MINISTRY OF HOME AFFAIRS

DETAILED PROJECT PROPOSAL OUTLINE

1. Project title : Strengthening the capacity of Vietnamese Government's agencies in accelerating and improving PAR efficiency and effectiveness	
2. National executing agency: Ministry of Home Affairs	
3. Name of donor: United Nations Development Programme (UNDP) and other donors contributing through One UN Fund	
4. Project focal point: Department of Public Administration Reform, Ministry of Home Affairs Address: 37A Nguyen Binh Khiem Street, Hanoi Telephone: (84) 4- 3 976 2143 Fax: (84) 4- 3 978 0717 Email: vucchc@moha.gov.vn	
5. Other participating agencies: Selected provincial People's Committees and relevant Line Ministries	
6. Estimated start and end date: 3 years, expected from April 2009 to April 2012	
7. Total estimated budget: **4,230,000 USD** 7.1 UNDP contribution: 3,800,000 USD 7.2 Government contribution: 430,000 USD (in kind)	
8. Modality of ODA provision: Non-refundable technical assistance	
9. Project implementation sites: Hanoi and provinces (to be selected)	

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1   Project justification

1.1   Brief situation analysis

The comprehensive renovation process in Vietnam has taken place since 1986 with a shift from the bureaucratic and subsidized centrally planned economy to the socialist-oriented market economy. The renovation process continued to be followed and undertaken consistently with major contents such as economic reform, step-by-step renovation of the political system and cultural, education and health care sector, in which economic reform has been defined as a focal component.

The renovation process has brought about major successes so far and has had great significance for social and economic development: average annual GDP growth of 7% and GDP per capita of nearly US$900. In addition, Vietnam has also attained impressive achievements in human development and poverty reduction.

In addition to economic reform, Public Administration Reform (PAR) has been considered by the Government of Vietnam as a core factor in the renovation of the political system since 1995 and was reinforced in 2001 with the promulgation and then operation of the PAR Master Programme 2001-2010. This Programme (known as PAR MP) was approved by the Prime Minister's Decision 136/2001/QD-TTg, September 17, 2001, and focused on four strategic areas: institutional reform, organizational structure, civil servants and public finance management. This is a programme of great significance that the Government for the first time adopted at a strategic level, indicating PAR objectives, solutions and a roadmap for the whole 10-year period. In addition, seven national PAR sub-programmes were also identified under the Master Programme to complement the PAR plans of ministries and provinces.

After 5 years of the Programme implementation (2001-2005), achievements have been attained in PAR, making considerable changes in the public administration: improving public administration efficiency and effectiveness; reforming administration institutions; making the administrative procedures more simple and transparent; readjusting the function, mandate and organizational structure of public administration agencies so as to make them more appropriate and orderly; improving the relationship between public administration agencies and citizens/enterprises.

However, there still remain irrational issues and challenges in the current public administration system. The PAR Steering Committee's Report No. 01/2006/BC-BC-CCHC of April 2006 on the review of the implementation of the first phase (2001-2005) of the PAR master programme (2001-2010) recognized that despite its achievements, PAR has been slow in progress, less effective than scheduled and inconsistent. The Report highlighted that PAR effects have not met the target of successfully building a democratic, strong, clean, professionalized and modernized administration by 2010. The

public administration has been improved yet is far behind economic reform requirements and has become backward compared to modern public administrations. Among some of the causes for such little progress, the above mentioned Report identified "authoritarianism, red-tape and corruption" as major obstacles for further reform. The public administration system remains cumbersome, bureaucratic and lacking in coordination. It is also recognized that the leadership guidance from central to local level for PAR implementation has not been consistently, continuously and regularly provided. Experience on PAR implementation management has shown a number of issues that significantly reduce the PAR result, such as: i) Lack of strategic Monitoring and Evaluation (M&E) frameworks that provide consistent, systematic and reliable data on progress made and gaps to be filled; ii) The public service delivery models have not been thoroughly reformed ; iii) Strong quality control of public administration service delivery is lacking; iv) Insufficient and inadequate attention to local government reform issues, especially at the grassroots level [so as to make local governments more effective, efficient and accountable to the people]; and v) Inadequate partnership, cooperation and communication between concerned stakeholders, agencies and individuals at all levels.

In addition, continued PAR efforts in the new decade (2011-2020) would greatly benefit from a comprehensive review on the current PAR Master Programme 2001-2010. This review will provide lessons learnt for the next period planning, including a well-focused scope, realistic and well defined targets.

PAR process in the coming time will likely face newly emerging challenges, especially the following:

- The fundamental shift to the socialist-oriented market economy towards a middle-level income country will have a strong impact on the whole public administration system.

- International and regional economic integration creates both opportunities and challenges for the public administration and civil service.

- The process of exercising democracy in the society and promoting people's participation in governance requires government agencies to become more responsive and change themselves in both operation methodology and practices.

- Efficient application of science and technology advances, especially in IT, has made important changes in the operational methodology of public administration agencies and created strong demands for modernization.

1.2   Relevant government strategies

PAR is an important policy priority in the renovation process of Vietnam. It is reflected in a number of important documents promoting PAR and improving effectiveness and efficiency of the public administration. In the continual implementation of the PAR Master Programme 2001-2010, the Government issued PAR Plan 2006-2010 in April 2006 with

69 specific tasks in 6 major areas: institutional reform, organizational reform, civil service quality improvement, public financial management reform, modernization and PAR steering and execution.

In August 2007, the 5th Plenum of the Party Central Committee (the Xth term) issued a Resolution on "Accelerating PAR, improving public effectiveness and efficiency" with 10 core solutions.

In November 2007, the Government adopted the Action Plan (Resolution No. 53/2007/NQ-CP) for the implementation of the above-mentioned Party Resolution with 59 specific tasks. In the implementation of the Government Action Plan, to date, most of the ministries, central agencies and provincial authorities have issued their own PAR Action Plan and put them into effect.

PAR monitoring, evaluation and further implementation as well as measuring the quality of public services include consideration of gender equality and gender needs to be addressed as a cross-cutting issue. The overall objective of the National Strategy for the Advancement of Women in Vietnam by 2010 (approved by the Prime Minister in Decision No. 19/2002/QD-TTg), Plan of action for the advancement of women 2006-2010 POA3 and the recent legislation on gender equality is to provide all conditions to effectively implement women's fundamental rights and promote women's role in all aspects of political, economic, cultural and social life.

The project aims to respond to specific Government strategies as expressed in the above policy documents as elaborated in more detail in section 2 – the project overview.

1.3 UNDP policy framework for supporting PAR

The policy framework for UNDP's support to the PAR process has changed with the *One UN Plan* (2008), which is the common action plan for 2006-2010 agreed between the Government of Vietnam and the UN organizations in Viet Nam. The *One Plan* outlines 5 outcomes:

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.

2   Quality social and protection services are universally available to all Vietnamese people.

3   Viet Nam has adequate policies and capacities for environmental protection and the rational use of natural resources for poverty reduction, economic growth, and improving the quality of life.

4   The principles of accountability, transparency, participation and rule of law are integrated into Viet Nam's representative, administrative, judicial and legal systems.

5   Viet Nam has adequate policies and capacities to effectively reduce risks of, and vulnerability to, natural disasters.

One UN Plan Outcome No. 4 is the framework for governance initiatives and more specifically it defines the key outputs and expected results in a component entitled "PAR and legal and judiciary capacity enhancement", which aims to achieve that the "*Public Administration Reform (PAR) process [is] expanded and deepened at the central and local levels*

Key expected results include i) strengthened planning, steering, coordination and overall management of the second phase of the PAR MP (national level); ii) Improved mechanism for administrative and public service delivery responding to local needs and realties (local level); iii) strategic performance management systems and quality standards (e.g. OSS, ISO, public feedback and opinion tools, etc.) effectively applied in selected ministries and provinces (national and local levels); iv) strengthening local government's capacity and institutional framework for the urban planning and management; v) oversight, accountability and M&E mechanisms (on planning, budgeting and public resource management) enhanced in selected provinces and cities.

1.4   Lessons learned from previous cooperation

The Ministry of Home Affairs (MoHA) served as Executing Agency for VIE/01/024, working with UNDP and the group of like-minded donors including SDC, NORAD, SIDA, CIDA and RNE. An end-of-project evaluation was carried out in 2006 concluding, among other things: *"Given the structural constraints and the complexity of the PAR process we overall conclude that the project has within the six outcome targets offered substantial support to the implementation of the PAR MP. We have noticed signposts of change when comparing project accomplishments relative to the baseline situation in 2002 and as such find project implementation sufficiently successful. Compared to standard evaluation criteria the project scores acceptable…"*

The evaluation report also noted weaknesses in project implementation i) The envisioned PAR M&E system was not delivered by the project; ii) The project did not apply proper management and reporting tools; and iii) The partnership and communication/information strategies did not ensure satisfactory partnership relations and full dissemination of information.

Apart from the above support centralizing on MoHA, UNDP has also been providing support to closely linked projects to support both the Ministry of Agriculture and Rural Development (MARD) and HCMC. In the former project, UNDP partners with the Netherlands, while in the the latter case, UNDP is the only development partner to HCM's

authorities. In both cases, UNDP's support started in the early 1990s and will continue until 2012. Useful lessons have been generated through this cooperation at national and local levels (see post-project external review reports of both projects), not only for these two counterpart agencies but also for the cooperation with MoHA, especially in regard to line ministries and localities, which are engaged in the new project (e.g. Ministry of Education and Training, Ministry of Health, Ministry of Culture, Sport and Tourism, and several local government authorities).

This project, therefore, aims to reflect on the above-mentioned lessons learned and has explicitly formulated targets to overcome the weaknesses observed during the cooperation with Vietnamese partners to date. In particular the project aims to be focused enough and not deviate from the below mentioned outputs and activities. While the proposed framework for implementation is still relatively ambitious in regard to time and financial resources, and to some extent goes beyond MoHA's responsibilities, specific measures should be taken to focus on key strategic areas for intervention.

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

Apart from joining in above-mentioned UNDP-supported programmes, bilateral donors also provide parallel support to MoHA and other agencies and localities in the implementation of PAR process at central and local levels:

1. DANIDA is supporting PAR projects in Dac Nong, Lao Cai, Dien Bien and Lai Chau provinces. These projects aim at implementing the 'one-stop-shop' model and the cross-linkage one-stop-shop model; strengthening the inter-agency coordination; applying a system of ISO-based quality management to administrative agencies and IT to administrative management; reforming the mechanism for management of public service delivery agencies; building the capacity for local public officials and civil servants in administrative management; strengthening organizational operations and institutions; and modernizing structures for financial management and financial control.

2. SDC is supporting PAR project in Cao Bang province. The project aims at reforming the public administration system and procedures and the public service delivery; creating an enabling environment for the development of SMEs; supporting the implementation of grassroots democracy.

3. The Government of Belgium is supporting PAR and a roll out of CPRGS project in Hau Giang province. The project aims at improving the planning and budgeting process, the local administrative and socio-economic service delivery systems and the capacity of training institutions in support of PAR.

4. NORAD has been supporting Ninh Binh province to implement its public administration reform and to strengthen the effectiveness and efficiency of 3 levels of the local government in Ninh Binh province.

5. The Government of Denmark is supporting a project to the Fishery Programme (SPS) Component 1, "Enhancing the institution of Fishery" (STOFA). The project aims at setting up appropriate fishery management administration, designing effective administrative procedures, developing an appropriate information management system; implementing related training programmes; enhancing the capacity of the fishery management administration apparatus to design and implement policies relating to fishery on a socially and environmentally sustainable basis.

6. ADB provides a loan programme to support the implementation of the PAR Master Programme for the 2001-2010 period in Vietnam focusing on training and retraining to improve the quality of civil servants; modernizing the public administration, including computerization and e-government initiatives; improving infrastructure for training, including tools and equipment for training to meet the requirements and needs for reforming training activities.

7. VNCI Project (USAID) provides supports to the Office of the Government under the framework of a project known as "project 30" for simplifying the administrative procedures in the fields of the state management for the period 2007-2010. The project aims at implementing inventory and review of administrative procedures, forms on ministerial and provincial levels, and business conditions; and conducting a study and survey on the receipt and handling of petitions, and feedback in respect of the mechanisms, policies, and administrative procedures no longer suitable to the renewed mandate of State administration agencies.

Strong co-ordination through the Project Steering Committee and exchange of information (see Section 5.2 below) will maximize synergy and minimize overlaps and duplications.

1.6   Comparative advantages of UNDP

UNDP has for many years been considered as a trusted development partner of the Government in providing technical assistance to policy development and policy advice. This is mainly due to UNDP's neutrality, impartiality and reliability in policy and strategy matters, especially in sensitive reform initiatives. Moreover, UNDP's strengths lie in its broad development network of more than 165 countries all over the world, from where relevant comparative perspectives and experiences can be mobilized for Viet Nam's own consideration and choice as appropriate. In particular, UNDP has for many years been adhering to the principle of government ownership of national development policy and the national execution of UNDP-supported technical assistance in order to sustain over time results of the support and cooperation. In the PAR process like in other reform programmes, UNDP has had good experience in supporting the Government as the lead donor. Thanks to this cooperation, UNDP has established and strengthened the close and trustful working relationship with many government agencies, research and training institutes involved in the PAR.

Above all, UNDP has demonstrated the strong commitment to supporting Vietnam to get access to international expertise and experience in a demand-driven/need-based manner. With its core competency on capacity building and strong expertise network, UNDP can play a catalyst role in developing government capacity in implementing the PAR in a more effective and efficient manner.

In addition, UNDP has, in its efforts to support the Government of Vietnam in achieving the MDG including MDG3 on gender equality, paid special attention to mainstreaming gender into its programmes and projects, especially in the context of the release of the 2 Laws on gender equality and domestic violence which are seen as the solid legal framework for its support. With its sound Gender Equality Strategy from UNDP Headquarter, PAR process can be looked with gender lens in order to ensure gender issues are addressed.

Finally, UNDP is by virtue of the *One UN Plan* the focal point for international support to the Vietnamese PAR process. Under the *One UN Plan* the proposed project can and will be effectively co-ordinated, ensuring synergy and sharing of experiences with the other partners under government leadership and ownership. UNDP is also well positioned to facilitate the debates/dialogues between Government and the donor community and provide support to the Government in coordinating the international support to the PAR process.

1.7   Statement of problems/issues to be addressed by the project

In line with the issues elaborated in the situation analysis, the project seeks to address four sets of issues: 1) Assessing results of the previous and ongoing PAR reforms, expressed primarily through a monitoring and evaluation system for PAR, which is envisaged as one of key project outputs. Related to this is to help MoHA in drafting inputs which will constitute key elements of a second PAR MP for the period of 2011-2020; 2) Quality of public services and conceptual development of types and forms of public services in the area of social development, namely in health, education and culture sectors as would be required by the citizens when Viet Nam reaches a middle income level; 3) Local government reform, namely implementation of the pilot on abolishment of people's councils at district and ward level as approved by the National Assembly in its 2008 Autumn session and study on improving responsibility of the local administrative body head; and finally 4) Revitalizing and strengthening cooperation and communication of the PAR partnership.

1.7.1   Result-based monitoring of PAR

Viet Nam has been reforming the public administration for many years, starting in the early 1990s. Practices in PAR in Vietnam can be summarized as follows: The Party sets the direction on a wide range of PAR content or a specific focus on one issue such as renovation of state administrative machinery. Based on this, the Government elaborates action programmes and plans with specific tasks to be carried out and outputs to be

achieved, i.e. specific institutions or policies such as the one-stop shop, the autonomy mechanism for service delivery agencies, etc. On that basis, ministries and provinces at all levels have their own plans to implement the Government's programmes/plans. After a period of implementation, evaluation and review is be made to draw lessons and make recommendations for possible changes in policy, mechanism and institutional framework as required. Although results of the process have been compiled and reported with extensive inputs from national and international sources, in general PAR evaluation is still weak and has not been paid adequate attention. Knowledge about results does normally not go much further than registration of *deliverables from activitie*s or at best *outputs* - revised procedures, new or amended decrees, new administrative decisions etc. - and very little systematic knowledge exists about *outcomes*. When it comes to *impact* the current monitoring system has been able to offer very little evidence.

Thus, the project will help to develop, design for putting into regular use an M&E system applicable at national level for the PAR Master Programme, and at sector level for ministries and provinces, which is able to assess public administrative performance and impact. This will form the basis for a result-based national framework including guidelines for PAR planning, implementation and reporting. This framework will have a close link with the development and pilot implementation of the civil service performance indicators.

The project will work to help with the development and implementation of a comprehensive M&E framework that goes beyond pure technical indicators at the input level and takes gender issues in PAR into account. At least three different levels of M&E systems are envisioned, measuring and monitoring PAR MP and PAR Action Plans at the inputs levels, but also public administration as outputs and outcomes. For this, capacity building will play a key role to ensure there is a capable human resource base for PAR management systems (networking, planning, implementation, reporting and the much needed database).

The project will also support a comprehensive review of the PAR Master Programme 2001 - 2010, focussing on lessons learned and provide input recommendations regarding the new PAR Master Programme 2011 -2020. A gender aspects in the PAR process will also be included in the review in order to make recommendations for a gender-responsive PAR implementation for 2011 – 2020.

1.7.2 Public service delivery models

Public service delivery models in Vietnam are mainly categorized into two types. One type is public organizations and agencies having budget allocated by the government and providing services in education, health care and culture. In the past years, through a number of reforms undertaken, service delivery agencies such as hospitals, universities and research institutes have changed their organization and operation mechanism and increased their autonomy and self-reliance in order to provide better services to citizens, increase their revenue for facility development and income improvement for their staff. However,

the reform in this direction is a learning-by-doing process. The second type is that administrative agencies provide administrative services to people and enterprises such as construction licenses, business registration, land-use transfer etc. The Government has emphasized quality improvement of this type of service through the one-stop shop, firstly at district level, to better respond to the needs of people and businesses. This could be supported by carrying out studies and applying new operational regulations for administrative agencies, including the administrative procedures.

Many middle income countries are characterised by more mixed forms of public service delivery, using purely government service delivery, private sector delivery on contract with the government, public-private partnership and service delivery by CSOs like user organisations or NGOs.

The Project will mainly support the analysis and evaluation of service delivery models in the three main areas of education, health care and culture in order to find out strengths and weaknesses and make recommendations for operational and organizational reform of these models so as to increase autonomy and self-responsibility. The analysis will include a comparative international/regional perspective, considers gender issues and offers recommendations to the Government of Vietnam on applicable models for specific sectors or types of services. In order to ensure the feasibility of the proposed public service delivery models, outputs of the analysis and evaluation activities could be considered for new legal documents or amendment of current ones accordingly.

The Project will also support the improvement of administrative service quality through the one-stop shop at district level and make recommendations on improving the working process and service quality monitoring and clarify the responsibilities of administrative agencies.

1.7.3 Local Government Reform

Local government reform in Vietnam has focused on decentralization, renovation of people's councils at all levels by increasing the number of permanent people's councils members, improving the quality of people's council meetings, and strengthening the organizational structure of professional agencies of people's committees at all levels. However, in the organization and operation of local government in Vietnam, there are a number of shortcomings and weaknesses, and the clearest evidence in this regard is that the same organizational structure is being widely applied in different localities, regardless of whether they are in urban or rural areas. The improvement in responsibility of local administrative heads requires further research, especially on the relationship between local administrative body heads and local elected body heads, on the mechanism of indirect election for people's committee head through the people's council, or nomination by the upper administrative level, or direct election.

In this context, the government of Vietnam prepared a proposal for a pilot abolishment of people's councils at district and ward level. The proposal is now adopted by the National Assembly, the government will start the pilot and the implementation will be supported by the project. The result of the pilot implementation would create a foundation for changes in the law to facilitate the continuation of the renovation process and improve the quality of organization and operation of local government in the coming period.

The project will support MoHA in responding and implementing Resolution 53 regarding local governance reforms. In particular, the project will support the process of defining functions and tasks of the Government and state administrative agencies. In doing so, the project will support the intended pilots towards the abolishment of people's councils in rural districts and wards (item 5.12); as well as support the study on improving responsibility of the local administrative body head. In carrying out these two tasks, the project will also document and analyze lessons learned for policy and regulatory consideration and decision-making.

1.7.4 PAR Communications and Partnership

The Project will support activities to develop the PAR Partnership not only between the government and donor community but also between the government and all stakeholders and among government agencies themselves. the partnership will be result-oriented and needs-based.

The PAR Partnership Forum was launched in 2003 as a cooperation forum between the Government of Vietnam and the donor community supporting the attainment of the objectives of the PAR MP.

Since the end of project VIE/01/24 discussions and policy dialogue between the Government of Vietnam and the donor community have been low-key, and it is generally acknowledged that exchange and sharing of information and experiences is still limited.

The PAR Partnership Forum will be based on a new approach, ensuring more comprehensive strategic and substantive discussions regarding visions and targets for the PAR process as well as a policy dialogue concentrating on strategic policy issues between government agencies themselves and between the Government of Vietnam and the donor community. Moreover, women's participation in discussions regarding visions and targets and policy dialogue will be ensured. It is assumed that UNDP, strengthened by the One UN Plan and the new policy advisors, would serve in a lead role as policy and dialogue partner.

Communication in PAR will also be improved through the formulation of the communication strategy and its action plan. A database on best practices in PAR will also be developed and disseminated.

2   Project overview

2.1   Summary statement of the project

The project is formulated within the anticipated key result in the *One UN Plan* to expand and deepen the public administrative reform process. Practically this is closely linked to the Government *Decision 53* to accelerate PAR, improve government efficiency and effectiveness. Indeed, the objectives of the resolution are to identify major tasks of state administrative agencies at both central and local levels in implementing the Resolution of the Party Central Committee so as to further build and improve a socialist state ruled by law; to build a democratic, clean, strong and incrementally modernized administration; a contingent of qualified and capable cadres and civil servants; a system of state agencies operating effectively and efficiently, and meeting the requirement of fast and sustainable development.

To support the Government of Viet Nam with the above mentioned objectives, four outcomes have been identified: (1) PAR process management and policy development strengthened; (2) public service delivery reform assessed and piloted; (3) local government reform; and (4) PAR communications/information system improved and PAR partnership strengthened.

2.1.1   Component 1: PAR process management and policy development strengthened

Output 1.1: encompasses development of an M&E system relative to PAR and is formulated as follows: *M&E system and indicators for PAR designed, piloted for putting into regular use later on*.

Output 1.2 will support GoV to conduct a comprehensive review of results of the PAR MP 2001 -2010 aiming at assessing lessons learned with a view towards Viet Nam's anticipated status as middle income country during the MP for 2011 to 2020. The output is formulated as: *PAR MP 2001 - 2010 reviewed and PAR MP 2011 - 2020 oriented*.

2.1.2   Component 2: Alternative public service delivery reforms assessed and piloted

Output 2.1 aims to assess and develop new models for public service delivery in education, health care and culture, suitable for Viet Nam as middle income country. The working assumption behind this output is that the public sector is smaller in a middle income country and also more effective and efficient in service delivery. This output will be of great importance in the organization and operation reform of public service delivery agencies towards increased autonomy, self-responsibility and improved service quality. Public service delivery may include a number of actors outside GoV itself, and under the output different models will be analysed, assessed, recommendations prepared and pilots

initiated for preferred models. The output is formulated as: ***New public service delivery models in education, health care and culture developed and piloted.***

Output 2.2 aims at enhancing the quality of public administrative services provided by the district government and one-stop shop. The approach is based on a development of indicators enabling an assessment and comparison of the quality of administrative services. Based on these the aim is to identify low performing services where working modalities and regulations, procedures and formats can be improved, resulting in enhanced administrative service delivery. The output is formulated as: ***Quality of public administrative service delivery (PASD) provided by district government and one-stop shop improved.***

2.1.3   Component 3: Local government reform

Output 3.1 Support for the intended pilots towards abolishment of people's councils at district and ward level under Resolution 53, item 5.12 of the Government. The pilots are to assess the current situation and effectiveness of the people's councils, based on that, appropriate solutions are identified.

Output 3.2 Support the study on improving the responsibility and role of a local administrative body head, and recommend issues that need to be reformed in local administration organization and activities.

2.1.4   Component 4: PAR communications system improved and PAR partnership strengthened

Output 4.1 aims at developing a result-based PAR partnership not only internally among GoV agencies but also between GoV and the international donor community and GoV and national drivers of change - the business community, the CSO/NGO environment and citizens at large. There are annual and semi-annual meetings, thematic seminars… to increase mutual understanding and information sharing. The formulation is: ***Result-based PAR partnership, cooperation and communication strengthened in three dimensions: (a) within government; (b) between government and donor community; and (c) between government and other stakeholders – i.e. citizens and the private sector.***

Output 4.2 aims at developing/upgrading a communications and information system to facilitate the understanding and information sharing between stakeholders. The output is formulated as: ***An information system on PAR is upgraded and put into use.***

2.2   Types of key planned activities

All outputs are developed in the RRF with indicators, baseline and targets for the project period. Operationally, the project will in the Annual Work Plan develop the activities, producing evidence regarding the defined indicators and the agreed targets. Consequently they also form the framework for key activities under each output. Thus, this section does

not provide specific activities; instead it attempts to summarize key types of project activities as follows:

Output 1.1 *M&E system and indicators for PAR designed and piloted for putting into regular use later on* will include the following types of key planned activities:

a. Design and develop the structure of an M&E system covering three levels: GoV or PAR MP level; Ministry or PAR Action Plan level and PAR performance and impact level and a related set of indicators for the three levels.

b. Review the current database and redesign the public administration database if necessary for facilitating the M&E system and indicator till 2010.

c. Fine-tuning and pilot test of the system and the indicators, review pilot results and modify as needed. Consolidate and finalise M&E system.

d. Develop necessary formats, guidelines and instructions for a unified M&E framework.

e. Design legal normative documents for submission to concerned authorities, aiming at putting the M&E system into official use at a later time.

f. Develop detailed guidelines for planning, implementation and reporting PAR initiatives under Action Plans and PAR MP. Field-test guidelines among selected ministries and provinces.

g. Issue legal regulatory documents making updated guidelines for PAR planning, implementation and reporting more effective

Output 1.2 *PAR MP 2001 - 2010 reviewed and PAR MP 2011 - 2020 oriented* using the already undertaken reviews of PAR projects and PAR Action Plans as a starting point.

From this the focal points of interest for an independent, comprehensive, impact-oriented review will be identified. Types of key planned activities consequently include:

a. Desk study of previously undertaken national and international reviews of PAR results during the PAR MP 2001 - 2010 aiming at identifying key issues for a comprehensive impact-oriented and future-oriented review;

b. Implement the external review to result in (i) an issue and option draft paper regarding Viet Nam's status as middle income country and orientation for PAR 2011 - 2020; (ii) evidence and issue-based analytical review report; and (iii) report containing strategic orientation, options and an action plan for PAR 2011 - 2020.

Output 2.1 *New public service delivery models in education, health care and culture developed and piloted* comprises a general analytic study of international and/or regional experiences regarding feasible models for public service delivery in education, health care and culture in middle income countries. Based on this study, specific models of the new

approach for the piloted sectors will be developed, basing on a legal basis. This proposed pilots, if can be carried out under the GoV's decision, may require revisions of existing legal documents or development of new ones. The pilot will allow drawing lessons learned and proposing follow-up actions, including drafting/revising normative legal documents.

Output 2.2 *Quality of public administrative service delivery (PASD) provided by district government and one-stop shop operation improved* is formulated on the basis of lessons learned from the OSS implementation. OSS is generally considered successful, but has also demonstrated a need for development of quality standards for public administrative services. It is envisioned that quality standards will be developed using well defined indicators for the quality of public administrative services. Indicators will be developed for a range of basic administrative services that have direct links to people, such as land use and land certificates, construction permits and licenses and business registration. It will be possible to use the values on the indicators as performance indicators across provinces. This comparative or benchmarking perspective can assist in identifying agencies and sectors, where improvements of regulations, working modalities and administrative procedures would be deemed necessary.

Output 3.1: *Support the pilot abolishment of people's council at district and ward level*

a. Technical support to the formulation and pilot implementation of the government action plan including advocacy of its dissemination.

b. Study and recommendation of issues related to the position and authority of administrative agencies in pilot localities/communes. Review and mid-term evaluation of pilot to result in key findings and lessons learned and provide feedback to competent policy-making authorities

Output 3.2: *Support the study on improving the role and responsibility of local administrative body heads*, and recommend issues that need to be reformed in local administration organization and activities

a. Study on improving the role and responsibility of local administrative body heads

b. Study on the nomination mechanism for local administrative body heads (decided by the upper administrative level).

c. Study on the direct election mechanism for the post of local administrative body head

d. Make recommendations on institutional, policy and legal issues for improving responsibility and the role of the local administrative body head.

Output 4.1 *Result-based PAR partnership, cooperation and communication strengthened in three dimensions*: (a) within government; (b) between government and donor community; and (c) between government and other stakeholders, such as citizens and the private sector, is formulated as a response to one of the serious weaknesses relating

to the international support to implement the first phase of PAR MP 2001 - 2010.Consequently the types of key planned activities under this output include:

a. Development of a revised, upgraded and improved partnership strategy, which is result-based and supported by time-bound action plans

b. Conduct partnership events in line with action plan including a regular partnership forum on selected policy issues;

Output 4.2 *An information system on PAR is upgraded and put into use:*

a. Establishing and putting into use the database on good PAR practices (combination with the the PAR database indicated in the first output);

b. Building training curriculum and documents on PAR. Developing a regular PAR briefing note in English for donors.

c. Building other forms of effective uand participative communication tools.

2.3   Responsibility Arrangements

The project will be implemented in accordance with the NEX modality, implying that the Ministry for Home Affairs (MoHA) will assume responsibility in its capacity as implementing partner (IP) in line with this DPO and the relevant management procedures. MoHA will ensure cooperation and coordination with relevant line ministries, government agencies and provincial agencies, those are thematic stakeholders and beneficiaries under the project.

The project is structured along well-defined outputs. There are similarities with other sub-projects, implying that MoHA will allocate responsibility for the preparation of annual work plans, implementation and reporting to units under MoHA.

The following table illustrates the allocation of output-based implementation responsibilities:

Output #	Title	Key responsible unit
1.1	M&E system and indicators for PAR designed, piloted for putting into regular use at a later time.	PAR Department (MoHA) In cooperation with line departments under MoHA, relevant ministries and GoV agencies, People's Committees
1.2	PAR MP 2001 - 2010 reviewed and PAR MP 2011 - 2020 oriented internally	PAR Department (MoHA) In cooperation with line departments under MoHA, relevant ministries and GoV agencies, People's Committees and highly qualified professionals

2.1	New public service delivery models developed and piloted	Department of Organisation and Personnel (MoHA) In collaboration with Ministry of Health, Ministry of Education and Training, Ministry of Culture, Sports and Tourism and selected locals' People's Councils
2.2	Quality of public administrative service delivery (PASD) provided by public administrative agencies improved	PAR Department and Department of Organisation and Personnel (MoHA) In cooperation with Office of Government (OoG) and selected district People's Committees
3.1	Pilot abolishment of people's councils at district and ward level	Local Government Department (MoHA) In collaboration with selected locals' People's Committees
3.2	Support to the study on improving the role and responsibility of local administrative body heads	Local Government Department (MoHA) In collaboration with selected locals' People's Committees
4.1	Result-based PAR partnership, cooperation and communication strengthened on three dimensions: (a) within government; (b) between government and the donor community; and (c) between government and other stakeholders – ie citizens and private sector	ICD and PAR Department (MoHA) In cooperation with MPI, line ministries, People's Committees of selected provinces and cities
4.2	An information system on PAR is upgraded and put into use	PAR Department and the Informatics Center (MoHA)

3   Indicative budget structure

The indicative budget is presented below in Table 1 covers a three year project implementation period. Total indicative budget is US$ 4.230.000, including US$ 3.800.000 from UNDP and US$ 430.000 (in kind) from the Vietnamese Government Budget.

For technical assistance (international and national expertise) the cost level is estimated at commercial rates, enabling MoHA to use high calibre expertise, allocated to a pool of resources. Fee rates for international consultants - all functioning on a short-term basis - includes fee, daily subsistence allowance and international transport.

In line with the Hanoi Core Statement it is assumed that the Government of Vietnam will allocate budgets to cover project management, administration and office running costs as regulated. A budget allocation at 10% of total international contribution has been assumed.

Table 1: Indicative budget for 2009-2011   *Unit: US$*

	Total (USD)	Allocation per output								
		Output 1.1	Output 1.2	Output 2.1	Output 2.2	Output 3.1	Output 3.2	Output 4.1	Output 4.2	Project Management
Technical assistance	**2,152,960**	**341,880**	**122,760**	**233,640**	**258,720**	**140,800**	**168,960**	**201,960**	**60,720**	**623,520**
International consultant	1,148,400	257,400	59,400	138,600	158,400			138,600	39,600	356,400
Local consultant	864,160	84,480	63,360	95,040	100,320	140,800	168,960	63,360	21,120	126,720
Project manager	54,000									54,000
Interpreter	57,600									57,600
Project assistant	28,800									28,800
Other expenses	**1,647,040**	**226,500**	**22,500**	**298,000**	**231,000**	**413,500**	**111,000**	**96,000**	**66,000**	**182,540**
Local survey & study	140,000	60,000		80,000						
Abroad survey & study	105,000	7,500	7,500	15,000		30,000	45,000			
Sub-contract	650,000	50,000		120,000	150,000	300,000	30,000			
Training	140,000	80,000		15,000	15,000	30,000				
Seminar, workshop, forum	359,500	19,000	15,000	68,000	66,000	53,500	36,000	96,000	6,000	
Facilities	71,540	10,000								61,540
Evaluation	52,000									52,000
, auditing	9,000									9,000
Others	120,000								60,000	60,000
Total ODA Budget	**3,800,000**	**568,380**	**145,260**	**531,640**	**489,720**	**554,300**	**279,960**	**297,960**	**126,720**	**806,060**

Unit: US$

Vietnamese Government Contribution (in kind)	430,000
Project Director	9,600
Project Deputy Director (02)	48,000
Support Staff (03)	57,600
Driver, Guard, Cleaning (05)	48,000
Office and Facilities	144,000
Electricity, Water and other expenses	72,000
Others	50,800

4   Project implementation strategy

1. In terms of **strategic directions**, the project implementation strategy (PIS) draws on two inter-linked important policy documents: a) Government Resolution 53, as elaborated above, and b) One UN Plan, which was signed in June 2008 between the Government of Viet Nam and the UN agencies.. Specifically, the PIS can be explained in more details as follows:

   a) The project aims mainly to support the process of strengthening managerial efficiency and effectiveness of the state machinery at **national level** through well selected and inter-related interventions, namely: i) enhanced government capacity for monitoring and evaluating the PAR process based on a well defined, tested and consolidated M&E system, indicators and database (Output 1.1) ; ii) PAR MP 2001-2010 (I) reviewed and new PAR MP 2011-2020 developed (Output 1.2); iii) New models of public service delivery (PSD) in education, health and the cultural sector developed and piloted (See Output 2.1); iv) Enhanced quality of public administrative service (PAS) (see Output 2.2) ; and finally vi) improved communication, advocacy, and partnership at the various levels of stakeholders (Outputs 4.1 & 4.2);

   b) At the same time, the project also pays due attention to support for **local** renovation initiatives through support for the pilot on abolishing people's councils at district and ward levels (Outputs 3.1) and support for the study on improving the role and responsibility of local administrative body heads (Output 3.2).,

   c) As such, the project will closely and proactively contribute to and make a full use of the key gains from the on-going legal and judiciary reforms, local governance reform and especially the on-going process on socio-economic development strategy (SEDS), led by Ministry of Planning & Investment and supported by UNDP.

   d) **A communication and advocacy strategy**, which is crucial for any change management process will be paid more attention as compared to the first project phase, in order to mobilize support for the intended changes. In this regard, information and knowledge sharing and dissemination, including through project publications, press release and other public events, will be paid systematic attention.

2. In regard to **support modality** for the project planned contributions to PAR process in Viet Nam in general and to MoHA in particular, apart from a traditional **capacity building** in three basic dimensions (institutional, legal framework and individual

capacity) which is useful to sustain project results over times, the project will pay an increasing attention to **strategic policy dialogue and advices** to contribute as much as possible to on-going policy debate around the selected themes in this extremely interesting area. The later will be mainly realized by bringing in value added and comparative perspectives and experience from elsewhere in the world for Viet Nam's consideration and choice. This would include roundtables, an annual partnership forum, thematic debates (such as the one being conducted in relation to improvement of the draft public official and civil servant law), policy updates/papers, PR activities etc.

To this end, PIS will specify the needs for an exchange of views and experiences including how to maximize the benefit from international expertise. This does not prevent the project from making use of relevant domestic inputs on the basis of value-added and result-oriented principles.

3. In terms of **partnership and project target audience** (stakeholders), the project will capitalize on MoHA's units as the central agency assigned to act as focal point for PAR and coordination of international support to PAR. At the same time, as PAR is a cross-cutting area involving multiple national and sub-national stakeholders, the project will increasingly mobilize the participation of other actors and institutions, both central and local. The Ministry of Health, Education and Training, Culture, Sports and Tourism as well as local governments in selected localities are the primary stakeholders in this regard. The RRF provides some detail on this but the project will specify the partnership relationships and working framework in detail during its inception period.

5   Project implementation structure

5.1   Capacity assessment of the IP

MoHA is a Government agency performing the management function in administration organization, public service delivery, local government, administrative boundary, civil servants, association and NGOs, emulation and reward, religious affairs, archives and other services within its jurisdiction as stipulated by applicable laws.

The Minister of MoHA is the Deputy Chairperson of the Government PAR Steering Committee. MoHA also acts on behalf of the Government in monitoring and supervising the implementation of the Government Action Plan for undertaking the 5th Central Plenum Resolution.

With this role and mandate, MoHA contributes to the implementation of PAR in two important perspectives: as a Government agency responsible for two major areas of PAR (public administration organization reform and improving the civil service); and secondly as the standing role for the Government in PAR.

MoHA has to date been actively involved in cooperation with the donor community and has fostered strong support from the donor community in PAR. The Ministry has established a cooperation mechanism with UNDP to facilitate the implementation of the previous project phase (the Project VIE/01/024). The project has accomplished a reasonable level of results and has significantly contributed to the PAR process in Viet Nam. The Ministry has proved to be capable of project management and coordination, in both technical and financial terms. This has been assessed and reconfirmed by an independent team of evaluators shortly before the previous phase was completed, although there were certain weaknesses and shortcomings, which will have to be improved to make this new phase a success.

5.2   Management Arrangements

5.2.1 Project Steering Committee

The project is assumed to be executed under the NEX modality. MoHA will serve as the Project Implementing Partner (IP). A high-level Project Steering Committee (PSC), to be chaired by the MoHA leadership and comprising senior representatives from UNDP and the National Project Director, will be established upon DPO's approval and will assume overall responsibility for the project implementation under the NEX guidelines.

The Project Steering Committee will meet at least twice a year to review progress and take major decisions as required to facilitate project implementation. Most importantly, the Project Steering Committee will approve the Annual Work Plan, prepared by the PMU,

during the Annual Project Review and take decisions on mid-year changes in project activities or financial allocations, if and when required.

5.2.2 Project Management Unit

The Project Steering Committee will allocate responsibility for day-to-day implementation and management to a Project Management Unit (PMU), comprising of a part-time National Project Director, a Deputy National Project Director, and a full-time National Project Manager. The PMU will be also consisting of project staff specifically: Project Component Officers; Interpreters;Accountant;Administrative assistant (See Annex 1 for draft TOR),

The recruitment and task assignment of those staff will be discussed and agreed between the PMU and UNDP upon approval of this document.

The National Project Director (NPD) will be a senior official, who on behalf of MoHA will be accountable to the Government and to UNDP and ensure:

- Proper use of all funding resources of the Project;

- Ensure quality and efficiency of project results;

- Timely implement agreed activities;

- Efficiently use resources, including international experts;

- Properly coordinate the participation of related partners of the Project, specifically domestic partners outside of MoHA.

If authorized by the NPD and in his/her absence, the Deputy NPD may, on behalf of the NPD, endorse several project activities. However, the NPD remains the single person responsible for decisions made by his designate.

National Project Manager (NPM) is under the direction of and responsible to the National Project Director for the organization of Project activities, results and progress reporting. This position will be recruited based on criteria mentioned in the job description on a competitive, open and work performance basis.

The PMU will participate in recruiting National Consultants and International Consultants to the Pool of Experts and allocate tasks to the pool on a need-basis as per AWPs. It is envisioned that the international consultants will help develop capacity (skills and knowledge) for the national counterparts and consultants, aiming also at developing a good resource base regarding subject matters related to the project.

International experts. Given the nature and scope of the project, international expertise is considered quite important to help strengthen the already existing capacities and the experiences from the previous PAR project it is estimated that full time technical assistance is not deemed necessary and it is also found that one full time Senior Technical Adviser could not cover all pertinent issues in a professionally satisfactory manner. Therefore, the

project will have one part-time STA. It is expected that the STA will have two missions each year, each mission last for 2-3 months. (see detailed Job Description in Annex 1)

Project implementation and project success is contingent upon availability of high calibre technical expertise, which is envisioned to be recruited from a pool of international and national experts.

Relative to output 1.1, international expertise is needed in design and development of M&E systems based on indicators for PAR results. This is a highly specialised field and the international resource base is not huge. Additionally expertise regarding design, implementation and reporting qualitative and quantitative surveys is required.

Relative to output 1.2 expertise regarding PAR, evaluation and evidence-based reviews are required. Given the nature of this review solid expertise and comprehensive international experience is required, combined with a good understanding and knowledge regarding the PAR process in Viet Nam.

Relative to output 2.1 public sector specialist knowledge on service delivery models is required. The output includes capacity building of MoHA staff and knowledge on capacity building approaches would constitute an added advantage.

Relative to output 2.2 public sector specialist knowledge within administrative services would be necessary.

It could be considered to outsource the international expertise to a consulting company, which would provide part-time international staff to the pool. This would ensure access to the best available international subject experts for the full project period, delivering inputs on a short-term basis in accordance with the needs defined in AWPs. Alternatively the experts could be recruited to the pool individually, using UNDP's normal recruiting procedures.

National experts The will be one full time national specialist/consultant on M&E and one full time national specialist/consultant on PAR (see annex for detailed responsibility). Other national consultants will be recruited on the short-term basis for specific purposesas international experts.

PROJECT ORGANISATION STRUCTURE
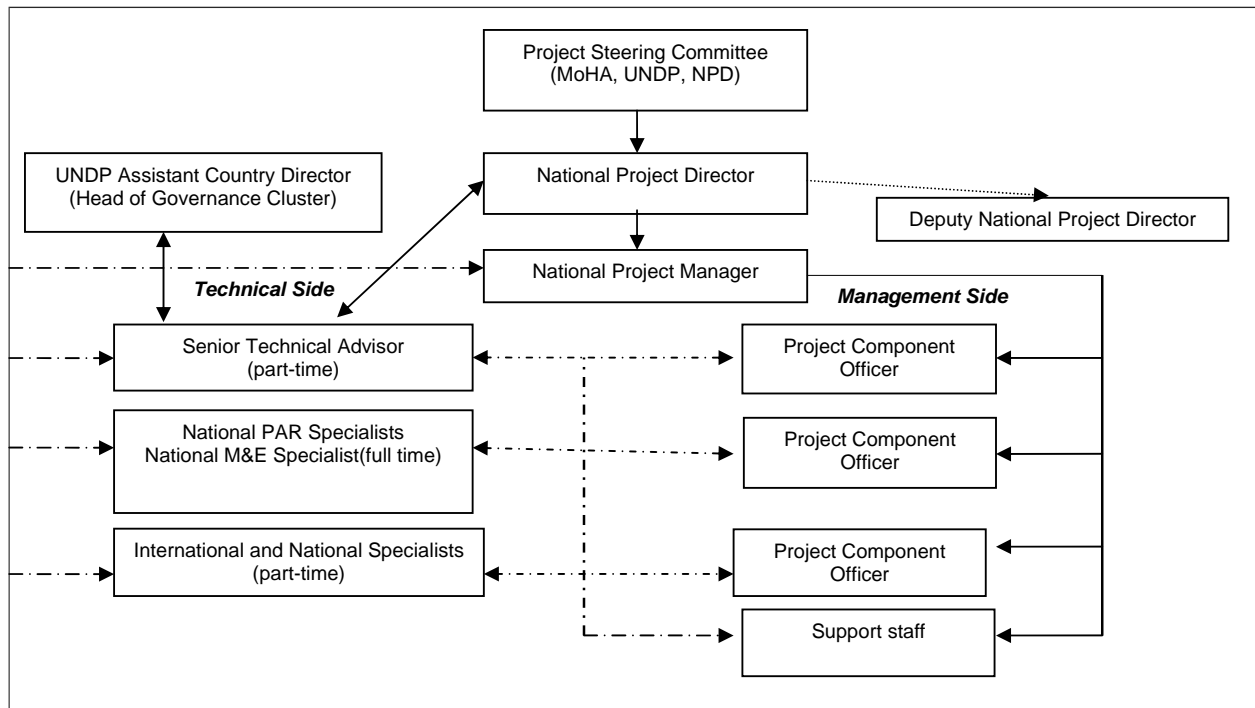
LEGEND:

→ Supervisory/report relationship

←· - · - ·→ Cooperative/advisory relationship

············→ Authorative relationship

5.2.3 Project Assurance

<u>Overall responsibility:</u> Project Assurance rests with the Project Steering Committee – PSC (see its composition on page 24. The PSC assigns specific role to different members. The Project Assurance role supports the PSC by carrying out objective and independent project oversight and monitoring functions. This role ensures that appropriate project management milestones are managed and completed.

To ensure that Project Assurance is independent of the Project Manager; the PSC assigns this to the UNDP Programme Officer (PO).

<u>Specific duties:</u> In exercising the assurance responsibilities, the PO will answer the question "What is to be assured?" against the following check list:

- Maintenance of thorough liaison throughout the project between the members of the Project Steering Committee.

- Beneficiary needs and expectations are being met or managed.

- Risks are being controlled.

- Projects fit with the overall Country Programme.

- The right people are being involved.

- An acceptable solution is being developed.

- The project remains viable.

- The scope of the project is not "creeping upwards" unnoticed.

- Internal and external communications are working.

- Applicable UNDP rules and regulations are being observed.

- Any legislative constraints are being observed.

- Adherence to Result-based Management Guidelines (RMG) monitoring and reporting requirements and standards.

- Quality management procedures are properly followed.

- Project Steering Committee's decisions are followed and revisions are managed in line with the required procedures.

6   Project coordination

6.1   Coordination between concerned agencies in Vietnam

Coordination between the PMU and related departments of MoHA (ICD, DOP, PAR Department, Local Government Department…) is ensured as sub-component (or Task Force) managers are represented directly in the PMU. Coordination between MoHA and other agencies will be ensured through the Project Steering Committee, where all beneficiaries of the project are represented. The best coordination options include i) involvement of the stakeholders in project planning (e.g. through attending project planning workshops), and especially in project monitoring and evaluation events (through attending review/evaluation meetings); ii) communication channels (project reports, publications, bulletins, newsletters etc.).

Government Aids Coordinating Agencies (GACAs) responsible for ODA Management and Usage include Ministry of Planning and Investment, Office of the Government, Ministry of Finance, Ministry of Justice and Ministry of Foreign Affairs. They will give directions and monitor the project implementation process to ensure state regulations on ODA management are followed and to ensure effective project implementation in line with project outcome and that resources are used soundly. GACAs will not be involved in day-to-day activities. Instead, their guidance, direction and support will be realized through thematic monitoring visit to project sites, involvement in partnership dialogues, etc.

6.2   Coordination with donors

Coordination with UNDP and donors is established in the Project Steering Committee. Here they will perform the function of monitoring implementation quality, adherence to outcome and outputs of the project and abiding to committed clauses. UNDP is the donor directly responsible for the monitoring of project implementation under the prevailing regulations for NEX projects. Coordination with other donors will be established by sharing information and participating in partnership arrangements.

6.3   Inclusion of other actors

New types of partnerships will develop under this project, forming a framework for an open dialogue forum between the Government of Vietnam and the business community (for example the emerging business organisations, VCCI), the CSOs, and advocacy groups and open a legitimate avenue for debate on enhancing and improving the PAR process. Formats for this new type of partnership may include formal meetings, live discussions and debates via TV, radio, Internet, and open web fora between state administrative agencies (i.e. MoHA, line ministries, PCs) and beneficiaries (i.e. public service agencies, business community and citizens).

By opening an avenue for dialogue, awareness of PAR will be enhanced as will the popular understanding of and participation in the reform process. The dialogue would also create a stimulus for administrative agencies to develop and implement responsive reforms. Given that the orientation of Resolution 53 is acceleration of the PAR it is believed that this new type of partnership could develop into a win-win modality.

6.4   Financial management mechanism

The main source of funding for this project will come from the One UN Fund. The funding will be disbursed from this Fund based on the approved Annual Work Plan (AWP). MoHA and UNDP will endorse this annual plan by co-signatures. Together with the approved DPO, AWP will be the legal basis for the project implementation, including project expenditure. The reporting regime will also follow the stipulation of this Fund based on general provisions for project finance management as stipulated in the current regulations of UNDP and GoV for National Executed projects.

In accordance with the approved annual work plan, the project will develop a quarterly work plan in close consultation and agreement with UNDP. Quarterly work plans will constitute a legal basis for transferring project budget to a project account opened at a chosen bank. The spending of this budget will be recorded in accordance with the provisions of thecurrent norms/regulations of UNDP and GoV. The funds will be spent through quarterly advances by the project and/or by direct payment to be made by UNDP as requested by the National Project Director, as necessary and appropriate. In the first case, the project will prepare a quarterly financial report at the end of the . The recording, monitoring and consolidation of project expenditures from this non-refundable aid source will be done by UNDP on Atlas, a software system. Every year UNDP will issue a Combined Delivery Report (CDR) to record all spending in the year, regardless of spending units.

Under normal circumstances, the budget revision will be done by UNDP once a year to help related project parties systematically keep track of project budget and expenditures. The project will be externally audited accoding to regulations of UNDP and GoV, to be resulted in key findings and recommendations for follow up by the project in the coming years.

Regarding the counterpart contribution by the Government of Vietnam, based on the tentative Annual Work Plan, the Project Management Unit will submit to MoHA's senior management the estimated needs for counterpart fund to be incorporated in MoHA's general plan and then to be submitted to Government agencies for endorsement. The allocation, expenditure management, payment and financial balance of this fund will be carried out under current regulations of the Government of Vietnam.

6.5   Monitoring and evaluation

6.5.1   Monitoring and Evaluation Tools:

The Project Team will be responsible for the preparation and submission of the following reports as tools for the monitoring and evaluation process.

   a. Inception Report.

   b. Monitoring and Evaluation Framework

   c. Annual Work Plan (AWP) and Budget

   d. Quarterly Work Plan (QWP) and Budget

   e. Quarterly and Annually Progress Report

   f. Annual Financial Reports and Audit Reports

   g. Report on project monitoring visits

   h. Training evaluations sheets

6.5.2   Monitoring and Evaluation mechanism

The project will be subject to the monitoring and evaluation practices outlined in the "Provisional Guidelines on Project Management", approved by UNDP and the Government of Viet Nam, and the legal provisions of Viet Nam related to the management and use of ODA in Decree 131/2006/ND-CP issued by the Government on 9 November 2006.

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

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

Evaluation: The Project will be subject to one mid-term project review, tentatively scheduled for 2010, enabling related parties to systematically and objectively learn about project accomplishments half way through. More importantly the mid-term review will consider the relevance of objectives/outputs set forth, identify any deviations which need

correction and make recommendations to ensure that the project will achieve expected results.

After the project is completed, an independent review of a set of projects in the same area of strengthening capacity for PAR will be conducted to assess their impacts on the improvement of democratic institutions.

The project will be subject to audits as per UNDP and GoV regulations.

6.5.3 The indicative M&E work plan .

Type of M&E activities	Responsible parties	Time frame
Inception Workshop	▪ PMU	As soon as the DPO is approved and practical project implementation conditions are in place
Inception Report	▪ PMU	No later than 6 months after the project inception
Quarterly Progress Report	▪ PMU ▪ UNDP	Quarterly
Annual Progress Report	▪ PMU ▪ UNDP	Annually
Mid-term External Evaluation	▪ UNDP ▪ External Consultants (i.e. evaluation team)	At the mid-point of Project implementation.
Publication of Lessons learned	▪ PMU	Yearly
Audit	▪ UNDP ▪ Project team	According to regulations of UNDP and GoV
Visits to field sites	▪ UNDP Country Office ▪ GACAs	As and when required
Final Evaluation	▪ Independent Consultants	Three months prior to the completion of the project

7 Other considerations

7.1 Feasibility and Risk Analysis

In general the project has high feasibility, because i) The project meets strategic demands of project beneficiaries; ii) High determination of the leadership of the Government and MoHA on method reform and quality improvement of PAR; iii) MoHA's capacity for project management and execution after the cooperation period with UNDP and other donors via the project's previous phase (VIE/01/024) from 2003 to 2007; some project staff have become familiar with project management work. To ensure that the project can be implemented immediately after the DPO is approval, it is necessary to keep as many of the current project staff as possible, if they have demonstrated good performance and their capacity is suitable with the job posts within the new project.

However, the project will face significant challenges as analyzed in the following table:

Table 2: Risk Analysis

Risk	Level	Control measure
The National Project Director is too busy to spend sufficient time for project direction	Medium	Based on the agreed project work plan, the Director will develop the plan and submit it to the leadership of the Ministry for approval to be used for project implementation over the whole year
It is difficult to recruit suitable STAs, international and national specialists sausages	Very high	Experience from Phase I shows that this is a very complicated issue. There is no absolute and immediate solution to this problem, but a learning-by-doing approach should be applied. One possible long term solution is to post an early announcement of the job vacancy in global mass media and maintain good relations with the recruited experts. UNDP will support the PMU in mobilizing necessary inputs for improving the quality of planning and procurement and recruitment for the staff responsible for these tasks (e.g. the NPM). The quality of the procurement planning and recruitment is key to ensuring timely and quality of mobilizing inputs from outside.
Expansion of PAR partnership constrains and overstretched MoHA and PAR project management capacities M&E system and indicators designed and piloted, but not implemented. M&E	Medium	• Clear management and coordination mechanism and measures should be developed by the PMU as soon as the DPO is approved • Introduction courses should be organized to help the project beneficiaries learn the usefulness of an effective M&E for their work. Efforts should be undertaken to demonstrate this usefulness in practice

framework is not systematically/regularly updated and monitored		to the key PAR actors • Participation from cooperating agencies inside and outside MoHA when establishing a new M&E system (via a clear coordination mechanism).
Proposed M&E system for PAR concentrates mostly at input level	Medium	• A full-time M&E national specialist should be recruited to ensure that M&E works and reaches the outcome level through, among other things, awareness training for concerned staff. Qualified international and national consultants are essential.
Weak coordination among government agencies. For example, while MoHA has the appropriate legal framework to act as focal point on PAR issues, will the necessary implementation arrangement for coordination among government agencies be created?	Medium	The project is to support the development and operation of a coordination mechanism, which eventually would turn into a normal working procedure after the project ends.
MoHA's limited resources to implement the project in an effective and efficient manner	Medium	This is very likely given the increasing workload of the Ministry to deal with newly arising tasks The project can provide support by mobilizing a pool of national and international specialists to support the reform initiatives. The challenge is how to retain this gain. It is hoped that the new cadres and civil servant law help the staff to work in an effective and efficient manner.
The project is not regarded as an integral part of the PAR MP process	Low	The project deals with highly strategic priorities of the PAR MP, thus it is very unlikely that this happens. In any case, this can be mitigated through the AWP process, where MoHA reconfirms its commitment to keep project issues fully integrated in the PAR MP process.
Lack communications strategy in Vietnam to disseminate results	Low	An output (Output 4) regarding communications has been set up.

7.2   Impact on social and gender equity

Due to its nature and scope, the project would have very modest and indirect impact on social and gender equity. Indirectly, accelerating the PAR is conceptually seen as a necessary intervention to sustain economic equitable growth, establishing the overall framework for enhancing social equity.

The project will pay attention to ensure gender and social equity through all project implementation by ensuring that a minimum of 30 % of women's participation is targeted in every training activity organised by the project including workshops, trainings and study.

7.3   Environmental impact

The project does not have any direct environmental impact.

7.4   Sustainability

The project is mostly operating within organisational and institutional changes with no extraordinary demands of technological nature. There are no excessive demands for additional infrastructure investments in the pilots of the project. Direct benefits of the project to Government of Vietnam relate to enhanced administrative and management efficiency. Consequently, there are no pertinent issues regarding technical, economic and financial sustainability.

7.5   Anticipated Starting and Ending Time of the Project

The project is anticipated last for 3 year, started from April 2009 and ended in April 2012, concerted with the tenure of the new legislature and consequently also assist MoHA to formulate the new PAR MP for 2011 - 2020.

8   RESULTS AND RESOURCES FRAMEWORK

One United Nations Plan (OP) Outcome: The principles of accountability, transparency, participation and rule of law are integrated into Viet Nam's representatives, administrative, judicial and legal systems.

OP Output: Public administration reform process expanded and deepened at central and local levels

Related Government Decree 131/2006 Priority Area: Institutional capacity strengthening and human resources development; technology transfer, enhancing the research and development capability.

Project Objective: Accelerating and improving Public Administration Reform efficiency and effectiveness in Vietnam

No	Intended outputs	Indicators *(time and quality)*	Baseline	Target	Methods of Verification	Risks and Assumptions
		Project Component One: PAR process management and policy development strengthened				
1.1	M&E system and indicators for PAR designed, piloted for putting into regular use later on	• Existence and use of M&E system and indicators at three levels:- PAR MP- PAR of ministries and provinces- PA performance and impact • Unified M&E framework and formats • Number of agencies piloted the newly designed M&E system and indicators. • Legal normative documents for submission to concerned authorities,	• PAR action plans from ministries- Decision no. 555/2007/QD-BKH of MPI on issuing the result-based implementation of M&E framework for 2006 - 2010 Social economic development plan (SEDP) • Almost non-existence of M&E system and indicators; just a sketchy draft PAR indicators made in 2007	• M&E system and indicators for PAR developed and agreed by MoHA leadership for pilot application after 18 months; • 10 agencies piloted the newly designed M&E system and indicator after 24 months; • Pilot implementation reviewed and revision of	• Project technical reports/Document verification • Project survey report on the pilot implementation; • Response of respondents through surveys conducted by other institutions	• MoHA's commitment and strong support and appropriate awareness among stakeholders of the needs of having professional tools for measuring and assessing PAR progress through project PR campaign;

No	Intended outputs	Indicators *(time and quality)*	Baseline	Target	Methods of Verification	Risks and Assumptions
		• aiming at putting the M&E system into official use in a later time. • A legal regulatory decision made on using the M&E system and indicators. • Result-based national coordination and networking framework- PAR planning, implementation and reporting guidelines- PAR database	• Non-existence of result-based national coordination framework, PAR planning guidelines, PAR management database and unified M&E formats	the proposal on M&E system submitted to relevant authorities' approval after 30 months • Result-based national PAR coordination framework and networking put into use in 2nd project year; PAR planning, implementation and reporting guidelines improved and introduced after 18 months;	(if any); • Reviews/articles on mass media	• Survey reports are available from other sources; • Stake holders are capable in implementing the newly designed M&E system and indicators
1.2	PAR MP 2001 - 2010 reviewed and PAR MP 2011 - 2020 oriented	• Availability and quality of lessons learned from the first phase of the PAR MP and the extent to which they are incorporated into the next PAR MP; • Issues and option paper containing orientations reflecting Vietnam's priorities as middle income country and recommendations for the new PAR MP in the next decade	Report capturing findings of Government review of PAR MP's progress in the first phase (2001-2005) conducted Annual report of the Government on PAR	• Evidence and issue-based analytical review report by 2010; • Consultative report containing strategic orientations, options and action plan for PAR in 2011-2020 submitted to MoHA and the Government for consideration.	• The Review Reports/Proposals • Feedback of project stakeholders (national and international) on the quality of the external review and issues paper	• High quality consultants • Adequate inputs from relevant stake holders

No	Intended outputs	Indicators *(time and quality)*	Baseline	Target	Methods of Verification	Risks and Assumptions
			Project Component Two: Public service delivery reform			
2.1	New public service delivery models developed and piloted in education, health and culture developed and piloted	• Availability and quality of an issue and option paper analyzing strengths and weaknesses for a range of public services, delivered under different models (e.g. purely by the government, government and private sector, purely by the private sector, other models) taking into account relevant comparative international perspectives and experience and recommendations on new models of PSD; • A set of recommendations on revision of normative legal documents to enable the proposed PSD models.	Current models and mechanisms for service delivery less effective, performance management systems and quality standards being tested with unclear impact	• Evidence and issue-based analytical review report of different PSD models in selected fields such as education, public health and culture, by year 2009; • Pilot implementation of different PSD models by year 2010 • Evaluation report by year 2011 • Draft revision of related normative legal documents to enable the new PSD models by year 2011	• Document/report review • Mass media covering public feedback on the pilots • Specialist opinions	• Capacity of MoHA and related line ministries in defining new models for pilot application • Willingness and capacity of the selected units to implement the pilots • Adequate expertise (international and national consultants)

No	Intended outputs	Indicators (time and quality)	Baseline	Target	Methods of Verification	Risks and Assumptions
2.2	Quality of public administrative service delivery (PASD) provided by district government and one stop shop improved	• Existence and use of PASD indicators; • Availability of improved working modality/regulation, administrative procedures and formats; • A set of recommendations on clearly defined responsibility and authority of administrative agencies.	• Non existence of PASD indicators; • OSS and inter-agency OSS implemented yet with certain limitations; • There remain some unresolved issues in decentralization and authority among administrative agencies.	• PASD indicators applying for such key fields as land, construction, business registration developed and pilot implemented after 18 months of project launch; • Evaluation of pilot implementation of PASD indicators and recommendation for revising working modality/regulation, administrative procedures made every year; • Recommendation for revising responsibility and authority of administrative agencies made every year.	• Document/report review • Mass media covering public feedback on the pilots • Specialist opinions	• Capacity of MoHA's departments in defining new models for pilot application • Willingness and capacity of the selected units to implement the pilots • Timely recruitment of qualified consultants
			Project Component Three: Local Government Reform			
3.1	Support the pilot abolishment of people's council at district and ward level	• Report on situation analysis and recommendations for the pilot implementation plan; • A set of monitoring indicators to help track the desired change of the pilot localities;	National Assembly approved the Government proposals	• Research and survey works completed in 2009 addressing key issues/questions relating to the pilots and providing a basis for the pilot implementation.	• Document/report reviewed • Mass media covering public feedback	• Capacity of MoHA in defining alternative solutions

No	Intended outputs	Indicators *(time and quality)*	Baseline	Target	Methods of Verification	Risks and Assumptions
		• Number of units undertaking the pilots nation-wide • Report on evaluation of the pilot implementation with lessons learnt and recommendations for policy and/or regulatory decision by the Government.		• A set of monitoring indicator ready for use in 2010 year; • Evaluation report in year 2011	• Specialist opinions	• Willingness and capacity of the selected units to implement the pilots
3.2	Support the study on improving the role and responsibility of local administrative body head	• Report on situation analysis and recommendations on issues that need to be reformed • Report on nomination of local administrative body heads by upper administration level. • Report on the mechanism of people direct election for local administrative heads – lessons learnt • Recommendations on institutional, policy and legal framework changes that lead to the improvement of role and responsibility of local administrative body head.	• According to current regulations, there is still limitations in the role and power of the local administrative body head. • The mechanism of people's council vote for the position of people's committee head, and the result is approved by the people's committee at a higher level	Recommendations on institutional, policy and legal framework changes that lead to the improvement of role and responsibility of local administrative body head.	• Study reports • People's feedbacks on mass media • Comments /assessment from experts	• Recommendations does not in conformity with current regulations • Piloting should be considered in order to judge the feasibility
	Project Component Four: PAR Communications/Information and Partnership Strengthened					
4.1	Result-based PAR partnership, cooperation and communication	• Existence of a result-based PAR partnership building strategy, mechanisms and action plans enhancing partnership between	• PAR partnership between donor and government existed in the first phase. (mainly through PAR	• Result-based PAR partnership building strategy, mechanisms and action plans enhancing	• Document/report review • Mass media covering public	• Possible hesitance of some government stakeholders on

					feedback	value/meaningfulness of effective
	strengthened in three dimensions: (a) within government; (b) between government and donor community; and (c) between government and other stakeholders - citizens and private sector.	donor and government; within government system and between public and private sector; • Number of partnership building events held following the above strategy; • PAR communication and advocacy strategy and action plans implemented; • Annual and semi-annual PAR policy dialogue meetings; • Extent to which information is disseminated; and models are replicated.	annual and semi-annual meetings or thematic workshop, yet still less result-oriented and without a comprehensive strategy and thoughtful action plans;- Almost non-existence of public and private partnership on PAR; • Existence of PAR communication and advocacy strategy ;	partnership introduced by year 2009 at the latest; • Partnership forum on selected policy issues held at least once every year; • PAR communication and advocacy strategy and action plans well implemented by year 2010;	• Donor opinions	communication and partnership for PAR • MoHA's capacity in introducing and maintaining new result-oriented partnership
4.2	An information system on PAR is upgraded and put into use.	• An upgraded information system on PAR, including a database, developed and put into use with a close link with the PAR management system (project output 1.1) • Printed matters, articles on PAR, PAR bulletin in English language sending to donors	• Existence of PAR website. That is the web-site administered by MoHA with nearly half a million of subscribers accessing it (as of 21/10/08) containing PAR information without any database and system . PAR information can be found in the website, but not in systematically order and there is no database on PAR at present	• PAR information system integrating database developed and put into use in 2010	• Feedbacks / comments from users • Documents, reports • Comments from donors, experts •	• System update likely lags behind schedule

9Annex

9.1 Main Requirements for Project Positions

(For project staff that are paid by the UNDP funded budget, PMU and UNDP will discuss and agree on specific TORs before actual recruitment process starts)

Title	Main duties	Requirements on qualification and experience
National Project Director (NPD)	On behalf of MoHA, be accountable to the GoV and UNDP on the assurance of the followings: • Proper use of all project funding resources; • Quality and efficiency of project results; • Timely implementation of agreed activities; • Efficiently use resources, including international experts; • Properly coordination of the participation of related partners of the Project, specifically domestic partners outside of MoHA.	✓ Senior official of MOHA, assigned by MOHA Minister. ✓ Obtain master degree or higher degree ✓ Have at least 20 years working experience in the area of Governance and Public Administration Reform
Deputy National Project Director (D.NPD)	Under authorization of the NPD, the Deputy NPD may, on behalf of the NPD, direct and endorse some project areas.	✓ Senior official of MOHA, assigned by MOHA Minister ✓ Obtain master degree or higher degree ✓ Have at least 15 years of working experience in the area of Governance and Public Administration Reform ✓ Have experience in working with international counterparts ✓ Capable to communicate in English
National Project Manager	Under the direction of to the National Project Director, manage and report to the National Project Director on project's daily activities, results and progress.	✓ Master degree on administrative reform, public governance, law or equivalent. ✓ Have at least 10 years' working experience with Public

	Closely cooperate with STA in the coordination, development and implementation of activities under three project components; cooperate with stakeholders to prepare expert input allocation plan (international consultants, local consultants, sub-contracts, etc.)	Administration Reform ✓ Have experience on managing capacity development projects. ✓ Fluent in English (reading, speaking, listening, writing).
Project component officer	Under the direct supervision and management of the Project Manager, responsible for the assigned outcome including Project procedures, progress and output quality. Participate in other activities as assigned by the Project Manager.	✓ Bachelor degree on administrative reform, public governance, law or equivalent. ✓ Have at least three years' working experience in Public Administration Reform issue. ✓ Have at least two consecutive years' experience on project plan preparation, report writing, progress monitoring, result evaluation ✓ Fluent in English (reading, speaking, listening, writing)
Accountant	Under the direct supervision and management of Project Manager, be the key person who is responsible for the compliance of project budget expenditure, supporting financial documents and financial reports with legal documents and UNDP/GoV norms and regulations, ensuring the legal compliance, accuracy and time requirements.	✓ Bachelor degree on Finance/Accounting ✓ Have at least 10 year experience with accounting work, including at least 3 year working with ODA projects. ✓ Have experience and knowledge in the area of public administration ✓ Capable to work in English
Interpreter	Under the direct supervision and management of Project Manager, responsible for the quality and timeliness in normal interpretation and translation activity of the Project. Participate in other activities as assigned by the Project Manager.	✓ Graduated from the University of Foreign Languages Training with major in English. ✓ Have at least three years' working experience on interpretation/translation. Experience with Public Administration Reform would be an advantage. ✓ Fluent in English (reading, speaking, listening, writing).
Administrative Assistant	Under the direct supervision and management of the Project Manager, responsible for administration - archives, ensure smooth correspondent exchange and information sharing between the project and stakeholders. Participate in other activities as assigned by the Project Manager.	✓ Graduated from the University of Foreign Languages Training with major in English. ✓ Have at least three years' working experience on project secretary and archives. Experience with Public Administration Reform would be an advantage.

		✓ Fluent in English (reading, speaking, listening, writing).
M&E Specialist	Under the direct supervision and management of the Project manager, work closely with the part-time Senior international advisor and other Vietnamese staff, responsible for the PAR M&E System	✓ Master Degree in management with specific focus on M&E or equivalent ✓ Have at least 5 year working experience in M&E and PAR related projects ✓ Have knowledge and skills in analysis and statistic study ✓ Capable to work in English
PAR Specialist	Under the direct supervision and management of the Project manager, work closely with the part-time Senior international advisor and other Vietnamese staff, provide inputs for achieving project objectives	✓ Master Degree in Administration, Public Management or equivalent ✓ Have at least 5 year working experience in PAR area ✓ Have experiences in working with development projects ✓ Capable to work in English
Part-time international senior technical advisor **(expected to work for the project for 2 mission/year, each mission last for 2-3 months)**	To provide technical inputs and advice to assist the NPD through the NPM in his/her management function. This includes advices/inputs through various project stages including project planning, coordination, monitoring and evaluation, progress reporting, partnership building, knowledge sharing, quality assurance etc.	✓ Foreign nationality ✓ Master degree on administrative reform, public governance, law or equivalent. ✓ Have at least 10-year working experience in facilitating/supporting for Public Administration Reform initiatives in developing countries, preferably in South East Asia. ✓ Have strong working experience in sensitive environment and with multi-national partners ✓ Fluent in English (reading, speaking, listening, writing) ✓ Excellent presentation and communication skills

9.2 Tentative list of project equipment

Unit: US$

Equipment	Quantity	Price	Total
Total			***71,540***
1. Laptop	4	1,500	6,000
2. Personal Computer	15	800	12,000
3. Photocopier: (black/white)	2	5,000	10,000
(paper inputer and divider)	2	3,000	6,000
4. Laser printer:			
+ Máy in khổ A3	1	1,500	1,500
+ Máy in khổ A4	8	900	7,200
5. LCD projector	2	2,500	5,000
6. Scanner	1	500	500
7. Voice recorder	1	500	500
8. Camera (communication purpose)	1	1,000	1,000
9. Fax machine	1	400	400
10. Book binding machine	2	300	600
11. Paper rolling machine	2	200	400
12. Equipment for the PAR database and other necessary equipment for implementing units and local agencies			20,440

Annual Work Plan 2009

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
Output 1.1 M&E system and indicators for PAR designed, piloted for puting into regular use *Baseline: see RRF* *Indicators:* Availability of an M&E system and indicators outline *Targets:* M&E system and indicators outline developed	To review the current situation and develop an M&E system and indicators at three levels:- PAR MP- PAR of ministries and provinces- PA performance and impact		x	x	x	PMU, PAR Department., other MoHA's Departments, relevant ministries and GoV agencies, selected People's Committees			*31,340*
Output 1.2 PAR MP 2001 - 2010 reviewed and PAR MP 2011 – 2020 oriented *Baseline: see RRF* *Indicators:* Availability of a Review report outline *Targets:* Review report outline developed	To review the PAR MP 2001-2010			x	x	PMU, PAR Department, other MoHA's Departments, relevant ministries and GoV agencies, selected People's Committees			*34,340*
Output 2.1 New public service delivery models developed and piloted in education, health and culture sector *Baseline: see RRF* *Indicators:* Availability and quality of an issue and option paper analyzing strengths and weaknesses for a range of public services, delivered under different *Targets:* Evidence and issue-based analytical review report of different PSD models in selected fields such as education, public health and culture completed	To develop a proposal on new public service delivery models to be piloted in education, health and culture sector			x	x	PMU, Department of Organisation and Personnel (MoHA), Ministry of Health, Ministry of Education and Training, Ministry of Culture, Sports and Tourism and selected locals' People's Councils			*42,360*

Output	Activity					Responsible			Budget
Output 2.2 Quality of public administrative service delivery (PASD) provided by public administrative agencies at district level and one stop shop improved *Baseline: see RRF* *Indicators:* Availability and quality of PASD indicators *Targets:* PASD indicators applying for such key fiels as land, construction, business registration developed	To develop a set of indicators for public administrative service delivery (PASD) provided by public administrative agencies at district level and one stop shops			x	x	PMU, PAR Department, Department of Organization and Personnel (MoHA), Office of Government (OoG) and selected district People's Committees			*47,360*
Output 3.1 Support the pilot abolishment of people's council at district and ward level *Baseline: see RRF* *Indicators:* Report on situation analysis and recommendations for the pilot implementation plan; A set of monitoring indicators to help track the desired change of the pilot localities developed; *Targets:* Research and survey works relating to the pilots and providing a basis for the pilot implementation completed	To prepare a report on situation analysis and recommendations for the pilot implementation plan	x	x	x		PMU, Local Government Department, selected locals' People's Committees			*33,080*
Output 3.2 Supporting the study on improving the role and responsibility of local administrative body head *Baseline: see RRF* *Indicators:* i) Report outline on situation analysis and recommendation on issues that need to be reformed; ii) Report on nomination of local administrative body heads by upper administration level; iii) Report on the mechanism of people direct election for local administrative heads – lessons learnt *Targets:* Research and survey works providing a basis for recommendations on institutional, policy and legal framework changes that lead to the improvement of role and responsibility of local administrative body head completed	To carry out situation analysis and make recommendations on issues that need to be reformed. To make a report on nomination of local administrative body heads by upper administration level. To make a report on lessons learnt and propose mechanism for people direct election for local administrative heads	x x x	x x x	x x x		PMU, Local Government Department, selected locals' People's Committees			*60,120*

Output 4.1 Result-based PAR partnership, cooperation and communication strengthened. *Baseline: see RRF* *Indicators:* A result-based PAR partnership building strategy, mechanisms and action plans enhancing partnership between donor and government; within government system and between public and private sector *Targets:* Result-based PAR partnership building strategy, mechanisms and action plans enhancing partnership introduced	To develop a strategy and action plan for PAR communication and advocacy strategy in three dimensions: (a) within government; (b) government and donor community and (c) government and other stakeholders – citizens and private sector To organize partnership forum on selected policies		x x	x	x	PMU, International Cooperation Department, PAR Department (MoHA), MPI, line ministries, People's Committees of selected provinces and cities			*64,160*
Output 4.2 An information system on PAR is upgraded and put into use *Baseline: see RRF* *Indicators:* A framework of PAR information system integrated database (for printed matters, articles on PAR, PAR bulletin in English language) *Targets:* a framework of PAR information system integrated database completed	To develop a framework for PAR information system integrated database		x	x	x	PMU, PAR Department and the Informatics Center (MoHA)			*29,840*
Project Management	Project Inception Phase Review			x	x				*157,400*
	+ International Consultant (STA)			x	x				
	+ National Consultant (2)		x	x	x				
	+ Project Manager		x	x	x				
	+ Interpreters (2)		x	x	x				
	+ Project Assistant		x	x	x				
	+ Equipments		x						
	+ Sundries		x	x	x				
TOTAL									**500,000**