of project.

\(^9\) Note that National Implementing partner will provide office space during the project duration, which will contribute to the in-kind contribution of USD 45,000.
Annex 3  Suggested Terms of Reference for (Deputy) National Project Director (NPD)

Background
The National Project Director is the focal point for responsibility and accountability in the National Implementing Partner for a UNDP-funded project. The NPD should be an officer of the National Implementing Partner at the director or deputy director level for most projects and may be at a higher level for large or cross-sectoral project. He/she should ideally have present or past association with the department/unit that is most relevant to the substantive field dealt with by the project. He/she should be senior enough to be given the financial authority and accountability for the use of the project budget, i.e. he/she is at a level which gives him/her the authority to approve project expenditures up to the value of each year’s project budget. In addition, he/she should also be senior enough to effectively coordinate project implementation with relevant Government officials as may be required.

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

Duties and Responsibilities

1. Ensures that the expected results of the project are of satisfactory substantive quality and that they contribute to the achievement of the intended outcome identified in the CPD/RRF. This will be discharged through the (i) approval of project work plans, TORs, reports, (ii) follow-up on the implementation of recommendations made by regular project reviews and external evaluations, and (iii) conduct of internal reviews and evaluations as/if needed.

2. Ensures that project resources, national as well as international, are effectively utilized for their intended purposes through the (i) verification of project budgets and payments, (ii) approval of budget revisions within the agency flexibility limit, (iii) follow-up on the implementation of recommendations made by external audits and (iv) conduct of internal audits as/if needed.

3. Ensures that counterpart funds are made available by the NIP in sufficient quantities and in a timely manner to support project implementation.

4. Ensures that project parties, particularly national parties (including the NIP and Responsible Party(s) fully participate in project implementation, effectively collaborate in project activities and duly benefit from project results.

5. Ensures that the results achieved and lessons learned by the project are properly documented, proactively disseminated to and duly shared with all project parties, particularly national parties.

6. Selects, arranges for the appointment of and supervises the Project Manager, in consultation with UNDP, to make sure that the PM and other national project staff are empowered to effectively perform their day-to-day project duties.
7. Selects, arranges for the appointment of and supervises the Senior Technical Advisor, in consultation with UNDP, to make sure that the STA and other international project personnel contribute expert inputs of highest quality to the expected outputs of the project.

8. Represents the NIP at major project reviews, evaluations, audits and other important events.
Annex 4 Suggested Terms of Reference for Project Manager (PM)

Background
Under the direct supervision of the National Project Director, the Project Manager is responsible for the operational management of the project, i.e. s/he assumes the day-to-day operational management of the project in line with the project document as well as policies/procedures for nationally executed projects. For this reason, s/he must be able to work full-time on the post.

Duties and Responsibilities

1. Prepares and updates quarterly and annual project work plans, and submits these to the NPD and UNDP CO for clearance.
2. Ensures that all agreements with Responsible Parties are prepared, negotiated and agreed upon.
3. Drafts TORs for key inputs (i.e. personnel, sub-contracts, training, procurement) under the responsibility of the NIP, submits these to the NPD and UNDP CO for clearance, and administers the mobilization of such inputs.
4. With respect to external project implementing agencies:
   (a) ensures that these agencies mobilize and deliver the inputs in accordance with their letters of agreement or contracts, and
   (b) provides overall supervision and/or coordination of their work to ensure the production, quality and timeliness of the expected outputs.
5. Assumes direct responsibility for managing the project budget as Committing Officer, by ensuring that:
   (a) project funds are made available when needed, and are disbursed properly,
   (b) expenditures are in accordance with the project document and/or existing project work plan,
   (c) accounting records and supporting documents are kept,
   (d) financial operations are transparent and financial procedures/regulations for NEX projects are properly applied; and
   (e) s/he is ready to stand up to audits at any time.
6. Assumes direct responsibility for managing the physical resources (e.g. vehicles, office equipment, furniture, stationary...) provided to the project by UNDP.
7. Supervises the project staff and local or international experts/consultants working for the project.
8. Drafts project progress reports of various types (e.g. quarterly report, annual report, and the Final Project Report) as scheduled, and organize review meetings and evaluation missions in coordination with UNDP.
9. Reports regularly to and keeps the NPD up-to-date on project progress, implementing issues, emerging risks/problems as well as suggests to him/her necessary remedial actions.
10. Effectively liaise with multi-stakeholders in and GC HQ office as well as GC regional office.
General qualifications

1. General knowledge of Corporate Social Responsibility and other substantive matters addressed by the project, preferably from similar projects.
2. Knowledge and experience in project management, favourably Prince 2 or similar project management certificates.
3. Good inter-personal and team building skills
4. Full time availability for project management duties
5. Business level of English language is an absolute necessity.
6. Familiarity with technical assistance projects and UNDP programmes, in general and especially the financial, procurement and management procedures (NEX management and reporting and ATLAS). Experience of working with UNDP Viet Nam is an asset.
8. Strong communication and interpersonal skills with the ability to handle a wide variety of GC members in cross sectoral settings and in a multilateral organization.
9. Strategic thinking, sound commercial skills and business acumen is essential along with the ability to inspire confidence and advise at the most senior levels.
10. A minimum of 6 years of relevant working experience, of which at least 2 on areas that related to private sector and / or CSR.
11. Masters degree in a relevant field; business, economics, finance and etc
Annex 5 Terms of Reference for Expert International Institutional Partner on Responsible Management Education

Component Two: ‘Embedding responsible management education in Vietnamese university curriculum and university teaching’

Background and Justification of the Component

The strategic objective of this component is to embed responsible management education in Vietnamese university curriculum and university teaching to change managerial and organisational knowledge and culture in Vietnamese firms from the inside.

Innovation and change are the main characteristics of a market economy, and firms are the engines of this innovation and change. As Viet Nam embraces a market economy, many firms innovate at a greater and greater pace. This means not only the proliferation of new paths to growth in the economy, but also a proliferation of social costs associated with that growth. To say that a market economy also ‘innovates’ social problems is also to say that the solutions to these problems must be equally able to embrace change, to innovate, and to develop at the same pace. Any set of social principles that is not dynamic, capable of growth and change, will not be sufficient in a market economy.

Dynamism is the logic behind corporate social responsibility (CSR). Social responsibility binds itself, in CSR, to the most dynamic aspect of a market society, the firm. CSR is sustainability at speed. Successful firms must always be learning organizations, and strategic organizations, in order to survive in a competitive marketplace. So too, CSR must be connected to a ‘learning approach’ capable of strategizing in tandem with the private firm. This requires that CSR be available for constant research and development (R&D) and the site of CSR R&D is the university. The university is where CSR ‘learns and strategises’. This is the thesis of the Global Compact’s Responsible Management Education Platform.

The Global Compact’s Principles of Responsible Management Education provides a unique opportunity. It brings together a network of management educators and world class business schools to cooperate on the mainstreaming of CSR in management education at all levels and in all forms, from the MBA to civil service training, from corporate professional development to undergraduate education. The integration of CSR into all aspects of management knowledge, management skills sets, and management strategy offers the opportunity for leadership and innovation in approaches to ensuring and extending rights in the workplace, in the marketplace, in the environment, and in national societies in tandem with economic growth. This dynamic, R&D approach to sustainable development is at the heart of the Principles of Responsible Management Education.

One crucial aspect of the learning approach in Responsible Management Education is that CSR learns from Viet Nam as Viet Nam learns from the body of CSR principles, cases, and applications. The best
way to ensure that Viet Nam takes ownership of CSR is to involve Vietnamese educators in the full development and deployment of CSR curriculum, research, and training and to move toward a new approach to pedagogy to accommodate the dynamism of CSR.

Problem-based management education emphasizes the challenges and compromises in the business world, rather than the formulaic applications of pre-existing models promising magic solutions. Problem-based pedagogy is the ideal pedagogy for CSR for two reasons. It teaches students of management to analysis trade-offs and interest-based scenarios and is thus easily applied to the overarching questions of economic growth versus social cost. And it is global in scope, teaching students that any aspect of society or business can impact on any other. Indeed as leading business schools around the world recognize, problem-based management education is not appropriate for mainstreaming CSR, but vital to all good management teaching today.

In December 2007 a formulation mission undertook extensive consultations and research to determine the best course of action in implementing a sustainable approach to CSR training in Viet Nam. The scope and the outcomes below represent the recommendations of that mission.

Scope of the Component’s Work and Expected Outcomes
The expected outcomes of this component will be:

- Sustainable progress on integration and mainstreaming of CSR in management curriculum in higher education in Viet Nam.
- Sustainable progress on integration and mainstreaming of CSR into organizational culture in Viet Nam through new management knowledge in Vietnamese firms.
- Availability and dissemination of new research, new curriculum and international resources on CSR throughout higher education sector in Viet Nam and the region.
- Continuous improvement in training and delivery techniques by a network of Vietnamese and regional educators.

Specific Tasks
- Manage overall component and work in partnership with the national implementing partners, UNDP and various other local partners simultaneously.
- In partnership with a local research and policy institution, research local case studies in CSR, identify and gather international comparative materials, and prepare and launch a new Resource Centre (RC) on CSR.
- In partnership with a local university, research and develop a new curriculum in responsible management education for executive and MBA programmes, and pilot that curriculum in the partner institution.
- In partnership with a local university, research and develop a new curriculum in responsible management education for undergraduate programmes, and pilot that curriculum in the partner institution.
• In partnership with an NGO, develop and deliver a train the trainer programme to university teachers undertaking new responsible management education curriculum using new learning approaches.

• In partnership with a local university and a regional university, develop and host a regional academic conference on responsible management education initiatives, and launch a regional educators’ network on responsible management education.

Requirements

• Institutional commitment to research in responsible management education and corporate social responsibility.

• Experience with higher education sector in Viet Nam and South East Asia.

• Expertise in curriculum development and reform in responsible management education and corporate social responsibility.

• Doctoral degrees and ten years of experience in curriculum development, teaching quality assessment and development, and international work for project participants.

• Project management experience in research and higher education projects.

• Sufficient qualified institutional resources to deliver simultaneous outputs in the component and work with multiple local partners.
Annex 6 Terms of Reference for Project / Financial Assistant

Duties and Responsibilities:
Under the direction of the NPD and D-NPD, the Project Assistant will:

- Provide necessary assistance in the operational management of the project according to the project document and the NEX procedures;
- Assist in the preparation of annuals and quarterly project work plan and progress reports;
- Undertake the preparation of project events as per approved work plans, including workshops, meetings, trainings and study tours, particularly those under the capacity building component, etc.;
- Make logistical arrangements for project staff, consultants and invited guests coming for project activities (visas, transportation, hotel bookings, etc.);
- Prepare background materials for discussion and briefing sessions on project matters;
- Assist with preparation of ToRs and contracts for consultants/experts for project activities;
- Take care of the project telephone, fax, and e-mail system;
- Draft correspondence on administrative and project matters under the responsibility of the project; and,
- Be responsible for the project filing system, including the numeration and filing of all incoming and outgoing correspondence.
- The Project Assistant will carry out other duties as may be required by the NDP for the successful conclusion of the Project.
- Provide administrative support to GC member projects and be responsible for organisation of projects on a daily basis.
- General office support to internal teams.
- Coordinate relevant Working Groups and other meetings concerning training and development as well as stakeholder relationships.
- A commercial approach with the gravitas to bring in new members.

Qualifications
- University degree in a relevant field; business, economics, finance and etc.
- A minimum of five-years of relevant working experience in project/business/public administration.
- Experience and/or familiarity with UNDP regulations.
- Good secretarial skills and organizational capacity.
- Experience in project development and implementation;
- Familiarity with and experience in government institutions and procedures would be an advantage.
- Proficiency in the use of information technologies and good computer skills, particularly in the use of MS Office Package (MS Word, MS Excel, etc.) and Vietnamese typing software such as Unicode, Unikey and ABC.
• Business level of English skills on writing and speaking.
• Responsible, confident and good communication and confident phone manner active interest in ethical issues.
• IT skills: Microsoft office applications, including Word, Excel, Access, Outlook and Publisher and Web skills.
• Maintain databases and spreadsheets of both internal and member related information.
Annex 7 Terms of Reference for Communication specialist

**Background**

One of the explicit commitments that a company makes when it participates in the Global Compact is to produce an annual COP. A COP is a communication to stakeholders (consumers, employees, organized labour, shareholders, media, government…) on the progress the company has made in implementing the ten principles in their business activities and, where appropriate, supporting UN goals through partnerships.

The project facilitates the participating companies’ access to GC best practices as well as provides them with trainings, knowledge and technical expertise. The project creates contacts for companies to engage into dialogue with the other local GC networks as well as assist companies to identify their strategies to promote, monitor and implement GC principles as well as help with the COP on how the companies have been able to meet their GC related targets.

**Duties and Responsibilities:**

- Advise GC members and stakeholders on communication related to the principles of sustainable development and Global Compact in Viet Nam.
- Provide sustainability solutions as they relate to the planning and development process of all communication related issues.
- Engage with external stakeholders to develop GC communications best practices.
- Provide quality information to stakeholders.
- Assist GC members in writing the COP as well as other relevant CSR-related communications material.
- Advise GC members on developments in best practice reporting on sustainable development and CSR issues.
- Assist GC members in developing GC implementation strategies advising the business in the setting and delivery of targets for CR performance; supporting the monitoring and reporting of CR performance by providing a suite of reporting analysis tools.
- Support GC members in the development of a long-term CSR strategy, including a strategy framework companies can use to ensure their CSR goals are tied directly to their overall business goals.

**Qualifications**

- Experience across social, ethical and environmental issues and specific detailed expertise in one or more of these areas.
- Significant experience of working and writing on SD issues within a major corporate, a consultancy or the public sector.
- Significant experience of managing complex projects with a variety of stakeholders to tight deadlines.
• Undergraduate degree in a relevant field and ideally a master’s degree in a related field such as environment, business, social sciences, or engineering.
• Solid computer competence and literacy – MS Word, Excel, Power Point, and ideally Hyperion.
• Possess excellent communication and presentation skills.
## Annex 8 Proposed coordination mechanisms with the UNIDO CSR project

<p>| Topic                          | UNIDO CSR Project                                                                                                                                                                                                 | UNDP's Global Compact Project                                                                                                                                                                                                 | Suggestion / recommendations for potential synergy                                                                                                                                                                                                                   |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <strong>Multi-stakeholder dialogue</strong> | A national tripartite structure to address CSR, reflecting employers (VCCI), labour (VGCL) and Govt (MOLISA) views on CSR. UNIDO project aims also to come up with appropriate policy/regulatory recommendations. | Multi-stakeholder dialogue with a focus on business but linkages to other stakeholders. Global Compact board to promote the GC agenda and work as a platform for CSR dialogue.                                                                                                                                 | Basically, the two projects can use the same network to achieve objectives and required policy dialogue.                                                                                                                                                                |
| <strong>Compilation of materials</strong>  | To support the drafting of a Viet Nam specific definition on CSR. This will be output through multi-stakeholder dialogue. Also, this will lead to increased awareness of CSR. UNIDO project will focus on looking for local good practice and will focuses on more technical and concrete topics in particular to adapt CSR to actual operation of manufacturing firms and buyers of goods and material produced. | To promote good business practises on the 4 areas of the GC – assessment of status, guidebooks on how to merge the principles into business practises and how to monitor the progress. The GC project will focus on collecting word-wide good practices in the 4 areas of GC and will utilize its global resources in the process. | All materials developed by both projects will be made available in a neutral place. Both projects will be involved in the collection and management of the materials. All practises collected by the both project can be utilizes by UNIDO in order to craft a Viet Nam-specific definition of CSR. Furthermore, the materials can be utilized in the training courses. |
| <strong>Awareness raising campaigns</strong> | Target both supply and demand sides. On the supply side, Vietnamese enterprises, especially SMEs and newly established enterprises are targeted. On the demand side, domestic consumer and foreign partners in cross-boundary supply chains should be involved. UNIDO Project can do awareness raising campaign, focusing on more technical and concrete topics in particular to adapt CSR to actual operation of manufacturing firms and buyers of goods and material produced. | Awareness raising among various stakeholders on role of Corporate Governance in development: general awareness raising in the 4 areas of GC and increase awareness of CSR in broader and general sense. | Ways to merge two campaigns or specific components of it will be sought during the project implementation. The projects will work closely to design the campaign so that two projects will be complementary each other. |
| <strong>Training of trainers</strong>      | CSR training-of-trainers courses for top management levels of businesses.                                                                                                                                           | CSR training for professional trainers in training institutions.                                                                                                                                                                                                            | Share case studies and training materials and make the available on a neutral place. The projects... |</p>
<table>
<thead>
<tr>
<th><strong>Curriculum development</strong></th>
<th>CSR training within MBA programmes delivered in cooperation with joint programmes by Vietnamese and International business schools.</th>
<th>Curriculum development for undergraduates and executives – available for all who want to use it. No curriculum delivery. UN GC PRME platform will be used as a starting point and the project will benefit of the resources and contacts developed by it.</th>
<th>Share case studies and training materials and make the available on a neutral place. Close coordination is necessary.</th>
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<tr>
<td><strong>Network of partners</strong></td>
<td>Assist the formulation of network which includes Government, ODA Providers, foreign firms, and local firms. Implement “Development-oriented Joint-ventures” as pilot activities of public-private and foreign-local firms partnership. Building linkage with ethical trade institutes</td>
<td>Promote an effective management of CSR initiative within the UN family.</td>
<td>Close cooperation and coordination is needed.</td>
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<tr>
<td><strong>Website</strong></td>
<td>Upload information about good CSR practices of both foreign and local enterprises in Viet Nam and CSR service provides including NGO and international organizations.</td>
<td>To promote dissemination of developed CSR information, materials, resources. Preferably by strengthening an already existing website.</td>
<td>Links can be created between two different websites to promote efficient dissemination of CSR related materials. Another alternative is to support the further development of an already existing web site.</td>
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Annex 9  List of key stakeholders

The Project aims to engage different stakeholders into multi-stakeholder dialogue on the Global Compact principles. Below an initial list of stakeholder identified so far has been listed.

### Government Agencies:
- MoLISA (Ministry of Labour, Invalids and Social Affairs)
- MoTI (Ministry of Trade and Industry)
- MoNRE (Ministry of Natural Resources and Environment)
- MoET (Ministry of Education and Training)
- MoHA (Ministry of Home Affairs)
- Ministry of Science and Technology
- Ministry of Health
- OoG (Office of Government)
- VGLC (Vietnam General Labour Confederation)
- Vietnam Agenda 21 (VA21)
- Others to be decided during the implementation of the project

### Political and Social Organizations:
- VCCI (Vietnam Chamber of Commerce and Industry)
- Association of Businessmen
- Vietnam Public Sector Forum

### Business Associations:
- VNASME (Vietnam Associations for Small and Medium Enterprises)
- HBA (Hanoi Business Association)
- HYBA (Hanoi Young Business Association)
- LEFASO
- VINATEX
- VASEP
- VITAS
- Asia-Pacific Business Forum
- Others to be decided during the implementation of the project

### International organizations:
- AmCham
- EuroCham
- Japan Chamber of Commerce
- GTZ
- SDC
- DANIDA
- JICA
- OECD
- ActionAids
- DED
- World Business Council for Sustainable Development
- BSR
- GRI
- Care International
- UK Department for International Development (DFID),
- Swiss Secretariat for Economic Affairs
- US Department of Labor
- Germany’s Foreign Trade Association of the Retail Industry (Aussenhandelsvereinigung des Deutschen Einzelhandels)
- The Global Compact office in New York
- UNODC (United Nations Office of Drugs and Crime)
- UNIDO (United Nations Industrial Development Organization)
- Other UN agencies (OHCHR, ILO, UNEP, UNCTAD, UNODC, IFAD, UNDP, FAO,
UNICEF, WHO, UNESCAP regional support hub for the Global Compact, UNSSC, Office of the resident coordinator

International Institutional Partner (to be identified later)
Others to be decided during the implementation of the project

**Domestic NGOs/Associations:**
VNCPC (Vietnam Cleaner Production Center)
VPC (Vietnam Productivity Center)
CWA (Clean Water Association)
CDI (Center for Development and Integration)
VUSTA
Vietnam Fund for Safe Water and Environment Protection
VINASME (Vietnam Associations for Small and Medium Enterprises)

VPC (Vietnam Productivity Center)
VUSTA
Vietnam Center for Development and Integration
Vietnamese Business Links Initiative (VBLI)
Vietnam Cooperative Alliance
Others to be decided during the implementation of the project

**Companies:**
Unilever
Talisman
Tetrapak
Standard Charter Bank
Casino
Ikea
Holcim

Nike
Adidas
Timberland
Gap
All Global Compact members
Others to be decided during the implementation of the project

**Research Institutes and Universities:**
VASS
Labour Research Institute
Labour University
National Economics University
NAPA (National Academy for Public Administration)

Hanoi Business School
ULSA (University of Labour and Social Affaires)
Others to be decided during the implementation of the project

**Media:**
Viet Nam Television
Labour Newspaper

Others to be decided during the implementation of the project
Annex 10 Assets brought by the VBLI to the project

The Vietnam Business Links Initiative (VBLI) is a tri-sector partnership among 31 local and international organisations and companies (see http://www.vcci.com.vn/sub/vbli/default.htm or www.vbli.info). It is an international programme managed and run by the Vietnam Chamber of Commerce and Industry (VCCI), and is licensed by the Ministry of Planning and Investment. The Programme’s primary objective was to improve the working conditions for employees in the Vietnam footwear industry and thus strengthen the industry’s competitiveness in the world market. After the first phase of three years of implementation (2000-2003), VBLI has set an example for collective partnership and true cooperation by bringing in all participating organisations, companies and stakeholders to share experience and knowledge and work together for continuous improvement in the working condition of the footwear industry. This creates a solid base for the Programme to continue the 2nd phase (2005-2008) progressing further into environmental and social affairs and Corporate Social Responsibility (CSR) within the industry and at the same time to expand to the Vietnam Apparel Industry, which tackles similar Occupational Health and Safety (OHS), environmental management and CSR issues.

Over the past seven years, VBLI has contributed significantly to the footwear and garment industries’ efficiency, particularly in raising the awareness on OHS and CSR of all levels in the factories through its six key activities including commitment to good practice, training, research, pilot projects, developing technical documents and CSR awards. All participants and external bodies recognize that the Programme has been effective in bringing real improvements to the awareness and working conditions in the two industries. More concretely, VBLI has:

- established a formal management structure (i.e., Steering Committee, Management Committee, Advisory Groups) which allows all participating organisations/companies to actively participate in various aspects of the programme;
- involved over 60% of local footwear business in the programme’s activities while working closely with seven factories through pilot projects;
- involved over 40% of local garment business in the programme’s activities while working closely with one factory through pilot projects;
- developed the Health and Safety Commitment to Good Practice and signed the agreement to implement the action plan with five pilot factories; provided pilot factories with in-kind support to demonstrate an effective way of reducing workers’ exposure to hazardous substances and expertise in social management system;
- created the Management Support System consisting of 19 chapters specialising in OHS issues and guidelines and already distributed to over 130 local factories;
- developed the DVD on “Health and Safety- Business’s sustainable success” in 2006 already distributed to nearly 500 local factories and interested organisations.
- conducted 35 Health and Safety training courses attending by nearly 2,000 managers, OHS officials, supervisors and foremen from nearly 500 footwear and apparel factories;
- conducted industry research on topics such as worker consultation; female labour and gender issues; allowable level of hazardous factors (dust, chemical, fume, noise, heat, etc.); monitoring and inspection systems; actual OHS and environment conditions in comparison
with ISO 14000 and OHSAS 18000; the evaluation survey of actual improvement that the VBLI has made to footwear factories and the current status of CSR in Vietnam;

- conducted 23 workshops to introduce the programme and related issues such as SA8000, Corporate Social Responsibility (CSR), corporate culture, international standards;
- conducted the annual CSR Award (2006-2007) for the footwear and garment industries;
- raised the awareness of OHS and continuously updated the programme’s progress through a broad range of range of media (a website www.vcci.com.vn/vbli and www.vbli.info; quarterly newsletters; articles in local newspapers; CD-ROM of documentary films, participation in the national week on safety and fire protection, etc.);
- co-operated with embassy and international and local agencies (i.e., ILO, SAI, World Bank, LEFASO, InWEnt, GTZ, DED, the Swedish Embassy etc.) on common OHS and CSR issues.

Building on these recent achievements, the assets VBLI will bring to the project are:

- an established forum where stakeholders can share experience and expertise in issues related to CSR;
- close relationship with business associations in the garment (VITAS), footwear (LEFASO), seafood (VASEP) and wood processing industries;
- a network among 31 participating organisations and businesses working together towards sustainable development for the benefit of all partners;
- a wide network of member businesses including local and multi-national companies which are sourcing from Vietnam;
- experience with multinational companies, international organisations and civil society in exchanging knowledge in the field of CSR;
- self-funded from 2008 onwards.

In August 2006, VCCI announced the establishment of the Office for Business Sustainable Development (SDforB), that will fulfil three functions: (i) pursue VBLI activities; (i) provide the business perspective of Vietnam’s Agenda 21; and (iii) promote the public-private partnerships and corporate social responsibility agenda of VCCI through, in particular, the present project. The VBLI Steering Committee will act as advisor to VCCI’s Office for Business Sustainable Development, and will provide multi-stakeholder outreach to this project.