

TECHNICAL & FINANCIAL FILE

SUPPORT FOR RESPONSIVE ACCOUNTABLE LOCAL GOVERNANCE IN KON TUM PROVINCE, VIETNAM

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THE BELGIAN
DEVELOPMENT COOPERATION **.be**

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ABBREVIATIONS

CDPR	(support to) Capacity Development for the Planning Reform
CISB	Community Investment Supervision Board
DoF	Department of Finance
DoHA	Department of Home Affairs
DoIC	Department of Information and Communications
DoJ	Department of Justice
DP	Development Partner
DPI	Department of Planning & Investment
GoVN	Government of Viet Nam
HCMAP	Ho Chi Minh National Academy of Politics
ICP	Indicative Cooperation Programme
ICT	Information & communication technologies
ITA	International Technical Advisor
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
M-score	Mobile phone-based citizen score-card
MoF	Ministry of Finance
MoHA	Ministry of Home Affairs
MPI	Ministry of Planning & Investment
NE	National Expert
NGO	Non-governmental organisation
ODA	Official Development Assistance
OGD	Ordinance on Grassroots Democracy
OSS	One stop shop
PAPI	Provincial Public Administration and Governance Index
PCI	Provincial Competitiveness Index
PAR	Public Administration Reform
PIB	People's Inspection Board
POM	Project Operational Manual
PC	People's Committee
PCc	People's Council
PCU	Project Coordination Unit
PPWG	Provincial Project Working Group
RALG	"Support for Responsive, Accountable Local Governance" Project
SDR	Special Drawing Rights
SEDP	Socio-Economic Development Plan
SEDS	Socio-Economic Development Strategy
TFF	Technical and Financial File
ToC	Theory of Change
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Fund
VFF	Vietnamese Fatherland Front
VWU	Vietnam Women's Union

EXECUTIVE SUMMARY

In response to the findings of the “Report on socio-economic development in 2014 and major tasks for 2015”, the Government of Vietnam (GoV) re-emphasized highest-level political demand for improved transparency, accountability and responsiveness in the public sector and a significant reduction in corruption and wastefulness.

In that perspective, to deliver effective public administration reform as a means of improving social, economic and administrative service delivery and increasing citizen satisfaction with government performance is a priority for political leadership at all levels. More transparent, accountable and responsive local governance is seen as a necessary condition for the successful implementation of the National SEDS (2011-2020). This requires on-going, two-way, government-citizen dialogue so that areas of performance shortfall can be identified and addressed and the adequacy of policies can be critically assessed and refined as necessary.

Belgium confirmed its commitment to support Vietnam’s effort in that direction by allocating an amount of € 3,000,000 (Belgium contribution) to be divided equally between three provinces (Nghe An, Ha Tinh and Kon Tum) with a same objective of strengthening citizen-government engagement as a means of promoting more transparent, accountable and responsive local governance, improved service delivery and increased levels of citizen satisfaction. Belgium’s government contribution to the project is € 1,000,000. The Vietnamese contribution for Kon Tum is equivalent to €150,000.

The project design is based on a thorough analysis of the national and specific provincial context with regard to state-citizen interactions at policy and operational level. Notwithstanding the demonstrated commitment of provincial authorities, and continuous efforts made to improve local government performance and service delivery, a number of challenges remain to be overcome for a more responsive and accountable local governance in Kon Tum province.

The theory of change for this project is that to contribute to the improvement of local social, economic and administrative service delivery and increasing citizen satisfaction with local government performance one should focus on two main strategic areas : (i) increasing citizen feedback and engagement on policies and local government performance at all levels; and (ii) increasing local government capacities, at all levels, to access, analyse and utilize citizen feedback.

The project specific objective is “Improved citizen-government interaction leading to improved service delivery and increased citizen satisfaction. The project has five expected results as follows:

- Improved capacity of local government at all levels to disseminate information in a citizen-friendly manner.
- Improved capacity of People’s Councils and Mass Organizations, and specifically PIBs and CISBs to facilitate and promote improved two-way communication between citizens and government at all levels.
- Improved capacity of local government at all levels to collect, analyse and utilize citizen feedback in a transparent and deliberative fashion for more responsive and accountable local governance and improved service delivery.
- Improved capacity for local government at all levels to identify, plan, coordinate and oversee public administrative reforms in response to engagement with citizens and socio-political organizations
- The exchange and effective utilization of innovations, lessons learned and good practices with regard to citizen-government interactions; is promoted at provincial and national level

The Provincial People’s Committee (PPC) of Kon Tum is the administrative entity responsible for the

coordination, implementation and monitoring of the project, and for the Vietnamese contribution to the project. The Provincial People's Committee assigns within the provincial Department for Planning and Investment (DPI) •a Project Director who will bear the overall responsibility for project management and a Project Coordinator who assists the Project Director in the day to day management of the project. BTC will recruit an international technical advisor (ITA) (shared by the 3 provinces) and a full time national expert (NE) to support key stakeholders in the achievement of project's results and to act as Project Co-director.

Immediate beneficiaries of the project include : (i) People Committees and People Councils at the provincial, district and commune levels, participating line agencies (including Home Affairs, Planning and Investment, Justice , Finance etc..) who will benefit from the technical assistance and capacity building support provided under the project, (ii) The Vietnamese Fatherland Front (VFF) members and members of mass organizations at the provincial, district and commune levels who will benefit from organizational development and capacity building support which will enable them to better perform their core functions and (iii) the citizens of selected communes /districts where the project will be implemented. Citizens in these areas should benefit in terms of increased influence on government decision-making resulting in improved local government performance and service delivery.

The objective is also that all citizens of Vietnam could be indirect beneficiaries of the project through benefiting from the knowledge products, lessons learned, good practices generated in the province and beyond its boundaries, as well as through the dialogue strengthened at policy level with regard to the issue of citizen-government interactions.

For this reason, while each project is situated within a unique socio-economic and politico-administrative context, mutual learning and cross-fertilization between the three provincial interventions is a common feature of each of the three projects. Shared technical assistance and common quality assurance mechanisms are foreseen to encourage synergies and other resources will be provided for the sharing of pilot experiences and lessons learned emanating from this project with other national institutions interested in the promotion of greater citizen-government interaction. In particular, collaboration will be developed with universities and other national institutions, such as the Ho Chi Minh National Academy of Politics (HCMAP), on specific small research action projects which focus on innovations for improved local government performance. These exchanges will feed into the dialogue at policy level between the Belgian and Vietnamese Authorities to facilitate scaling up and knowledge sharing of the at national level as well as linkages with the other development partners and NGO's involved in the issues of citizen engagement and social accountability in Vietnam. Complementarities with NGO's which have already developed citizen assessment and feedback mechanisms will be ensured.

The project will be pro-active in efforts to make innovative and appropriate use of information & communication technologies (ICT) in strategies for achieving planned objectives. Emerging mobile phone technologies such as M-score, websites, online helpdesks and hotlines, and relevant e-governance applications will be considered as key elements of project support.

ANALYTICAL RECORD OF THE INTERVENTION

DGD Intervention Number	NN 3017554
BTC Navision Code	VIE 15 051 11
Partner institution	People's Committee Department of Planning (implementing agency)
Duration Specific Agreement	Will end on 30/06/2019
Project Duration (Execution)	3 years (Closure at the latest 30/06/2019)
Start date	2016
Partner contribution	€ 150,000
Belgium contribution	€ 1,000,000
Sector (DAC codes)	15110: Public sector policy and administrative management
Global objective	Accelerated social and economic development in Kon Tum Province through more responsive, transparent and accountable local governance.
Specific objective	Improved citizen-government interaction leading to improved service delivery and increased citizen satisfaction.
Results	<p>R1 Improved capacity of local government at all levels to disseminate information in a citizen-friendly manner.</p> <p>R2 Improved capacity of People's Councils and Mass Organizations, and specifically People's Inspection Boards (PIBs) and Community Inspection and Supervision Boards (CISBs) to facilitate and promote improved two-way communication between citizens and government at all levels.</p> <p>R3 Improved capacity of local government at all levels to collect, analyze and utilize citizen feedback in a transparent and deliberative fashion for more responsive and accountable local governance and improved service delivery.</p> <p>R 4 Improved capacity for local government at all levels to identify, plan, coordinate and oversee public administrative reforms in response to engagement with citizens and socio-political organizations.</p> <p>R5 The exchange and effective utilization of innovations, lessons learned and good practices with regard to citizen-government interactions; is promoted at provincial and national level.</p>

1 SITUATION ANALYSIS

1.1 Introduction

The Belgium-Vietnam Indicative Cooperation Programme (ICP) 2011-2015 has confirmed governance as a priority sector. In this context, the Extended Joint Working Team of November 2014 decided to allocate an amount of €3.000.000 (Belgium contribution) to be divided equally between governance projects in three provinces: Nghe An, Kon Tum and Ha Tinh. The three projects, referred to as “Support for Responsive, Accountable Local Governance” (RALG) have the same overall objective of strengthening citizen-government engagement as a means of promoting more transparent, accountable and responsive local governance, improved service delivery and increased levels of citizen satisfaction. Each project is situated within a unique socio-economic and politico-administrative context which will inform the design and implementation strategy of each project. Mutual learning and cross-fertilization between the three provincial interventions is a common feature of each of the three projects.

1.2 National context

Viet Nam is widely recognized for the political and economic transformation it has achieved starting from 1986 with the launch of the *DoiMoi* program of renewal. The reforms undertaken have transformed Vietnam from one of the poorest nations in the world to a middle-income country within thirty years. This dramatic growth, with per capita income rising from below US\$100 to an estimated at US\$1,596 in 2012, has coincided with a dramatic reduction in poverty from 58 to 14 per cent between 1993 and 2008 and an estimated 11.8 per cent in 2011.¹

While development indicators have improved and a number of Millennium Development Goals (MDGs) were achieved ahead of schedule, new challenges are emerging as Vietnam enters a new phase of development. Continued success in the creation of a more equitable and prosperous society will depend on the regulation of economic growth in environmentally sustainable ways, improved governance, and the more equitable distribution of wealth and social services across society.

1.2.1 Vietnam’s Sustainable Development Strategy (SDS) 2011-2020

Vietnam’s Sustainable Development Strategy (SDS) 2011-2020 is the comprehensive policy framework for sustainable social and economic growth and development. The SDS highlights the need for a new economic model to ensure greater balance between economic growth and social, human and sustainable development goals so that all citizens benefit from the development process and the most vulnerable and disadvantaged are not left behind.

With respect to the governance arrangements required for its implementation, the Strategy makes reference to the imperative to: “...*enhance the effectiveness of State management towards accelerating administrative reform, improving transparency of national administration and fighting corruption; coordination among relevant stakeholders in implementing the Strategy and the consolidation of apparatus at all levels to undertake management work of sustainable development.*”²

Particular reference is also made to the need to mobilize citizens and socio-political institutions to: “...*speed up dissemination and education to raise the whole society’s awareness of sustainable development; Design and realize communication programs appropriate to each type of subjects; Promote*

¹ UNDP Website: <http://www.vn.undp.org/content/vietnam/en/home/countryinfo.html>

² Report on socio-economic development in 2014 and major tasks for 2015 at the 8th working session of the 13th National Assembly on October 20.

the role and responsibility of mass media like television, radio and press agencies for improving people's awareness of guidelines, policies and Strategy on sustainable development; Mobilize the participation of mass organizations like the Fatherland Front, Women's Union, Youth Union, Veterans' Association, Farmers' Association, Student Association, etc... in communication work concerning sustainable development".³

SEDS implementation performance is assessed regularly. The "Report on socio-economic development in 2014 and major tasks for 2015" was critical of performance in the areas of anti-corruption and anti-wastefulness. The report concluded that the review, amendment and supplementation of the stipulation on corruption and wastefulness prevention and control remained slow, measures to counter corruption in many agencies were not effectively carried out, the efficiency of inspection was not high, the rate of reclaiming corrupted assets was low, and that the waste of time and resources remained great. It found that some ministries, agencies and localities did not pay due attention to citizen reception, settlement of complaints and denunciations and that there a lot of land-related complaints.

In response to these findings, for 2015 the Government of Vietnam (GoV) re-emphasized highest-level political demand for improved transparency, accountability and responsiveness in the public sector and a significant reduction in corruption and wastefulness. It is expected that at all levels of government efforts will be redoubled to make improvements on a wide variety of fronts including: the review, amendment and creation of legal regulations and measures to counter corruption and wastefulness, heightening the accountability of agencies, leaders, cadres, civil servants and public employees, strengthening the efficiency of State management, particularly over fields that give rise to corruption and wastefulness, and the upholding of the role of the Vietnam Fatherland Front (VFF), socio-political organizations, information and communication agencies and people in the fight against corruption and wastefulness.⁴

1.2.2 Enabling Environment for SEDS Implementation

As a policy instrument to support the achievement of larger SDS objectives the Government of Vietnam developed a Public Administration Reform Master Program (PAR) 2011-2020. Key objectives of this second generation reform program⁵ include:

- i. To build a system of open, clean, strong, modern, effective and efficient state administrative agencies from central to grassroots levels, and promote democracy and the rule of law in executive activities of the Government and state administrative agencies; and
- ii. To guarantee the exercise of democratic rights of the people in reality and protect human rights in association with the interests of the nation.

Among the key tasks falling under the PAR Master Program (2011-2020) are:

- i. To build and perfect laws on the relationships between the State and the people, focusing on guaranteeing and promoting the people's mastery, collecting the people's opinions before deciding on important guidelines and policies, and on the people's right to oversee activities of state administrative agencies; and
- ii. To reduce, and improve the quality of, administrative procedures in all fields of state administration, especially those related to citizens and enterprises.

³Ibid.

⁴Ibid.

⁵The first generation PAR Master Program was implemented over the period 2001-2010

Over the recent past other legislation has been enacted to create an enabling environment for the realization of ambitions to establish more transparent, accountable and responsive local government and the achievement of high levels of citizen satisfaction with the delivery of social and administrative services.

The Law on Organization of Local Government (2015), the Ordinance on Grass Roots Democracy No. 34/2007/PL-UBTVQH11, the State Budget Law (2015), the Law on Public Investment (2015) and the Inspection Law (2010) all provide legal determinations of roles and responsibilities of State and non-State actors at the central, provincial, district and commune levels to engage together to ensure high standards of disclosure, accountability and transparency are maintained and that citizen perspectives are obtained and utilized to inform government decision-making at all levels.

The political demand for local government strengthening is reflected in the mechanism created to monitor the implementation of PAR Master Program (2011-2020). The PAR Index, established by the Ministry of Home Affairs (MoHA) in 2012, addresses all the themes of the plan including: i) PAR planning and implementation; ii) institutional development and implementation; iii) administrative procedure reform; iv) administrative organization structure reform; v) human resources development; and vi) administrative modernization. The Index contains two elements: a self-assessment of ministries/provinces, verified by the Department of Home Affairs (DoHA), of the extent to which the national PAR policies have been implemented at the provincial level (worth 60% of the total score); and a qualitative survey of citizens' satisfaction at the provincial level (worth 40% of the total score).

Another high profile tool for assessing governance performance is the Provincial Governance and Public Administration Reform Index (PAPI). PAPI assesses three mutually reinforcing processes: policymaking, policy implementation and the monitoring of public service delivery. The PAPI Index is comprised of six dimensions: i) participation at local levels; ii) transparency; iii) vertical accountability; iv) control of corruption; v) public administrative procedures; and vi) public service delivery.

The philosophy behind PAPI's innovative policy monitoring approach is that citizens are seen as "end-users of public administrative services" capable of assessing governance and public administration in their localities. The end result is Viet Nam's first publically available dataset providing an objective evaluation of governance from the perspective of citizens. Based on this citizen input, PAPI provides a set of objective indicators that help assess the performance in governance and public administration, while at the same time providing an incentive for provinces to improve their performance over the long term.

1.2.3 National-level Governance Sector Programming in Vietnam

The context for governance sector programming in Vietnam needs to be seen from the perspective of Viet Nam's new status as a lower middle-income country. While international Development Partners (DPs) appreciate the progress Vietnam has made, many (e.g. UK, Sweden, the Netherlands, Denmark, Switzerland, etc.) are making plans to withdraw from Vietnam and focus attention on less well-off countries. Belgium, having announced its intention to complete its bilateral cooperation with Vietnam by June 2019, is no exception.

DPs remaining in Vietnam seem to have shifted their focus from service delivery to governance and justice, and from central government to sub-national agencies and civil society. There is growing interest in evidence-based, networked, and coalition-based approaches⁶.

For DPs who are continuing to program in Viet Nam, including the United States Agency for International Development (USAID) and the European Union (EU), governance and justice are key areas of focus and the GoV has welcomed support in these areas. The initial PAR Master Program (2001-2010) been

⁶Study to review and assess impacts of Belgian interventions in Governance sector, 2015.

completed with good progress with respect to one-stop shops (OSSs). The second PAR Master Program (2011-2020) is being supported by UNDP. There is growing interest in evidence-based approaches, monitoring through measuring, and accountability through competition. There is a related interest in the stimulation of demand, including citizens' feedback, and advocacy for greater information disclosure and accountability. The focus is on nurturing the change makers rather than the DPs being change makers themselves, and the use of coalition-based approaches to cooperation (e.g. UK, Sweden, NL, Denmark, Switzerland, etc.). There is also significant DP interest in supporting the fight against corruption in Viet Nam.

Human rights and justice is a growing area in the context of Viet Nam's entry into the United Nations' Human Rights Council in 2014, a growing awareness of rights-based approaches to development programming, and the advocacy of non-governmental organizations (NGOs) and DPs.

UNDP supports Vietnam's efforts to improve the quality of public administrative services through the introduction of e-services at local OSSs and human resource reforms to improve the leadership style, quality and the ethical behaviour of public servants. UNDP supports the PAR implementation in BacGiang, Danang, and Ha Tinh.

With a focus on children, UNICEF also increasingly gets involved in governance and public management capacity development in Viet Nam. UNICEF works on improving local participation in local planning and budgeting, the capacity building of elected bodies in interacting and consulting with children, especially vulnerable and disadvantaged groups. UNICEF is also increasingly involved in voicing citizen's perspective through citizen score-cards and transparent budgeting.

The World Bank has a large portfolio of projects related to governance and improved public management. The World Bank supports a 97.000.000 Special Drawing Rights (SDR) project designed to enhance living standards by improving livelihood opportunities in selected communes of upland districts of the central highlands of Viet Nam. The project is active in Kon Tum province under the leadership of the Department of Planning and Investment (DPI). The World Bank recently published a synthesis paper of user feedback pilot schemes in four Vietnamese provinces.⁷ The report acknowledges the need for local government to make use of citizen's feedback to improve service delivery.

USAID is one of the important donors in Vietnam. USAID programs in Vietnam support the country's continued development by focusing resources where they're needed most for economic growth, higher education, health security, social services for vulnerable populations, and the environment. USAID supports the Vietnam Provincial Competitiveness Index (PCI) measuring economic governance for business development. USAID will provide some support (technical assistance) to Kon Tum province to improve their PCI score.

Many NGOs including OXFAM and PLAN support governance improvement in Viet Nam. Oxfam Vietnam focuses on empowering communities and civil society to take part in public policy, the social and economic development of the country, and strengthened governance (rule of law) and government accountability.

OXFAM Vietnam is currently implementing a mobile phone-based citizen score-card on public services in Quang Tri province (M-score). This initiative, piloted for the first time in Viet Nam, establishes a mechanism for people to give and receive real time feedback on public service delivery. As such, the M-score can be seen as a tool for government authorities and elected bodies to monitor public service delivery as well as government transparency and accountability.

M-Score complements tools like PAPI in providing government with citizen feedback. M-score can be

⁷The four provinces included in the study were BinhDinh, Thanh Hoa, PhuTho and VinhPhuc.

customized for specific services and geographical areas, providing localized and precise data on government services. In Quang Tri province, the M-score focuses on administrative services provided through OSSs. Preliminary evaluation of the pilot reveals M-score has contributed directly to reforms leading to improvements in the quality of the services provided.

1.2.4 Stakeholders in the Local Government System

Vietnam is divided into provinces and cities under direct central rule. Vietnam's 63 provinces are divided into districts and districts are divided into communes. Those three tiers (province, district and commune) together are known as the sub-national administrative level in Vietnam. While communes are further divided into wards in urban areas and villages in rural areas, wards and villages are considered residential community rather than an official administrative level. With about 55% of the overall state expenditure and 75% of capital expenditures made at the sub-national level (World Bank, 2014), Vietnam is a highly decentralized country comparatively. A recent World Bank study on fiscal decentralization (WB, 2015) concluded that while there has been significant decentralized spending, arrangements for transparency, accountability and oversight require further strengthening for the system to be effective.

The local government system is organized and operates in accordance with the principles of being modern, transparent, intended for the people, and subject to the people's supervision. Local governments at the provincial, district and commune levels have a popularly elected People's Councils (PCc) which are defined as the local organ of state power. It represents the will, aspirations and mastery of the people. It is elected by the local people and is accountable to them and to the superior state organs.

The executive organ of PCc at all levels is the People's Committee (PC). The PC, as the local organ of state administration, is responsible for implementing the normative documents issued by higher-level state organs as well as the resolutions of the PCc. The PC is elected by the PCc at the same level.

The VFF is the umbrella group for socio-political mass organizations in Viet Nam. As defined in the Law of VFF 1999, the Front is "the political base of people's power." It is intended to have a significant role in society, promoting "national solidarity" and "unity of mind in political and spiritual matters." Many of the government's social programs are conducted through the VFF.

Recent legislation has clarified the working relationships between the VFF and local government. Article 15 of the Law on Organization of Local Government (2015) stipulates that local governments shall assist the VFF Committee and socio-political organizations in encouraging the people to get involved in building and strengthening the people's government, organizing the implementation of State policies and laws, and carrying out the social supervision and judgment of local government's activities. This law also requires the PCc and PC to provide the VFF Committee and same-level socio-political organizations with updated information about their activities, and holds local governments responsible for listening to, dealing with, and responding to recommendations of local VFF and socio-political organizations on government organization and socio-economic development at all levels.

The Vietnam Women's Union (VWU) is the socio-political organization representing the legal and legitimate rights and interests of Vietnamese women across all levels of society. The VWU strives for women's development and gender equality and is a member of the VFF. Currently, the VWU has 15 million members. Its main tasks include: i) providing communication, education and mobilization of women to implement laws and policies, uphold fine virtues and enhance their capacity and awareness; ii) mobilizing and assisting women in nurturing happy and sustainable families; iii) mobilizing and assisting women in economic development, sustainable poverty reduction, and environmental protection; iv) advising, proposing, participating in the development of laws and policies on gender equality and social counter arguments to such laws, and monitoring enforcement.

The Vietnam Farmers' Association is the organization which mobilizes, encourages, and educates farmers and defends the legitimate rights and interests of members. It is obliged to mobilize farmers to

engage in agricultural development policies, to criticize government policies, implement the Party's directives, and to coordinate with other organizations in implementing social, economic and cultural development projects, programs and schemes in rural areas.

The Youth Union is the largest social-political organization of Vietnamese youth that gather and motivate youth to participate in social and economic development activities and governance. It is obliged to promote and protect legitimate rights of youth.

The Inspection Law (2010), the Law on Public Investment (2015), the State Budget Law (2015) all formalize the VFFs key oversight role with respect to budget planning and management, the supervision of public investments, and compliance with national policy directives and regulations at all levels.

The Inspection Law (2010) defines the functions and responsibilities of the inspectorate system in Vietnam, and in particular the arrangements for the establishment and operation of People's Inspection Boards (PIBs). PIBs are established in communes and wards under the leadership of VFF. Commune PC leaders are responsible for facilitating their operation. PIBs are responsible for supervising the implementation of legislation and policies, including the ordinance on grassroots democracy, and facilitating solutions for citizens' complaints and denunciations in communes. PIBs are also in charge of advising Commune PC concerning solutions to correct errors and misconduct and the protection of the rights and entitlements of citizens. PIB members are elected through meetings of citizens' representatives in the commune organized through the VFF. PIB membership can range between five to eleven members. Public servants in Commune PC cannot be PIB's members. PIB's term is two years.

Regulations⁸ are also in place for the community supervision of public investment. This role can be managed by the PIB if it has enough capacities, or through the establishment of Community Investment Supervision Boards (CISBs) by the VFF. CISBs are comprised of a Chair, a Vice Chair and three to seven members who are selected by citizens from the short list of candidates set by the VFF Committee. CISBs supervise projects funded by public contributions and state budget in its locality. CISB supervision responsibilities include: (i) a review of the relevance of investment decisions in plans including socio-economic development master plan, sector development master plan, land use master plan, and the infrastructure development and settlement master plan, (ii) the monitoring and supervision of investors and contractors conformity with land use and environmental protection plans, (iii) the supervision of contractors' work and overall monitoring of project implementation, and (iv) the acceptance of completed work and finalization of investment spending. Operation of CISB is funded from commune budget as a part of VFF operation budget.

1.2.5 Other Stakeholders of relevance to the project

The Ho Chi Minh National Academy of Politics (HCMAP) is a national centre for the training of mid- and high-ranking government leaders and managers and political science researchers. The Academy falls under the auspices of the Party Central Committee and is under the direct leadership and instruction of the Political Bureau and the Secretariat of the Party Central Committee.

The HCMAP has played a pioneering role in helping the provinces of Vietnam to analyse their PAPI scores as a means of having a more informed basis for preparing Action Plans to improve the service delivery and local governance and increase levels of citizen satisfaction. The HCMAP has supported Ha Giang, An Giang and Phu Yen provinces, and more recently Nghe An province, in undertaking assessments of the effectiveness of PAR based on PAPI scores. Those assessments have informed the PAPI-response Action Plans subsequently developed by the provinces.

The HCMAP might be supported by the Study Fund of the Belgium Embassy to undertake a study of the

⁸In particular PM Decision 80/2005/ and circular No. 04/2006/TTLT QD-Ttg for its implementation

implementation of PAPI-response Action Plans and key success factors. The objectives of this study are three fold: i) to provide analysis and recommendations which can be incorporated into PAPI-response and PAR Action Plans; ii) to enable the development of a training curriculum on the devolution of authorities closer to the people; and iii) to provide for the professional development of HCMAP lecturers and researchers. Opportunities will be explored concerning a possible involvement of the role HCMAP in this project. To this end, special attention will be devoted to ensuring there are synergies and complementarity between Study Fund and project-supported HCMAP activities and that the duplication of efforts does not occur.

1.3 The Provincial Context: Kon Tum Province

Overview⁹. Kon Tum province is mountainous and at border, located in the north of the central highlands with a natural area of 10,000 km² (3.1% of the total area of the country). It has borders with Quang Nam province in the North (142km), with Gia Lai province in the south (203km), with Quang Ngai in the East (74km), with Laos and Cambodia in the west (Laos: 142.4km, Cambodia: 138.3km). The estimated population in 2013 was 473,251 including about 53% of ethnic minorities; there are 25 ethnic groups living in the province, including six indigenous groups (Xe Dang, Ba na, GieTriêng, Gia Rai, Brau and RoMam). Kon Tum has eight districts, one city, 102 communes, wards and towns; including 51 extremely difficult to be invested under the program 135 (Phase III) of the Government.

PAPI scores. Results of the annual PAPI report indicate that Kon Tum province is always ranked in the lowest position among 63 provinces. Specifically, in 2012 the province was at the 38th ranking, in 2013 at the 58th. Kon Tum was ranked at almost the lowest position by PAPI in three dimensions.

Presented below is an assessment made by Kon Tum Provincial authorities of recent PAPI scores.

The dimension of control of corruption in public sector had the 62nd ranking. Different causes are identified. Propaganda, dissemination, legal education on the prevention of corruption have been deployed in different forms and obtained some certain efficiency. However, there are still some limitations and shortcomings, such as lack of systematization, coherence and coordination among agencies and sectors; content and form of propaganda are not interesting; not regularly organized in some localities; no impact resulting to fundamental change of perceptions, attitudes of people, businesses and public servants about corruption; participation of civil social organizations, businesses and people in preventing corruption is limited.

Asset declaration is not really effective for control of corruption. Due to the fact that not all public servants make an asset declaration in an honest manner as required. Most of the population remains reluctant to denounce corrupt acts.

The dimension of vertical accountability had the 56th ranking because of several reasons. First, the role of PIB and CISB is not yet properly promoted; legal knowledge and supervision skill of PIB and CISB are still limited. They haven't realized their role and responsibility. Second, ethnic minorities account for about 53% of the province's population. Due to their limited level of knowledge they don't realize about their ownership in building and exercising democracy at grassroots level. It is difficult to make voting on issues discussed and checked by people due to their absence at residential meetings.

The dimension of transparency had 55th ranking due to a lack of attention of party bureaus and government agencies in all tiers on importance of real transparency. In addition, people have no access to publicly announced information. There is a lack of transparency modalities appropriate to typography, geography of residential areas due to a long distance with CPCs.

⁹Kon Tum Project Identification Sheet

Kon Tum Responses to PAPI Scores. In order to react to the low PAPI ranking, Kon Tum has made several efforts to investigate the causes and to develop different plans or schemes to address them. The most significant effort is the issuance of the Scheme on Improving Public Administration Effectiveness in Kon Tum and PAR Plan for 2016-2020 period.

The ‘Scheme’ was issued by a Decision 703/QD-UBND of Kon Tum PPC dated 03/08/2012. The general objective was set as to develop a democratic, transparent and effective public administration and to enhance the performance of authorities of all levels in serving people.

The Specific Objective was to enhance performance of the province’s public administration, to improve citizens’ satisfaction with services delivered by state agencies.

A set of measures was set out to address all six dimensions of PAPI. They were as follows:

- i. Educating and raising awareness and accountability of leadership, civil servants and citizens in improving effectiveness of the public administration.
- ii. Improving effectiveness of the province’s public administration.
- iii. Strengthening citizens’ participation at grassroots level by (i) creating opportunities for citizens’ participation in Ordinance on Grassroots Democracy implementation; (ii) improving the quality of election of village heads.
- iv. Improving transparency and publicity in making the list of the poor, publicizing commune budget and public contributions, land use master plans and land compensation price schedules, and investment plans and projects in the localities and results of handling cases found via community’s supervision.
- v. Improving vertical accountability by (i) enhancing performance of PIBs and CISBs; (ii) making public SEDPs, land use plan, infrastructure development master plan, detailed plan on urban development, creation of residential areas and industrial zones, and investment plan; (iii) scaling up participatory C-SEDP; (iv) taking stocks on OGD implementation; and (v) renovating the content and approaches in PCc’s dialogues and communication with citizens.
- vi. Strengthening control of corruption in different dimensions: (i) operation of local authorities; (ii) provision of public services, especially health care and education services; (iii) recruitment in public sector. Anti-corruption commitments need to be continuously strengthened.
- vii. Simplifying administrative procedures through (i) reviewing, improving, and promptly publicizing administrative procedures; (ii) making transparent and public all relevant administrative procedures and requirements; (iii) effectively receiving and handling with reflections and feedbacks of citizens and businesses on public administrative procedures; (iv) enhancing supervision over responsibilities of local agencies and individuals in handling administrative procedures with citizens; (v) applying IT in dealing with administrative procedures; and (vi) providing training and coaching for staff members who are directly dealing with citizens and businesses.
- viii. Improving quality of public service delivery via improving service quality of public hospitals, increasing citizens’ access to public health care services, improving quality of kindergarten service, primary and secondary education, and improving basic infrastructure including water, electricity, social security and order, and other public services as culture, post and telecommunication, irrigation and crop protection.

A detailed presentation of the Scheme on Improving Public Administration Effectiveness in Kon Tum and PAR Plan for 2016-2020 period is provided in Annex 7.4

1.3.1 Key Observations on the Programming Context in Kon Tum Province

During the formulation mission local partners highlighted a number of challenges which remain to be overcome if the planned objectives for RALG – Kon Tum are to be achieved. The most significant of these are presented below:

1.3.1.1 Concerning Citizen-Government Interactions

- Legal framework for citizen participation exists but implementation is still posing important challenges. The main channels for citizen consultations are through the People's Councils and mass organizations. Yet broad-based citizen participation is often constrained by bureaucratic rigidities, capacity limitations, entrenched attitudes, and the absence of practical strategies and tools to permit the two-way dialogue with citizens system envisioned in the laws. Citizen consultation currently often tends to be formalistic and one directional.
- Citizens are seen by public servants to be indifferent and non-responsive to information disseminated through the local government system. There are large numbers of policies, laws, decrees, and programs being disseminated through the local government system. These are generally articulated in a technical, legalistic fashion not well suited to most commune-level audiences. The one-way flow of technical information tends to result in citizen fatigue and a narrowing of the range of issues on which citizens are prepared to engage on i.e. issues of direct benefit.
- Citizens tend to provide feedback on government policies rather than government performance. This is in part due to the highly administrative approach departments employ to solicit citizen feedback, and also to the increased emphasis government now places on citizen satisfaction and the use of citizen feedback to improve local governance and service delivery.
- With respect to channels for citizen participation and oversight of public action there is a need to improve transparency and accountability through the strengthening of PIBs and CISBs. Particular reference here is on the development of operations manuals to document skills requirements, methodologies, strategies and tools for CISBs and PIBs to be able to more effectively play their oversight role in policy and project implementation and to liaise constructively with local authorities.
- For many government officials citizen dissatisfaction is seen as being the result of a lack of understanding of relevant policies and programs rather than due to deficient public service delivery. Citizens are considered apathetic and lacking capacity to understand government propaganda.
- The typical response to a citizen complaint is to issue an administrative clarification or explanation, as soon as possible, on a case-by-case basis. This approach to resolving citizen's queries and complaints makes it difficult for provincial leadership to be aware of issues and administrative arrangements which require more substantive deliberative attention.
- The prevailing attitude of public servants is one of government *managers* rather than public *servants*. Public service is more often seen as an administrative exercise where compliance with policy seems takes priority over the effective and efficient provision of services to citizens.
- Local government personnel tend to equate public administrative reform with a limited range of proxy indicators set out in the PAPI, PCI, and PAR indexes
- There exists widespread interest among all stakeholders groups to employ M-score technology, as a means of securing real time, targeted citizen feedback on, at a minimum, the administrative services delivered at OSSs and inter-agency OSSs.

1.3.1.2 Concerning Programme Design and Management:

- The VFF and PP Councils are piloting innovations in citizen engagement in two districts in Kon Tum province. This project is positioned to provide technical and financial support for these efforts to improve citizen-government communication in priority areas including domestic violence against women and youth unemployment. What is particularly innovative about ongoing efforts is the emphasis on involving the Youth Union and perspectives of youth into the dialogue and the willingness to utilize specialist technical expertise to help manage the technical challenges of the engagement and subject matter.
- The local administration is aware of low levels of citizen satisfaction with local government performance and service delivery, but lacks creativity in mobilizing innovative responses to citizen feedback. The highly administrative approach to interacting with citizens is proving not to be effective. This is reflected in the low PAPI scores Kon Tum has been receiving in the areas of transparency, accountability, and fighting corruption. Creativity, innovation, and attitudinal change¹⁰ will have to be promoted proactively and systematically in the project implementation strategy for Kon Tum province. Given the high population of ethnic minorities in Kon Tum province, it could be able to develop innovative models for engagement with ethnic communities suitable for more widespread replication in other jurisdictions.
- Scope exists for complementarity and synergies with other programming supported by UNICEF, USAID, and the World Bank. The WB project has a governance component which could complement the BTC project. The USAID project to support Provincial Competitiveness Index (PCI) has many similarities with BTC initiatives. Efforts will be made to capitalize on opportunities to coordinate capacity building aspects of programming including capacities for ODA project management using the national execution modality.
- There is a relative lack of experience in Kon Tum Province of managing ODA projects using a national execution modality. Management arrangements for the project in Kon Tum will need to be based on current local capacities (UNICEF/UNFPA and World Bank NEX project within DPI) and accorded appropriate levels of oversight and technical support.
- Inter-provincial exchanges could be of significant strategic importance to Kon Tum province where other provinces have developed solutions to certain types of challenges and have adopted attitudes or approaches to dealing with administrative reforms which have proven successful. Learning from other provinces could enable Kon Tum to achieve some rapid and significant improvement in key performance areas where improvement has been difficult to achieve.
- The greatest interaction between government and citizens takes place at the commune level. There is consensus among all stakeholders that the strategic focus of the project should be on strengthening capacities of commune-level stakeholders and on improved district-commune-level working relationships. The strategic role of provincial level stakeholders lies in the areas of coordination and oversight of project implementation at the district and commune levels, and the coordination of provincial in and utilization of knowledge and innovation exchanges with colleagues from Nghe An and Kon Tum provinces.

¹⁰The reference to 'attitudinal change' refers to highly rigid and restrictive interpretations of guidelines and policies which make communication and collaboration with citizens, especially ethnic minorities living in unique cultural, linguistic and geographic contexts, all the more difficult.

2 STRATEGIC ORIENTATIONS

Presented below are guiding principles for project design as well as discussion of how technical assistance will be strategically deployed to support project implementation and the achievement of planned results. The discussion which follows is informed by two fixed features of the programming context including:

- The project time frame and budget are absolutely fixed. The planned date for project implementation to commence is June 2016 and the date by which all aspects of project implementation must be completed is June 2019. The Belgian contribution to the RALG – Kon Tum project is limited to euro 1.0 million
- There will be three similar projects being implemented in Nghe An, Ha Tinh and Kon Tum provinces. There will be horizontal linkages established between project operations to achieve management efficiencies and enable the transfer of lessons learned and good practices across provinces.

2.1 Alignment to provincial priorities and plans

It is essential that the project be responsive to local priorities and political demand. The project intervention framework (see Chapter 3, below) will be overlaid onto provincial Action Plans (such as PAPI and PAR action plans) under implementation at the time of project approval. This will provide structured flexibility for the project to contribute to the achievement of priority local results.

The project will be responsive to local dynamics and stakeholder relationships by placing special emphasis on strengthening vertical (between government levels) and horizontal (between actors across government departments) interaction between stakeholders central to the achievement of project objectives.

Furthermore, the strategic orientation of the project will be on strengthening capacities of stakeholders at the commune-level and on improved district-commune-level working relationships. This is because the greatest interaction between government and citizens takes place at the commune level and this is the level where capacities and effective tools and procedures are particularly limited.

The strategic role of provincial-level stakeholders will be to provide political and technical leadership for the coordination and oversight of project implementation at the district and commune levels. A second key role of provincial-level implementing partners is to play a leadership role in the implementation of knowledge and skills exchanges with other provinces.

Overall, the project will be inclusive in terms of strengthening working relationships collaboration between the main socio-political stakeholder groups in Vietnamese society. Key stakeholders include the VFF and other mass organizations, government departments, PCcs and PCs at the provincial, district and commune levels.

2.2 Balancing short-term results with long-term vision

The project design and ambitions must be kept realistic and practically implementable. To expedite project mobilization and results achievement the project will support elements of provincial strategies and plans which are of fundamental and direct relevance to the achievement of planned RALG – KonTum project objectives.

Though provincial action plans will necessarily have a province-wide scope and comprehensive

character, the project design and scope-of-work must be informed by the fixed time and financial parameters of the project and actual capacities of implementing partners. Strategic emphasis will be placed on ensuring that project resources and technical assistance generate short to medium-term results that can be replicated, transferred or mainstreamed as appropriate under a longer-term vision.

2.3 'Structured flexibility' for iterative project management.

The project design will be sufficiently flexible to accommodate iterative project management. This will allow the project to adapt to implementation experience and new opportunities and innovations which arise over the course of the project. Management decision-making will be informed by sound and continuous analysis and understanding the drivers and constraints to change. Bilateral and technical dialogue will be supported with dedicated resources and tools.

Measures to be taken to promote and facilitate iterative project management include: the conduct of baseline data collection at the beginning of the project to permit evidence-based planning and decision-making, short cycles of planning and monitoring, the conduct of annual reviews involving the three provinces, and the conduct of technical backstopping missions (see section 2.4 below).

The systematic update of PAPI and PAR improvement plans on the basis of regular citizens feedback (such as M-Score, PAR Index or the annual PAPI indexes) will also feed into this iterative management.

2.4 Multiple, complementary technical assistance modalities

The project will promote mutual learning where stakeholders learn together and collectively how to improve communication, coordination and collaboration amongst themselves. Multiple mechanisms will be employed to support, facilitate, and to a certain extent frame learning opportunities and innovation.

In this regard, technical assistance will take different forms and assume different roles to facilitate changes in institutional, organisational and individual capacities.

An international technical advisor (ITA), to be shared between the three RALG provincial projects, will be responsible for the coordination of change processes supported by the project in each province and across provinces. The ITA will also provide technical support for project implementation in each of the three RALG provinces on a part-time basis. Such senior technical assistance is required not only to analyse and navigate the complex context of local governance and identify learning opportunities. S/he is also required to identify key challenges and opportunities relating to the longer-term evolution of citizen-government partnerships. The long-term ITA will be responsible for assuring coherence between activities included in project action plans as well as ensuring the different activities planned are realistically implementable and likely to contribute to the achievement of the Specific Objective. The ITA also has an important role to play in networking with national-level stakeholders and coordinating the identification and mobilization of Vietnamese and external service providers.

One full-time national expert (NE) will support province-level project planning, coordination, oversight and reporting. The NE will contribute to the identification of specialized technical assistance required to support reform/change processes at the organisational and individual levels. The NE will also serve as coach and knowledge broker to help develop skills and potentials of local government personnel and other stakeholder organizations for change management and deliberative dialogue.

Short and/or medium-term specialized expertise will be required where implementing partners require a level of technical support which is beyond the mandate or ability of the ITA or NE. This type of technical assistance will support the strengthening of organizational capacities of stakeholder groups as well as the professional capacities of individuals through skills enhancement, on-the-job training, coaching, etc.

Where multiple provinces require technical support of a similar nature, consideration will be accorded to the recruitment of national-level service providers (including, possibly, national research or academic institutions) who could be mobilized to provide support to multiple provinces using a variety of methodologies. This approach can result in cost efficiencies, facilitate improved information, knowledge transfer and learning across provinces, and serve as enrich the professional expertise of the national entity providing the technical assistance

Technical backstopping missions by BTC will be organised on an annual basis. The focus of these missions will be the technical content of the work being carried out by the projects. The issues raised during these missions can contribute to timely management decision-making and beneficial adjustments to implementation plans and strategies.

2.5 Internal coherency and complementarities with other donor's support

The project will be informed by the experiences of other donors or NGOs working in Kon Tum. This will permit the creation of synergies, complementarity, and the creation of longer-term sustainability strategies.

The NGO Plan International is active in Kon Tum province with a project to improve living conditions for local poor children. The project helps improve educational infrastructure and nutritional care for children, especially children in age of 0-4 in the two districts of Konplong and Kon Ray, through building schools and training teachers in child care. Plan Vietnam uses a rights based-approach to help disabled and marginalised children. Interactions will be facilitated by RALG and Plan focus on KonPlong District.

The project will seek to promote and ensure coherence and complementarities between Belgium-supported interventions in the area of government–citizen communication and engagement. For example, Oxfam has developed the M-score technology as a tool to allow citizens to provide feedback to local government on the delivery of selected administrative services at OSSs.

The HCMAP could be a partner of the project by undertaking further analysis of citizen satisfaction survey reports to which could be used to improve the relevance and efficacy of local PAR reforms and efforts to improve service delivery.

3 INTERVENTION FRAMEWORK

3.1 Overall Theory of Change

From the key observations on the programming context in Kon Tum presented in Chapter 1 a conceptual framework for programming or “Theory of Change” (ToC) can be generated.

A priority for political leadership at all levels is to deliver effective public administration reform as a means of improving social, economic and administrative service delivery and increasing citizen satisfaction with local government performance. More transparent, accountable and responsive local governance is seen as a necessary condition for the successful implementation of the National Sustainable Development Strategy (SDS) 2011-2020. This requires on-going, two-way, government-citizen dialogue so that areas of performance shortfall can be identified and addressed and the adequacy of policies can be critically assessed and refined as necessary.

In the case of Kon Tum province, relatively low levels of citizen satisfaction with local government performance have been confirmed through citizen surveys including the PAPI Index (see Kon Tum Provincial Profile for 2014 in Annex 7.6). This contrasts with the higher levels of citizen satisfaction suggested through the citizen feedback mechanisms administered by the bureaucracy.

There are comprehensive arrangements in place for the dissemination of information to citizens and citizen engagement. These arrangements, and the manner in which public servants tend to implement them, often results in the dissemination of information which is difficult for citizens to understand and is perceived to be of questionable relevance. Further, citizens often consider arrangements for engagement with government to be rather rigid and formalistic and not oriented towards the promotion of sustained two-way dialogue.

Mass Organizations including the VFF, VWU, the Youth Union and others have an important and expanding role to play in facilitating dialogue between government and citizens. Their capacity to implement their role is varied and limited in the context of their national to sub-commune level mandate and the technical skills and competencies required. As a result, the effectiveness of Mass Organizations in fulfilling their envisioned role as key brokers and facilitators of citizen-government dialogue and collaboration is limited.

From this perspective the ToC for this project is that to contribute to the improvement of local social, economic and administrative service delivery and increasing citizen satisfaction with local government performance, RALG – Kon Tum should focus on two main strategic areas:

- increasing citizen feedback and engagement on policies and local government performance at all levels; and
- increasing local government capacities, at all levels, to access, analyse and utilize citizen feedback.

Through enhancing citizen’s voice at all levels as well as the capacities of local government to use it effectively more effective public administrative reform, improved service delivery and more transparent and accountable local governance can be expected.

This ToC is reflected in the project results framework as described below.

3.1.1 General Objective

The General Objective (GO) of the Support for Responsive and Accountable Local Governance RALG) in Kon Tum) is: “Accelerated social and economic development in Kon Tum Province through more responsive, transparent and accountable local governance.”

3.1.2 Specific Objective

The Specific Objective (SO) of the RALG – Kon Tum is: “Improved citizen-government interaction leading to improved service delivery and increased citizen satisfaction.”

Each strategic area of the ToC depicted above is broken down into expected results which highlight stakeholder-focussed project management and monitoring and facilitate the tracking of results in terms of change processes.

3.1.3 Project Results Areas

The project has five expected results as follows:

- Result 1 Improved capacity of local government at all levels to disseminate information in a citizen-friendly manner.
- Result 2 Improved capacity of PCcs and Mass Organizations, and specifically PIBs and CISBs to facilitate and promote improved two-way communication between citizens and government at all levels.
- Result 3 Improved capacity of local government at all levels to collect, analyse and utilize citizen feedback in a transparent and deliberative fashion for more responsive and accountable local governance and improved service delivery.
- Result 4 Improved capacity for local government at all levels to identify, plan, coordinate and oversee public administrative reforms in response to engagement with citizens and socio-political organizations
- Result 5 The exchange and effective utilization of innovations, lessons learned and good practices between counterparts from Nghe An and Ha Tinh provinces.

3.1.4 Main assumptions underlying the project Theory of Change

A number of critical assumptions underlying the project ToC are presented below. They will be monitored regularly over the course of the project as a means of risk mitigation and strategic management.

- provincial political leadership remains committed to effective public administrative reform and the achievement of planned project results;
- improved mechanisms for citizen-government communication will lead to increased levels of citizen participation in local governance;
- mass organizations are committed to embracing their two-way communication interface role with citizens and local government at all levels;
- citizen feedback can trigger meaningful public administrative reforms;
- local administration structures at all levels will be prepared to engage in reforms in response to areas of performance shortfall identified through citizen feedback; and
- essential attitudinal change on the part of both citizens and public servants will be triggered by new forms of dialogue, collaboration and mutual learning.

3.1.5 Expected Results and main lines for activities

3.1.5.1 Result 1 Improved capacity of local government at all levels to disseminate information in a citizen-friendly manner.

This result area will involve strengthening the capacities of relevant departments including the Department of Justice (DoJ), Department of Information and Communications (DoIC), Department of Home Affairs (DoHA), the Department of Finance (DoF), the Department of Ethnic Minorities (DoEM) and others in the dissemination of information on government policies, procedures and programs in more citizen-friendly and innovative ways with the objective of promoting broad-based understanding and dialogue between citizens and government at all levels.

The following activities have been identified in that respect:

- Collecting citizen feedback concerning the relative effectiveness of various methods of communication and co-relations between subject matter and mode of communication and engagement.
- Prioritization of issues to be communicated of the most relevance to citizens and government e.g. budget disclosure, land use plans, anti-corruption legislation and strategies, social program entitlements, PAPI & PAR ambitions and emphasis on citizen participation in local governance.
- Enhancement of mechanisms to allow ethnic minorities to advise local authorities on how to more effectively communicate with ethnic minority communities.
- Translation of selected priority policies into ethnic languages.
- Piloting of innovative models of inter-departmental collaboration for the preparation of communication material and vetting of materials with PCc and mass organizations to obtain citizen's perspective.
- Piloting of new forms of collaboration between the different tiers of local administration with the VFF and other mass organizations for the dissemination of official communications and facilitating two-way dialogue.

3.1.5.2 Result 2 Improved capacity of People's Councils and Mass Organizations, PIBs and CISBs to facilitate and promote improved two-way communication between citizens and government at all levels.

The objective is to strengthen overall technical capacities for the institutionalization and facilitation of on-going citizen-government dialogue, through working mainly at two levels:

support the transfer of relevant skills, knowledge, methodologies and tools to People's Councils and Mass Organizations to increase their individual and organizational capacities for citizen engagement, community facilitation, consensus building, advocacy, training and skills transfer, strategic communications, dispute resolution.

- the strengthening of capacities of PIBs and CISBs to perform their core compliance, monitoring, inspection and oversight roles as envisioned in the Inspection Law (2010) and other legislation.

With regard to Peoples' Council and Mass Organizations the following activities have been identified:

- Assessment of strengths and weaknesses of current forms of engagement between

PCCs and mass organizations with citizens.

- Identify priorities for citizen engagement on the basis of two-way government-citizen at the district and commune levels.
- Develop communications strategies for the provincial, district and commune-levels which link organizations with issues and objectives.
- Assess capacities of PCCs and mass organizations and mobilize technical assistance for the strengthening of capacities in such areas as conflict resolution, consensus building, community facilitation and mobilization, advocacy, etc.

Capacity strengthening at the level of PIBs and CISBs will entail the following (indicative) activities:

- Assess strengths and weaknesses of PIBs and CISBs in the project catchment area.
- Identify and document best practices and key success factors for PIBs and CISBs.
- Promote and facilitate enhanced institutional arrangements for receiving and deliberating upon the findings of PIBs and CISBs and the implementation of responsive, enabling administrative responses.
- Develop guidelines, manuals and other tools to enable PIBs and CISBs to better perform their supervisory and oversight functions.
- Design and implement innovative approaches for coaching, mentoring and skills transfer across PIBs and CISBs.
- Explore the potential for small action research projects to generate new information on key success factors, the transferability of project innovations, and other issues of consequence to RALG implementing partners and broader national audiences and networks including central government institutions, academic and research institutions, NGOs, and development partners.

3.1.5.3 Result 3 Improved capacity of local government at all levels to collect, analyse and utilize citizen feedback in a transparent and deliberative fashion for more responsive and accountable local governance and improved service delivery.

This will involve the strengthening of organizational and technical capacities of relevant departments at all levels to solicit, collect, analyse and utilize citizen perspectives as a means of identifying priority areas for public administrative reform.

This will also require capacity building for PCCs and PCs to lead, coordinate and oversee processes for data analysis and for government-citizen engagement concerning local government performance and public administrative reform.

Programming in this area will involve, but not be limited to, knowledge and skills transfer from specialist advisors, the use of information and communication technologies where relevant and appropriate, and the development, testing and refinement of innovative tools and methodologies for deliberative engagement, consensus building, situation analysis and public administrative reform planning and oversight. This includes analysis and diagnostics of the annual PAPI scores to identify the underlying public management areas for improvement.

The project will be pro-active in efforts to make innovative and appropriate use of information & communication technologies (ICT) in strategies for achieving planned objectives. Emerging mobile phone

technologies such as M-score, websites, online helpdesks and hotlines, and relevant e-governance applications will be considered as part of the project's on-going strategic and iterative planning process.

Indicative activities under this result areas will comprise :

- Develop an inventory of mechanisms for the collection of citizen feedback and mobilize citizen-government forums at all levels to assess the relative strengths and weaknesses of each.
- Solicit citizens' views concerning innovative approaches to enabling two-way government-citizen engagement and in the context of issues of particular importance e.g. budget disclosure, land use policies, etc.
- Consider how ICT applications can be used to facilitate improved data collection, manipulation and analysis.
- Assess current procedures for the collection and interpretation of citizen feedback within and between the three administrative levels of the local government system and arrangements for transparent deliberation and responsive decision-making
- Mobilize technical assistance as required for the strengthening of capacities for the collection, interpretation and utilization of citizen feedback and the institutionalization of beneficial administrative reforms and participatory processes.

3.1.5.4 Result 4 Improved capacity for local government at all levels to identify, plan, coordinate and oversee public administrative reforms in response to engagement with citizens and socio-political organizations.

This will involve the provision of technical assistance to support relevant government departments at all levels to plan, implement, monitor and oversee technically robust public administrative reforms which effectively respond to citizen feedback on local government performance and the quality of service delivery.

Activities under this result will entail :

- Strengthen capacities for the diagnosis of causes of local government performance shortfalls and identification of appropriate remedial measures.
- Strengthen horizontal and vertical interfaces between government departments at the different administrative levels through the clarification and simplification of roles and responsibilities and administrative procedures and through improved communications and oversight.
- At commune level, develop, validate/refine tools and processes for citizen-sensitive, participatory socio-economic development planning (SEDP) and implementation including budgeting, tendering and procurement processes and, monitoring and oversight processes arrangement.
- Enhance arrangements for communication and inclusive monitoring of plans and strategies for implementing responsive public administrative reforms.
- Implement exchanges between RALG provinces to enable the transfer of good practices and lessons learned.

3.1.5.5 Result 5 The exchange and effective utilization of innovations, lessons learned and good practices between counterparts from Nghe An and Ha Tinh provinces.

This will involve the active participation of political and technical stakeholders from Kon Tum province in exchanges with counterparts from Nghe An and Ha Tinh provinces to share lessons learned and good practices. Provincial participants, who may be drawn from any level of government, will be pro-active in both the documentation and dissemination of lessons learned, and also on the utilization and application of good practices as appropriate to permit optimum levels of results achievement.

Resources will be provided for the sharing of pilot experiences and lessons learned emanating from this project with other national institutions interested in the promotion of greater citizen-government interaction. In particular, collaboration could be developed with universities and other national institutions, such as the HCMAP, on specific small research action projects which focus on innovations for improved local government performance. Similarly, resources will be dedicated to developing and/or entering into existing national and international networks and practitioner platforms which could contribute to improved citizen-government engagement practices in Vietnam.

Following activities will be implemented :

- The documentation of good practices and critical success factors leading the effective achievement of planned results.
- The creation of informal interprovincial working groups, supported with technical assistance, to deliberate on and pilot innovative approaches to addressing strategically significant issues e.g. the promotion enhanced, sustained constructive two-way dialogue with ethnic minorities living in remote areas; appropriate uses for ICT for the achievement of planned objectives, how to create political space for innovation and creativity in the promotion of citizen-government engagement; the development of tools, manuals and guidelines for PIBs and CISBs.
- The establishment of networks with local and national institutions which can be used to create a more enabling environment for the achievement of planned objectives, technically support project implementation, and facilitate the dissemination of lessons learned, good practices and critical success factors more broadly across Vietnam.

3.2 Validated Programming Framework

Two central elements of the design of the RALG – Kon Tum project are that it be well aligned with provincial plans and priorities for public administrative reform and improved local governance and that it remains flexible to allow adaptations based on implementation experience and new opportunities.

To this end a programming framework has been developed which captures all key programming activities identified in the Kon Tum Action Plan to Improve PAPI and PAR Scores (2015-2020). This framework was validated by provincial stakeholders during the final plenary meeting of the formulation team's mission to Kon Tum province. The final selection and scoping of activities and mechanisms for their coordination, implementation and oversight will be confirmed during the Inception Phase.

It is envisaged that the Inception Phase, which will last 3 months at a maximum, will be comprised of four sub-phases:

- Review of the current provincial PAPI/PAR Action Plan (2015-2020) in an analytical way in order to: (i) understand better actual constraints and opportunities relating to citizen participation and government responses to citizen feedback in the Kon Tum context; and (ii) to prioritize activities

to be included in the project work plan based on demand, feasibility and coherency with project objectives;

- On the basis of this review, the review of critical assumptions and the project ToC, refine the project results framework, M&E framework and set performance targets for the first year;
- Identify and classify technical assistance requirements in terms of short and long term requirements and whether the TA would best be sourced from within the province or at the national level;
- Elaborate project planning and budgeting frameworks, implementation coordination, monitoring, reporting arrangements and oversight arrangements as well as a detailed action plan for the first year.

3.3 Results Framework

Intervention Logic	Indicators	Baseline Value	Targets	Sources
<p>General Objective:</p> <p>Accelerated social and economic development in Kon Tum Province through more responsive, transparent and accountable local governance.</p>	<ul style="list-style-type: none"> Increased economic output Expanded economic and social infrastructure. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Provincial statistics on economic productivity. Provincial statistics on access to basic social services. PCI Scores
<p>Specific Objective:</p> <p>Improved citizen-government interaction leading to improved service delivery and increased citizen satisfaction.</p>	<ul style="list-style-type: none"> Increased levels of citizen engagement with government at all levels. Greater mutual understanding between citizens and government of priority areas for PAR. Improved citizen participation in public programs and policies. Increased citizen contributions to the oversight of public policy and program implementation. 	<p>current PAPI Scores 2015¹¹ (/10)</p> <ul style="list-style-type: none"> participation at local levels : 4.38 transparency : 4.92 vertical accountability : 5.75 public administrative procedures : 6.37 control of corruption : 5.11 public services delivery : 6.78 	<ul style="list-style-type: none"> Increase of scores with at least 10% 	<ul style="list-style-type: none"> PAPI report
<p>Result 1</p> <p>Improved capacity of local government at all levels to disseminate information in a citizen-friendly manner.</p>	<ul style="list-style-type: none"> number of official publications which are effectively translated into a form which can be understood by citizens and provide a basis for citizen-government engagement. Number of measures taken to customize information to be disseminated to ethnic minorities. Number of innovations tested 	<ul style="list-style-type: none"> no translated publication no measure taken 	<ul style="list-style-type: none"> Minimum 2 translated publications per annum At least 1 innovative measure taken per year 	<ul style="list-style-type: none"> Project reports Comprehensive Baseline Survey To be confirmed with local partners.

¹¹a detailed presentation of PAPI index is available in annex 7.4 and on www.papi.vn

	<p>concerning mediums and modalities for communication of government policies and programs to citizens.</p> <ul style="list-style-type: none"> The extent to which different levels of government actively contribute to and participate in innovative approaches to generating and disseminating citizen-friendly information. 	<ul style="list-style-type: none"> no innovations tested little participation 	<ul style="list-style-type: none"> At least two innovations tested per year Regular participation (in 30% of more of the cases) 	
<p>Result 2</p> <p>Improved capacity of PCs and Mass Organizations, and specifically PIBs and CISBs to facilitate and promote improved two-way communication between citizens and government at all levels.</p>	<ul style="list-style-type: none"> Number of innovations for improved citizen-government engagement tested. The number of levels of local government system at which innovations are tested and refined. Increase in the range of issues on which there is citizen-government engagement. The generation of tools, manuals, guidelines to enable PIBs and CISBs to better perform their core mandate. The scope of utilization of new tools by PIBs and CISBs. Improved scope and quality of PIB and CISB contributions to the overall supervision and oversight of public investments and public policy implementation. 	<ul style="list-style-type: none"> No innovations No levels are tested Little citizen-government engagement No tools, manuals and guidelines generated No utilization Limited scope and quality of PIB and CISB contributions 	<ul style="list-style-type: none"> At least two innovations tested per year At least one level tested per year Regular citizen-government engagement (in 30% of more of the cases) At least two tools, manuals and guidelines are generated annually Utilization of new tools by PIBs and CISBs in 30% of more of the cases. PIB and CISB contributed in 50 % of all cases of overall supervision 	<ul style="list-style-type: none"> Project reports To be confirmed with local partners.
<p>Result 3</p> <p>Improved capacity of local government at all levels to collect, analyse and utilize citizen feedback in a transparent and deliberative fashion for more responsive and accountable local governance and improved service delivery.</p>	<ul style="list-style-type: none"> Increase in the volume of citizen feedback collected at all levels. The development and utilization of effective tools and methodologies for analysing citizen feedback. The adoption of improved mechanisms for government-citizen dialogue on issues of public concern. 	<ul style="list-style-type: none"> Little citizen feedback collected at all levels. No effective tools and methodologies for analysing citizen feedback. Out dated mechanisms for government-citizen dialogue on issues of public concern. 	<ul style="list-style-type: none"> A system is put in place to collect citizen feedback Effective tools and methodologies for analysing citizen feedback are developed Within one year mechanisms for government-citizen dialogue on issues of public concern are reviewed and updated 	<ul style="list-style-type: none"> Project reports To be confirmed with local partners.

<p>Result 4</p> <p>Improved capacity for local government at all levels to identify, plan, coordinate and oversee public administrative reforms in response to engagement with citizens and socio-political organizations.</p>	<ul style="list-style-type: none"> • new reforms identified & planned. • Nbr of innovations identified and utilized for improving vertical and horizontal coordination and oversight of PAR. • Nbr of innovations for PAR identification, planning, coordination and oversight institutionalized as good practice. • Number of stakeholders collaborating effectively for PAR implementation and oversight (horizontal coordination) • Number of levels of local government effectively contributing to the identification, planning coordination and oversight of PAR reforms. 	<ul style="list-style-type: none"> • No new reforms identified • No innovations identified and utilized for improving vertical and horizontal coordination and oversight of PAR. • No innovations identified and utilized for improving vertical and horizontal coordination and oversight of PAR. • No innovations for PAR identification, planning, coordination and oversight identified 	<ul style="list-style-type: none"> • At least one new reform identified per annum • At least two innovations identified and utilized for improving vertical and horizontal coordination and oversight of PAR per annum. • At least two innovations identified and utilized for improving vertical and horizontal coordination and oversight of PAR per annum. • at least two innovations for PAR identification, planning, coordination and oversight are institutionalized as good practice 	<ul style="list-style-type: none"> • Project reports • To be confirmed with local partners.
<p>Result 5</p> <p>The exchange and effective utilization of innovations, lessons learned and good practices between counterparts from Nghe An and HA Tinh Tum provinces.</p>	<ul style="list-style-type: none"> • lessons learned and good practices documented and shared with other provinces. • number of good practices from other provinces applied in Kon Tum province. 	<ul style="list-style-type: none"> • No lessons learned and good practices documented and shared. • No good practices from other provinces applied in Nghe An province. 	<ul style="list-style-type: none"> • At least 4 lessons learned and good practices documented and shared per annum • At least 2 good practices from other provinces applied in Nghe An province per annum. 	<p>Semi-annual and annual provincial project progress reports.</p>

3.4 Indicators and progress markers

Performance indicators and the methodology for data collection will be fine tuned during the inception phase and will be monitored and continuously adapted during project implementation according to the following principles:

- Indicators for the achievement of project objectives will rely to the extent possible on Vietnamese monitoring systems (e.g. the SEDP M&E framework, PAPI and PAR indexes..)
- Performance indicators which refer to changes in terms of capacities (e.g. knowledge, skills, procedures, team work, coalitions building etc..) including attitudinal and behavioural change, will have to be confirmed and refined in close collaboration with actual implementing partners.

This TFF therefore provides indicative and non-comprehensive articulations of categories of performance indicators. These indicators have been defined at the level of the outputs (products and services to be delivered by the project) as well as categories of expected changes (mainly through the use of these outputs) which are expected to contribute to the achievement of planned objectives.

The ToC underlying each result area and the synergies between results areas will be further developed during the first year, and specific performance indicators will be identified and validated by implementation partners and reviewed and refined regularly. For each of the expected results intermediate capacity outcomes will be defined using appropriate indicators. These are process indicators which focus on the early signs of change (showing the steps in the direction for change) at the institutional/organizational and individual levels. Project progress in terms of the achievement of intermediate capacity outcomes and overall performance targets will be regularly monitored and periodically evaluated.

In this regard, the monitoring of changes is part of the capacity development process itself. The definition and exploration of indicators throughout project implementation will contribute to the progressive development of a shared language which relates to national policy and enables provincial-level discourse concerning citizen-government interaction. Indeed a “common language” for more collaborative, service-oriented and inter-level and inter-agency public administration requires attitudes and behaviours which may not come naturally to many now in the local government service. The project will feed into this longer term process while paying attention to create purposeful collaborative settings where desired practices can be repeated, assessed, validated and incentivized.

Capacity development support provided under the project must also promote opportunities to identify mutual learning moments and emerging changes in capacities which had not been expected or foreseen in the project annual action plan and results framework.

3.5 Risk analysis

Below is a summary of main risks to the achievement of planned objectives and results. Mitigation measures have been foreseen in the framework of the project and/or through policy dialogue mechanisms.

3.5.1 Sustainability and effectiveness risks

Risk	Comments	Level	Mitigation Measures
More responsive, transparent local governance does not lead to accelerated social and economic development	It is well established that more transparent, accountable and responsive local governance leads to improved allocative efficiency, higher levels of	Low	More responsive and transparent governance requires political commitment and a willingness to be creative and innovative. All indications suggest there are high levels of political commitment at the provincial and district levels to planned results and a willingness to exercise political authority to that end. Strong leadership

	resource mobilization, higher levels of value for money in public investment and a more predictable and stable environment for private sector investment.		<p>of the Provincial PC and Project Steering Committee chairs is needed.</p> <p>There is awareness among stakeholders of the limitations of purely administrative reforms in the achievement of planned results. Project holders are aware that innovation and creativity will be required for the achievement of planned results and see the project as a means of accessing technical support to this end.</p> <p>Inter-provincial exchanges of lessons learned and good practices can create opportunities for the sharing and mainstreaming of innovations in a manner which expands stakeholders' sense of what is possible.</p>
Local government stakeholders at different levels may demonstrate resistance to change or place self-imposed limits to the scope for innovation and creativity for PAR and accountable, transparent local governance.		Medium	<p>The collection of baseline data, short planning and monitoring cycles, provincial annual reviews, bi-annual Steering Committee meetings, periodic backstopping missions, and performance indicators from other initiatives (PAPI, PAR Index, PCI) will provide ample opportunity for project holders to monitor performance from a comparative and evidenced-based perspective. This will enable project holders to take management decisions conducive to a more enabling environment for the achievement of planned results.</p>
Citizens may be sceptical or non-responsive to efforts made by local government stakeholders to improve two-way communication.		Medium	<p>Multiple stakeholders (VFF, Mass Organizations, PCc) will be supported to engage with citizens at all levels. The technical assistance provided is likely to result in overall increase in citizen-government dialogue.</p> <p>Emphasis will be placed on creating synergies and complementarity between the support provided to state and non-state stakeholders. This complementarity can be expected to create an enabling environment for the achievement of planned results.</p> <p>Good practices and lessons learned can be transferred, where possible and applicable across provinces. This is intended to expedite the adoption of good practices and maximize levels of results achievement.</p>
Stakeholders may focus on performance indicators such as PAPI, PAR and PCI rather on the adoption of new innovative business practices and new forms of social partnership.	There is a widespread tendency of bureaucrats to view performance indicators as ends in themselves without an understanding of the significance of more responsible, accountable and transparent local governance and how to achieve it.	High	<p>The political leadership within the province have a sophisticated and enlightened appreciation of the objectives of the project and the challenges to be addressed during project implementation.</p> <p>It is anticipated that clear, consistent and appropriate vision and leadership will be provided by the Steering Committee to ensure implementing partners confront the fundamental challenges. This may involve the creation of incentives for results achievement in the context of constructive inter-provincial cooperation.</p>

3.5.3 Implementation risks

Risk	Comments	Level	Mitigation Measures
The planned scope and reach of the project in terms of number of districts, communes and volume of planned activities and results exceeds capacities to deliver.	The larger the geographic footprint of the project and scope of planned results the greater delivery challenges will be and the greater the likelihood planned results will not be achieved and sustained.	High	During the inception phase the scope of work for the first year will be critically assessed from the perspective of implementation capacity. Project implementation will be monitored closely. The ITA will act as co-director of the project. If and when implementation performance falls short of reasonable expectations consideration will be given to the viability of the scope of programming and possible measures to be taken to ensure project plans remain implementable and likely to generate satisfactory results.
Public servants and other implementing partners demonstrate resistance to the adoption of attitudinal changes which may be required for the achievement of planned results.	In the context of history and convention it is understandable some may resist changes in the perceptions about the nature of the relationship between citizens and government the project is intended to achieve.	Medium	

3.5.4 Management and fiduciary risks

Implementing partners struggle to effectively manage the considerable planning, coordination and oversight requirements of the projects at all levels of the local government system.	The role of the Provincial Project Working Group (PPWG) in the planning coordination and oversight of project implementation horizontally across implementing partners and vertically at the district and commune levels is a significant challenge and is of critical importance.	Medium	<p>The PPWG will receive technical support from a full-time National Expert based in the PMU. The part-time ITA will provide on-going technical support and guidance on a part-time basis. The crucial role of the PPWG is understood and emphasis will be placed on the creation of robust monitoring arrangements for project planning, coordination and oversight.</p> <p>Performance in the area of planning, coordination and oversight will be constantly reviewed and measures to support and strengthen these functions will be considered as a key element of the strategic management of the project. It is expected that relevant authorities will create an enabling environment for constructive iterations in these essential management functions to be made.</p>
Service providers cannot be mobilized to provide the required specialized technical assistance to implementing partners in a timely fashion.	Though stakeholders agree national and international technical assistance will be required, the specific areas where TA will be required, modalities for TA and levels of effort required have yet to be discussed.	Medium	<p>During the project inception phase the ITA and NTA will liaise closely with implementing partners for the detailed planning of activities to be implemented during the first year of the project. During these discussions areas where TA is of significant strategic and substantial importance will be identified. For TA needs shared by multiple provinces the ITA will identify suitable national-level service providers capable of meeting the needs of multiple provinces in a cost-efficient and technically robust manner.</p> <p>For TA needs which can be met from within the province, the PMU will support procurement processes and communicate with other provinces where service providers are providing exemplary services.</p> <p>The performance of service providers will be carefully monitored and managed with a view to ensuring quality deliverables are achieved.</p>

Risk	Comments	Level	Mitigation Measures
The Project management Unit (PMU) is unable to mobilize the required management and technical staff on time	PMU staff assignment and recruitment may take some time jeopardizing project implementation in a very tight timeframe	Medium	Continuous dialogue will be established between the parties in order to start with staff recruitment as soon as both parties have approved the project document
The PMU is unable to manage project finances in accordance with minimum standards for national execution.	Kon Tum province is new to Belgian cooperation, the province has limited experience in managing ODA projects using the national execution modality, but no experience with BTC national execution modalities	High	The project will be implemented according to co-management (with the ITA as co-director) and BTC-management modalities. If difficulties emerge it is possible for short term backstopping to be provided by the BTC Representation in Hanoi.
The PMU is unable to generate action plans and progress reports which meet minimum technical standards.	The PMU does not have clear authority over the multitude of departments involved in project implementation. It is possible that implementing departments may not provide information required for planning and reporting in a timely fashion.	High	At the level of the Steering Committee implementing partner's obligations and responsibilities for project planning and reporting will be confirmed and monitored. The PMU will develop planning and reporting tools to facilitate and coordinate implementing partners' timely input into plans and reports. The NTA and the ITA will provide operational support for this function as required.

3.6 Project Beneficiaries

The ultimate beneficiaries of this project will be the citizens of Kon Tum province who will enjoy improved service delivery and more responsive, accountable local governance.

Indirect beneficiaries. Potential indirect beneficiaries include local and national service providers whose professional experience and capacity may be enhanced through their participation in the project, as well as other public or non-state institutions who benefit from the knowledge products, lessons learned, good practices generated through this project.

Immediate beneficiaries include the following stakeholder groups:

- PCs and PCcs at the provincial, district and commune levels, participating government departments at all levels including DoHA, DPI, DoJ, DoF, DoIC, DoEM who will benefit from the technical assistance and capacity building support provided under the project.
- The VFF members and members of mass organizations including but not limited to the VWU, and the Vietnam Youth Union at the provincial, district and commune levels who will benefit from organizational development and capacity building support which will enable them to better perform their core functions.
- The citizens of selected communes in three districts of Kon Tum, Dak Ha and KonPlong District. KonPlong district is a mountainous region where large numbers of ethnic minorities reside, Dak Ha District is seen to be advanced and performing well, and Kon Tum City which has a large population and high levels of demand for government services. Citizens in these areas should benefit in terms of increased influence on government decision-making resulting in improved local government performance and service delivery.

4 RESOURCES

4.1 Financial resources

The contribution of the Government of Vietnam is equivalent to €150.000.

It will cover the provision of office space and office equipment within the DPI building , a vehicle and a driver as well as the contribution of government staff to the project at the provincial, district and commune levels. It will also include allowances for a part-time project director and a full-time project coordinator.

Belgian contribution amounts to €1,000,000. The draft budget outline is as follows:

Result 1 : € 80,000

Result 2 : € 95,000

Result 3 : € 120.000

Result 4 : € 200.000

Result 5 : € 60,000

Contingencies : € 28,000

General Means: € 417,000

4.2 Human resources

The project will be managed by a Project Management Unit (PMU) composed of the following staff:

The Provincial People's Committee (PPC) will assign within the provincial Department for Planning and Investment (DPI) and the department of Home Affairs (DOHA), :

- **a Project Director** who will bear the overall responsibility for project management. (DPI)
- **a Project Coordinator** who assists the Project Director in the day to day management of the project. (from DOHA)

BTC will recruit the following staff:

- an International Technical Assistant (ITA) who will be both:
 - the BTC **Project Co-Director (part time)** to assure the project co-management together with the Vietnamese Director and Coordinator .
 - and the **International Technical Advisor** providing technical advice to the three provinces (the 3 RALG projects).

Note: Despite sharing his/her time between the three projects, the ITA will be under the administrative responsibility of Ha Tinh province. Ha Tinh PCU will assist in obtaining visa for the ITA and his/her family. The ITA will share his time between the three projects.

BTC Representation in Vietnam will also recruit

- **a Project Co-coordinator:** a National Technical Assistant (NTA) to assist the PMU in the daily project implementation and to support the project with technical input. The selected person will be presented to PPC for its non -objection.

The PMU will recruit:

- A full-time **Administration & Finance Officer**. His/her selection will need to be approved by BTC prior to employment.
- A **part-time Translator/Interpreter**.
- A driver

Note: the staff recruited by the PMU will be recruited in accordance with Vietnamese Government rules and regulations, except for their fee for which the EU/UN cost norm will be applied:

Below is a summary of the positions and related contract management procedures.

Positions in the project	Director	Coordinator	ITA Co-Director	NTA Co-Coordinator	Translator/ interpreter	Admin & Fin officer
HR processes						
ToR (job description & profile)	N/A	N/A	Joint (in the TFF)	Joint	PMU	PMU
Short listing/ Assessment	N/A	N/A	BTC	BTC	PMU	PMU
Contracted by	DPI	DPI	BTC	BTC	PMU with BTC approval	PMU with BTC approval
Funded by	VIE	VIE	BE	BE	BE	BE
Duration (Months)	36	36	36	36	36	36
Time Allocation to KT project	50%	100%	33%	100%	50%	100%

4.3 Services

In addition, funds are available to contract Vietnamese and international consulting services.

4.4 Material Resources

Whatever taxes or duties claimed under the Vietnamese laws and regulations, will be paid under the Vietnamese contribution. The Belgian contribution, whatever the management modalities, shall not be used to pay taxes, customs or duties for procurement of equipment, labour and services.

Below is a synthesis of budget breakdown.

BUDGET TOTAL					unit	quantit	amount	Mode of Executon	BUDGET TOTAL	%	Year 1	Year 2	Year 3	
A	Specific Objective (SO) :								555,000	56%	155,000	240,000	160,000	
R 01	Improved capacity of LG to disseminate information								80,000		50,000	20,000	10,000	
R 02	Improved capacity of PPC & mass organisations to facilitate 2 way communication								95,000		15,000	50,000	30,000	
R 03	Improved capacity of LG to collect , analyse and utilize citizen feed back								120,000		20,000	60,000	40,000	
R 04	Improved capacity for LG to plan & coordinated PAR reforms								200,000		50,000	80,000	70,000	
R 05	exchange & utilization of lessons learned with other provinces								60,000		20,000	30,000	10,000	
R 5 1	workshops, capitalization exercises								40,000		10,000	20,000	10,000	
R 5 2	studies and consultancies through framework contracts								20,000		10,000	10,000		
R 06														
X	CONTINGENCIES								28,000	3%		0	28,000	
X 01	Contingencies								28,000		0	0	28,000	
X 01 1	Contingencies (Co-managed)								14,000				14,000	
X 01 02	Contingencies (BTC-managed)								14,000				14,000	
Z	GENERAL MEANS								417,000	42%	151,300	123,300	142,400	
Z 01	Human Resources								318,600		106,000	106,000	106,600	
Z 01 01	International Technical Assistance - Co-coordinator							person/month	36	5,000	BTC-Managed	180,000	60,000	60,000
Z 01 02	National Technical Assistant							person/month	36	2,000	BTC-Managed	72,000	24,000	24,000
Z 01 03	Admin & Financial officer							person/month	36	1,500	BTC-Managed	54,000	18,000	18,000
Z 01 04	translator							person/month	18	700	BTC-Managed	12,600	4,000	4,600
Z 02	Investments								14,500		14,500	0	0	
Z 02 2	IT equipment									BTC-Managed	14,500	14,500	0	
Z 03	Operational Expenditures								52,900		19,300	14,300	19,300	
Z 03 01	operational costs technical assistance modalities									BTC-Managed	15,600	5,200	5,200	
	natl transportation costs							Lumpsum	3	5,200	BTC-Managed	15,600	5,200	5,200
Z 03 02	Other Operating Expenditures									Co-managed	37,300	14,100	9,100	
	intl missions, regional study tours ..							Lumpsum	1	10,000	Co-managed	10,000	5,000	5,000
	consumables & other operational costs							month	36	200	Co-managed	7,200	2,400	2,400
	transportation							year	3	4,000	Co-managed	12,000	4,000	4,000
	bank costs							year	3	300	Co-managed	900	300	300
	telecommunications							month	36	200	Co-managed	7,200	2,400	2,400
Z 04	Monitoring, Evaluation and Auditing								31,000		11,500	3,000	16,500	
Z 04 01	backstopping									BTC-Managed	9,000	3,000	3,000	
	Technical Backstopping and Monitoring by BTC Hqs							missions	3	3,000	BTC-Managed	9,000	3,000	3,000
Z 04 02	Evaluation									BTC-Managed	15,000	5,000	0	
	Baseline, Mid-Term & Final Evaluation							Lumpsum	1	15,000	BTC-Managed	15,000	5,000	10,000
Z 04 03	Auditing									BTC-Managed	7,000	3,500	3,500	
	External Auditing							Lumpsum	2	3,500	BTC-Managed	7,000	3,500	3,500
TOTAL								1,000,000		306,300	363,300	330,400		

BTC- Managed	240,600	24%	76,700	68,200	95,700
Co-Managed	759,400	76%	229,600	295,100	234,700

5 IMPLEMENTATION MODALITIES

5.1 Legal framework

The General Agreement between the Belgian Government and the Socialist Republic of Vietnam was signed 11th October 1977.

The Indicative Cooperation Programme (2011-2015) between the Government of the Kingdom of Belgium and the Socialist Republic of Vietnam was signed 24th June 2011.

The present Technical and Financial File is part of the Specific Agreement signed between the Socialist Republic of Vietnam and the Government of the Kingdom of Belgium, determining the legal framework of the intervention.

5.2 Institutional framework

For the Vietnamese Party :

The Vietnamese Government has designated the Provincial People's Committee (PPC) as the project holder. The PPC is the administrative entity responsible for the coordination, implementation and monitoring of the project, and for the Vietnamese contribution to the project. The PPC shall appoint a senior member of staff within DPI to serve as the Project Director who shall have overall responsibility for project management.

For the Belgian Party :

The Belgian Government designates the Directorate-General for Development Cooperation (DGD), represented by the Belgian Embassy in Hanoi as the Belgian entity responsible for the Belgian contribution to the project. The Belgian Technical Cooperation (BTC), represented by its Resident Representative in Hanoi, is the Belgian entity responsible for the coordination, implementation and monitoring of the project and the management of the Belgian contribution.

5.3 Implementation and follow-up structures

The implementation of the project will require stakeholders to be mobilized at several levels.

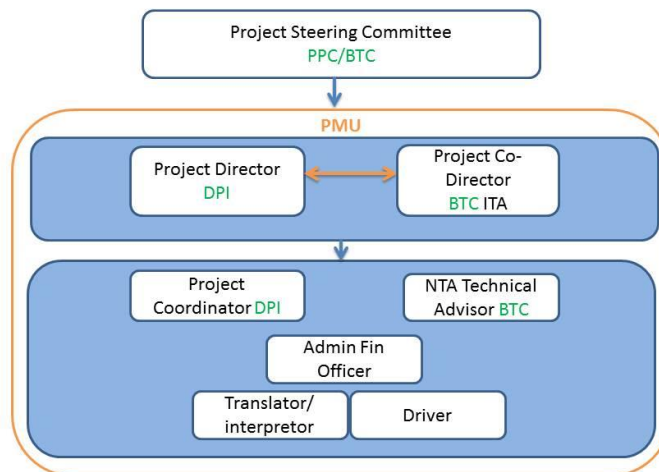
As a summary of the strategic steering and management modalities of the project, and in accordance with the strategic orientation shown in section 2 above, the following levels can be distinguished:

- **The policy layer.** On a regular basis representatives of Vietnam and Belgium Authorities (MPI, Embassy) will have a policy dialogue to exchange views on the policy environment of the project and overall progress. This dialogue will address the transversal support to the three provinces. DPI and BTC can prepare the contents for this dialogue. Policy Dialogue can also take place with other relevant stakeholders to promote and facilitate citizens' engagement and participation.
- **The strategic layer.** A Project Steering Committee will be established at provincial level. It will be responsible for providing the necessary strategic guidance and direction to project management and to approve project plans, budgets and reports.
- **The operational layer.** This will be the project management unit (PMU), in charge of the coordination, management implementation and oversight of all the activities of the project in coordination with the relevant stakeholders.

Besides these official structures, the following organizational arrangements are envisaged to ensure optimal participation of main project stakeholders:

- **An informal Provincial Project Working Group (PPWG)** will be established. This Working Group will be led by DPI and be comprised of representatives of DoHA and line agencies involved in project planning, implementation and oversight, the PP Council Office and the VFF. The main role of this working group is to ensure the technical planning, coordination and oversight of main activities at the provincial, district and commune levels. Membership of this group would also be involved in exchanges with other provinces. With regard to the wide variety of themes to be discussed, representatives of PIB's and CBI's, mass organisations, universities, external expertise etc. can be invited to participate in the work of the PWG. The composition and tasks of the PWG will be reviewed during the inception phase and approved by the Steering Committee
- **Informal District Task Forces (DTFs)** will be established in Districts selected to be involved in the project. Responsible for coordinating, implementing and overseeing the implementation of project activities at the district and commune levels, the task forces will be comprised of the district-level representatives of the departments and other stakeholders represented in the PPWG. The composition and tasks of these task forces will be further defined during the inception phase and approved by the Steering Committee

Below is a detailed description of the roles and responsibilities, as well as the composition of main project implementation and follow-up structures.



5.3.1 Project Steering Committee

The Project Steering Committee (PSC) represents the strategic management level of the intervention. It is responsible for providing the necessary strategic guidance to the Project Management Unit (PMU) and assures that an enabling environment is maintained for the achievement of optimum levels of planned results.

The PSC is created at project start-up. A session of the Steering Committee will be organized within the 3 months of project's start up in order to approve the project annual work plan and budget, as well as the M&E work plan (both being an output of the project's inception phase).

Within the limitations imposed by the Specific Agreement, the PSC shall confirm its own internal operating

procedures and take its decisions by consensus of the members.

The PSC will consist of the following members:

- The Vice Chair or Chair of People's Committee, Chairman
- The Resident Representative of BTC, co-Chairman
- A Representative from the Office of the People's Council
- A Representative of the Director of the Department of Planning and Investment
- A Representative of the Director of the Department of Home Affairs
- A Representative from Department of Foreign Economic Relations/ Ministry of Planning and Investment (MPI)
- A Representative from the Ministry of Finance (MoF)

The chairman and co-chairman may invite different stakeholders, as non-voting members, to attend meeting as and when required.

The PMU operates as the PSC secretariat.

Responsibilities of the PSC

The PSC will assume the following responsibilities and is mandated to:

Ensure that the roles and responsibilities of the different agencies and entities involved in the project are clearly defined;

- Approve the annual work plans and budgets;
- Provide timely implementation and policy guidance to all project stakeholders;
- Appraise the state of progress of the project, the achievement of planned results and the specific objective;
- Approve consolidated progress and project financial reports and budgeted work plans prepared by the PMU;
- Approve the Project Operation Manual at the start of the intervention.
- Approve modifications of results, modalities and budget realignments provided that such modifications do not alter the project's general and specific objectives nor its overall budget; approve proposals related to modifications to project indicators;
- Seek approval of both Governments for modifications to the validity of the project's Specific Agreement, changes to the Specific Objective, duration of the Specific Agreement and the project's overall budget;
- Ensure that an accredited accounting firm carries out external audits, deliberates on audit findings and recommendations, and monitors the implementation of audit recommendations.
- Ensure that the external reviews are carried out in time, as well as appraise their recommendations and follow-up their implementation;
- Approve an action plan related to the closing process (planning, last operational and financial commitments), the final report and the final closure of the project, following the procedure mentioned in the guideline "Closing Procedure" provided by BTC

Operating Mode of the PSC

The PSC must meet at the end of the inception phase to approve, among others, the project operational manual (POM), the project work plan & budget, and the M&E work plan.

Thereafter, the PSC will meet on a six monthly basis. The final PSC meeting will be organised about 3 months prior to project completion. During this meeting the draft final report will be presented for approval.

Additional PSC meetings may be held upon request of the Chair or co-Chair.

The PSC will establish its own internal rules and take decisions generally by consensus of the members. This includes the choice of the location of the meetings.

The PMU, will participate in the PSC as observers and serve as the secretariat to PSC meetings.

The PMU will propose the agenda of the PSC and present the semi-annual (6 monthly) reports as defined hereafter and in the POM for approval. A copy in English and Vietnamese of that report will be transmitted to all members of the PSC at least 6 working days before the PSC.

Minutes of the meeting of the PSC as well as amended reports with comments and recommendations from the PSC members will then be transmitted at latest one week after the meeting to all the members of the PSC and to the Belgian Embassy BTC Representation in Hanoi.

5.3.2 Project Management Unit

The Project Management Unit (PMU) will be in charge of the daily coordination, management and implementation, including monitoring and oversight, of all project activities.

DPI will guarantee that the PMU is fully operational during the whole duration of the project with the minimum staffing as defined below.

Composition of the PMU

As detailed in chapter 4 above , the PMU will comprise of the following members :

- The Project Director (PD) will bear the overall responsibility for the daily management of the project.
- A national Project Coordinator, who assists the PD in the day to day management of the project,
- A part time BTC International Technical Assistant (ITA) as
 - o Project Co-Director to ensure the co-management of the project together with the Director and Coordinator .
 - o International Technical Advisor (25%) to provide technical assistance to the Project Director for the strategic management of the project as well as for the planning and implementation of the technical dimensions of the project in terms of citizen engagement, public administrative reform and responsive, accountable local governance.
- A BTC National technical Assistant (NTA) with in-depth knowledge and experience in program management, capacity development and local government reform will facilitate and support the day-to-day management of the project under the overall supervision of the project coordination
- Support staff : Financial officer, Administrative assistant, Translator/Interpreter (part time), driver

Responsibilities of the PMU

The PMU (through a joint responsibility under the overall supervision of the Project Co-Directors) will be in charge of the daily coordination, management and oversight of all project activities as defined below;

Ensure that all activity outputs are linked to the results and specific objective through a close monitoring based on pre-defined indicators;

- Assure the administrative support of the PSC (secretariat, agenda, documents, minutes, dissemination of minutes);
- Assure the effective operation of the inception phase;
- Set up a monitoring and evaluation system to feed an evidence-based planning and reporting system;
- Prepare and submit the Project Operation Manual to the PSC
- Prepare the quarterly activity and financial reports and planning as well as the cash-call file to be submitted to BTC approval;
- Ensure the proper use of funds;
- Prepare the annual reports and the final report;
- Prepare a draft ToR for End term Review and other review missions as deemed required;
- Facilitate the work by providing all necessary information to the external audits and evaluation missions and to guarantee the good execution of their recommendations;
- Follow-up all the necessary administrative procedures for tax and VAT exemption/refund;
- Ensure the adequate closure of the project activities, including the preparation of the final report at the end of the project duration and other needed activities following the procedure mentioned in the guideline “Closing Procedure” provided by BTC
- Coordinate the execution of the project in accordance with the project work plans approved by the PSC;
- Secure alignment with provincial authorities and institutions, in particular DPI, DOHA, DoFand coordinate with other related donor funded projects.
- Promote and facilitate synergies with other projects supported by Belgium, other development partners, and in particular the RALG – Nghe An and RALG Ha-Tinh.

Operating Mode of the PMU

The PMU will report directly to the PSC in terms of activities and results linked to the project. It will also provide all required information to the BTC representation in terms of technical content, administrative and finance reporting, as described below. The organisation and operation of the PMU will be described in the project operational manual (POM).

5.4 Management modalities: guiding principles

As far as technical implementation of the project and the achievement of its results are concerned, responsibility is shared between DPI and BTC, with the exception of the external audit and evaluations that remain under the responsibility of BTC.

A far as financial and procurement management is concerned the project will adopt a combination of co-management and BTC-management of Belgian funds. Most project activities will be co-managed.

Co-management modality will follow the guidelines on management and utilisation of ODA, defined in the Vietnamese Decree 38 of April 23, 2013 or its future revisions. The PMU will ensure adherence to the UN-EU (2012) guidelines, or its future revisions, for financing local costs in development cooperation in Vietnam. Deviations should be motivated and obtain approval of the Steering Committee.

BTC is responsible for the financial and procurement management of the budget lines defined as BTC-management (BTC systems and rules). It is also responsible for the transfers of funds to the PCU upon positive evaluation and approval of the financial and activity planning reports and plans.

BTC will be responsible for the organization of the external audits and evaluations. This concerns among others Financial and Technical Auditors from the Belgian State, Final Review, external financial and operational audits. BTC will guarantee the correct information of MPI during the whole processes, as well as the institutional dialogue around the output of these audits and evaluations.

5.4.1 Financial Management

The financial management of the project will be assured by the PMU based upon action and financial plans previously approved by the steering committee.

Bank accounts

Two bank accounts called "Belgian contribution RALG_KT" shall be opened for the Belgian contribution at a commercial bank in Vietnam approved by both PPC and the BTC Representation: a main account in EUR and a second one in VND). The main account will be replenished by BTC in quarterly instalments based on the provisions made in the approved action plans. The VND account will be replenished from the main account. They will be operating by double signature, according to the modalities defined in the following table:

Table 1: Basis for operating the Bank Accounts

Signature 1	Signature 2	Limit
PMU Director, depending on DPI rules and regulations	BTC ITA Project Co-Director ¹²	25.000 EUR
Authorising officer, depending on DPI rules and regulations	Co-authorising officer : BTC Resident representative	>25.000 EUR

Under no circumstances, these accounts can have a debit balance. They cannot receive funds from other sources and cannot serve to finance other activities. The possible interests generated by these accounts will be deducted from the expense of the project. There will be first and foremost used to cover the banking costs of the account. Whenever possible, payment through bank transfers will be privileged.

For local expenses under BTC management, an account shall be opened in Hanoi and managed according to BTC procedures.

¹² As the ITA Co-Director will be part time in KT province (see 4.2 Human resources), the daily financial management will be delegated to the BTC-NTA Project Co-Coordinator, up to 5.000 EUR.

Funds transfer

The PMU Coordinator and BTC Co-Director will submit requests for fund transfers to the BTC Resident Representative.

Following notification of the Implementation Agreement between the Belgian state and BTC, a cash call can be sent to the BTC Representation. This first instalment must correspond to the needs for the three first months.

Subsequent requests for transfers must be based on action and financial plans approved by the PSC committee.

Each transfer should equate to the estimated funding requirements of the PMU for the succeeding three months plus a small margin for contingency. The transfer of funds by BTC to the “Belgian contribution RALG KT” bank account will be made at the beginning of each quarter provided that:

- The financial accounts for the project are up to date and have been submitted to the BTC Representative;
- The financial plan for the quarter to be financed has been submitted to the BTC Representative;
- The amount of the transfer request does not exceed the remaining budget balance;
- Any recommendations proposed by external audits have been followed up or implemented and reported to the BTC Representation

In addition, intermittent urgent cash calls may be requested but only as an extraordinary event which is fully justified.

The final payment of the project will follow the same conditions as described above.

5.5.4.3 Financial planning

Every quarter, the PMU Coordinator and BTC Co-Director must elaborate a financial planning for the current quarter and for the following quarters and following years based upon the six-monthly action plans approved by the steering committee. This plan is submitted to the BTC Representation. This planning will be undertaken in accordance with BTC procedures.

5.5.4.4 Accounting

The accounting of the project will use BTC and VIE approved accounting software and guidelines while respecting the regulations on management and utilization of ODA, defined in the Decree 38/2013/ND-CP of 23 April 2013, or its future revisions.

The accounting documents are compiled and approved on a monthly basis following BTC procedures. The accounting documents must be signed for approval by the project officers (the manager and joint manager). The accounting documents that must be forwarded to the BTC Representation include an electronic file, the supporting documents as well as the bank statements and petty cash statements.

5.4.2 Budget management

Budget constraints: The total budget and the budget per execution mode may not be exceeded. The budget of the project sets out the budgetary limits within which the project must be executed.

Budget increase: In case a budget increase is needed a written request for the increase must be submitted by the national party to the Belgian state after agreement of the steering committee. If Belgium accepts the request an exchange of letters is signed by both parties.

Budget change: Both parties can revise the allocation by budgetary lines through PSC meetings. In every case, PMU must document the budget modifications. The possible budgetary changes are:

- Change of the budget structure;
- Reallocation of means between financing mode;
- Transfer of resources between existing budget lines for more than 10% of each budget line;
- The contingencies budget can only be used for project activities and after approval of the SC. Its use must always be accompanied by a change of the budget.

In order to facilitate the start-up of the intervention, commitments and expenses may be made (as part of the Belgian contribution of 1,000,000 EUR before the signature of the Implementation Agreement between Belgian Government and BTC. These shall concern logistics and human resources for a maximum amount of 15,000 EUR.

Logistics = 10,000 EUR

Personnel = 5,000 EUR

5.4.3 Public Procurement

System

The procurement in co-management will follow Vietnamese rules and regulations, with competitive quotation in the procurement of goods, services, construction and installation if the bid package price is less than VND 100 million. When conduction competitive quotation, a request to provide a quotation must be sent to tenderers. Each tender package must have a minimum of three quotations from three different tenderers. The procedures will be detailed in the POM.

Given the activities related to the different results, long-term agreement including standards and conditions as basis for procurement according to each specific contract (framework agreement) shall be favoured.

The PMU management must endorse the allocation, invoices and payments of contracts in writing.

Non objection

In order to comply with Belgian requirements for control of public expenses, the use of Vietnamese system has to be combined with an ad-hoc system of no objections. The thresholds for the non-objection process will be in line with BTC rules and regulations related to delegation of responsibilities as indicated in table below.

Table 4: Procurement procedure to apply and publication requirement

Thresholds	No-objection from BTC
Framework agreement	BTC RR
25.000 € – 200,000 €	BTC RR
> 200.000 €	BTC RR with ad hoc mandate

BTC-management

For the BTC-management budget lines, procurement will be done according to the Belgian law on public tendering.

5.4.4 Management of Grant Agreements

In accordance with Article 8 of the BTC Law, BTC can provide financing to one or more third-party partners for the achievement of part of the activities of the TFF or for an own action of that third party that contributes to the achievement of the objectives of the intervention. Grants will be awarded in accordance with the modalities described in the BTC guide for the elaboration and follow-up of Grant Agreements. Public or private entities that are awarded grants are called "beneficiary parties". The beneficiaries of the actions funded by the grant are called "final beneficiaries".

The criteria for identifying a beneficiary party will be established taking the following domains into consideration:

'Eligibility criteria':

- Exclusion criteria ;
- Minimum capacities required in technical, operational or financial terms

'Evaluation criteria':

- Sustainability (including after the end of the Specific Agreement) in financial or content terms;
- Added value of the proposal from a social, economic or environmental point of view;
- Realism of the proposal;
- Compliance of the proposal compared to the objectives of the Specific Agreement;
- Overall cost and eligibility of costs;
- Cost–benefit ratio;
- Level of innovation;
- Expected impact;
- Contribution to the transversal themes.

As the use of a Grant Agreement is not provided for in this TFF, if the necessity of working with a Grant agreement arises it is necessary to obtain approval of the PSC, approval which is laid down in a report, on the basis of a clearly reasoned justification why, for this case, the public procurement regulations do not apply.

For each Grant Agreement amounting to less than or equal to 500,000 EUR, BTC will inform the Belgian State. For the purpose, the BTC Resident Representative will regularly transfer to Belgian Embassy the list of the beneficiary parties of Grant Agreements including the object and amount of the Agreements.

Grant Agreements of a budget in excess of 500,000 EUR with a beneficiary party that is not listed in the TFF will be submitted for approval by the Belgian State

5.4.5 Mandates summary

Mandates for commitments financed with co-managed budget lines are listed in the table below.

Threshold	DPI	BTC
>200.000 EUR	depending on DPI rules and regulations	BTC Resident Representative with an ad hoc mandate
>25.000 EUR	depending on DPI rules and regulations	BTC Resident Representative
0 – 25.000 EUR	depending on DPI rules and	BTC ITA Project Co-Director

	regulations	
0 – 5.000 EUR	depending on DPI rules and regulations	BTC NTA with prior approval of BTC ITA Project Co-Director

Mandates for payments related to co-managed activities are listed in the table below.

Threshold	DPI	BTC
>200.000 EUR	depending on DPI rules and regulations	BTC Resident Representative with an ad hoc mandate
>25.000 EUR	depending on DPI rules and regulations	BTC Resident Representative
0 – 25.000 EUR	depending on DPI rules and regulations	BTC ITA Project Co-Director
0 – 5.000 EUR	depending on DPI rules and regulations	BTC NTA

5.5 Modification of the TFF

The present TFF may be amended by mutual consent of the parties. Careful consideration must be given not to change the present TFF in a way that would unnecessarily change the outcome of the intervention as originally agreed between the parties. A formal agreement by the Belgian government is needed for the following changes: (i) the duration of the Specific Agreement, (ii) the total Belgian financial contribution, (iii) the Specific Objectives of the intervention and (iv) the execution modalities.

The request of the above modifications has first to be approved and motivated by the PSC. The exchange of letters requesting these modifications shall be initiated by the Vietnamese party and shall be addressed to the Belgian Embassy.

The following changes to the TFF will have to be approved by the PSC: (i) the project results and their respective budget, (ii) the specific objective indicators and result indicators; (iii) the composition and responsibilities of the PSC; and (iv) the mechanism to change the TFF.

The adapted version of the TFF shall be communicated to the BTC headquarters and to the Belgian Embassy.

5.6 Monitoring, review and backstopping modalities

5.6.1 Results framework

A result oriented monitoring framework has been set up for this intervention to be used for accountability, for systematic learning and for strategic steering purposes. This framework is based on the intervention strategy. The indicators reflect the delivery of main results (and their quality), intermediary changes (i.e. the change processes), specific and general objective. The framework is indicative and will be fine-tuned during project inception phase and finally approved by the Project Steering Committee. The results framework can be found in section 3 above and in annex 7.2.

5.6.2 Different components of monitoring

The PMU will have primary responsibility for monitoring the implementation of the project.

5.6.2.1 Comprehensive Baseline:

On the basis of the identified results framework and indicators (see section 3 above) a comprehensive baseline will be established at the beginning of the project. The comprehensive baseline is the first component of the Monitoring process. By providing the intervention with a finalized and realistic monitoring framework, the comprehensive baseline is the link between formulation and implementation.

As such, the comprehensive baseline is about preparing the monitoring of the intervention in order to ensure: (i) that stakeholders are on a same level of understanding of the change process (the intervention) that is supposed to take place; (ii) that everybody knows how progress towards this change (compared to the starting situation) will be measured; (iii) that risks are identified and taken into account in the implementation strategy and (iv) that the accountability, steering and learning needs are addressed.

The comprehensive baseline report is the final output of the comprehensive baseline process which sets out the M&E framework of the project, indicators, sources of verification, a risk management table and an updated operational plan. The comprehensive baseline report will be established at the beginning of the project (within the 3 months of the inception phase) and will also be developed in an incremental way on the basis of new information generated through implementation experience. The comprehensive baseline report is presented and validated by the PSC.

5.6.2.2 Operational monitoring

Operational monitoring refers to both planning and follow-up of the intervention's information (inputs, activities, outputs). It is an internal management process of the intervention team and is done every 3 months. The PSC does not have a role in Operational Monitoring (see also section on reporting below).

5.6.2.3 Results Monitoring

Results Monitoring refers to an annual participatory reflection process in which intervention team (PMU and other stakeholders involved in the project activities) reflects about the achievements, challenges, etc. of the past year, and looks for ways forward in the year(s) to come. The result monitoring report is to be approved by the PSC.

5.6.2.4 Final Monitoring

The purpose of final monitoring is to ensure that the key-elements on the project's performance and on the development process are transferred to the partner organisation, the donor and BTC and captured in their "institutional memory". This enables the closure of the intervention, the hand-over to the partner organisation and the capitalisation of lessons learned.

5.6.3 End-term Review

Reviews offer an external perspective on the intervention's performance and analysis of the development process. Performed by an independent external actor, reviews play an important role in the accountability of the intervention's performance. They are normally organized twice during the lifetime of the intervention. Due to the short project duration, there will be no mid-term Review (except on specific request by the Project Steering Committee). Annual results monitoring, including exchange workshops with the other provinces, and regular backstopping missions will provide moments to reflect more thoroughly on project performance and on the possible reorientations needed to achieve planned results.

End-of-Term Review (ETR) will be organized at the end of the intervention. The review will analyse project performance as well as focus on learning, and the capitalization and lessons learned. Special

attention will be given to expected and unexpected changes at the level of beneficiaries.

5.6.4 BTC HQ backstopping missions

Several follow-up backstopping missions from BTC headquarters will be performed during the course of the project. These missions may be organized on a BTC or a project initiative. These missions may involve several competences as M&E, financial controlling, governance sector, operations or any other requested. ToR of these missions will be prepared in close collaboration with BTC Representation in Hanoi and the PCU.

5.6.5 Reporting

The different processes are briefly explained below. The quality (reliability, timeliness, completeness) of the reporting will determine the future disbursements for the project. Unsatisfactory documented explanations could lead to funds transfer suspension until further notice. The PSC will lead the additional enquiries to obtain the quality level required and assurance that the funds are correctly followed. All this process must be documented. All reports as specified in the table below will be issued in Vietnamese and English. In case of interpretation, the English version will always prevail.

Table 3: Summary of Reporting steps

Report	Responsible	Content	Destination
Monitoring reports			
Start-up report	PMU	The start-up report includes : <ul style="list-style-type: none"> • The first year operational and financial planning • The comprehensive baseline workplan • The project Operation Manual 	Project Steering committee (PSC)
Comprehensive Baseline report	PMU	The comprehensive baseline reports includes the M&E framework of the intervention, including indicators, sources of verifications, a risk management table and an updated operational planning. Presented to the Project Steering Committee (PSC) for approval ,within the 3 months of project start	PSC,BTC HQ, Belgian Administration
Semi-annual activity/progress report and planning before a PSC	PMU	Top-up of the quarterly report, elaborated to provide the steering committee with strategic information on the intervention's progress as well as issues and challenges.	PSC
Results monitoring report	PMU	Results monitoring is the annual participatory "reflective action" of the team on achievements and challenges of the past year, in order to look for ways forward in the year(s) to come. Adjustment to the interventions are proposed to the steering committee.	PSC,PWG, ,MPI, BTC HQ, Belgian Administration
Final monitoring report	PMU	The purpose of final monitoring is to ensure that the key-elements on the intervention's performance, and lessons learned out of the development process are transferred to the partner	PSC, PWG, MPI, BTC HQ, Belgian Administration

		organisation, the donor and BTC and captured in their “institutional memory. It is a summary of what different stakeholders might want to know at closure or some years after closure of the intervention.	
Evaluation reports			
ETR report	BTC HQ/External consultant	External End Term Review	PSC, BTC HQ, ,MPI, Belgian Administration
Audits			
External project audit+GoV project audit	Auditing firm/GoV	Financial audit of the projects commissioned by BTC / GoV	PSC,BTC HQ, MPI

5.6.6 Audits

BTC will deploy an independent qualified audit firm (International Accounting Standards) to audit the dedicated project accounts annually. BTC will write the terms of references of the audits. These audits will be financed out of the BTC-managed lines and carried out by the auditors according to the BTC framework contract in force.

The audit reports will be submitted to the PSC who will decide on the measures to be taken, if any. This annual external audit will:

- Check the compliance, ex-post, between payments from the specific bank account and the work realised on field and locally, with the supporting documents, kept by the partner;
- Check the respect of the management procedures of the project including management of all project assets and procedures mentioned in the POM;
- Check the respect of the public procurement Vietnamese rules and internal regulations.

The auditing reports shall be discussed in the PSC.

The PMU shall set-up an action plan based on the audit recommendations to allow it to remedy the noticed weaknesses. The action plan and its follow up must be presented at each PSC meeting, which will approve its implementation. The cash call will be conditioned by the settlement or follow up of possible reserves/issues revealed by the audit mission. Both parties should consult each other to settle those reserves/issues. If after consultation no solution is found, BTC reserves the right to postpone the next instalments.

Annual audit could take place at any time, initiated by one or the other party.

If the auditing report shows that the funds are not managed in a transparent and appropriate way, BTC Resident Representative can suspend the next instalment and request the reimbursement of the funds already transferred.

In accordance with the legal status of BTC, each year an Audit Committee reviews the accounts of BTC. Within this framework, the Audit Committee may also carry out audits of programmes in Vietnam. The Audit Committee of BTC may also request that BTC’s internal auditor conduct additional audits.

6 CROSS-CUTTING THEMES

6.1 Gender

Gender is an explicit Vietnamese policy concern. In the South East Asia region Vietnam is recognized for its success in closing gender gaps over the last 20 years. These efforts have resulted in high adult literacy rates for men and women; school enrolment data that show little difference between boys and girls; and the highest proportion (over one quarter) of women in national parliament in the Asia-Pacific region. Vietnam also has one of the highest women's economic participation rates in the world: over 80% of women between the ages of 15 and 60 participate in the labour force.

Considerable attention has been given to gender in the Sustainable Development Strategy (SEDS) and further improvements seem assured. Nevertheless, a comprehensive Country Gender Assessment of few years ago highlighted four issues that require additional attention¹³. The fourth one is particularly relevant for the RALG as it refers to "progress in increasing the number of women in decision making which has been slow and inconsistent".

The RALG project is in a position to can make an important contribution to increasing women's involvement and influence in public policy making. Supporting citizen engagement at the different levels of the local government system offers unique opportunity to promote the development of innovative mechanisms for women to voice their concerns on government policies, plans and programs as well as public service delivery and overall local government performance.

In supporting the dissemination of user-friendly policies and regulations and with a view to enable a 2-way communication, the project will amplify the voice of women and vulnerable groups in Vietnamese society. The project will integrate gender perspectives into the communication plans of local authorities and into specific communications initiatives targeted at women or involving women as key actors in government processes. For instance, the needs and interests of women will be factored into the capacity building support to be provided to PIB's and CIB's to enable them to be better equipped to perform their supervisory and inspection roles.

Furthermore, capacity development initiatives to enhance skills, knowledge and attitudes of the local public servants will be prepared in a gender sensitive manner and will address and respect women's perspectives as implementers and beneficiaries.

The project will ensure women are well represented on the technical task forces and working groups to be set up at commune, district and provincial levels. This will enable project planning, analysis and reflection and management decision-making to be informed by the unique perspectives of women and girls. To this aim a gender budget scan methodology will also be used for activity programming during the inception phase¹⁴.

¹³Vietnam Country Gender Assessment, World Bank , 2011.

¹⁴BTC guidance on budget scan methodology is available.

6.2 Environment

“Environment protection is a responsibility of the whole society and an obligation of every citizen; it must be conducted consistently on the basis of clear accountability of ministries and agencies as well as decentralization between central and local levels; the role of communities and mass organizations should be brought into play and the cooperation with other countries in the region and the world enhanced.”¹⁵

The National Strategy on Environmental Protection to 2020 with Visions to 2030 affirms the high priority the GoV attaches to environmentally sustainable social and economic development. It sees sustainable development to be *“...the common work of the whole Party, people, authorities at all levels, ministries, agencies, localities, enterprises, social organizations, communities and individuals.”¹⁶*

To this end, the GoV seeks *“...to accelerate the dissemination of laws so that all people and enterprises fully and soundly understand legal stipulations, requirements, standards and criteria of environment protection; have full awareness of their responsibility and obligation for environment protection; and engage in environment protection activities;...”¹⁷*

It also seeks to *“...further strengthen and consolidate State management agencies in charge of environment protection from central to local levels, placing focus on provincial, district and communal levels in order to improve their capability of enforcing environment protection laws...”* and to *“...boost inspection, supervision and investigation against law infringements and environment crimes...”¹⁸*

There is significant scope for the RALG – Kon Tum project to advance and promote government’s ambitions for environmental protection in a manner entirely complementary to the project’s core objectives of promoting more transparent, responsive and accountable local governance. The RALG – Kon Tum, as most projects intended to strengthen capacities for inclusive, participatory, accountable governance, has supply and demand-side dimensions.

On the one hand the RALG – Kon Tum seeks to achieve changes in the way local government operates in terms of PARs which lead to improved service delivery and government performance. On the other hand, the project seeks to strengthen citizens’ voice and create a more enabling environment for citizens and government to communicate and understand each other better, and for citizens to hold government organizations to account.

In practical terms, environmental perspectives will be integrated into the results framework of the RALG-KT project as follows:

- (R1) Specific attention will be placed on the dissemination of citizen friendly information concerning legislation, policies, programs and the responsibilities and obligations of citizens and government in the area of environmental protection and management .
- (R1) Specific attention will be placed on ensuring the role of project stakeholders in the promotion, supervision and oversight of official policies , laws and strategies pertaining to environmental protection. These issues will be specifically taken into consideration in capacity needs assessments and capacity building for improved local government performance.

¹⁵The National Strategy on Environment Protection to 2020, with Visions to 2030 was approved by the Prime Minister in his Decision 1216/QĐ-TTg on September 05, 2012.

¹⁶Ibid.

¹⁷Ibid.

¹⁸Ibid.

- (R2) Technical assistance will be provided to PCcs and Mass Organizations to strengthen capacities at all levels for managing and monitoring compliance and enforcement of environmental protection safeguards associated with C-SEDP planning and implementation. The issues of climate change mitigation and adaptation, water management, energy and urban planning will be given due attention.
- (R3) The project will be proactive in strengthening systems and tools for collecting data relating to priority environmental issues (such as those mentioned for R2) as well as techniques for analysing and responding to citizen feedback in a transparent and inclusive manner. Environmental impact assessment, including citizens participation and information will be paid specific attention.
- (R4) The project will be proactive in provision of technical assistance as required for the identification, planning, coordination and oversight of reforms intended to enhance the efficiency and effectiveness of public servants in understanding and performing their assigned roles and functions in the execution of the National Strategy for Environment Protection and other national and local strategies related to environmental matters.
- (R4) Particular attention will be accorded to the strengthening of capacity at all levels for the implementation and oversight of environmental policies and regulations associated with C-SEDP preparation and implementation.
- (R5) Experiences, lessons learned and good practices relating to the implementation and oversight of environmental protection legislation and policy will feature in annual inter-provincial exchanges.

7 ANNEXES

7.1 ToR long-term personnel

7.1.1 Terms of reference of the Project Director

The Project Director will be responsible for project daily management. He will support the project Steering Committee to assure his/her role and duties in the overall supervision of the project.

He will work and collaborate closely with the ITA and National Expert and will responsibility for the coordination of project management and implementation.

More specifically, the Project director , supported by the ITA, will perform the following tasks:

- Coordinate project activities and their monitoring and oversight under the overall direction of the Project director
- Ensure day-to-day management of the project;
- Oversee and quality assure project plans, budgets, results-based progress reports and financial reports;
- Maintain close relationships with People’s Councils, relevant line agencies, civil society representatives, and service providers as necessary;
- Identify key national stakeholders and local partners for the project;
- Supervise the contracting of service providers;
- Coordinate and oversee the operations of the PCU including it’s secretariat function of the PSC;
- Participate in exchanges and mutual learning initiatives between Nghe An and Kon Tum provinces and at the national level.

7.1.2 International Technical Advisor and Project Co-Director

The International Technical Advisor (ITA) will provide technical assistance to the Project Director for the strategic management of the project as well as for the planning and implementation of the technical dimensions of the project in terms of citizen engagement, public administrative reform and responsive, accountable local governance. To this end, s/he will work in collaboratively with the PSC, the Project Coordinator, the National Expert, and PCU staff.

The ITA will be responsible for the coordination of change management processes supported by the project in the three RALG provinces. S/he should not only be technically proficient but also have extensive experience in local government capacity building and in change management facilitation roles.

S/he will be responsible for assuring coherence between different types of activities included in project action plans as well as for ensuring planned activities are realistically implementable and likely to contribute to the achievement of the Specific Objective. The long-term ITA will also be responsible for assuring coherence and coordination between the various lines of short- and medium- term short term technical assistance foreseen in the project.

The ITA will report to the Resident Representative of BTC in Hanoi.

The responsibilities of the ITA will include, but not necessarily be limited to, the following:

- Provide analytical and technical advice to support citizen-government engagement issues and related reforms within the local government system;
- Identify key opportunities and challenges to be met for the achievement of priority organisational change and institutional development goals;
- Supervise drafting of ToR for studies, reviews and consultancy services;
- Coordinate the identification and mobilization of national-level service providers required for the achievement of planned results.
- Facilitate workshops and training activities as and where appropriate and serve as a resource person in capacity development and change management;
- Ensure that sufficient, timely and relevant attention is given to environmental and climate related issues
- Provide technical assistance to support project M&E.
- Coordinate backstopping missions using BTC or external expertise.
- Coordinate the planning and execution of inter-provincial exchanges and the oversight of service providers active in multiple provinces.
- Contribute to the capitalization and dissemination of the lessons learned of the project; liaise with and promote networks of experts and practitioners in Vietnam and abroad; and
- Ensure linkages with the Belgian supported projects with regard to institutionalization of planning practices and with the climate change program for the 'spatial development framework' piloting approach.
- Support the Embassy in the policy dialogue and provide them with the relevant information

As project co-Director s/he will also, in close collaboration with the Project director ensure:

- Ensure organisation, coordination, M&E and oversight of project implementation in accordance with the approved project work plans and budgets;
- Participate in all PSC meetings and in Provincial Working Group (PWG) meetings on a periodic and ad-hoc basis as required;
- Ensure the quality assurance of the narrative and financial reports to be submitted to the PSC;
- Supervise the preparation of financial and procurement plans; and
- Coordinate and facilitate financial audits for the Belgian contribution.

The profile of the preferred candidate includes:

- Relevant and internationally recognised advanced degree in public administration, economic, social sciences or other relevant field;
- Minimum of 10 years relevant work experience with decentralisation and local governance reforms internationally;
- Experience of institutional development and capacity building in the local government sector with a proven expertise and experience with government-citizen engagement, social accountability etc.;

- Minimum of 10 years field experience in the area of governance, local governance and/or public sector reform in countries in the South, particularly with low-or middle-income countries. Experience of the Eastern Asian context is an asset;
- Proven experience working in change management facilitation roles;
- Proven experience in project management including management of human and financial resources
- Proven, effective facilitation skills and the ability to develop effective interpersonal relationships; teamwork, negotiate and manage conflict;
- Excellent communication and report writing skills;
- Excellent planning, management and organisational skills;
- A high level of computer literacy, including Word, Excel, Internet, E-mail, Power Point;
- Excellent spoken and written English.

Duration of the assignment: 36 months

Duty station: Hanoi, Vietnam - work divided between 3 provinces (Nghe An, Ha Tinh, Kon Tum)

7.1.3 Terms of reference of the National Expert

A National Expert with in-depth knowledge and experience of the local governance field in Vietnam will be recruited to facilitate and support the day-to-day management of the project .

S/he will work and collaborate closely with the ITA. S/he will report to the ITA. His/her tasks will include:

- Provide technical support for the analysis of existing provincial studies and PAR plans as a means of identifying activity streams and planned indicators and results for RALG annual plans and budgets.
- Explore new methodologies and approaches for citizen feedback mechanisms which can be set up in the Vietnamese context and specifically provincial context of Kon Tum, etc.
- Contribute to the identification and follow-up of the specialized TA needed to support specific organisational development domains, and specific capacity development activities with regard to; i) citizen involvement and feedback; and ii) local government responsiveness to citizen feedback and appropriate PAR.
- Liaise with universities and other research institutes, and with other RALG provinces involved as may be required.
- Participate in the identification and documentation of lessons learned and good practices to feed into and stimulate capitalization exercises at provincial and inter-provincial level
- Contribute to the preparation of the project workplans and reports progress report
- Contribute to developing and filing in on a regular basis the M&E framework of the intervention
- Participate in the Steering Committee and provincial working groups and contribute to the preparatory work for the secretary of the PSC

Profile:

- University in Public administration, political science, social sciences or related field.
- Expertise in the decentralized planning and local governance policies in Vietnam, good knowledge of SEDP processes, citizen participation, PAPI index ...
- A minimum of 7 years experience in the management and implementation of governance sector projects or other relevant programming.
- Good leadership skills, problem solving skills.
- Willingness and ability to operate at all levels of the local government system.
- Experience with Project Cycle Management and proven planning and reporting skills
- Fluency in English and Vietnamese, good written and spoken communication skills
- Ability to work within a team

Duration of the assignment: 36 months. She/he will be based in Kon Tum with regular travel to districts and communes.

7.2 Budget programming

BUDGET TOTAL				unit	quantit	amount	Mode of Executon	BUDGET TOTAL	%	Year 1	Year 2	Year 3
A	Specific Objective (SO) :							555,000	56%	155,000	240,000	160,000
R 01	Improved capacity of LG to disseminate information							80,000		50,000	20,000	10,000
R 02	Improved capacity of PPC & mass organisations to facilitate 2 way communication							95,000		15,000	50,000	30,000
R 03	Improved capacity of LG to collect , analyse and utilize citizen feed back							120,000		20,000	60,000	40,000
R 04	Improved capacity for LG to plan & coordinated PAR reforms							200,000		50,000	80,000	70,000
R 05	exchange & utilization of lessons learned with other provinces							60,000		20,000	30,000	10,000
R 5 1	workshops, capitalization exercises							40,000		10,000	20,000	10,000
R 5 2	studies and consultancies through framework contracts							20,000		10,000	10,000	
R 06												
X	CONTINGENCIES							28,000	3%		0	28,000
X 01	Contingencies							28,000		0	0	28,000
X 01 1	Contingencies (Co-managed)							14,000				14,000
X 01 02	Contingencies (BTC-managed)							14,000				14,000
Z	GENERAL MEANS							417,000	42%	151,300	123,300	142,400
Z 01	Human Resources							318,600		106,000	106,000	106,600
Z 01 01	International Technical Assistance - Co-coordinator							180,000		60,000	60,000	60,000
Z 01 02	National Technical Assistant							72,000		24,000	24,000	24,000
Z 01 03	Admin & Financial officer							54,000		18,000	18,000	18,000
Z 01 04	translator							12,600		4,000	4,000	4,600
Z 02	Investments							14,500		14,500	0	0
Z 02 2	IT equipement							14,500		14,500	0	0
Z 03	Operational Expenditures							52,900		19,300	14,300	19,300
Z 03 01	operational costs technical assistance modalities							15,600		5,200	5,200	5,200
	natl transportation costs							15,600		5,200	5,200	5,200
Z 03 02	Other Operating Expenditures							37,300		14,100	9,100	14,100
	intl missions, regional study tours ..							10,000		5,000		5,000
	consumables & other operational costs							7,200		2,400	2,400	2,400
	transportation							12,000		4,000	4,000	4,000
	bank costs							900		300	300	300
	telecommunications							7,200		2,400	2,400	2,400
Z 04	Monitoring, Evaluation and Auditing							31,000		11,500	3,000	16,500
Z 04 01	backstopping							9,000		3,000	3,000	3,000
	Technical Backstopping and Monitoring by BTC Hqs							9,000		3,000	3,000	3,000
Z 04 02	Evaluation							15,000		5,000	0	10,000
	Baseline, Mid-Term & Final Evaluation							15,000		5,000		10,000
Z 04 03	Auditing							7,000		3,500		3,500
	External Auditing							7,000		3,500		3,500
	TOTAL							1,000,000		306,300	363,300	330,400

BTC- Managed	240,600	24%	76,700	68,200	95,700
Co-Managed	759,400	76%	229,600	295,100	234,700

7.3 Overview of the scheme on improving public administration effectiveness in Kon Tum and PAR Plan for 2016-2020

Below is a short summary of main the features and priorities of the current plans defined by Kon Tum provincial authorities for responding to the challenges revealed by the PAR and PAPI scores.

7.3.1 PAPI/PAR Improvement Scheme 2016-2020

The core activities will focus on simplifying administrative procedures and reducing cost and time for completing required paper work; changing operation of administrative agencies in all levels in an efficient and effective manner with clearly defined mandates and responsibilities; reorganizing staff structures in accordance with requirements of work; increasing satisfaction of citizens and entities on administrative and other public services (including health care and education) delivered by public agencies; promoting IT application in dealing with administrative works; and improving scores of PAPI and PAR Index.

Its specific objectives are as follows:

- i. Institutions built by local authorities are consistent, eligible and adaptable to changes in socio-economic conditions and demand of citizens' well-being: 100% legal documents are reviewed by Department of Justice prior to issuance; 100% of local legal documents are systematized, reviewed, revised and supplemented in alignment with new conditions.
- ii. 100% of new administrative procedures are strictly controlled in accordance with existing legal framework. OSS and IAOSS are applied in 100% of districts.
- iii. More than 80% of authorized administrative procedures are dealt via OSS system. Publicity of administrative procedures are made as legislatively required in more than 80% of sector agencies at provincial level and administrative agencies at district and commune levels.
- iv. Training targets defined in the Scheme on Developing the Contingent of Intellectuals for Kon Tum province by year 2020 are met. Job-description based staffing structures are implemented in 100% of public agencies. Working disciplines and orders are strictly complied in all public agencies.
- v. Ninety percent of official documents are circulated among public agencies in electronic fashion, 100% of staff uses emails in their work, most of administrative procedures are processed in internet environment.
- vi. Priority is given to constructing new administrative offices for newly established district IaH'Drai. Offices for newly split communes are built.
- vii. Citizens' satisfaction on health care and education services reaches more than 70%; citizens' and businesses' satisfaction on public administrative services reached more than 70% in 2020.
- viii. PAR activities and organization and operation of all provincial-level sector agencies and at least 30% of district-level departments are inspected and reviewed.

The PAR Plan also proposes a series of measures to meet its expected objectives:

- i. Strengthening leadership of Party committees in all levels, inter-agency coordination and oversight of elected bodies and citizens over PAR activities, which are considered focused and regular tasks of the government agencies.
- ii. Raising awareness and responsibilities of public servants in PAR, especially the direct responsibility of the heads of public agencies in implementing PAR plan. Holding the agency head accountable for PAR results in their agencies and localities.
- iii. Continuing to train, retrain and mentor public servants via suitable training modes. Improving capacity and competence of, and providing appropriate incentives to, public servants who are in charge of providing advices on PAR and implementing PAR plan in all levels.
- iv. Accelerating information dissemination and communication on PAR among public servants as an effort to generate consensus and momentum in PAR implementation. Also, strengthening communication with the publics to encourage participation of individuals and organizations in PAR and their supervision over performance of public servants. Preparing and publishing PAR related documents to circulate among organizations, agencies and communities.
- v. Promoting supporting roles of mass media, individuals and organizations in investigating and reflecting precisely and promptly positive and negative aspects in the performance of PAR implementing agencies and individuals.
- vi. Strengthening periodic and ad hoc review and checking missions over PAR implementation with a strong emphasis placed on receiving processing citizens' requests.
- vii. Concrete corrective actions should be made promptly and decisively for violations. Appropriate tools and vehicles to promote individuals' and organizations' oversight over public servants' performance should be developed.
- viii. Annual, basing on the set of PAR indicators issued by PPC to assess PAR results in an objective and precise manner. PAR scores will be integrated into performance assessment for public agencies.
- ix. Measuring individuals' and organizations' satisfaction on accountability of and services delivered by public agencies and public servants is developed and put in place.
- x. Selecting and positioning competent and ethical public servants in OSS and other functions which are related to providing advisory support for the implementation of the PAR plan.
- xi. Studying, learning lessons and exchanging experiences on PAR with other provinces in order to learn and adopt new initiatives and approaches in PAR implementation which are suited to the province's conditions.

7.4 Kon Tum PAPI 2015

PAPI

The Viet Nam Provincial Governance and Public Administration Performance Index

Measuring
Citizens'
Experiences

BY PROVINCE

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Kon Tum 2015

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2015 Data

2014 Data

2013 Data

2012 Data

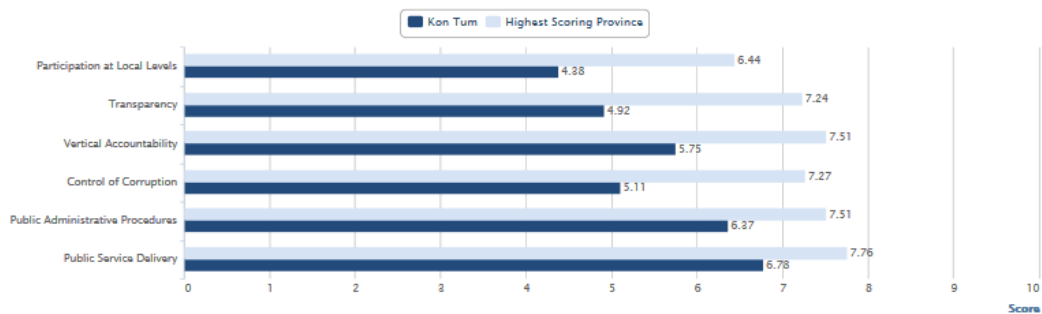
2011 Data

4.38 Participation at Local Levels	4.92 Transparency	5.75 Vertical Accountability	5.11 Control of Corruption	6.37 Public Administrative Procedures	6.78 Public Service Delivery
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PAPI measures the standards of governance and public administration drawn from citizens' experiences when interacting with governmental authorities. As a tool to monitor performance PAPI contributes to accelerate continued progress in governance and public administration performance. In an environment reliant on "self-assessments" by government stakeholders to measure government performance, PAPI helps provide a bottom-up perspective, by studying people-centred experiences.

This provincial profile presents an initial overview of the main results and key findings at both the dimension and subdimension level. It also explains graphically the actual scores for the respective province and places it in comparative perspective with the best performing provinces and with itself over time. This will be useful for provinces hoping to identify good practices and to excel in performance.

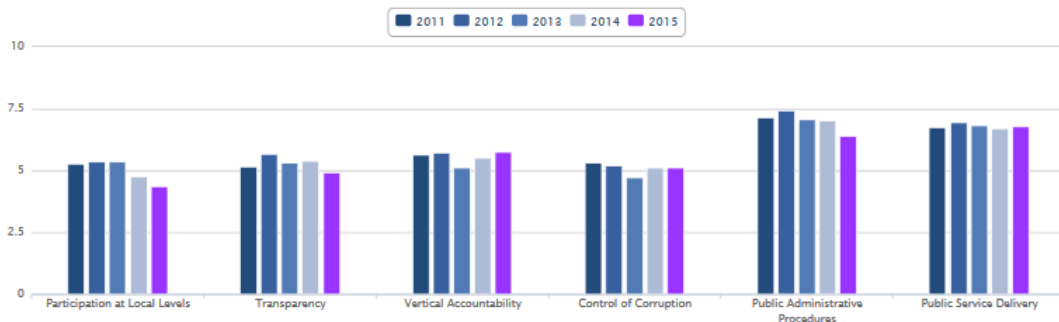
2015 Overall Governance and Public Administration Performance



TIP: Lighter bar on top of each dimension represents highest scoring province in 2015

Since 2010 PAPI has collected responses from nearly 75,000 citizens across all 63 provinces making it the largest governance and public administration performance survey in the country. In 2015 PAPI was replicated with a total sample of 13,995 citizens directly interviewed.

Provincial changes over time 2011–2015



TIP: Click the legend to toggle year's data or zoom in the chart