

**DETAILED PROJECT OUTLINE**  
**“STRENGTHENING THE IMPACT OF PUBLIC ADMINISTRATION REFORM IN**  
**DA NANG CITY”**

**National Partner: People’s Committee of Da Nang city**

**A – GENERAL INFORMATION ABOUT THE PROJECT**

- 1. Project Title:** Strengthening the impact of Public Administration Reform in Da Nang city
- 2. Sectoral Code<sup>1</sup>:**
- 3. Name of UN Agency supporting the project:** UNDP
- 4. Line Agency – National Partner:** People’s Committee of Da Nang city  
Contact address: No. 42 Bach Dang, Da Nang city  
Telephone: 0511 3821293 Fax: 0511 3825321
- 5. Name of the Agency proposing the Project:** People’s Committee of Da Nang city
- 6. National Implementing Partner:** Department of Home Affairs of Da Nang city  
Contact address: No. 132 Yen Bai, Da Nang city  
Telephone: 0511 3561344 Fax: 0511 3829900
- 7. Estimated Project Duration:** 2012-2016
- 8. Project location:** Da Nang city and the provinces that implement similar projects (Bac Giang, Ha Tinh, Can Tho) and other provinces/cities.
- 9. Estimated total project fund: USD 1,320,000, in which:**
  - 9.1. Total grant ODA: USD 1,200,000
    - a. Total ODA amount already committed: USD 600,000
      - a.1. Regular source of funding: USD 600,000
      - b. Total ODA amount to be mobilized: USD 600,000
  - 9.2. Counterpart funding: **VND 2,520,000,000** equivalent to **USD 120,000**, consisting of in-kind contribution (office, equipment and office administrative fees), and project management allowances for PMU.
- 10. ODA provision modality:**
  - a) Grant ODA:
  - b) Soft loan:
  - c) Mixed grant and loan:

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<sup>1</sup> This is the national code for the sector in line with the List of Viet Nam’s National Economic Sectors issued by the Prime Minister, together with Decision 10/2007/QĐ-TTg dated 23 January 2007

## **B - DETAILED PROJECT OUTLINE**

### ***Strengthening the impact of Public Administration Reform in Da Nang city***

#### **I. Project context and justification**

The Socio-Economic Development Strategy (SEDS) of Viet Nam for the period of 2011-2020<sup>2</sup> specified overall objective as “The target towards 2020 is that basically Viet Nam is to become a modern industrialized country; socially and politically stable, democratic, disciplinary and consensus; people’s material and moral life clearly increased...”.

The SEDS specifies three strategic breakthroughs, namely: (i) To complete market-based institutions with socialist orientation focusing on equal competitive environment and public administration reform; (ii) To quickly develop human resources, especially that of high quality... ; and (iii) To build a comprehensive infrastructure ... In order to implement one of the three mentioned strategic breakthroughs, on 8 Nov. 2011, the Government issued the Master Programme for Public Administration Reform (PAR MP) for the period of 2011-2020 in its Resolution 30c/NQ-CP. The PAR MP also outlines focus areas for the coming 10 years being “*institutional reform; build and increase the quality of the team of civil servants and public employees, pay a special attention to reform public sector salary policy aiming at creating real incentives to motivate the staff in delivering public services with high quality and efficiency; increase the quality of administrative as well as the quality of public services*”.

Below are 3 lessons learnt from the implementation of the past PAR MP (i.e. 2001-2010):

- i) PAR should not be for the sake of PAR. Instead it should be considered as an important mean to enable and promote local socio-economic development and improve well-being of citizens. PAR plays an essential role in forming and improving legal corridor, institutional and regulatory environment, reducing and simplifying administrative procedures and creating decisive pre-conditions for the realization of local SED targets;
- ii) Key to the success of local PAR has been to base on the local needs (“localization of PAR MP”) on the basis of local ownership and high-level political commitment. The localities understand the needs of the local people and organizations regarding public administrative and public services, especially at the grass-root levels.
- iii) PAR cannot succeed if it is realized in a close process within state administrative agencies, isolated from the people, businesses and society. The participation of organizations and citizens in their role of beneficiaries of the services in monitoring

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<sup>2</sup> This document was passed in the XIth National Congress of Viet Nam Communist Party

and evaluation of the quality and the impact of PAR activities are important factors making PAR at local level a success.

Above-mentioned important popular lessons should be reviewed during the formulation stage of projects supporting PAR initiatives both at central and local level.

Departing from the above lessons learnt and in line with the authorities delegated to local governments as provided for in the Decree 131 (2006) regarding ODA management, Da Nang city has pro-actively worked with UNDP in promoting the cooperation to support the realization of PAR priorities identified by them. During the project formulation process Da Nang city has shown (i) political will, commitment and leadership engagement; (ii) openness to receive support and (iii) willingness to contribute to scale up and demonstrate “spill over” effects.

Da Nang city possess quite unique characters in terms of natural conditions, level of socio-economic development, demand for and context as well as comparative advantages for PAR activities.. One of the important strength being *high pro-activeness, high determination and clear directions* for continuous improvements of institutional framework, creating an increasingly friendly environment for people, investors and businesses and in provision of continuously improved public administrative and public services to the people. These features are partly reflected through perception indicators by businesses - PCI<sup>3</sup> and experiences of citizens - PAPI<sup>4</sup>.

Table 1. Brief information of Đà Nẵng city

Indicator	Unit	Figure
Area	ha	125,553
Total population <sup>5</sup>	Thous. inhabitants	<b>926.02</b>
Of which: Male	%	48.68
Female	%	51.32
Poverty rate <sup>6</sup>	% of total households	3.05
HDI <sup>7</sup>		<b>4</b>
Key economic sectors		Commerce, Tourism, Hotel, Restaurant, Transportation, Information and Communication, Finance, Banking, Insurance, Industry, Construction, Fishery.

<sup>3</sup> In regard to PCI, apart from Da Nang which has been a leading locality for three continuous years (from 2008 to 2010), the remaining three provinces have made a big progress in the most recent years, esp. Ha Tinh, which stepped up 10 ranks (from 47 in 2009 to 37 rank in 2010); similarly Can Tho (from 21 to 13 respectively) and Bac Giang (from 37 to 32 respectively).

<sup>4</sup> In terms of PAPI, Ha Tinh is ranked second, followed by Da Nang which is ranked on the fourth and Bac Giang on 17 out of 30 provinces which participated in PAPI ranking for 2010. Can Tho was not included at that time.

<sup>5</sup> General Statistic Office, data of 2010

<sup>6</sup> SEDP for 2012 of respective provincial people’s Committee

<sup>7</sup> UNDP Report 2011

Number of administrative agencies at district level		8
Number of OSSs/IAOSSs <sup>8</sup>		83 OSS/ 67 IAOSS
Number of civil servants at OSSs and IAOSSs <sup>9</sup>		293
Number of Public Officials and Civil Servants <sup>10</sup>		2.802
Number of DOHA's staff <sup>11</sup>		70
GDP growth in 2011 (estimated) <sup>12</sup>	%	13
GDP 2010	Bil. VND	28,901.98
GDP per capita of 2010 <sup>13</sup>	USD	2,016
Budget revenue in 2010 <sup>14</sup> :	Bil. VND	17,756.90
Budget expenditure		15,520.10
PCI scores of 2010		69.77 (rank 1/63)
PAPI scores of 2010		4

Most PAR pressing issues which Da Nang city has been facing are in line with the priorities of the PAR MP for the period 2011-2020<sup>15</sup>. Among these issues, the project will support the provinces in three main areas in order to focus in specific added-value activities, namely:

***First issue: Quality and efficiency of contingent of civil servants and public employees*** has been still low and yet to meet the requirements for the state administration agencies, especially in meeting the administrative services for organizations and citizens and that of public services essential for the people.

The above situation stems from a number of reasons, of which the following are worth discussing and will be supported with this project:

<sup>8</sup> DOHA's figures

<sup>9</sup> DOHA's figures

<sup>10</sup> DOHA's figures

<sup>11</sup> DOHA's figures

<sup>12</sup> SEDP for 2012 of Da Nang city People's Committee

<sup>13</sup> As above

<sup>14</sup> As above

<sup>15</sup> See the Government Resolution 30c/NQ-CP on 8 November 2011 on the Public Administration Reform Master Programme for the period of 2011-2020

- (i) ***Lack of staff motivation*** due to inefficient public sector salary structure; the mechanisms for staff recruitment, training, performance appraisal, rewards and promotion have yet not been based on *job position*. Required competencies and especially the merit-based and talent principles are limited. To-date procedures mainly rely on diplomas, certificates, work seniority, and even on social relationships (i.e. nepotism). These factors very little relate to staff performance. This challenge is common in all four provinces.
- (ii) ***Low professionalism, lack of in-depth knowledge and necessary technical skills***.

This status has been mainly caused by systematic and long standing inadequacies and shortcomings of national education and training system that relate to civil servants and public employees before and even during the process when they are appointed and/or recruited to work in the system of state administration agencies at local level. The education and training programmes have yet really based on the requirements of job positions; education and training programmes, curriculum, training and reading materials have not met job requirements. This resulted in low quality outputs. Training time, number of diplomas and certificates have sharply increased but resulted in no corresponding value added in terms of staff knowledge, skills and working experiences. This is a common challenge for all four provinces.

Besides, the provinces of Bắc Giang, Cần Thơ and Hà Tĩnh have been facing another difficulty. Specifically, those who are directly involved in dealing with PAR activities in general and those in OSS/IASS in particular have not been trained in an in-depth and specialized manner in terms of PAR issues and the ways they should be implemented in a systematic and professional way (e.g. needs-based training programmes, curriculums and training materials).

- (iii) ***Lack of management system*** for staff and services meaning a system that is centralized and integrated and equipped with an application software for collection, processing, storing and sharing data of the staff and the services in an interlinked, fast, easy, friendly and efficient manner.

This is not simply a financial difficulty, meaning from “supply” side. Equally important is the “demand” side. It can be said that the demand has not been created because no habits of using modern facilities for the staff have been created resulting from lack of professionalism as mentioned before, due to insufficient awareness of the role of information technologies (IT) in management. This is a common problem of all four provinces.

However, Đà Nẵng has set forth higher targets to achieve than the remaining provinces. Namely the following are the additional targets of Da Nang: a) an on-line system and a set of indicators and tools for monitoring and evaluation of the level of satisfaction of organizations and peoples with the staff in

delivery of administrative services and with the performance of administrative agencies<sup>16</sup>; b) Staff e-ID card); and c) E-learning system;

*Second issue regarding OSS and IAOSS mechanism* which is considered as imperfect, the quality and efficiency of the services to the people is not high yet. Administrative processes and procedures in some areas (e.g. investment, land and construction) are still cumbersome, troublesome, and expensive for people, businesses and organizations. Therefore, a tool for measuring public service quality and record subjective feedbacks from citizens and enterprises is needed. Based on that, Government agencies will be provided with information for continuous improvement of public services quality as required by social community.

*Third issue*, there exists a common shortcoming, cutting across all the above two issues, that is (i) *gender inequities* in public admin. system at all levels; and (ii) gender inequities in accessing administrative services by the people. While the first aspects are being tackled and clear and comprehensive solutions have been put to the National Strategy on Gender Equality for 2011-2020<sup>17</sup>, National Target Programme for the period of 2011-2015<sup>18</sup> and at city level, the second type of aspects basically remains untouched thus would require much greater efforts of Da Nang city, esp. by home affairs sector in order to resolve the problem.

While the first two issues will be addressed in specific projects' components, gender equality will be mainstreamed in the whole implementation process.

#### ❖ **Lessons learned on international cooperation at local level**

To date, Da Nang city has got no direct cooperation with any donor in PAR area, except some on-going specific activities that are technically supported by UNDP Vietnam.

A number of lessons that have been drawn from different externally-supported projects<sup>19</sup> in other localities regarding local governance in general and PAR in particular may be also good for the purpose of reference for this project. Namely:

- (i) Localizing PAR objectives<sup>20</sup>. PAR should depart from the requirements of the local people and businesses (in other words, there should be a pressure for reform from outside of public institutions), serve for local development and monitored by these beneficiaries. PAR cannot succeed if it was realized in an isolated manner within the premises of the administrative agencies.
- (ii) Leadership commitments, readiness for change and implementation capacity of those who take part in project implementation are preconditions to make the

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<sup>16</sup> Bac Giang has set this target for the staff working at OSSs.

<sup>17</sup> PM's decision No. 2351/QĐ-TTg dated 24/12/2010

<sup>18</sup> PM issued during July 2011 (specific No. to follow)

<sup>19</sup> Examples: Strengthening Local Government Project (SLGP) supported by UNDP involving 4 provinces including Bac Can, Vinh Phuc, Quang Nam and Tra Vinh; SDC's project supporting PAR efforts in Cao Bang, Danida's GOPA project with five provinces including Lai Chau, Dien Bien, Lao Cai, Dac Nong and Dac Lac, etc.

<sup>20</sup> In case of SDC project supporting Cao Bang.

project a success. Failure would happen in case of difficulties causing the gathering these conditions incomplete.

- (iii) Clarity on priorities and focus. Doing everything means nothing is perfectly completed. Identification of priorities and a reasonable sequencing matters.
- (iv) Value added and sustainability. The more value added the projects create, the larger sustainability they gain and vice-versa.
- (v) Timeliness of local reform initiatives. Lagging too late behind common policies given by the central levels makes no sense at all but if they were too early, the probability of success cannot be high<sup>21</sup>.
- (vi) Management capacity of PMUs greatly influences project progress and project implementation results<sup>22</sup>. Project management proficiency both technical and financial, esp. in project planning stages (in particular TOR development), reporting, usually during the inception period and the first year may largely impact on project implementation progress and quality.

The above lessons have been considered during the formulation process of this project and will be paid attention to by Da Nang city during its entire cycle.

#### ❖ **Project beneficiaries**

##### *a. Direct beneficiaries:*

- People's Committee and Department of Home Affairs of Da Nang city.
- Staff of provincial departments, district divisions and commune units who are selected to take part in piloting and test application of new products and services of the project;

##### *b. Indirect beneficiaries*

- People, businesses, organizations of the four provinces who will benefit public administrative services during project implementation period;
- Administrative agencies, people, businesses, organizations of the four provinces, who will participate in project dissemination activities;
- MOHA's concerned departments and units and other central agencies that concern project activities;
- Educational and training institutions at central level (e.g. the Ho Chi Minh Politics and Administration Academy, its branches, Political Schools of

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<sup>21</sup> HCM City had piloted a Performance Management System (PMS) and recruitment of managers at some ranks since early 2000s but gained no result as expected. Part of the reasons was non-existence of common mechanism.

<sup>22</sup> See Post-Project-Evaluation Report of SLGP completed in Nov. 2010, pp 83, Vietnamese version.

Cities and Provinces who will be selected to provide services to the project;

- National and international individuals and entities who provide technical consultancy services for the project.

## **II. Rationale for the selection of the supporting agency**

The above issues to be addressed by the project are in line with the policy and priority directions of UNDP and of other donors in the coming years. Specifically Viet Nam's PAR at central and local level has been considered by these donors on a priority basis during decades of 1990s, 2000s as well as in the first two decades of 21st Century.

In the One UN Plan for the period of 2012-2016, UN agencies present in Viet Nam have set out output 3.3.2 "The public administration systems at national level and in selected provinces, have enhanced human resource management systems, a customer-oriented approach, and strengthened mechanisms for accountability and transparency".

UNDP and other donors highly expect from the project implementing partners (i) high level of political will and leadership engagement; (ii) openness to new renovation ideas; (iii) willingness to welcome and share first hand results and experiences of experiment trials as inputs to policy formulation at national level and to enlarge "spill" over effects to other provinces. In addition, in terms of aid effectiveness, they have been continuously supporting Viet Nam in its efforts to maximize alignments of donor aid management stipulations to those of Viet Nam legal provisions.

## **III. Objectives and major indicators of the proposed project** (*see Annex 1: RRF – Results and Resource Framework (Da Nang)*)

The project "Strengthening the impact of Public Administration Reform in Da Nang" and 3 other similar projects in Bac Giang, Can Tho and Ha Tinh and one project with the Ministry of Home Affairs have been proposed with the general goal of supporting localities in implementing PAR and sharing PAR results for other localities to follow. Key interventions of the project is defined based on the priorities set forth in the Resolution 30c/NQ-CP on 8/11/2011 on the issuance of the PAR Master Programme 2011-2020, particularly human resource reform and improvement of public service delivery. These two issues are also considered breakthrough points in supporting Vietnam to achieve objectives of the Social Economic Development Strategy (SEDS) 2011-2020. The project "Strengthening the impact of Public Administration Reform in Da Nang" should be implemented in parallel and with close coordination with similar projects in Bac Giang, Can Tho and Ha Tinh, with the coordination and support from MOHA project on supporting the implementation of PAR projects in 4 localities. *See Annex 2: Umbrella Results and Resource Framework for 5 projects.*



In order to contribute to resolving the above issues, the project will carry out various groups of activities as identified in the Annex 1 towards achieving long-term and short-term objectives as follows:

**Long-term objective:**                    *Strengthening the impact of PAR in Da Nang city*

**Short-term objectives – project components:**

- The quality and performance of civil servants and public employees in the localities fundamentally improved.
- The quality of delivery of public admin. services to the people and organizations through OSS/IAOSS mechanism fundamentally improved.

**IV. Main expected project results by components and/or groups of main activities and estimated allocation of project resources.**

<i>Expected Project Outputs</i>	<b>Tentative budget (USD)</b>
<b>Component 1:</b> The quality and performance of civil servants and public employees in the localities fundamentally improved.	
Output 1.1: Staff recruitment process based on competition and merits improved and applied	150,000
Output 1.2: Mechanism for result-based remuneration is developed and completed.	150,000
Output 1.3: Training Programme for compulsory knowledge and skills according to job titles and specializations and in the form of credits developed and put into use.	350,000
Output 1.4: The staff management system modernized towards on-line application.	350,000
<b>Component 2:</b> The quality of delivery of public admin. services to the people and organizations through OSS/IAOSS mechanism fundamentally improved.	200,000
<b>Total</b>	<b>1,200,000</b>

**V. Funding arrangements**

1. ODA funds:                    **USD 1,200,000**
2. Counterpart funds:    **VND 2,520,000,000** equivalent to **USD 120,000**, allocated from the City Administrative Budget, consisting of in-kind contribution facilitating the project implementation (office, equipment and office administrative fees), and project management allowances for city government officials in PMU (*see Annex 3 – Contribution of the Government of Vietnam*).

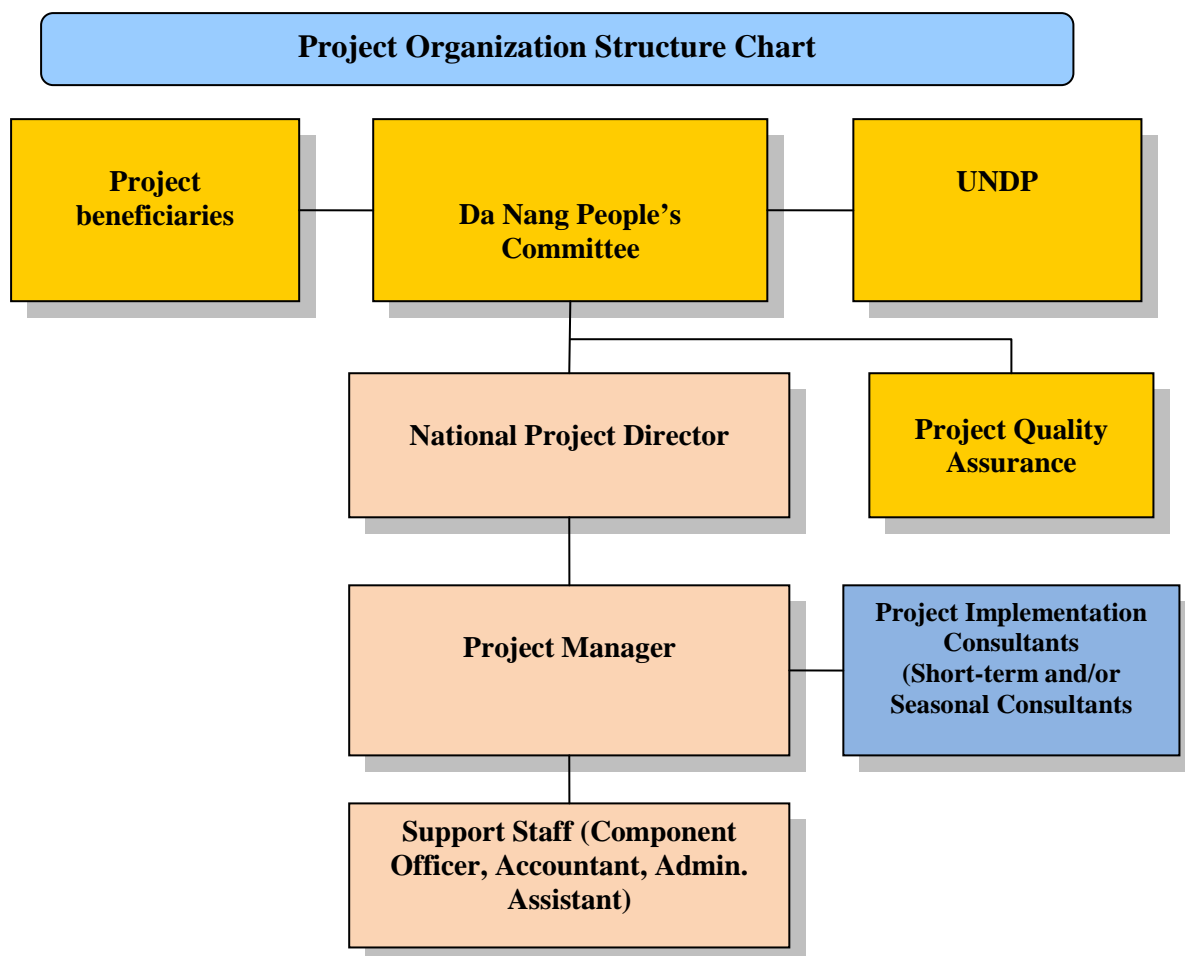
**Financial management mechanism:** According to regulations of the Harmonized Project and Programme Management Guidelines (HPPMG) and Circular No. 225/TT-BTC dated 31/12/2010 of the Ministry of Finance on state financial management with respect to non-refundable aids granted by foreign countries which are considered state budget revenue.

## **VI. Project management and implementation arrangements**

### **1. Project structure:**

**Project Management Unit of Da Nang city (PMU):** includes of National Project Director (NPD), Accountant, Admin Assistant and some experts/component officers.

The National Project Director is hold entirely accountability to Da Nang People's Committee, Government of Viet Nam and donors for all project activities. This includes: i) reasonable and efficient use of project resources; ii) the quality of project outputs; iii) timely implementation of activities as mutually agreed; and iv) coordinate project activities, and cooperate with stakeholders during the process of project implementation. The NPD is responsible for results of technical activities and for the compliance to donor regulations and that of the government in regard to project financial management (both donor and counterparts funds). For more details see UN-Viet Nam Joint Regulations (HPPMG).



## 2. Consultancy support for project management and implementation

**2.1 For project management:** Under the framework of the project “Strengthening the capacity of Vietnamese Government agencies in accelerating and improving PAR efficiency and effectiveness” funded by UNDP, Ministry of Home Affairs will support UNDP in guiding Da Nang city on project management, including:

- a) Support UNDP in training for PMU’s staff on project management as stipulated in the UN-Viet Nam Joint Regulations for Programme and Project Management (HPPMG) aiming at enhancing staff skills for planning, implementing, reporting, monitoring and evaluation.
- b) Support the PMU in developing some TORs, in annual and quarterly planning and reporting for the first year of implementation.
- c) Support the PMU in quality assurance of project activities.

### **2.2 Consultancy for project implementation:**

Some consultancy firms and individuals both from Viet Nam and abroad will be selected by the PMUs to support the implementation of some project parts such as sharing experience and lessons learned regarding PAR, providing technical solutions for application

software for system of staff management, joint application software for OSS/IAOSS, development of staff training programmes, curriculums and training materials in lines with TORs to be developed later.

### **3. Mechanism for project planning and implementation and for financial management.**

- 3.1. The PMU carries out annual planning as guided in the HPPMG and submit to UNDP for review before it is appraised and signed by the concerned parties. The Project will attend *annual planning workshop*, which is organized by MOHA project in November of the previous year at the latest to discuss and coordinate annual work plans of the following year.
- 3.2. The quarterly work plans will be submitted together with FACE forms estimating expenditure items as per the format in Annex III.4.2 and with FACE reports 23 as per the format in Annex III.8.1. following the above said deadline.
- 3.3. UNDP will make quarterly advances to project bank account on the basis of quarterly reports on performance and disbursement in line with the approved quarterly work plan for the following quarter.

### **4. Project monitoring, evaluation and reporting.**

- 4.1. **Monitoring:** This is one of continuous tasks of all PMUs aiming at grasping project implementation status and timely suggesting correction measures as required. PMU staff should make use of all tools and information channels available to do this task well, including informal consultations with and keeping UNDP responsible staff and GACAs. For details see Chapter 9 of the HPPMG.
- 4.2. **Evaluation:** To simplify project management procedures, in principle, project evaluation is not obligatory. However, if the project faces severe difficulties that threat project progress, then UNDP in consultation with the PMUs will consider whether or not to undertake an independent evaluation.
- 4.3. **Reporting:**
  - a) Quarterly reports: Make quarterly implementation progress report as guided in HPPMG and the format in Annex III.9.4 and submit it to UNDP within first 15 days of the following quarter together with the financial report (FACE).
  - b) Annual reports: Use the format as in Annex III.9.5 and submit it to UNDP before 15 Jan. of the following year.
  - c) Report on the project completion using the format in Annex III.9.6 within six months after the project ends its operation.

## **VII. Preliminary analysis of project feasibility**

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<sup>23</sup> FACE is a uniform project financial management tool of UN agencies. It combines three purposes in one: a) reports disbursement items of the previous quarter; b) requests advance for the planned quarter; c) Certifies expenditure and approval of the advances.

Project feasibility can be assessed as high. *First*, the project stems from the needs of the localities, fitting well to their demand, context and capacities. *Second*, the project focuses on resolving two important breakthroughs (i) reforming civil service and management of civil servants and (ii) service provision to the people and organizations. *Besides*, project activities will be closely coordinated and aligned with the implementation of PAR Plan for 2011-2015 of the locality.

### **VIII. Preliminary analysis of project efficiency**

#### **1. Direct benefits to the implementing partners.**

This project intervenes selectively and rather comprehensively in some key stages of the area of civil service and provision of administrative services to the people and organizations. Breakthrough direction of the project is strengthening **incentives** and **capacities** for the contingent of civil servants and to clearly improve **efficiency** of the provision of administrative services. The experiments which will be developed and put into pilot application for improvement before they are widely replicated will bring about positive changes to Da Nang city in the long run. Namely: the staff will be clearly motivated that results in higher work efficiency, the working environment will be improved thanks to the process of staff recruitment and use, which will be based on merits and talents, competitive, transparent, and especially will be monitored by the service users.

#### **2. Economic, environmental and social impacts on sector, area and locality.**

The efforts of this project are not for the sake of PAR itself but aim at creating positive changes and contributions to SED of Da Nang city. Civil servants play a decisive role in quality and impact on specifying, adjusting and supplementing national policies and legal documents to suit to specific conditions of the locality. Reforming the contingent of civil servants will bring about positive changes in the environment for investors, businesses and the people. Civil servants, esp. those working at grass-root levels play a decisive role in meeting admin. services for service users through the OSS/IAOSS.

The project aims at creating a breakthrough transformation in the quality and efficiency of the contingent of civil servants through the steps of the entire process starting from recruitment, use, appraisal, promotion, rewards, training on knowledge and skills for the staff etc. that is based on job positions and on principles of merits and competition.

Similarly for the mechanism of providing the services, the changes expected here will indirectly contribute to improving the environment for investment and business in these four provinces. They will be reflected through indicators like PCI, PAPI of the years to come.

#### **3. Project sustainability**

The approach used by the project ensures that the results will be sustained over time. Specifically:

i) The staff who directly handle PAR issues will be for the first time trained in an a specialized manner about the skills that are necessary for the promotion of PAR (Planning, monitoring, coordination, reporting etc.);

ii) New products of the projects such as the structure of civil servants defined on the basis of job positions, the joint application software for electronic OSSs, new skills, the training needs, the training programme, list of training materials, curriculums (esp. those for credit-based training), successful and failure stories, lessons learned will all contribute to sustaining project results over time;

iii) In terms of resource persons for training in the long run: The project will maximize the use of active civil servants who possess knowledge, skills and experiences meeting project requirements and are currently working in admin. agencies and in public service delivery agencies in the province, or eventually from retired persons. Moreover, many of the staff, who is subject of project training activities, would eventually become resource persons in the future. Besides, depending on the nature and content of project activities, the project would mobilize local political schools for delivery of some training activities.

iv) Project knock-on effect. Other localities will have the chances to benefit from some activities such as seminars, round tables, policy dialogues, and sharing PAR-related experience and lessons learned;

v) In addition, the project sustainability will be ensured in the sense that it will be implemented in harmony with the local PAR plan, in which for the first time to date, budget allocation for PAR activities is clearly specified in decisions of Da Nang city.

#### **4. Social and Gender Equality**

##### **4.1. Social Equality.**

This is a big requirement which cannot be addressed overnight and equally to everyone. The project takes the direction of resolving social equality gradually and indirectly through improving the quality of on-line receipt of request for admin. procedures of citizens and organizations and returning the results of their treatment (via internet environment) in pilot provincial departments and in district units. This will allow reducing the times needed for resolving the matters of the citizens and organizations. The information regarding admin. procedures is openly published on the Internet allowing citizens and businesses to proactively track and assess easily and conveniently regardless of office time of admin. agencies. The application which will be jointly applied in electronic OSSs at district levels will facilitate connection of these OSSs with district technical divisions enabling the entire process from receipt of dossiers to treatment, tracking, returning results, export information for management purposes, assessment and evaluation of results of treatment by the citizens and organizations to become smooth, rapid, convenient, transparent and interactive. Citizens can track the progress of treatment of their request. In case of delay, it is possible to define failure caused by which particular point or individual staff in order to come up with correction measures and apply discipline treatment. This facilitates the opportunities for the people to raise their voices in improving the quality of public admin. services. For those, who

still cannot afford on-line services will receive a full package of services in paper form as to date, so they would not loss anything.

#### 4.2. Gender equality.

The localities have promulgated Action Programme for implementation of the National Strategy on Gender Equality. For instance, Can Tho and Ha Tinh has set forth targets that by 2015 all provincial departments and people’s committees at all levels to reach 80% and in 2020 above 95% of them having women in senior positions<sup>24</sup>. In which, DOHAs of the four provinces – project owners – have a key role as an advisory body for the provincial government in strengthening women position in state admin. agencies through: i) master planning, creating potential sources for women leaders, identification of women ratio for their appointment in positions in admin. agencies; and ii) consolidate organization, admin. machinery and staff in charge of gender mainstreaming at all levels. In short, chances for improving gender equality in this project are relatively big.

The project adopts the approach for promoting gender equality is to mainstream gender equality requirements into the entire process of project implementation, and that no separate and isolated activity for gender equality will be carried out. Namely to mainstream gender equality issues consistently across all project processes and activities from development of TORs, recruitment, project implementation, monitoring and evaluation. All project data, esp. when it comes to staff will have to be disaggregated in sexes. Project activities will help to achieve the targets set in the National Strategy for Gender Equality. This will serve as a basis to define the extent of inequalities in civil service area and to define necessary and appropriate activities as parts of efforts to reduce this gap<sup>25</sup>. Project activities, esp. training courses, upgrading knowledge, skills and experiences will have to be gender sensitive. They will have to be held in the manner allowing women staff to conveniently participate. All the above requirements will be specified in project annual and quarterly work plans and in each TOR and project products and publications.

#### IX. Risk analysis and mitigation measures.

Risk elements	Impact on project progress and success	Probability	Mitigation measures
1.The project is not considered as high priority in provincial and DOHA’s agenda	High	Medium to low	DOHA to put project issues into agenda of regular provincial meetings
2.Insufficient time devotion of province and DOHA’s senior management to the project	High	High	
3.Inexperienced project staff	High	Medium	In-depth training on project management at project outset

<sup>24</sup> Similarly, for Bắc Giang and Da Nang it is 70 and 90% respectively

<sup>25</sup> This would eventually require some amendments of statistic forms. At present, form No. 4 in the report “Statistical report of quantity and quality of civil servants” (for state management sector) which DOHAs submit periodically to MOHA is not convenient for analysis of the above mentioned inequalities.

			and frequent back-up support via the local consultant firm
4. Difficult coordination within the province	High	Medium	<ul style="list-style-type: none"> <li>• Direction from Da Nang city People's Committee's leadership.</li> <li>• Strengthen communication on project contributions to local development through project events and publications</li> </ul>
5. Risk of poor participation of non-DOHA's stakeholders other	Medium	Medium	
6. Difficulties in coordination among 4 localities	High	Medium	The project management consultancy to help document and share the experiences and lessons learned
7. Difficulties in coordination among central and local implementing partners	High	Medium	
8. Difficulties in ensuring necessary counterpart contribution	Medium	Medium	PMU to pro-actively and timely make and present estimates of required resources
9. Difficult for UNDP in coordinating and supporting a number of projects with many stakeholders	Medium	Medium	<ul style="list-style-type: none"> <li>• Supported by national consultancy service</li> <li>• Skill trainings from the beginning of the project</li> <li>• UNDP's expectations should be understood as clear and practical as possible.</li> </ul>

*Da Nang, July 2012*

**People's Committee of Da Nang city**



## **Annex 1: RESULTS AND RESOURCE FRAMEWORK (ĐÀ NẴNG)**

**One Plan Outcome (3.3):** By 2016, the quality of performance of public institutions at both central and local levels enhance through strengthened coordination, accountability, transparency as well as anti-corruption efforts , enabling the reduction of inequities and ensuring the rights to public services of the disadvantaged and vulnerable groups.

### **Measurement indicators:**

Indicator 1: Percentage of citizens who say the quality of public social services and public administration services has improved  
Baseline (2011): To be determined based on findings from Viet Nam Provincial Governance and Public Administration Performance Index  
Target (2016): Increased percentage of citizens satisfied with the quality of public social services and public administration services  
MoV: Viet Nam Provincial Governance and Public Administration Performance Index

Indicator 2: Percentage of the population from the poorest quintile that has access to public services (disaggregated by sex, ethnicity, urban/rural, province)  
Baseline (2010): 54% (poorest households benefiting from assistance, policy and projects – household beneficiary rate)  
Target (2016): 59% (poorest households benefiting from assistance, policy and projects – household beneficiary rate)  
MoV: Viet Nam Households Living Standards Survey (VHLSS)

Indicator 3: Percentage of citizens using public services who experienced an act of corruption in the last 12 months  
Baseline (2011): 28% in public service delivery  
Target (2016): Decreased percentage of citizens reporting cases of corruption when using public services  
MoV: Viet Nam Provincial Governance and Public Administration Performance Index

Indicator 4: Extent to which the provisions of the UN Convention against Corruption are nationalized into the national laws  
Baseline (2011): Government reports on the ongoing process of reviewing compliance with UNCAC  
Target (2016): Increased compliance of UNCAC in the national anti-corruption legislation as per the first self-assessment checklist produced under the review mechanism of the Conference of State Parties to UNCAC  
MoV: Review Reports and self-assessment checklist under the UNCAC, Government Inspectorate

**One Plan Output (3.3.2): The public administration systems at national level and in selected provinces, have enhanced human resource management systems, a customer-oriented approach, and strengthened mechanisms for accountability and transparency**

Indicator 3.3.2.2: Number of public administrative agencies with transparent and accountable human resource development procedures supported by UN agencies as per new Law on Public Officials and Civil Servants (LPOCS).

Baseline (2011): Early stages of implementation of the LPOCS.

Target (2016): Central-level administrative agencies implement transparent and accountable human resources development procedures.

MoV: Annual Government reports on law implementation

Main area of concern outcome: Democratic governance

Partnership building strategy:

Project title and code: ““Strengthening the Impact of Public Administrative Reform in Đà Nẵng City”

Expected outputs (incl. baseline and end targets)	Targets for years	Indicative activities	Responsibility	Inputs (USD)
<p><b>Output 1: The quality and performance of civil servants and public employees in the localities fundamentally improved</b></p> <p><i>Indicator 1.1:</i> Degree of reform achieved in the staff recruitment process</p> <p><i>Indicator 1.2:</i> System of IT tools supporting recruitment process operational.</p> <p><i>Indicator 1.3.:</i></p> <ul style="list-style-type: none"> <li>• The number of agencies/units joining in pilot application of staff performance appraisal using the new set of criteria.</li> <li>• The extent of application of new performance-based mechanism for staff</li> </ul>	<p><u>Target for 2012:</u></p> <ul style="list-style-type: none"> <li>• Staff recruitment process based on competition and merits in line with job positions and job descriptions improved .</li> <li>• Application softwares and databases, serving staff recruitment process completed .</li> </ul> <p><u>Targets for 2013:</u></p> <ul style="list-style-type: none"> <li>• Pilot application of the above results in Da Nang’s agencies and units ;</li> </ul> <p><u>Targets for 2014:</u></p> <ul style="list-style-type: none"> <li>• Review, draw experiences and complete the process, tools</li> </ul>	<p><i>Output 1.1: Staff recruitment process based on competition and merits improved and applied</i></p> <ul style="list-style-type: none"> <li>• Complete staff recruitment process based on competition and merits;</li> <li>• Build system of application software and databases to serve for recruitment process</li> <li>• Pilot process, software and databases and draw experiences and complete and then to hand them over to the City</li> </ul>	<p>Da Nang City PC Da Nang DOHA, City departments and district PCs of MOHA</p>	<p><b>150,000</b></p>

<p>renumeration in Da Nang City</p> <p><b>Indicator 1.4</b></p>	<p>and databases for handing over to the City for use</p>			
<ul style="list-style-type: none"> <li>• Number of training materials for staff in charge of PAR.</li> <li>• Number of pilot training activities.</li> <li>• Number of staff in charge of PAR attended training courses.</li> </ul> <p><b>Baseline 1.1. (2011):</b></p> <ul style="list-style-type: none"> <li>• Current staff recruitment process is not based on competencies but mainly relies on diplomas, and certificates.</li> <li>• Present competitive selection still has a number of irrationalities disabling the selection of really competent persons suitable for vacant positions.</li> <li>• Remuneration policies for civil servants are not based on merits but rather on performance-unrelated diplomas and seniority.</li> <li>• Other current regimes such as rewarding have yet to motivate the staff.</li> <li>• The Law on public officials and civil servants stipulates job-based education and training but job positions have not been defined yet.</li> <li>• Education and training is not based on the requirements of job positions. That</li> </ul>	<p><u>Targets for 2012:</u></p> <ul style="list-style-type: none"> <li>• The process and set of criteria for staff performance assessment developed;</li> </ul> <p><u>Targets for 2013:</u></p> <ul style="list-style-type: none"> <li>• The procedures and set of criteria for staff performance appraisal applied on a pilot basis in a number of agencies and units.</li> <li>• New mechanism for staff remuneration based on results of service performance developed, piloted and applied.</li> </ul> <p><u>Targets for 2013:</u></p> <ul style="list-style-type: none"> <li>• The above said set of criteria completed for handing over to the City</li> </ul>	<p><i>Output 1.2: Mechanism for result-based remuneration is developed and completed.</i></p> <ul style="list-style-type: none"> <li>• Complete the process and a set of criteria for staff performance appraisal;</li> <li>• Develop new mechanism (methods, payment norms, sources and distribution ways) for staff remuneration based on results of service performance.</li> <li>• Pilot the above said new mechanism ensuring same access to and participation of both women and men.</li> </ul>	<p>Da Nang's City PC Da Nang's DOHA, DOF City departments and district PCs of Da Nang MOHA MOF</p>	<p><b>150,000</b></p>
	<p><u>Targets for 2013:</u></p> <ul style="list-style-type: none"> <li>• The training programme and materials regarding knowledge and working skills as required by job titles and specializations for different types of staff in the form of credits</li> </ul>	<p><i>Output 1.3: Training Programme for compulsory knowledge and skills according to job titles and specializations and in the form of credits developed and put into use.</i></p> <ul style="list-style-type: none"> <li>• Conduct statistics and description of competency</li> </ul>	<p>Da Nang's City PC Da Nang's DOHA City departments and district PCs of Da Nang</p>	<p><b>350,000</b></p>

<p>is why the quality and efficiency of education and training activities is low and does not meet work requirements.</p> <ul style="list-style-type: none"> <li>The staff in charge of PAR has not been trained.</li> </ul> <p><b>Baseline 1.2:</b></p> <ul style="list-style-type: none"> <li>Database of the City is simply used for statistics; there is no integrated technology solution (IT) that fully meets management requirements in a rapid, convenient, transparent manner and that can be shared widely.</li> <li>No application software for on-line service, and staff management and learning exists.</li> </ul>	<p><u>Targets for 2014</u></p> <ul style="list-style-type: none"> <li>20 credit-based training courses conducted</li> <li>10 on-line important specializations piloted .</li> </ul>	<p>requirements for staff titles according to specializations.</p> <ul style="list-style-type: none"> <li>Develop training programme and materials for knowledge and skills as required by job titles and specializations for various types of civil servants (heads of departments and divisions; specialists and junior staff) in credit forms.</li> <li>Pilot on-line training/learning for some important specializations (to be selected)</li> </ul>	<p>MOHA</p>	
<p><b>Baseline 1.3.(2012)</b></p> <ul style="list-style-type: none"> <li>Not applicable at the start of the project</li> </ul> <p><b>Baseline 1.4.(2012)</b></p> <ul style="list-style-type: none"> <li>Not applicable at the start of the project</li> </ul> <p><b>Targets (2016)</b></p> <p><b>Target 1.1:</b></p> <ul style="list-style-type: none"> <li>Staff recruitment procedures based on competition and merits in line with job positions and job descriptions introduced.</li> </ul> <p><b>Target 1.2:</b></p> <ul style="list-style-type: none"> <li>Staff management tools fundamentally</li> </ul>	<p><u>Targets for 2013:</u></p> <ul style="list-style-type: none"> <li>- Application software for on-line service and staff management developed.</li> <li>- Database (disaggregated by men and women) reviewed, supplemented and updated.</li> <li>- Pilot application of the above software in 100% agencies of Da nang City and improvement made before handing over to the City..</li> <li>- On-line system for monitoring and assessment of staff performance developed and put</li> </ul>	<p><i>Output 1.4: The staff management system modernized towards on-line application.</i></p> <ul style="list-style-type: none"> <li>Develop a software for management of civil service and servants</li> <li>Review, update and consolidate database of civil service and servants</li> <li>Test the above on-line system of staff dossier;</li> <li>Dvelop and test the application of on-line system for monitoring and assessment of staff</li> </ul>	<p>Da Nang’s City PC Da Nang’s DOHA City departments and district PCs of Da Nang MOHA</p>	<p><b>350,000</b></p>

<p>improved:</p> <ul style="list-style-type: none"> <li>• Software for staff management operational</li> <li>• Database operational.</li> <li>• Staff e-card used.</li> </ul> <p><b>Target 1.3:</b></p> <ul style="list-style-type: none"> <li>• Staff performance appraisal procedures and criteria approved and applied in all units/agencies.</li> <li>• Result-based remuneration mechanism developed</li> </ul> <p><b>Target 1.4:</b></p> <ul style="list-style-type: none"> <li>• Pilot staff performance-based training conducted.</li> <li>• Training programme and materials.</li> <li>• System of credits/modules for learning.</li> <li>• E-learning software at disposal.</li> </ul> <p><b>MOV:</b> DOHA annual reports on implementation of these reform initiatives plus annual review by an independent review body and media coverage.</p>	<p>into pilot application.</p> <p><u>Targets for 2014:</u></p> <ul style="list-style-type: none"> <li>• On-line system for monitoring and assessment of user's satisfaction regarding performance of the staff and admin. agencies developed and put into pilot application</li> </ul> <p><u>Targets for 2015:</u></p> <ul style="list-style-type: none"> <li>• On-line learning software (e-learning) developed and applied.</li> <li>• Staff's e-card developed and piloted.</li> </ul>	<p>performance:</p> <ul style="list-style-type: none"> <li>• Develop and test on-line system for monitoring and assessment of user's satisfaction regarding performance of the staff and admin. agencies;</li> <li>• Develop and apply on-line learning software (e-learning) for the staff.</li> <li>• Develop and test staff's e-card</li> </ul>		
<p><b>Output 2: The quality of delivery of public admin. services to the people and organizations through OSS/IAOSS mechanism fundamentally improved.</b></p> <p><b>Chỉ số 2.1:</b> Number of public admin. services measured quality;</p>	<p><u>Target for 2012:</u></p> <ul style="list-style-type: none"> <li>• Toolkits for measurement of satisfaction of admin. services in ten most essential areas completed.</li> </ul> <p><u>Target for 2013:</u></p> <ul style="list-style-type: none"> <li>• 02 training courses to raise</li> </ul>	<p><i>Output 2.1: To develop the set of indicators and toolkits for assessment of satisfaction with the quality of admin. services delivered to of citizens and organizations</i></p> <ul style="list-style-type: none"> <li>• To carry out needs and</li> </ul>	<p>Đà Nẵng's DOHA Provincial departments PCs of districts</p>	<p><b>200,000</b></p>

<p><b>Chỉ số 2.2:</b> Number of citizens and organizations objectively surveyed on satisfaction with public admin. services provided by public agencies.</p> <p><b>Baseline (2011)</b> Non-existence of a specialized and independent unit and of standard tools for measuring the quality of public admin. services provided to citizens and businesses.</p> <p><b>Targets (2016)</b> <b>Target 2.1</b> Public admin. services in 10 areas and in 7 districts measured using the new set of tools.</p> <p><b>Target 2.2:</b> Increased participation of stakeholders in surveys of client satisfaction.</p> <p><b>MOV::</b> DOHA's annual reports on implementation of these reform initiatives plus annual review by independent review body and media coverage.</p>	<p>staff skills on the usage of the measurement toolkits held.</p> <ul style="list-style-type: none"> <li>• Pilot assessment of client satisfaction with the quality of admin. services using 02 methods: direct and on-line in 10 groups of areas and in 07 districts</li> </ul> <p><u>Target for 2014:</u></p> <ul style="list-style-type: none"> <li>• The set of indicators and toolkit for the assessment of the quality of admin. services delivered to the people and organizations completed and handed over to the City of Đà Nẵng.</li> </ul>	<p>develop a set of toolkits (methods and criteria) for measurement of quality of admin. services in essential areas for the people and businesses, based on social economic analysis of access to services for social inclusion.</p> <ul style="list-style-type: none"> <li>• To increase professional capacity for staff who take part in the process of assessment of quality of admin. services (including units which are charged with assessment tasks and the staff of provincial departments and districts who participate in support role).</li> <li>• Pilot application of the assessment methods for admin. services (direct and on-line).</li> <li>• To complete the methods and the toolkits and hand them over to the City of Đà Nẵng.</li> </ul>		
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## **Annex 2: UMBRELLA RESULTS AND RESOURCE FRAMEWORK**

One Plan Outcome (3.3): By 2016, the quality of performance of public institutions at both central and local levels enhance through strengthened coordination, accountability, transparency as well as anti-corruption efforts , enabling the reduction of inequities and ensuring the rights to public services of the disadvantaged and vulnerable groups.

### Measurement indicators:

- Indicator 1: Percentage of citizens who say the quality of public social services and public administration services has improved  
Baseline (2011): To be determined based on findings from Viet Nam Provincial Governance and Public Administration Performance Index  
Target (2016): Increased percentage of citizens satisfied with the quality of public social services and public administration services  
MoV: Viet Nam Provincial Governance and Public Administration Performance Index
- Indicator 2: Percentage of the population from the poorest quintile that has access to public services (disaggregated by sex, ethnicity, urban/rural, province)  
Baseline (2010): 54% (poorest households benefiting from assistance, policy and projects – household beneficiary rate)  
Target (2016): 59% (poorest households benefiting from assistance, policy and projects – household beneficiary rate)  
MoV: Viet Nam Households Living Standards Survey (VHLSS)
- Indicator 3: Percentage of citizens using public services who experienced an act of corruption in the last 12 months  
Baseline (2011): 28% in public service delivery  
Target (2016): Decreased percentage of citizens reporting cases of corruption when using public services  
MoV: Viet Nam Provincial Governance and Public Administration Performance Index
- Indicator 4: Extent to which the provisions of the UN Convention Against Corruption are nationalized into the national laws  
Baseline (2011): Government reports on the ongoing process of reviewing compliance with UNCAC  
Target (2016): Increased compliance of UNCAC in the national anti-corruption legislation as per the first self-assessment checklist produced under the review mechanism of the Conference of State Parties to UNCAC  
MoV: Review Reports and self-assessment checklist under the UNCAC, Government Inspectorate

**One Plan Output (3.3.2): The public administration systems at national level and in selected provinces, have enhanced human resource management systems, a customer-oriented approach, and strengthened mechanisms for accountability and transparency**

Indicator 3.3.2.2: Number of public administrative agencies with transparent and accountable human resource development procedures supported by UN agencies as per new Law on Public Officials and Civil Servants (LPOCS).

Baseline (2011): Early stages of implementation of the LPOCS.

Target (2016): Central-level administrative agencies implement transparent and accountable human resources development procedures.

MoV: Annual Government reports on law implementation

Main area of concern outcome: Democratic governance

Partnership building strategy:

Project title and code: ““Strengthening the Impact of Public Administrative Reform in Bac Giang province”, “Strengthening the Impact of Public Administrative Reform in Can Tho city”, “Strengthening the Impact of Public Administrative Reform in Da Nang city”, “Strengthening the Impact of Public Administrative Reform in Ha Tinh province”, “Support the implementation of Public Administration Reform projects in Bac Giang, Can Tho, Da Nang and Ha Tinh”.

Expected outputs (incl. baseline and end targets)	Targets for years	Indicative activities	Responsibility	Inputs (USD)
<b>Output 1: The quality and performance of civil servants and public employees in the localities fundamentally improved</b> <b>Indicator 1.1:</b> Degree of reform achieved in the staff recruitment process <b>Indicator 1.2:</b> System of IT tools supporting recruitment process operational.	<b>1A: Đà Nẵng</b>			
	<u>Target for 2012:</u> - Staff recruitment process based on competition and merits in line with job positions and job descriptions improved . - Application softwares and databases, serving staff recruitment process completed . <u>Targets for 2013:</u> Pilot application in Da Nang’s	<i>Output 1A1: Staff recruitment process based on competition and merits improved and applied</i> - Complete staff recruitment process based on competition and merits; - Build system of application software and databases to serve for recruitment process ; - Pilot process, software and databases and draw experiences and complete and then to hand them over to the	Da nang City PC Da Nang DOHA, City departments and district PCs of MOHA	<b>150,000</b>



<p><b>Indicator 1.3.:</b> The number of agencies/units joining in pilot application of staff performance appraisal using the new set of criteria. The extent of application of new performance-based mechanism for staff remuneration in Da Nang City</p>	<p>agencies and units ; <u>Targets for 2014:</u> Review, draw experiences and complete the process, tools and databases for handing over to the City for use</p>	<p>City</p>		
<p><b>Indicator 1.4</b> Number of training materials for staff in charge of PAR. Number of pilot training activities. Number of staff in charge of PAR attended training courses.</p> <p><b>Baseline 1.1. (2011):</b> Current staff recruitment process is not based on competencies but mainly relies on diplomas, and certificates. Present competitive selection still has a number of irrationalities disabling the selection of really competent persons suitable for vacant positions. Remuneration policies for civil</p>	<p><u>Targets for 2012:</u> The process and set of criteria for staff performance assessment developed. ; <u>Targets for 2013:</u> - The procedures and set of criteria for staff performance appraisal applied on a pilot basis in a number of agencies and units. - New mechanism for staff remuneration based on results of service performance developed, piloted and applied. <u>Targets for 2013:</u> The above said set of criteria completed for handing over to the City</p>	<p><i>Output 1A2: Mechanism for result-based remuneration is developed and completed.</i> - Complete the process and a set of criteria for staff performance appraisal; - Develop new mechanism (methods, payment norms, sources and distribution ways) for staff remuneration based on results of service performance. - Pilot the above said new mechanism ensuring same access to and participation of both women and men.</p>	<p>Da Nang's City PC Da Nang's DOHA, DOF City departments and district PCs of Da Nang MOHA MOF</p>	<p><b>150,000</b></p>
	<p><u>Targets for 2013:</u> The training programme and materials regarding knowledge and working skills as required by job titles and specializations for different types of staff in the form</p>	<p><i>Output 1A3: Training Programme for compulsory knowledge and skills according to job titles and specializations and in the form of credits developed and put into use.</i> - Conduct statistics and description of</p>	<p>Da Nang's City PC Da Nang's DOHA City departments and</p>	<p><b>350,000</b></p>

<p>servants are not based on merits but rather on performance-unrelated diplomas and seniority.</p> <p>Other current regimes such as rewarding have yet to motivate the staff.</p> <p>The Law on public officials and civil servants stipulates job-based education and training but job positions have not been defined yet.</p>	<p>of credits</p> <p><u>Targets for 2014</u></p> <ul style="list-style-type: none"> <li>- 20 credit-based training courses conducted</li> <li>- 10 on-line important specializations piloted .</li> </ul>	<p>competency requirements for staff titles according to specializations.</p> <ul style="list-style-type: none"> <li>- Develop training programme and materials for knowledge and skills as required by job titles and specializations for various types of civil servants (heads of departments and divisions; specialists and junior staff) in credit forms.</li> <li>- Pilot on-line training/learning for some important specializations (to be selected)</li> </ul>	<p>district PCs of Da Nang MOHA</p>	
<p>Education and training is not based on the requirements of job positions. That is why the quality and efficiency of education and training activities is low and does not meet work requirements.</p> <p>The staff in charge of PAR has not been trained.</p> <p><b>Baseline 1.2:</b></p> <p>Database of the localities is simply used for statistics; there is no integrated technology solution (IT) that fully meets management requirements in a rapid, convenient, transparent manner and that can be shared widely.</p>	<p><u>Targets for 2013:</u></p> <ul style="list-style-type: none"> <li>- Application software for on-line service and staff management developed.</li> <li>- Database (disaggregated by men and women) reviewed, supplemented and updated.</li> <li>- Pilot application of the above software in 100% agencies of Da nang City and improvement made before handing over to the City..</li> <li>- On-line system for monitoring and assessment of staff performance developed and put into pilot application.</li> </ul> <p><u>Targets for 2014:</u></p> <p>On-line system for monitoring and assessment of user's satisfaction</p>	<p><i>Output IA4: The staff management system modernized towards on-line application.</i></p> <ul style="list-style-type: none"> <li>- Develop a software for management of civil service and servants</li> <li>- Review, update and consolidate database of civil service and servants</li> <li>- Test the above on-line system of staff dossier;</li> <li>- Develop and test the application of on-line system for monitoring and assessment of staff performance:</li> <li>- Develop and test on-line system for monitoring and assessment of user's satisfaction regarding performance of the staff and admin. agencies;</li> <li>- Develop and apply on-line learning software (e-learning) for the staff.</li> </ul>	<p>Da Nang's City PC</p> <p>Da Nang's DOHA</p> <p>City departments and district PCs of Da Nang MOHA</p>	<p><b>350,000</b></p>

<p>No application software for on-line service, and staff management and learning exists.</p> <p><b>Baseline 1.3.(2012)</b> Not applicable at the start of the project</p> <p><b>Baseline 1.4.(2012)</b> Not applicable at the start of the project</p>	<p>regarding performance of the staff and admin. agencies developed and put into pilot application</p> <p><u>Targets for 2015:</u></p> <ul style="list-style-type: none"> <li>- On-line learning software (e-learning) developed and applied.</li> <li>- Staff's e-card developed and piloted.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop and test staff's e-card</li> </ul>		
<b>1B: Bắc Giang, Cần Thơ and Hà Tĩnh</b>				
<p><b>Targets (2016)</b> <b><u>Đà Nẵng:</u></b> <b>Target 1.1.:</b> Staff recruitment procedures based on competition and merits in line with job positions and job descriptions introduced. <b>Target 1.2:</b> Staff management tools fundamentally improved: Software for staff management operational Database operational. Staff e-card used. <b>Target 1.3:</b> Staff performance appraisal procedures and criteria approved and applied in</p>	<p><u>Targets for 2013:</u> Staff structure in line with Job Positions (JPs) developed.</p> <p><u>Targets for 2014:</u> Staff database developed, piloted and improved</p> <p><u>Targets for 2015:</u> Set of criteria for assessment of quality of staff performance developed, tested and completed.</p>	<p><i>Output 1B1: Staff management system developed, tested and completed for handing over to the localities for use.</i></p> <ul style="list-style-type: none"> <li>- To survey and assess in order to build staff structure (men and women) of all units in the whole province in line with JP's requirements and suitable to local development objectives and unique features;</li> <li>- To develop database for staff management (men and women), pilot its application and adjust as necessary for handing over to the locality for use;</li> <li>- To develop a set of criteria for assessment of quality of staff performance for the whole province.</li> </ul>	<p>Leading: DOHA of the provinces Participating: selected provincial departments, districts and communes. MOHA</p>	<p><b>1,200,000</b> of which: Bắc Giang 500,000 Cần Thơ 250,000 Hà Tĩnh 450,000</p>
	<p><u>Target for 2012:</u> Training needs in</p>	<p><i>Output 1B2: Essential conditions for</i></p>	<p>Leading: DOHA</p>	<p><b>600,000</b></p>

<p>all units/agencies. Result-based remuneration mechanism developed <b>Target 1.4:</b> Pilot staff performance-based training conducted. Training programme and materials. System of credits/modules for learning. E-learning software.</p> <p><b><u>Bắc Giang, Cần Thơ, Hà Tĩnh:</u></b> <b>Target 1.1</b> Staff structure in line with Job Positions (JPs).</p>	<p>credit forms identified <u>Targets for 2013:</u> List of and training materials which are gender sensitive developed and improved. <u>Targets for 2014:</u> - 6 pilot training courses (2 courses for each level) conducted.). - 20 resource persons (men and women) trained - 2 on-line specializations piloted.</p>	<p><i>improving staff performance capacity strengthened</i></p> <ul style="list-style-type: none"> <li>- To identify staff (men and women) training needs for upgrading knowledge and skills in credit form for various types of staff (heads of provincial departments and divisions, specialists and junior staff</li> <li>- To develop programme/list and gender sensitive training materials in line with the above needs ;</li> <li>- To conduct pilot training to testify the quality of the materials and improve them if necessary and create resource persons for future training</li> <li>- To test on-line training for some specializations.</li> </ul>	<p>of the provinces Participating: selected provincial departments , districts and communes</p>	<p>of which: Bắc Giang 250,000 Cần Thơ 350,000</p>
<p><b>Target 1.2</b> Staff database set up and operational. Software for staff management <b>Target 1.3</b> Report on staff (men and women) credit-based training needs assessment List and credit-based training materials</p>	<p><u>Target for 2012:</u> In-depth training needs of staff (men and women) who deal with PAR issues identified; <u>Target for 2013:</u> List of and training materials for in-depth training developed and used. <u>Target for 2014:</u> 6 training courses piloted for each of the provinces</p>	<p><i>Output 1B3: Staff in charge of PAR duties equipped with upgraded and strengthened in-depth knowledge and skills<sup>26</sup></i></p> <ul style="list-style-type: none"> <li>- To assess staff (men and women) in-depth training needs in charge of PAR</li> <li>- To develop training materials for essential PAR skills such as planning, budgeting, monitoring, coordinating and sharing experiences ...</li> </ul>	<p>Leading: DOHA of Ha Tinh and Can Tho Participating: selected provincial departments, districts and communes MOHA</p>	<p><b>300,000</b> of which: Hà Tĩnh: 150,000 Cần Thơ: 150,000</p>

<sup>26</sup> This activity is to be implemented in Ha Tinh and Can Tho with support from PAR department of MOHA

<p><b>Target 1.4</b> Needs assessment of staff (men and women) for in-depth training on PAR List and training materials for PAR in-depth training <b>MoV:</b> DOHA annual reports on implementation of these reform initiatives plus annual review by an independent review body (only in Da Nang. See below) and media coverage.</p>		<ul style="list-style-type: none"> <li>- To conduct 6 pilot training courses at three levels (province, district and commune, 2 courses for each level) to test training materials and prepare resource persons for future training activities.</li> </ul>		
<p><b>Output 2: The quality of delivery of public admin. services to the people and organizations through OSS/IAOSS mechanism fundamentally improved.</b></p> <p><b>Indicator 2.1:</b> The extent of application of online public administrative service at third level in Can Tho city.</p>	<p><u>Target for 2013:</u></p> <ul style="list-style-type: none"> <li>- Present status of receipt of dossiers and delivery of results at OSS in departments, districts and communes surveyed</li> <li>- Software of on-line public admin. services designed and applied in selected units</li> <li>- Training on how to use software functions conducted.</li> </ul>	<p><i>Output 2.1:</i> <i>To deliver on-line public admin. services of third level in selected provincial departments, districts and communes</i></p> <ul style="list-style-type: none"> <li>- To develop, test and improve software for public admin. services of third level at some provincial department, districts and communes</li> <li>- To conduct training courses on application skills for the above software</li> </ul>	<p>Leading: Can Tho's DOHA Participating: selected provincial departments, districts and communes</p>	<p>Cần Thơ: 300,000</p>
<p><b>Indicator 2.2</b> The extent of application of</p>	<p><u>Targets for 2013:</u></p> <ul style="list-style-type: none"> <li>- Joint application software<sup>27</sup> successfully designed, tested and</li> </ul>	<p><i>Output 2.2: Joint application software supporting the operation of OSS/IAOSS at district and commune levels</i></p>	<p>Leading: DOHA of the provinces Participating:</p>	<p><b>1,170,000</b> of which:</p>

<sup>27</sup> The software should include the following requirements:

<p>joint software in the provinces</p> <p><b>Indicator 2.3</b> Staff in-depth training on OSS/IAOSS</p> <p><b>Indicator 2.4</b> Number of admin. services having service quality measured.</p> <p><b>Indicator 2.5</b> Number of citizens and organizations taking part in the survey regarding satisfaction of admin. services delivered.</p>	<p>installed in all three provinces and handed over to them for regular for use;</p> <p>- 120 staff (men and women) are trained on skills of software application.</p>	<p><i>developed, tested and completed for handing over to the localities for use..</i></p> <p>- To design and test and complete the software to support the operation of OSS/IAOSS at district and commune levels to provide on-line public admin services in most feasible areas.</p> <p>- To conduct 6 pilot training courses(at provincial, district and commune levels, 2 course per each level) ;on skills for software applications.</p>	<p>selected provincial departments, districts and communes</p>	<p>Bắc Giang 250,000 Cần Thơ 550,000 Hà Tĩnh 370,000</p>
<p>Number of admin. services delivered.</p> <p><b>Baseline (2011)</b> OSS/IAOSS after the first period of implementation needs to be improved.</p> <p>There is no joint application software to support for operation of OSS, or current software does not ensure inter linkages among concerned</p>	<p><u>Targets for 2013:</u></p> <p>- Staff training needs assessment identified</p> <p><u>Target for 2014:</u></p> <p>- List of and training materials identified.</p> <p>- 240 (men and women) trained on a pilot basis</p> <p><u>Target for 2015:</u></p> <p>- 1200 (men and women) trained</p>	<p><i>Output 2.3: Knowledge, skills of the staff working at OSS/IAOSS strengthened through in-depth training courses.</i></p> <ul style="list-style-type: none"> <li>To identify training needs of the staff (men and women) working at OSS/IAOSS at provincial, district and commune levels)</li> <li>To develop list and training materials for training of knowledge and skills, with specific components on awareness raising on ensuring equal access to all citizens.</li> </ul>	<p>DOHA of Bắc Giang, Hà Tĩnh MOHA</p>	<p><b>330,000</b> of which: Bắc Giang 150,000 Hà Tĩnh 180,000</p>

- (i) Information on process of processing each of procedures (file composition, time for processing, fees and charges and documents related to concerned mechanisms and policies, etc.);
- (ii) To track and manage on-line the results of processing admin. procedures (to be integrated with DOHA's software and with that of the province);
- (iii) On-line system for monitoring and assessing the results of staff work in regard to receipt of requests and delivery of results and user's satisfaction thereof.

<p>units/divisions Staff working in OSSs/IAOSSs has not been re-trained in an in-depth manner.-There exists no independent specialized unit and a standard tool kit for measurement of the quality of services delivered to people and businesses</p> <p><b>Targets (2016)</b></p> <p><b>Targets 2.1</b> The software for providing on-line public administrative services of third level is designed and piloted for some selected services in 3 Departments and Ninh Kieu district People’s Committee.</p> <p><b>Targets 2.2</b> Joint application software successfully developed and handed to the provinces for regular use</p> <p><b>Target 2.3</b> Core staff in charge of OSSs-IAOSSs well trained.</p> <p><b>Target 2.4 (Đà Nẵng)</b> Admin. services delivered in ten most essential areas and in 7 districts measured using the</p>	<p><u>Target for 2012:</u> Toolkits for measurement of satisfaction of admin. services in ten most essential areas completed.</p> <p><u>Target for 2013:</u> 02 training courses to raise staff skills on the usage of the measurement toolkits held.. Pilot assessment of satisfaction with the quality of admin. services using 02 methods: direct and on-line in 10 groups of areas and in 07 districts</p> <p><u>Target for 2014:</u> -The set of indicators and toolkit for the assessment of the quality of admin. services delivered to the people and organizations completed and handed over to the City of Đà Nẵng.</p>	<ul style="list-style-type: none"> <li>To conduct pilot training courses for improvement of training materials and prepare resource persons for future training activities.</li> </ul> <p><i>Output 2.4: To develop the set of indicators and toolkits for assessment of satisfaction with the quality of admin. services delivered to of citizens and organizations</i></p> <ul style="list-style-type: none"> <li>To carry out needs and develop a set of toolkits (methods and criteria) for measurement of quality of admin. services in essential areas for the people and businesses, based on social economic analysis of access to services for social inclusion.</li> <li>To increase professional capacity for staff who take part in the process of assessment of quality of admin. services (including units which are charged with assessment tasks and the staff of provincial departments and districts who participate in support role).</li> <li>Pilot application of the assessment methods for admin. services (direct and on-line).</li> <li>To complete the methods and the toolkits and hand them over to the City of Đà Nẵng.</li> </ul>	<p>Đà Nẵng’s DOHA Provincial departments PCs of districts</p>	<p><b>200,000</b></p>
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<p>newly developed toolkits.</p> <p><b>Target 2.5</b></p> <p>Increased participation of stakeholders in satisfaction surveys</p> <p><b>MoV:</b> DOHA annual reports on implementation of these reform initiatives plus annual review by an independent review body (For Da Nang only) and media coverage.</p>				
<p><b>Output 3: Cooperation &amp; Policy Dialogue strengthened; The results and lessons learned from these four provinces productively shared with other localities and with concerned central in charge of policy formulation</b></p> <p><b>Indicators (2016):</b></p> <p><b>Indicator 3.1:</b> Number of activities sharing national and international experiences, exchanging policy dialogues horizontally and vertically.</p> <p><b>Indicator 3.2:</b> Number of documents and publications (e.g movie) reflecting lessons drawn from local PAR initiatives</p>	<p><u>Yearly targets</u></p> <ul style="list-style-type: none"> <li>• 03 policy dialogues.</li> <li>• 01 visit abroad to attend international conferences or training activities on project related issues.</li> <li>• 02 events for sharing foreign experiences.</li> <li>• 4 localities participating yearly PAR Partnership Forum.</li> <li>• 1 package of publications, documents, documentary movies regarding experiences and lessons learned implementing PAR activities produced and disseminated.</li> </ul>	<p><i>Output 3.1: Policy dialogue between central and local levels and among localities.</i></p> <ul style="list-style-type: none"> <li>• To hold policy dialogues regarding the contents of activities of the four provinces requiring coordination and participation of concerned stakeholders at both central and local levels.</li> <li>- To arrange for experienced foreign specialists to come to Viet Nam for exchanging issues in regard to the project contents.</li> <li>- To arrange visits for 5 PAR projects in MOHA, Da Nang, Can Tho, Bac Giang and Ha Tinh to obtain international experiences through regional/ international conferences or related events.</li> </ul>	<p>MOHA, PPCs of Bac Giang, Can Tho, Da Nang and Ha Tinh</p> <p>UNDP</p>	<p><b>500,000</b></p>



<p><b>Baseline (2011):</b> PAR efforts at central and local levels have not been carried out in harmony, there is lack of coordination and suppliments to each others.</p> <p>Concerned departments of MOHA (e.g. Staff Department, Dept. of local governments;, Dept. of Re-trainingetc....) are in the process of drafting documents to guide the implementation of the LPOCS; There have been very few localities attending PAR Partnership Forum.</p> <p>Knowledge and experiences of localities have not been gathered, processed and documented for systematic, wide and continous circulation.</p> <p><b>Targets (2016)</b> <b>Target 3.1.:</b> At least three regional workshops or roundtables involving the four pilot provinces, concerned departments of central agencies in charge of policy formulation and DOHAs of surrounding provinces to share experiences and lessons learned on (a) staff</p>		<ul style="list-style-type: none"> <li>To hold PAR Partneship Forum focusing on sharing and discussion of initial expereinces and lessons learned drawn from the local initiatives (Bắc Ninh, Bắc Giang, Cần Thơ, Đà Nẵng, Hà Tĩnh)</li> </ul>		
		<p><i>Output 3.2:</i> Experiences and lessons learned from local experiments documented and widely shared <i>with central agencies and other localities.</i></p> <ul style="list-style-type: none"> <li>To produce analysis and evaluation of local experiences and document them;</li> <li>To hold a number of seminars and/or fora to present and discuss the documents .</li> <li>To make some documentary movies for dissemination if necessary and appropriate</li> </ul>	<p>MOHA, PPCs of Bac Giang, Can Tho, Da Nang and Ha Tinh</p> <p>UNDP</p>	<p><b>250,000</b></p>

<p>recruitment according to JPs that are merit-based and competitive; (b) staff appraisal; (c) staff remuneration; and finally (d) on credit-based on-line training;</p> <p><b>Target 3.2:</b> Increased and more active participation of local governments in Annual PAR Partnership Forums</p> <p>One set of write ups documenting success and bad stories of the local PAR initiatives coupled with at least one documentary movie produced to serve the above dissemination events.</p> <p><b>MoV:</b> MOHA report on project implementation plus UNDP report on Annual PAR Partnership Forum</p>				
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### Annex 3: CONTRIBUTION OF THE GOVERNMENT OF VIETNAM

Exchange rate: 1 USD = 21,000 VND

No.	Content	1 month	Year 2012 (4 months)	Year 2013	Year 2014	Year 2015	Year 2016	Total
<b>I</b>	<b>In kind</b>							
<i>1</i>	<i>Office</i>		<i>284,430,000</i>	<i>348,000,000</i>	<i>348,000,000</i>	<i>348,000,000</i>	<i>348,000,000</i>	<i>1,676,430,000</i>
1.1	Office	13,000,000	52,000,000	156,000,000	156,000,000	156,000,000	156,000,000	
1.2	Telephone, Internet, Fax fees	3,000,000	12,000,000	36,000,000	36,000,000	36,000,000	36,000,000	
1.3	Electricity	4,000,000	16,000,000	48,000,000	48,000,000	48,000,000	48,000,000	
1.4	Gas	4,000,000	16,000,000	48,000,000	48,000,000	48,000,000	48,000,000	
1.5	Office supplies (ink, paper,...)	5,000,000	20,000,000	60,000,000	60,000,000	60,000,000	60,000,000	
2	<i>Office Furniture and Equipment (working tables, document shelves, other office furniture...)</i>		<i>168,430,000</i>					
	<b>Total (I)</b>		<b>284,430,000</b>	<b>348,000,000</b>	<b>348,000,000</b>	<b>348,000,000</b>	<b>348,000,000</b>	<b>1,676,430,000</b>
<b>II</b>	<b>In cash</b>							
<i>1</i>	<i>Project management allowances for DOHA's officers who hold positions in PMU</i>		<i>64,890,000</i>	<i>194,670,000</i>	<i>194,670,000</i>	<i>194,670,000</i>	<i>194,670,000</i>	<i>843,570,000</i>
1.1	Project Director	3,079,125	12,316,500	36,949,500	36,949,500	36,949,500	36,949,500	
1.2	Other project officers (6 people)	13,143,375	52,573,500	157,720,500	157,720,500	157,720,500	157,720,500	
	<b>Total (II)</b>		<b>64,890,000</b>	<b>194,670,000</b>	<b>194,670,000</b>	<b>194,670,000</b>	<b>194,670,000</b>	<b>843,570,000</b>
	<b>Total (I + II) (VND)</b>		<b>349,320,000</b>	<b>542,670,000</b>	<b>542,670,000</b>	<b>542,670,000</b>	<b>542,670,000</b>	<b>2,520,000,000</b>
	<b>Equivalent (USD)</b>		<b>16,634.29</b>	<b>25,841.43</b>	<b>25,841.43</b>	<b>25,841.43</b>	<b>25,841.43</b>	<b>120,000</b>

## Annex 4: PURCHASING LIST OF PROJECT EQUIPMENT

- These equipment will be purchased with ODA funds.
- PMU and UNDP will discuss and agree on this purchasing list of project equipment before implementing procurement procedures.

Item No.	Equipment	Unit	Number	Unit price (USD)	Total (USD)
1	Laptop	item	4	1,500	6,000
2	Desktop	item	3	800	2,400
3	Photocopier	item	1	10,000	10,000
4	Printer	item	3	1,000	3,000
5	Color Printer	item	1	1,500	1,500
6	Projector and screen	item	1	1,500	1,500
7	Scanner	item	1	500	500
8	Camera	item	1	500	500
	<b>Total</b>				<b>25,400</b>

