



**PROJECT DOCUMENT**  
**VIET NAM**

**Project Title:** Support developing and implementing the new reforms and development partnership framework to accelerate the achievement of SDGs and Agenda 2030 (Partnership for Agenda 2030)

**Project Number:** 00114314

**Implementing Partner:** Foreign Economic Relations Department (FERD) - Ministry of Planning and Investment

**Start Date:** August 2019

**End Date:** 31 December 2021

**PAC Meeting date:** 11 April 2019

**Brief Description**

The project is designed to further strengthen the strategic partnership between UNDP and the Government in general and MPI particular to support Viet Nam in achieving SDGs. The project aims at assisting MPI, Foreign Economic Relation Department in particular, in contributing to the formulation of a new/innovative GOVN-UN/DP development partnership framework, Viet Nam's implementation of SDG17 "Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development", and low middle income Viet Nam's transition from 'donor-recipient' partnership toward a new 'partnership' among development partners (which is planned to be one of the key directions of the ODA orientation 2021-2025 that MPI/FERD is requested by the Prime Minister to prepare). In addition to that, SDGs and inclusive growth principles will be integrated during the formulation of SEDS (2021-2030) and SEDP (2021-2025).

**Contributing Outcomes/Outputs:**  
One UN Strategic Plan (2017-2021) Outcome 1.1 (Primary), 3.2 and 4.1.  
UNDP CPD (2017-2021) Outcome 1 and 4.5  
**Project Management Modality:** National Implementation (NIM) with UNDP CO support  
**Gender Marker:** Gen2

<b>Total resources required (USD):</b>	<b>770,000</b>
<b>Total resources allocated (USD):</b>	<b>270,000</b>
	UNDP TRAC (in cash): 200,000
	Government (in cash): 35,000
	(in kind): 35,000
<b>To be mobilized (USD):</b>	<b>500,000</b>
	Others (in cash) 500,000
	Gov contribution (in kind) - to be identified/calculated

Agreed by:  
UNDP Viet Nam

Ms. Sitara  
Resident Representative a.i  
Date: 14 August 2019

Ministry of Planning and Investment

Date:

*Vũ Đại Cường*

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## I. DEVELOPMENT CHALLENGE

Viet Nam's achievements on MDGs are remarkable, however the challenges in continuing the progress are enormous. Viet Nam's economic slowdown deepened after the global financial crisis in 2008 and revealed structural problems of Viet Nam's economy signalling that its once powerful growth model has now run out of steam, calling for further reforms to renew the country's engines of growth.

While the national average poverty rate has rapidly decreased, it remains relatively high among ethnic minority groups and in mountainous areas. In addition, new forms of vulnerability, associated with the remaining pockets of poverty and formation of a large (more than 50% of population in 2016) lower middle-income group, has emerged characterized by non-income deprivations in dimensions such as health and education, water and sanitation, housing and social protection in Viet Nam. As the country embarks on a new growth model that will be based more on higher productivity and competitiveness in the context of the Fourth Industrial Revolution 4.0 acceleration, the challenge is to ensure leaving no one behind in terms of having 21<sup>st</sup> Century skills to seize new more productive employment opportunities and accessing to social protection services to cope with shocks. These together with serious environment degradation, negative impacts of climate change, changing development finance landscape require a new, more inclusive, greener and sustainable development pathway in low middle-income Viet Nam, if it is to achieve the Sustainable Development Goals (SDGs), and to maintain its position among the world's leading nations in delivering Agenda 2030.

One of the key challenges for Viet Nam in achieving SDGs is to unblock financing bottlenecks in the context of the fast-changing development finance landscape. The Development Finance Assessment Report that UNDP conducted in close cooperation with the Ministry of Planning and Investment (MPI) and Ministry of Finance (MOF) highlighted following issues: (i) a sharp decline in grant ODA – key financial resource for technical assistance and capacity development and less concessional ODA loans; (ii) low and slowly increasing private sector investments, while the quality of FDI does not match its quantity; and (iii) serious government budget constraints due to declining revenue from natural resources and revenue from more regular source of taxes not increasing fast enough while spending obligations increasing fast<sup>1</sup>. It's therefore necessary to develop a new partnership strategy to effectively mobilize and utilize development financial resources for achieving the ambitious SDGs, within a national integrated finance framework<sup>2</sup> that is suited to Viet Nam's new growth model and linked to its development results.

In this new context, and with the strong commitment to implement the 2030 Sustainable Development Agenda, the Government of Viet Nam (GOVN), with MPI playing the focal role, embarks on the process of formulation of its ten-year Social Economic Development Strategy (SEDS) 2021-2030 and the five-year Social Economic Development Plan (SEDP) 2021-2025. These documents will provide the strategic directions to ensure that Viet Nam's growth can continue to be inclusive growth, development will be sustainable with improved equality providing opportunities for all Vietnamese to participate in, contribute to and benefit from the development process.

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<sup>1</sup> Viet Nam Development Finance Assessment report, 2018

<sup>2</sup> Addis Ababa Action Agenda on Financing for Development, 2015

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## II. STRATEGY

Building on the past successes and experience of UNDP-MPI partnership, including projects supporting the formulation of the previous SEDS and SEDPs, and projects: "Support to the Country Program Management (CPMS)" (2006-2011) and "Support for Results-Based Management and Communications under the One Plan (RBMC)" (2012-2016), this project is designed to further strengthen the strategic partnership between UNDP and the Government in general and MPI particular to support Viet Nam in achieving SDGs. The project aims at assisting MPI, Foreign Economic Relation Department in particular, in contributing to Viet Nam's implementation of SDG17 "Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development", and low middle income Viet Nam's transition from 'donor-recipient' partnership toward a new 'partnership' among development partners (which is planned to be one of the key directions of the ODA orientation 2021-2025 that MPI/FERD is requested by the Prime Minister to prepare). In addition to that, SDGs and inclusive growth principles will be integrated during the formulation of SEDS (2021-2030) and SEDP (2021-2025).

The project contributes to the One UN Strategic Plan (OSP) 2017-2021 Outcome 1.1 "Poverty and Vulnerability Reduction"; Outcome 3.2 "Inclusive labour market and expansion of opportunities for all"; and Outcome 4.1 "Participatory decision-making and responsive institutions". It will also contribute to UNDP Country Programme Document (CPD) 2017-2021 Outcome 1 "Poverty eradication and greater socioeconomic equity" and Output 4.5 "National data collection, measurement and analytical systems in place to monitor progress on the Sustainable Development Goals and to inform plans, policies and budgets at national and subnational levels".

Project objectives are: (i) support for experimenting and formulating innovative development partnership with UN/DP for accelerating the achievement of SDGs; (ii) support the implementation of SDG 17 (partnership); and (iii) support the Ministry of Investment and Planning in contributing to the formulation and implementation of Viet Nam's ten-year Social Economic Development Strategy (SEDS, 2021-2030) and five-year Social Economic Development Plan (SEDP, 2021-2025).

The project objectives will be realized through delivering the outcomes and expected results as mentioned in Part III below. Specifically, under **Project's Outcome 1** "*Innovative development partnerships and resource mobilization solutions mapped, experimented and scaled up for accelerating the achievement of SDGs and contributing to the new GOVN's development partnership framework with UN/DP*", UNDP will work closely with MPI to:

- Promote international and local knowledge and experience sharing to build more equal development partnerships between Viet Nam and international/local partners in general and a GOVN-UN/DP development partnership framework in particular.
- Support the MPI in development of a coordination mechanism among government agencies and building a multi-stakeholder platform to facilitate exchanges on development lessons and experiences between Viet Nam and other countries that have experienced similar transitions, especially on overcoming challenges of MICs, ODA graduation, SDGs implementation innovation, development finance mobilization and management to support national development needs and priorities (SDG17).

- Strengthen Viet Nam’s participation in Global Partnership for Effective Development Cooperation - GPEDC and International Aid Transparency Initiative - IATI)<sup>3</sup> and other obligations/activities under SDG17.
- Identify new/innovative partnership arrangements (especially Government-private-development partners) that could be experimented and scaled up nationwide as alternated solutions for resource mobilization/development finance in the new context of low-middle-income country of Viet Nam in general and in current UNDP CPD and future country programming in particular. Results of the experimentation will be shared and used as input during the development of the national “plan for establishment of the national innovation centre” and “financing and financial mechanism for innovations and start-ups”, which is under the responsibility of the MPI<sup>4</sup>.
- Identify opportunities for accessing alternative development finance sources (including new mechanisms like Global Climate Fund, social impact fund, crowdfunding, and domestic sources...) and necessary steps to improve national capacity in mobilizing, coordinating and managing these funds.

In order to achieve **Project’s Outcome 2** “SDGs and inclusive growth principles integrated in SEDS (2021-2030) and SEDP (2021-2025) with improved tools for integrated planning, budgeting and monitoring SDG implementation”, UNDP and MPI will work closely with the Party’s Theoretical Council and Viet Nam Academy for Social Sciences to:

- Bring international knowledge/experiences, evidence-based analysis for integration of inclusive growth, SDGs and development finance to the formulation of SEDS and SEDP.
- Integrate Viet Nam’s SDG indicators (that meet international standards and disaggregation requirements) into country’s sustainable development (SEDP) M&E framework; and support the National SDG and Voluntary National Review reports to meet Viet Nam’s commitments to 2030 Sustainable Development Agenda.

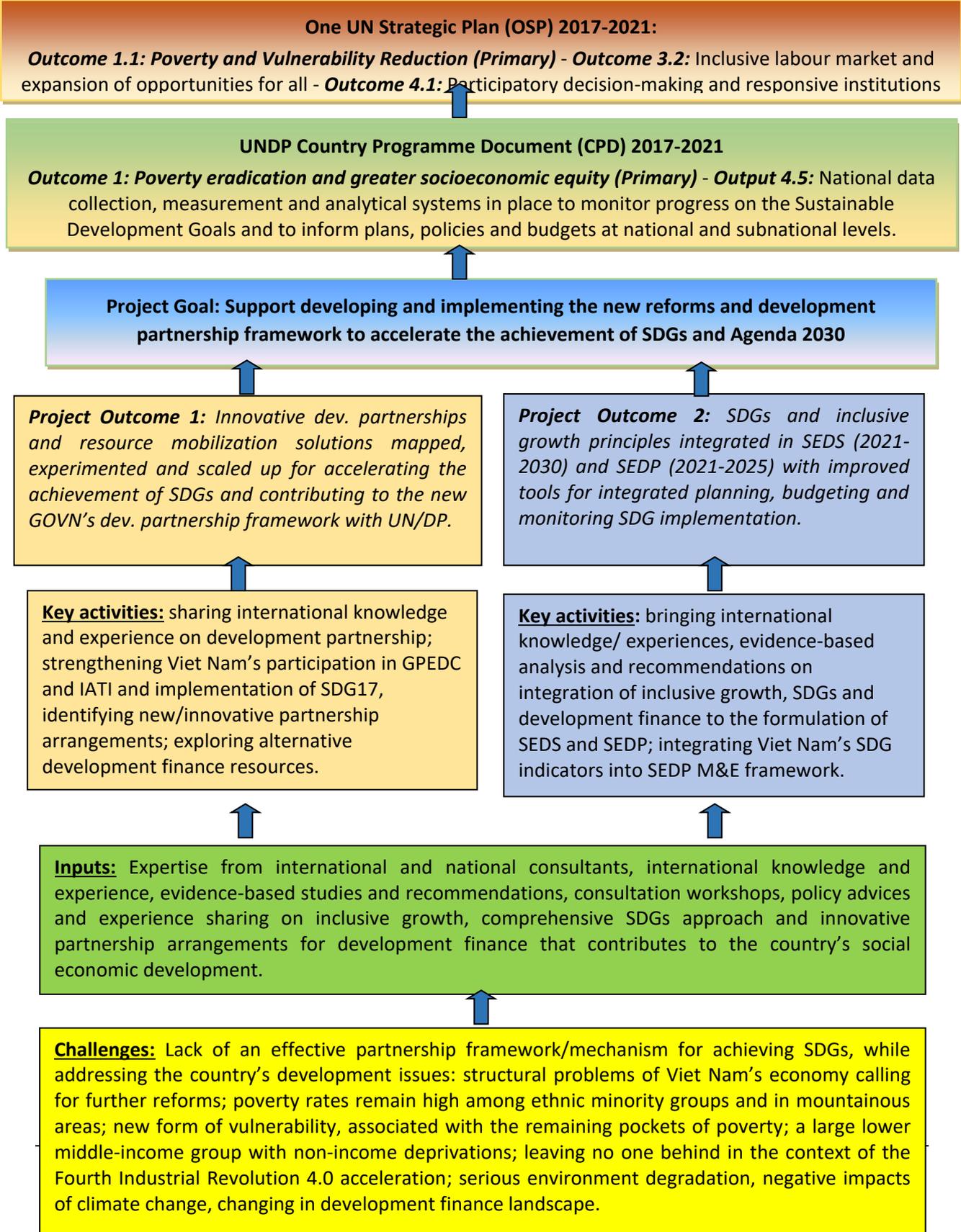
**Gender inequality** issues will be addressed across all the above-mentioned components/activities. At the same time, the project aims at i) having a minimum of 40% participation from women in the project activities; ii) a strong gender focus when integrating SDGs and inclusive growth into SEDS and SEDP, especially SDG 5.1 “End all forms of discrimination against all women and girls everywhere”, SDG 5.a “Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws”, SDG 5.b “Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women”, and SDG 5.c “Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels”; and iii) having disaggregated data (men and women) in the newly developed data collection tools for monitoring Viet Nam’s SDGs.

Please see more details in the below Theory of Change diagram.

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<sup>3</sup> This includes UNDP support to MPI’s efforts in preparing Viet Nam’s reports on socio-economic rights that is/will be provided (and funded) under another UNDP program vehicle.

<sup>4</sup> Financing and financial mechanism for innovations and start-ups (tháng 11/2018: <http://congly.vn/thoi-su/thu-tuong-nghien-cuu-de-xuat-ve-von-va-cac-co-che-tai-chinh-cho-khoi-nghiep-sang-tao-278502.html>); Plan for establishing national innovation center: <http://baochinhphu.vn/Thong-cao-bao-chi/Thu-tuong-lam-viec-ve-de-an-thanh-lap-Trung-tam-Doi-moi-sang-tao-quoc-gia/360545.vgp> v



**Outcome 1: Innovative development partnerships and resource mobilization solutions mapped, experimented and scaled up for accelerating the achievement of SDGs and contributing to the new GOVN's dev. partnership framework with UN/DP.**

**Expected Outputs/Results under Outcome 1:**

- 1.1 Support provided to the formulation of future UN/DP-GOVN cooperation program, which is based on new partnership principles and scaling up successfully experimented initiatives.
- 1.2 New development partnerships identified and experimented, including:
  - 1.2.1 ODA commitments and disbursement monitored closely (including for strengthening Viet Nam's participation in GPEDC and IATI);
  - 1.2.2 New forms of partnerships, including with private sector partners and resource mobilization (opportunities, bottlenecks and solutions) for joint GOVN - UNDP programmes, mapped, experimented and documented for policy dialogues aiming at scaling up the successfully experimented solutions.
  - 1.2.3 Technical advice provided for formulation of Viet Nam's South-South Cooperation strategy under SDG17 and coordination mechanism among government agencies.
- 1.3 Strengthened joint UN-GOVN monitoring for UN/DP-supported projects within the framework of One UN Strategic Plan.
- 1.4 An ODA graduation plan, which identifies opportunities for accessing alternative development finance sources (including new mechanisms like Global Climate Fund, social impact fund, crowdfunding, and domestic sources...) and necessary steps to improve national capacity in mobilizing, coordinating and managing these funds.

**Outcome 2: SDGs and inclusive growth principles integrated in SEDS (2021-2030) and SEDP (2021-2025) with improved tools for integrated planning, budgeting and monitoring SDG implementation.**

**Expected Outputs/Results under Outcome 2:**

- 2.1 Policy advice and support contributing to SEDS (2021-2030) and SEDP (2021-2025) on inclusive growth principles, SDGs integration and development financing.
- 2.2 Multi-stakeholder engagement operational for policy dialogues and consultations to support inclusive growth principles and SDGs mainstreaming into SEDS and SEDP.
- 2.3 Viet Nam's SDG indicators and data collection methods integrated into country's sustainable development (SEDP) M&E framework; National SDG and Voluntary National Review reports supported.

**RESOURCES REQUIRED TO ACHIEVE THE EXPECTED RESULTS**

The resources required to achieve the outputs detailed in the Results Framework are detailed in the Multi-Year Work Plan. While the concrete results and activities are outlined in the Multi-Year Work Plan section of this project document, they will be further detailed (based on more detailed requests of and in close consultations with relevant MPI's participating departments and agencies) in annual and quarterly work plans.

## PARTNERSHIP AND STAKEHOLDER ENGAGEMENT

*Note: UNDP PRODOC TEMPLATE suggests two separate sections on partnerships and stakeholder engagement, which are combined here to ensure the smooth information flow.*

**Key project's direct beneficiaries/target groups:** MPI (incl. relevant Department/agencies: Foreign Economic Relations Department (FERD), General Economic Department, the Viet Nam's Development Strategy Institute, Department for Environment Science and Education, National Center for Information and Forecast, General Statistics Office).

**Project's indirect beneficiaries/target groups:** Agencies involving in the formulation of SEDS/SEDP and people at large, especially disadvantaged/vulnerable groups and those are potentially left behind in the country's development process.

Given the cross-cutting nature of the project interventions and multiple source nature of the project budget, the project will involve different **stakeholders in the project planning, implementation and management**. Specifically,

- The **Foreign Economic Relations Department of MPI** will be, on behalf of MPI, the project implementing partner (in close cooperation with other relevant departments in MPI and relevant Government agencies) responsible for: (i) project overall management/ coordination; (ii) ensuring the GOVN's/MPI's ownership of the project and effective utilization of the project products and results for the achievement of the project objectives and outcomes; and (iii) implementation of the project activities (as noted in the project multi-year plan as well as the future annual and quarterly work plans) such as under the results 1.1, 1.2, 1.3, and 1.4.
- The MPI's General Economic Department, the Viet Nam's Development Strategy Institute and Department for Environment Science and Education (DENSRE – MPI/GOVN focal point for SDGs/2030 Agenda) will be responsible for: activities 2.1 and 2.2 on mainstreaming of SDGs/2030 Agenda and inclusive growth principles in SEDS and SEDP (with close cooperation with the Central Theoretical Committee, VASS and other members of the SEDS subcommittees);
- The MPI's National Center for Information and Forecast (NCIF)<sup>5</sup>, GSO and DENSRE will be responsible for the results and activities 2.3.

### **Other partners:**

**Some provinces** are selected to be involved for the pilots on mainstreaming SDGs in planning and formulation of integrated finance framework as well as in SDG monitoring and reporting.

**Party's Theoretical Council:** a think tank that is responsible for providing strategic directions for the country's development. The Council is expected to be a co-organizer of make contributions to policy roundtables and UNDP policy advising work related to SEDS.

**Viet Nam's Academy of Social Sciences (VASS):** a research think tank that is responsible for providing strategic research and advices to the GOVN and Party on the country's development policies. VASS is expected to be a co-organizer of make contributions to policy roundtables and UNDP policy advising work.

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<sup>5</sup> NCIF is currently leading (in close cooperation with ISPONRE/MONRE, Energy Institute, IMHEN, etc.) the Viet Nam's participation in a joint UNDP-UNDESA global program to develop model for integrated forecast/ planning. This activity will be included in this project as UNDP-UNDESA in kind contribution (under a parallel funding modality) to the SEDP process, and it is expected that NCIF will continue its role in this activity.

**MOFA** in accordance to its role in formulating future directions of Viet Nam's cooperation with development partners, UN/DP and in South-South cooperation.

**MOF** in accordance to its role in formulating future directions of Viet Nam's ODA and development financing strategy, GOVN and private sector co-financing UNDP program and South-South cooperation.

**Private sector:** those who participate in project activities.

## **RISKS AND ASSUMPTIONS**

The key risks to the implementation of this project are summarised in the Risk Log.

## **KNOWLEDGE PRODUCTS**

- Yearly and final project reports as outlined in the Monitoring and Evaluation Plan below. Additional progress reporting should not be expected.
- A coordination mechanism among government agencies for implementing Viet Nam's strategy on South-South cooperation and SDG17.
- A list of innovative partnership mechanism/arrangements for the country's social economic development (including a GOVN-UN/DP development partnership framework) that should be piloted for possible scaling up and integrating into future Gov-UN/DP programming.
- A set of policy recommendations, integrating inclusive growth, SDGs and development finance, for policy makers' consideration during the formulation of SEDS/SEDP.
- A data collection mechanism for monitoring Viet Nam's SDGs, with close links to SEDP's monitoring indicators.
- 02 national reports (committed by Viet Nam in 2030 Agenda) are technically supported.

## **SUSTAINABILITY AND SCALING UP**

Innovative development partnership mechanism/arrangements are mapped, defined/selected, piloted for possible replication nationwide, for sharing with policy makers during the formulation of the country SEDS/SEDP, promotion of partnership for SDGs achievements and formulation of UNDP future programmes. The sustainability will be ensured through a strong multi-stakeholder approach and beneficiary ownership and participation as well as adaptation to the actual during project implementation period. Lessons learned are documented, shared, replicated and contributed for policy improvement, market improvement, and wider beneficiaries (province / nationwide).

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## **IV. PROJECT MANAGEMENT**

### **COST EFFICIENCY AND EFFECTIVENESS**

UNDP, drawing from its global networks of country offices in more than 140 countries and partnerships with international think tanks and development agencies, especially from the United Nations system, has been effectively and efficiently providing Viet Nam (and fostering partnerships between Viet Nam and other Countries for sharing): (i) relevant international experiences, (ii) top notch international knowledge and expertise, (iii) policy advising and advocacy, and (iv) technical assistance and capacity development support that are tailored to Viet Nam's specific needs and addressing Viet Nam's specific issues at both central and local levels.

Supporting the establishment of necessary mechanisms/networks for policy formulation and implementation, exploring possible arrangements for ensuring technical and financial sustainability of project results, facilitating the partnership with all relevant stakeholders including development partners, NGOs and private sectors for best effectiveness has been the most effective approach to deliver maximum results within the available resources in UNDP projects.

The cost efficiency and effectiveness will also be gained from joint actions with other UN agencies within the One UN Data for Development (DfD) working group, where relevant UN agencies provide their specific technical inputs to the proposal on inclusive growth, SDGs and development finance integration into SEDS/SEDP. Individual agencies' innovative partnership arrangements are also documented, mapped and reviewed for designing good examples for piloting under the project framework. This arrangement will help improve cost- effectiveness and efficiency which can be monitored by evidences such as reduced transaction costs with less consultation events, etc.

## **PROJECT MANAGEMENT**

The project is implemented under National Implementation (NIM) modality, guided by the Harmonized Programme and Project Management Guidelines (HPPMG) or its revision: FERD will be the Project Implementing Partner (IP), while other MPI's Departments/agencies as mentioned above (General Economic Department, the Viet Nam's Development Strategy Institute, Department for Environment Science and Education, National Center for Information and Forecast, General Statistics Office, etc.), VASS, Party's Theoretical Council, Ministry of Finance and some selected provinces are co-implementing partners (CIPs) of specific activities/types of activities. The CIP's working relationships and required coordination responsibilities with the NIP are specified in a Letter of Agreement on co-implementation arrangements concluded between the two institutions.

The project office is located within FERD in Ha Noi, supported by 1 National Project Director, 1 Deputy Project Director cum Project Manager, 01 Project Assistant and 01 Project Accountant (assigned and paid by IP as in kind contributions to the project).

Beside the traditional responsibilities of quality assurance, M&E, project management and implementation support, UNDP will be directly involved in implementation of the project's specific activities based on its comparative advantages and cost-effectiveness considerations such as (i) procurement of international and national experts/consultants for and (ii) providing technical/policy advice inputs to training and policy research. "UNDP development effectiveness support" budget will be used to cover UNDP's technical and quality assurance inputs to the IP and Co-IPs in project work planning, implementation of activities, monitoring, progress and financial reporting, financial management, and other inputs such as policy advices and facilitation of policy dialogues and networking, etc. In addition, based on the requests of IP and Co-IPs, UNDP can also provide implementation support services (such as making financial transactions, procurement of goods and services, etc.) and costs of these services (based on UNDP Local Price List) will be charged to the related project activities.

### **Audit Arrangements**

The project will be subject to UNDP micro-assessments, spot checks and audits commissioned by UNDP in line with UNDP (Harmonized Approach to Cash Transfer Framework/HACT) rules applied to NIM projects; and IP's contributions will be audited based on the GOVN own rules.

## V. PROJECT RESULT FRAMEWORK

### ONE UNITED NATIONS STRATEGIC PLAN (2017-2021)

**OUTCOME 1.1:** By 2021, all people benefit from inclusive and equitable social protection systems and poverty reduction services, which will reduce multidimensional poverty and vulnerabilities

**OUTCOME 3.2:** By 2021, a fairer, inclusive labour market ensures decent work and opportunities for all, particularly for excluded groups and disadvantaged geographic areas.

**OUTCOME 4.1:** By 2021, participatory and transparent decision-making processes and accountable institutions are strengthened, with policies and implementation mechanisms that are responsive to all people, particularly vulnerable groups, women, youth and children.

#### **Outcome Indicator (Means of Verification):**

**Outcome 1.1:** Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.

Baseline (2016): 21.3% (National Human Development Report 2015)

Target (2021): 12.3% (reduction in poverty rate by at least 1% per year)

**Outcome 3.2:** Labour market participation rate by sex

Baseline (2016): Female workers: 72.9% (2015); Male workers: 83% (2015)

Target (2021): 99.3%

**Outcome 4.1:** Level of inclusion of young people's multi-sectoral needs in the national development plans (SEDP 2016-2020; 2021-2025) and poverty reduction strategies (new National Target Programme on Poverty Reduction 2016-2020)

Baseline (2016): Young people's multi-sectoral needs are only partially included in the national development plans (SEDP) and poverty reduction strategies (National Target Programme on Poverty Reduction) (2015)

Target (2021): Young people's multi-sectoral needs are fully included in the national development plans (SEDP) and poverty reduction strategies (National Target Programme on Poverty Reduction 2016-2020 and 2021-2025) (2021)

#### **Applicable Output(s) from the UNDP CPD (2017-2021):**

Output 1.1: National Targeted Programmes (NTPs) reduce entrenched and extreme poverty in ethnic minority and remote communities, especially among women. Indicator: Extent to which NTP systems and institutional measures are implemented at the national and subnational levels to generate and strengthen employment and livelihoods for women and men.

Output 4.5: National data collection, measurement and analytical systems in place to monitor progress on the Sustainable Development Goals and to inform plans, policies and budgets at national and subnational levels. Indicator: Extent to which disaggregated data is being used to monitor progress on national development goals aligned with the Goals Baseline.

**Means of Verification:** MOLISA administrative data, VHLSS and other M&E data

**Project title: Support developing and implementing the new reforms and development partnership framework to accelerate the achievement of SDGs and Agenda 2030 (Partnership for Agenda 2030)**

**Atlas Award Number: 00114314**

**Atlas Project Number: 00112385**

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE 2016	TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Value	Year	
<b>Outcome 1: Innovative development partnerships and resource mobilization solutions mapped, experimented and scaled up for accelerating the achievement of SDGs and contributing to the new GOVN's development partnership framework with UN/DP</b>	<b>Indicator 1.1:</b> Number of GOVN-UN/DP Development Partnership Framework developed	GOVN's decisions and reports, project M&E reports	Non-existence of a new GOVN-UN/DP Development Partnership Framework	01 GOVN-UN/DP Development Partnership Framework developed	2020	Qualitative & quantitative
	<b>Indicator 1.2:</b> Number of innovative development partnership arrangements identified for pilot and contributed to the newly developed GOVN-UN/DP Development Partnership Framework and SDG17	GOVN's decisions and reports, project M&E reports	Non-existence of a review report on new partnership arrangements that is ready for pilot.	2-3 alternate financial resources for development reviewed, mapped, documented, piloted and contributed to the newly developed GOVN-UN/DP Development Partnership Framework and SDG17 implementation.	2020 2021	Qualitative & quantitative
	<b>Indicator 1.3:</b> Number of coordination mechanisms among Government agencies for supporting Viet Nam's South-South cooperation strategy	GOVN's decisions and reports, project M&E reports	Non-existence of the country's South-South cooperation strategy, nor coordination strategy among government agencies	01 coordination mechanism among government agencies for implementing Viet Nam's partnership strategy	2020 2021	Qualitative & quantitative
	<b>Indicator 1.4:</b> Number of ODA graduation plan developed	GOVN's decisions and reports, project M&E reports	Non-existence of an ODA graduation plan	01 ODA graduation plan developed	2021	Qualitative & quantitative

<b>Outcome 2: SDGs and inclusive growth principles integrated in SEDS (2021-2030) and SEDP (2021-2025) with improved tools for integrated planning, budgeting and monitoring SDG implementation.</b>	<b>Indicator 2.1:</b> Availability and quality of recommendation for SEDS/SEDP formulation process.	GOVN's decisions and reports, media	No-availability of recommendations (SDGs, inclusive growth and development finance integration) for SEDS/SEDP formulation process.	SDGs, inclusive growth and development finance integration are included in the discussion and taken into consideration during formulation of SEDS/SEDP.	2019	Qualitative & quantitative
	<b>Indicator 2.2:</b> Number of stakeholders consulted and provided input to policy dialogues.	GOVN's decisions and reports, project M&E reports, media	Non-existence or limited consultations with SDGs/inclusive growth and development finance input	All relevant stakeholders are consulted at various events/policy dialogues	2020	Qualitative & quantitative
	<b>Indicator 2.3:</b> Number of Viet Nam SDGs indicators integrated into SEDP monitoring framework	GOVN's decisions and reports, project M&E reports	0% VSDGs indicators integrated into SEDP monitoring framework	30% VSDGs indicators integrated into SEDP monitoring framework	2021	Qualitative & quantitative
	<b>Indicator 2.4:</b> Number of country's reports as required by 2030 Agenda supported	GOVN's decisions and reports, project M&E reports, media	No country reports (as required by 2030 Agenda) supported in 2019	02 country's reports as required by 2030 Agenda supported	2021	Qualitative & quantitative

## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans

Monitoring Activity	Purpose	Frequency	Expected Action
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or as required for each indicator.	Slower than expected progress will be addressed by project management.
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Risk monitoring: annually Audit: in accordance to UNDP audit policy	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make corrections.
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of data showing the results against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation/review reports prepared over the period.	Annually, and at the end of the project (final report)	
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually/ biannually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

## VII. MULTI-YEAR WORK PLAN <sup>67</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEARS			Responsible Party	PLANNED BUDGET		
		2019	2020	2021		Funding Source	Budget Description	Amount
<p><b>Outcome 1: Innovative development partnerships and resource mobilization solutions mapped, experimented and scaled up for accelerating the achievement of SDGs and contributing to the new GOVN's development partnership framework with UN/DP.</b></p> <p><b>Target 1.1:</b> 01 UNDP-GOVN Partnership Framework formulated</p> <p><b>Target 1.2:</b> 2-3 alternate</p>	<p><b>Activity result 1.1*:</b> 01 UNDP-GOVN Partnership Framework formulated, based on the new development partnership principles, and the successful experiments that have been scaled up.</p> <p><u>Activities:</u></p> <ul style="list-style-type: none"> <li>- Assess current cooperation programs.</li> <li>- Study and propose new elements (development partnership principles, innovative partnership cooperation...) for the future cooperation programme between UNDP and the GOVN.</li> </ul>		20,000	10,000	PMU, FERD, relevant Ministries		National consultant, travel, workshop	30,000

<sup>6</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>7</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

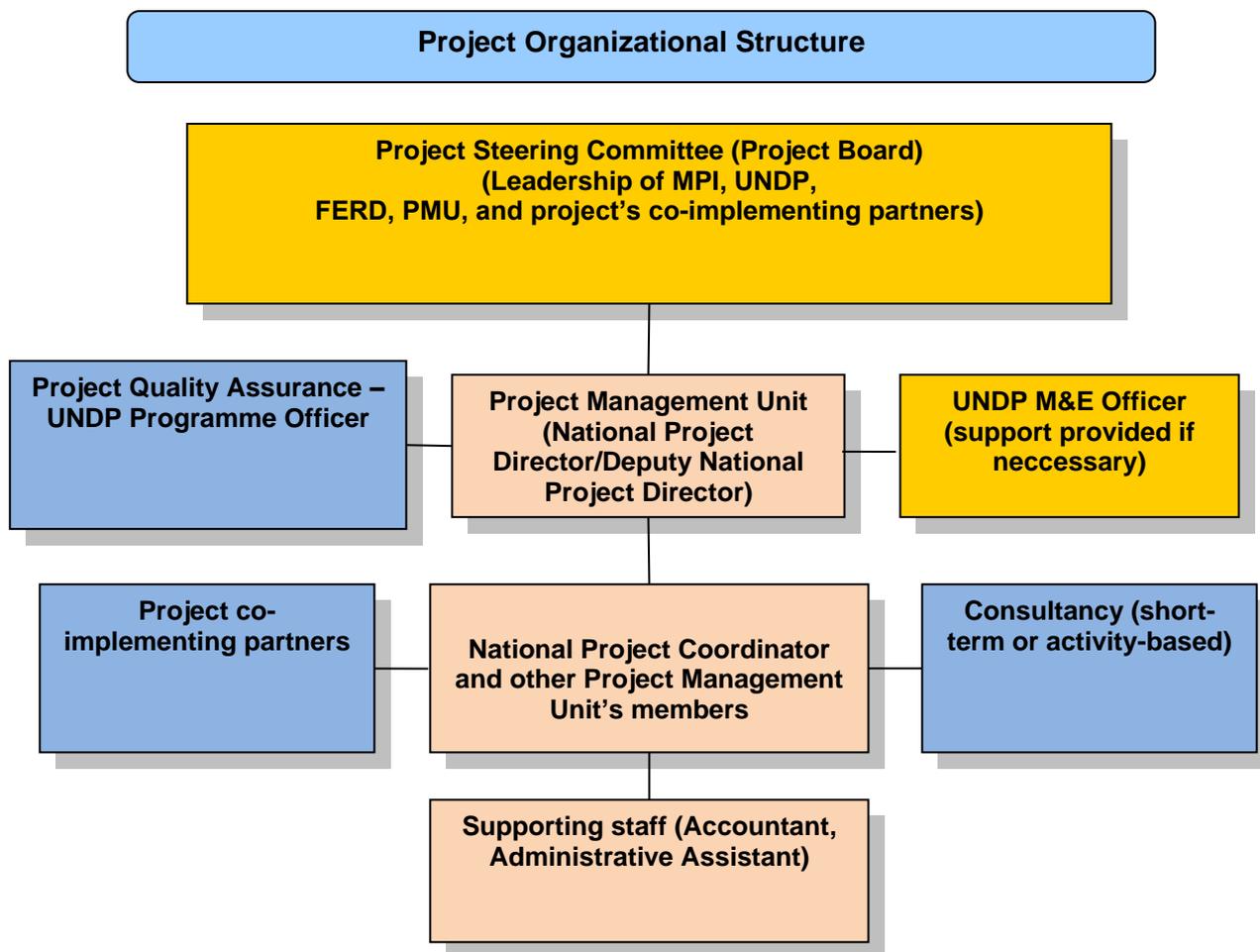
<p>financial resources for development reviewed, mapped, documented, piloted and contributed to the newly developed GOVN-UN/DP Development Partnership Framework and SDG17 implementation.</p> <p><b>Target 1.3:</b> 01 coordination mechanism among government agencies for implementing Viet Nam's partnership strategy.</p> <p><b>Target 1.4:</b> An "ODA graduation plan" developed.</p>	<p><b>Activity result 1.2*:</b> New forms of development partnerships identified and piloted, contributing to the newly developed GOVN-UN/DP Development Partnership Framework and SDG17 implementation</p> <p><u>Activities:</u></p> <ul style="list-style-type: none"> <li>- Strengthen the participation of Viet Nam at global partnership platforms (GPEDC, IATI, ...).</li> <li>- Support the formulation of the national innovation centre and financial mechanism for innovations and start-ups.</li> <li>- Develop review report on new/innovative development partnerships and propose good examples for piloting.</li> <li>- Document the piloted modality for possible sharing and replicating.</li> <li>- Support the development of the Viet Nam's South-South cooperation framework and coordination mechanism among government agencies.</li> </ul>	40,000	55,000	60,000	PMU, UN/DP	FERD,	National consultant, travel, workshop, printing	155,000
	<p><b>Activity result 1.3:</b> One UN Strategic Plan's monitoring at programme/outcome level is strengthened.</p>	10,000	10,000	10,000	PMU, UNDP	FERD,	National consultant, travel, workshop	30,000

<p><b>Outcome 2: SDGs and inclusive growth principles integrated in SEDS (2021-2030) and SEDP (2021-2025) with improved tools for integrated planning, budgeting and monitoring SDG implementation.</b></p> <p><b>Target 2.1:</b> SDGs, inclusive growth and development finance integration are included in the discussion and taken into consideration during formulation of SEDS/SEDP.</p> <p><b>Target 2.2:</b> All relevant stakeholders are consulted at various events/policy dialogues.</p> <p><b>Target 2.3:</b> 01 integrated tools for integrated planning and budgeting for SDG implementation developed.</p>	<p><b>Activity result 1.4*:</b> An “ODA graduation plan” developed.</p> <p><u>Activities:</u></p> <ul style="list-style-type: none"> <li>- Study and identify the opportunities for accessing alternative development finance sources (including new mechanisms like Global Climate Fund, social impact fund, crowdfunding, and domestic sources...)</li> <li>- Develop assessment report with recommendations on necessary steps to improve national capacity in mobilizing, coordinating and managing these funds.</li> </ul>	20,000	30,000	20,000	Project Management Unit (PMU), FERD, UNDP, MOF	National consultant, workshop	70,000
	Monitoring	1,000	2,000	2,000	UNDP, PMU	Travel cost	5,000
	<b>Total for Outcome 1</b>	<b>71,000</b>	<b>117,000</b>	<b>102,000</b>			<b>290,000</b>
	<p><b>Activity result 2.1*:</b> Policy advice and support contributing to SEDS (2021-2030) and SEDP (2021-2025) on inclusive growth principles, SDGs integration and development financing.</p>	31,000	30,000		PMU, UNDP, Department for General Economic Affairs, DSI, DENSRE, Party’s Theoretical Council, VASS	International and national consultant, travel, workshop	61,000
	<p><b>Activity result 2.2*:</b> Multi-stakeholder engagement operational for policy dialogues and consultations to support inclusive growth principles and SDGs mainstreaming into SEDP (2021-2025) and SEDS (2021-2030).</p>	40,000	50,000			International and national consultant, travel, workshop	90,000

<p><b>Target 2.4:</b> 30% VSDGs indicators integrated into SEDP monitoring framework.</p> <p><b>Target 2.5:</b> 02 country's reports as required by 2030 Agenda supported.</p>	<p><b>Activity result 2.3:</b> Viet Nam's SDG indicators (that meet international standards and disaggregation requirements) integrated into country's sustainable development (SEDP) M&amp;E framework; innovative tools/methods experimented for collecting information/data to support monitoring (selected) Viet Nam's SDG indicators; and National SDG and Voluntary National Review reports prepared with good quality that meets Viet Nam's commitments to 2030 Sustainable Development Agenda.</p>	9,000	20,000	20,000	PMU, UNDP, NCIF, GSO, DENSRE, MOF		International and national consultant, travel, workshop	49,000
	Monitoring	1,000	1,000	1,000	UNDP, PMU		Travel cost	3,000
	<b>Total for Outcome 2</b>	<b>81,000</b>	<b>101,000</b>	<b>21,000</b>				<b>203,000</b>
<b>Micro assessment, spot check and Evaluation</b>	Micro assessment, annual spot checks and End-project independent evaluation (if needed)	2,500	2,000	22,000	UNDP			26,500
<b>Development effectiveness support</b>	UNDP tech/policy advising inputs, quality assurance, M&E, operations and implementation support, etc	15,000	60,000	60,000	UNDP			<b>135,000</b>
<b>General Management Support</b>		5,500	20,000	20,000	UNDP			<b>45,500</b>
<b>TOTAL GRANT ODA</b>	Including contribution in cash	<b>175,000</b>	<b>300,000</b>	<b>225,000</b>				<b>700,000</b>
<b>GOVERNMENT CONTRIBUTION</b>	Government contribution in cash	<b>5,000</b>	<b>15,000</b>	<b>15,000</b>				<b>35,000</b>
<b>PROJECT TOTAL</b>		<b>180,000</b>	<b>315,000</b>	<b>240,000</b>				<b>735,000</b>

Note: (\*): prioritized activities that should be implemented first, based on actual status of resource mobilization.

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENT



The project will be implemented under the National Implementation Modality (NIM), in accordance with the Standard Basic Assistance Agreement (SBAA) that has been signed between UNDP and the GOVN of Viet Nam, following the GOVN's regulations on official development assistance (ODA) programme/project management (Decree No. 132/2018/ND-CP dated on 1/10/2018 of the GOVN amending and supplementing a number of articles of Decree No.16/2016/ND-CP dated March 16, 2016 on the management and use of ODA and concessional loans from foreign donors, Decree No. 16/2016/ND-CP on management and use of ODA and concessional loans from foreign donors and Circular 12/2016/TT-BKHĐT) and the Harmonized project/program management guidelines the UN and the GOVN (HPPMG).

**Line Agency:** Ministry of Planning and Investment, responsible for project management, including monitoring and evaluation of project interventions, achievement of project results and effective use of UNDP resources. The Line Agency will (i) issue a decision to set up a Project Steering Committee and Project Management Unit; (ii) approve the overall project work plan and annual project work plans; (iii) organize monitoring and evaluation (M&E) activities, ensure the actual project implementation, quality and set objectives are achieved; (iv) bear the costs incurred by human error, waste, corruption, and misconduct in the management and use of ODA capital in accordance with the law on public investment; and (v) perform other obligations and rights in accordance with the laws, international treaties or ODA agreements.

**Project Steering Committee (PSC):** Project Steering Committee includes 01 Vice Minister of Planning and Investment, (Deputy) Resident Representative of UNDP Vietnam, 01 leader of FERD/Project Owner, representatives of the PMU and agencies/units involved in project implementation. The Steering Committee meets once a year to review annual project progress and approve the work plan of the following year. At the annual or unexpected meetings of the year, based on the actual situation, the Steering Committee makes strategic decisions to promote the implementation of the project or adjust the operation/budget allocation if necessary.

In the final year of the project, the Steering Committee will organize an end-project assessment to draw lessons and discuss opportunities to scale up and highlight project results and lessons. This end-project review meeting will also discuss the findings stated in the end-project report and management feedback.

**Project Owner:** Foreign Economic Relations Department (FERD) of MPI.

The Project Owner is responsible for the whole project implementation, directly managing the project including planning, implementation, monitoring and evaluation of project interventions, reporting and achieving project results. In accordance with Decree 16/2016/ND-CP, FERD is responsible for: (i) submit for MPI's issuance of a decision to establish the Project Management Unit and implement the project according to MPI's decision; (ii) manage and effectively use project resources; (iii) develop and submit for MPI's approval of the project's multi- year work plan and annual work plans; (iv) prepare quarterly work plans for project interventions; (v) carry out procurement activities in accordance with the effective provisions of national procurement laws; (vi) negotiate, conclude and supervise the performance of contracts and address problems/difficulties within their jurisdiction; (vii) direct the Project Management Unit and prepare project investment and financial reports, audit and transfer project assets and documents and comply with project regulations; and (viii) responsible for any loss, waste, corruption and misconduct that occurred during the implementation of the project. In addition to the general management responsibility of the project, FERD is specifically responsible for the results of activities 1.1, 1.2, 1.3 and 1.5.

**Project Management Unit (PMU)** is established to support FERD in project implementation. The PMU is established with support staff appointed by MPI/FERD, including the National Project Director (NPD), Deputy National Project Director (D.NPD), National Project Coordinator, members of the Project Management Unit, Project Accountant, Project Administrative Assistant.

The NPD, Head of PMU, is fully responsible to the Government of Vietnam and the donors for all project activities, including i) rational and effective use of project resources; ii) quality of outputs; iii) timely implementation of agreed activities; and iv) coordination project activities with stakeholders during project implementation. The Project Director is responsible for the results of professional activities and in compliance with the donor and Government regulations on project financial management (both ODA and counterpart funds) - For more details see the HPPMG.

The PMU will ensure that the requirements of UNDP and other donors of the project are implemented with the highest quality, regularly monitored and evaluated. The PMU will inform the PSC, FERD, MPI and UNDP Viet Nam on project progress or difficulties arising during the implementation for appropriate support and corrective measures. The Project Accountant is in charge of monitoring and managing the project's budget to ensure compliance with national procedures and regulations on ODA management and procedures related to statistics and financial reporting of project.

## **Implementation arrangements**

### ***Planning***

Based on the multi-year work plan and proposals from partners/collaborating agencies of the project, the PMU will (i) develop annual work-plans and budgets and submit to FERD/MPI and UNDP for approval, after discussions and consultations with the Project Steering Committee at meetings; (ii) based on the approved annual work-plan, the PMU will make quarterly work-plans and submit to the National Project Director (NPD) and UNDP for approval.

Co-implementing partners as mentioned earlier, will closely cooperate with the PMU, be proactive in proposing their work-plans and budgets, drafting TOR, etc., then submit to the PMU for consideration and consolidation.

The PMU will execute procurement procedures in line with HPPMG and provide co-implementing partners (CIPs) with support for implementing the project activities as approved plans. CIPs are responsible for management of services/resources, effective utilization, quality control and application of project's outputs according to approved work plans.

### ***Reporting***

The PMU will be responsible for consolidation of quarterly and annual progress reports and financial statements (including in-kind contribution from the Government and relevant stakeholders) and submitting them to UNDP for approval (in line with templates and regulations of HPPMG). Additionally, the PMU must execute all reporting requirements of the Government of Vietnam according to the current regulations.

### ***Cooperation/coordination among stakeholders***

According to the approved detail project outline/annual work-plans, the Implementing Partner (FERD), in cooperation with UNDP and CIPs (i) develop and sign letter of agreements with CIPs to enhance their roles and responsibilities, including the regulations on planning, project activity implementation, budget transfer modality from NIP to CIPs, financial management (of the implementing partner and/or collaborating partners) as well as progress and financial reports, etc; (ii) similarly, the PMU will develop and provide guidelines and supports, such as on development of TOR, procurement procedures, etc., if needed.

### ***Financial management arrangement***

The resources of this project will be managed in accordance to the HPPMG, EU-UN cost norms and other program/project management regulations of UNDP if any.

Based on the annual work-plans and budgets approved by FERD and UNDP, previous quarterly progress report/financial statements and request for quarter advance of the project, quarterly advances will be transferred by UNDP to the PMU. The payments will be also settled by the modalities of (a) direct payment and/or (b) payment to the third parties by UNDP, especially when it comes to the activities by CIPs (to relieve CIPs, whose technical expertise is assessed as good, from the burden of financial management).

In order to avoid complicating the project and financial management, the procurements of services for activities to be implemented by CIPs will be carried out (and payments to service providers will be made using third party payment modality) by the PMU (in line with the regulations of the Government of Vietnam) and/or UNDP (using UNDP own roles and procedures). UNDP and IP will closely involve and consult with CIPs in these actions to ensure that the services will meet the need of the CIPs. Similarly, some activities that are under UNDP's direct implementation and activities that the PMU requests UNDP to implement, will be implemented by UNDP in line with the regulations and procedures of UNDP. The CIPs and/or the PMU will remain responsible for ensuring the quality and utilization of the implementation support services of UNDP that IP requests UNDP to implement.

FERD will open a bank account for the PMU to receive advanced fund from UNDP, open and keep accounting records/books to track and manage funds of the project, according to the regulations of the Government of Viet Nam and HPPMG. According to the regulations of HPPMG and HACT, the NIP will, also based on the financial reports from CIPs, make quarter/annual financial reports to UNDP for certification. HACT micro-assessment, spot checks and audit will be executed according to the regulations of HPPMG/UNDP NIM/HACT guidelines.

***Key monitoring, overseeing, evaluation and reporting activities include:***

*At project result (target/output target) level:* (i) Review meeting of the Project Steering Committee, annual progress and financial reports of the project which is consolidated by NIP; (ii) joint review missions and relevant reports of GACA and UNDP; (iii) final report of the project, which will be conducted just before the project end to evaluate the overall achievement of the project implementation, fulfilment of outputs/results of the project against its set objectives/targets, impacts or future impacts of the project, its relevance in the country context and management efficiency and lessons learned.

*At project activity result/activity level:* Annual and quarter progress and financial reports of the project implementing partner; reports of CIPs and participating agencies; review meetings of NIP and CIPs; IP/PMU's monitoring, overseeing and evaluating the quality of policy research products provided; quality assurance and monitoring activities of UNDP (including micro-assessments and/or spot checks as well as regular monitoring activities, etc).

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## **IX. LEGAL CONTEXT**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Vietnam and UNDP, signed in 1979. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner".

This project will be implemented by Foreign Economic Relation Department of the Ministry of Planning and Investment ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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## **X. RISK MANAGEMENT**

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to

the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

**Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

Description	Date Identified	Type	Impact and Probability	Countermeasure	Owner	Submitted updated by	Last update	Status
Lack of involvement of central ministries/ agencies and provincial authorities in policy dialogue activities	5 April 2019	Political Operational	P = 3 I = 3	Enhancing the role and involvement of project stakeholders in all stages, incl. planning, implementing and accessing of project results.  Regular review and adjust project interventions, based on the relevance and timeline of related Government's priorities/programmes.	UNDP			n/a
Scalability of ideas	5 April 2019	Operational	P = 3 I = 3	Early engagement of investors/partners and feedback on what has potential and what doesn't and strong partnerships.	UNDP			n/a
New and innovative partnership modalities are not piloted, or are piloted but not subsequently adopted	5 April 2019	Operational	P = 3 I = 3	Extensive dialogue and sensitization of partners before piloting models established; Extensive evidence-based review and monitoring of new modalities, and experience sharing strategy developed; Inclusion of policy benchmarks in the results framework which demonstrate application of innovative models/approaches in implementation of SEDS/SEDP	UNDP			n/a
Resource mobilization for this project would not be materialized as planned.	5 April 2019	Operational	P = 3 I = 3	The DPO provided (i) prioritized assistances/ activities that would be supported first, based on the most feasible resource mobilization estimation; and (ii) other activities that would be supported as the planned resource mobilization progresses.  Active and coordinated engagement of NIP/CIPs and UNDP in dialogues and fund mobilization activities interested.	UNDP			n/a

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