BỘ NGOẠI GIAO

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CỘNG HÒA XÃ HỘI CHỦ NGHĨA VIỆT NAM
Độc lập - Tự do - Hạnh phúc

Số: 05/2012/TB-LPQT

Hà Nội, ngày 04 tháng 02 năm 2012

THÔNG BÁO
Về việc điều ước quốc tế có hiệu lực

Thực hiện quy định tại khoản 3 Điều 47 của Luật Ký kết, gia nhập và thực hiện điều ước quốc tế năm 2005, Bộ Ngoại giao trân trọng thông báo:

Hiệp định giữa Chính phủ nước Cộng hòa xã hội chủ nghĩa Việt Nam và Chính phủ Đan Mạch về Hợp tác phát triển Chương trình quản trị công và cải cách hành chính 2012 - 2015, ký tại Hà Nội ngày 30 tháng 12 năm 2011, có hiệu lực kể từ ngày 30 tháng 12 năm 2011.

Bộ Ngoại giao trân trọng gửi Bản sao Hiệp định theo quy định tại Điều 68 của Luật nêu trên./.

TL. BỘ TRƯỞNG
KT. VỤ TRƯỞNG
PHÓ VỤ TRƯỞNG
VỤ LUẬT PHÁP VÀ ĐIỀU ƯỚC QUỐC TẾ

Lê Thị Tuyết Mai

GOVERNMENT AGREEMENT
BETWEEN
THE GOVERNMENT OF THE SOCIALIST REPUBLIC OF VIETNAM
AND
THE GOVERNMENT OF DENMARK
REGARDING
DEVELOPMENT COOPERATION
CONCERNING
GOOD GOVERNANCE AND PUBLIC ADMINISTRATION REFORM
PROGRAMME 2012-2015

WHERAS the Government of the Socialist Republic of Vietnam (hereinafter referred to as 'GoV') has requested the support of the Government of Denmark (hereafter referred to as "GoDK") to contribute towards the funding of the Good Governance and Public Administration Reform Programme 2012-2015 (hereinafter referred to as the 'Programme');

WHEREAS GoDK has agreed to support the implementation of the Programme as defined in the Programme Document with up to an amount of DKK 60 million on a grant basis (hereafter referred to as "the Grant"), as a financial and technical assistance to GoV, through the Office of the National Assembly (ONA), the Vietnam Academy of Social Sciences (VASS), the Vietnam National University (VNU), the Ho Chi Minh City Law University (HCMCLW) and the Provincial People's Committee in the provinces of Lao Cai, Lai Chau, Dak Lak, Dak Nong, Dien Bien (hereafter referred to as the Implementing Agencies), who will implement the Programme;

WHEREAS the Programme may receive an additional financial assistance of GBP 1.5 million from the Government of the United Kingdom of Great Britain and Northern Ireland (hereinafter referred to as 'GoUK') to support sub-component 3.2. on support to Non-Governmental Organizations. If confirmed, the support will be

channelled through the GoDK who will take on the responsibility of acting on behalf of the GoUK as specified in an arrangement on delegated cooperation.

WHEREAS the general provision of this agreement is set forth in the agreement between Denmark and the Socialist Republic of Vietnam named General Terms and Procedures of Development Cooperation dated 25th August 1993;

WHEREAS the GoV and GoDK have agreed that the Ministry of Foreign Affairs of Denmark will sign separate subsidiary administrative agreements with each of the implementing agencies under this agreement. The administrative agreements will detail the common procedures set out in the Programme for consultation and decision-making, disbursement mechanisms, financial management, monitoring, reporting and audit, review, evaluation, and exchange of information and cooperation between the individual implementing agency and the Danish Ministry of Foreign Affairs;

WHEREAS commitment to international law and conflict prevention, respect for human rights, democratic principles, including free and fair elections, the rule of law, independence of the judiciary, free, transparent and democratic processes, accountability and the fight against corruption, sound macro-economic policies and the commitment to poverty reduction govern the policies of GoV and GoDK, and which are prerequisites for this agreement, and hence constitutes essential elements of this agreement;

WHEREAS the GoV and GoDK shall abide by the local laws and by applicable international instruments, including the UN Convention on the Rights of the Child and International Labour organization Convention;

WHEREAS GoV and GoDK is committed to the principles of harmonisation and to strive for the highest degree of alignment with the budgetary and accountability system of the implementing agencies and the legislation of the GoV so as to enhance effective implementation, to reduce the administrative burden, to minimise

transaction costs and increase transparency and accountability of the support provided;

NOW THEREFORE GoV and GoDK have decided as follows:

Article 1

Definitions

For the purpose of this Agreement, unless otherwise stated, the terms listed below mean the following:

a) "Parties" in the case of the Government of Denmark/GoDK refers to the Ministry of Foreign Affairs, Embassy of Denmark in Vietnam, and in the case of the Government of the Socialist Republic of Vietnam/GoV refers to the Ministry of Planning and Investment or for both parties any other authority empowered to perform the functions exercised by said authorities.

b) The Office of the National Assembly is the programme focal point and will ensure overall coordination of activities and compile programme-level reports.

c) "Joint decision making arrangement" refers to the overall management of the programme, which is the meetings and exchange of letters between the parties as described in Article 3.

d) "The Documentation" refers to the Programme Document which, by signature, has been approved by the Office of the National Assembly and the Embassy of Denmark on December 30, 2011 and is attached as Annex 1 to this Agreement, hence constituting an integral part hereof. Development objectives described in the Documentation and the total amount of the Danish contribution cannot be changed.

e) "Programme period" means the 4-year period of programme implementation, i.e. 1 January 2012 to 31 December 2015.

Article 2

Objectives of the programme

a) The development objective of the Programme is "*To strengthen the development of democratic governance and public management and accountability in Vietnam*", as stated in the Documentation.[1]

b) The immediate objectives of the Programme are:

Component 1) "To enable the participating provinces to better target and utilise resources to achieve Public Administration Reform (PAR) results that enable more sustainable and equitable socio-economic development".

Component 2) "To strengthen human rights research and education and cooperation on these issues among Vietnamese universities.".

Component 3) "To improve Parliamentary skills of the members of parliament and staff through parliament-to-parliament collaboration and other targeted skills development activities of relevance for the institutional strengthening of the ONA" and

"To promote public participation and accountability in law-making and policy-development processes by strengthening engagement of Non-Governmental Organisations in these processes at national and sub-

[1] As stated in the Documentation and in the immediate objectives of the Programme the strengthening of accountability refers to the law-making and policy-development processes in Vietnam.

national level as well as in monitoring the implementation of these."

The immediate objectives can only be adjusted to changes in the Programme context by decision of the joint decision making arrangement described, followed by mutual written agreement between the parties. Such written agreement shall become addendum to this agreement.

Article 3

Management and Execution

The overall management responsibilities of the programme support rests in the High-Level Meeting, which is co-chaired by the Office of the National Assembly and the Danish Embassy. Members of the High-Level Meeting are representatives from the Ministry of Planning and Investment, the Ministry of Finance, the Ministry of Home Affairs, the Ministry of Education and Training, the Vietnam Academy of Social Sciences, the Vietnam National University and the Ho Chi Minh City Law University. The work of the High Level Meeting will be guided by the Terms of Reference for this Meeting (Appendix 2.1, Programme document). ONA is the focal point of the entire programme. In addition, it is also the coordinating agency of component 3. Further details are presented in the tables below.

Component 1

Implementing agency	The Provincial Peoples' Committee
Joint decision making arrangement	The overall oversight of the Component 1 rests with the High-Level Meeting co-chaired by the Office of the National Assembly and the Danish Embassy. In addition, Programme Management Steering Committees are set up for each province, co-chaired by the Provincial

	People's Committee and the Danish Embassy.
Modality	Budget support to five provinces.

Component 2

Implementing agency	Vietnam Academy of Social Sciences Vietnam National University, Hanoi Ho Chi Minh City Law University
Joint decision making arrangement	The overall oversight of the Component 2 rests with the High-Level Meeting co-chaired by the Office of the National Assembly and the Danish Embassy. In addition, three steering Committees are set up between each institution in Component 2 and the Danish Embassy, and chaired by each of the three Vietnamese institutions.
Modality	Programme Support.

Component 3

Implementing agency	Office of the National Assembly.
Joint decision making arrangement	The overall oversight of the Component 3 rests with the High-Level Meeting co-chaired by the Office of the National Assembly and the Danish Embassy. In addition, two Steering Committees are set up with the participation of the Office of the National Assembly and the Danish Embassy for i) sub-component on Parliamentary Strengthening, chaired by

	the Office of the National Assembly and for ii) sub-component on NGO support, co-chaired by the Office of the National Assembly and the Danish Embassy.
Modality	Programme support.

Article 4

Obligations of Government of Vietnam

Under this Agreement, the Government of the Socialist Republic of Vietnam shall:

a) Promptly inform GoDK of any condition which interferes or threatens to interfere with the successful implementation of the Programme.

b) Within a reasonable time advice on all reports, recommendations and other matters properly referred for advice by GoDK, in order not to delay or disrupt the execution of the services or the works of the Programme.

c) Ensure that all relevant provisions in the General Terms and Procedures of Development Cooperation dated 25th August 1993 regarding the GoDK execution of activities are honoured.

d) Ensure that the financial management of the Programme is applied according to contents of the Documentation.

e) Investigate matters, if misuse of funds, fraud or corruption within the programme is discovered. The appropriate authorities i.e. the Government Inspectorate and the Inspectorates of the Office of the National Assembly and the Ministry of Planning and Investment of Vietnam are expected to participate in this endeavour. Where programme funds have been lost in such a manner as

described above, the Parties will cooperate in order to have the implementing agency repay such funds to the Programme, in order to ensure that planned activities will not be disrupted.

f) Agree that a prerequisite for GoDK's support to the Programme is that the GoV will make contribution to the Programme of 414,000 USD (approximately 2,2 million DKK).

g) Allocate sufficient funds from the government budget to the Programme. GoV budgets comprise both capital and recurrent expenditures.

h) Ensure that the accounts for the Vietnamese contributions to the Programme are kept in accordance with Vietnam's accounting system, the State Budget Law (2002) and the relevant Vietnamese government regulations and guidelines.

i) Maintain a financial management system according to the current state budget management system to properly reflect the fund allocation, transactions, resources, expenditures and assets of the Vietnamese contributions to the Programme and ensure that the implementing agencies are able to produce timely, relevant and reliable financial information for planning, implementing and monitoring the progress of the Vietnamese contributions to the Programme against its objectives.

j) Provide the adequate financial and human resources at national and provincial levels i.e. skilled staff and salary in the Government implementing agencies throughout the programme period.

k) Provide adequate financial capital and general operational costs. Ensure funds for the payment of all other expenses required for the establishment and operation of the Programme, which are not mentioned as items to be provided by the GoDK.

l) Within the framework of Component 1: Affirm that the resources provided by GoDK for the Programme will only be used to cover expenditures included in the state budget as approved by the National Assembly of Vietnam and only for

the Programme, and not any other Programmes or other government programmes.

m) Ensure the tax exemption of expatriate personnel and their family members under Component 3 follows the Regulation on expatriate personnel for ODA programmes and projects in Vietnam which is Decision No. 119/2009/QD-TTg dated 1/10/2009 of the Prime Minister of Vietnam and other documents on amendment, addition, or replacement of this Decision.

n) Facilitate the issuing of multiple entry and exit visas, work permits and residence permits for the advisors and their families regardless of nationality as well as provide assistance in the clearance through customs of their personal belongings that they are allowed to import according to the Regulation mentioned under item (l) above.

o) Equipment, materials, supplies and spare parts to be purchased for the programme by the GoDK, if any, will be preferentially applied on any duties, VAT, taxes, and public fees and charges other than user's fee and charges, etc. in accordance with existing tax law and relevant regulations of Vietnam. The refunded VAT and other charges from these equipment and materials will be transferred to the programme funds for the following fiscal year.

p) Ensure timely settlement of any other related formalities that might keep the programme behind schedule.

q) Maintain all programme accounting materials within 5 years after the programme's end for possible use of the National Audit Office of Denmark.

Article 5

Obligations of GoDK

a) GoDK will provide the following financial means for the implementation of the programme:

Name of Component	Implementing Agency	Budget (DKK)
Component 1	Provincial Peoples' Committee in five Provinces.	**17,000,000**
Component 2	Vietnam Academy of Social Studies Vietnam National University, Hanoi Ho Chi Minh City Law University	**13,250,000**
Component 3	ONA Fund Manager	**20,000,000**
Programme management (Studies, Programme coordination, reviews, evaluations, documentation and exit-support).		**3,250,000**
Unallocated		**6,500,000**
Total		**60,000,000**

All commitments of GoDK are made in Danish Kroner (DKK).

b) GoDK will base the actual financial support on progress attained compared to planned progress described in the Documentation. For all components, progress will be measured against commonly agreed indicators and monitoring systems described in the Documentation.

c) GoDK will strive to ensure the predictability of the Grant by informing the GoV not later than the end of the third quarter of the calendar year, prior to the finalisation of next year's national budget about the support anticipated for the coming year under this Agreement.

d) Interest accrued from the remittances shall be returned by the implementing agency to GoDK on an annual basis.

e) The Danish support for the Programme will be passed on to the implementing agencies as grant without any repayment conditions to the GoV.

g) GoDK will recruit and contract a Fund Manager for sub-component 3.2. on NGO-support. The Fund Manager staff's salary, travel expenses and other related costs will be paid by the GoDK from the component budget.

h) GoDK will cooperate and communicate fully and in a timely manner with the GoV on all matters relevant to the implementation of the Programme as defined in the Documentation and this Agreement.

i) GoDK will inform any changes regarding the years of commitments or the schedule of disbursements for discussion between the two Parties before such adjustments are made.

k) GoDK will not bear any responsibility and/or liability to any third party with regard to implementation of the Programme

Article 6

Obligations of both parties

Both parties will:

a) Strengthen aid effectiveness by endeavour to co-ordinate efforts under this agreement with other development partners, be they states, international organisations or non-governmental organisations.

b) Use best endeavours to optimise the use of programme resources in line with the programme's objectives.

Article 7

Information, monitoring and evaluation

a) The Parties shall collaborate fully to ensure that the purposes of this Agreement be accomplished. To this end, the Parties shall exchange views with regard to matters relating to the Programme and provide each other with all available data, documentation and information; shall provide appropriate mutual assistance required in the discharging of the Parties' duties; and provide all necessary support to facilitate the due implementation of the programme.

b) On a regular basis (at least every year), the GoDK will review the performance of the Programme in the previous period including financial management review. GoDK reserves the right to vary the scale of its support based on the quantitative and qualitative progress in the implementation of the programme which is assessed through bi-annual and annual progress reports and the programme monitoring framework in the Documentation.

c) The Documentation will be reviewed in connection with joint programme reviews. Changes to the Documentation are subject to the approval by the joint decision making arrangement. One mid-term review after approximately two years will be jointly conducted by GoDK and its partners. The review will focus on achievements and necessary further steps to guarantee a successful completion of the Programme in 2015 and to ensure sustainability of component activities beyond 2015 as described in the Documentation.

d) Annual independent audits facilitated by GoDK will be carried out for Component 2 – Human Rights Education & Research – and Component 3 – Public Participation & Accountability. The support under Component 1 – PAR – will annually be audited by the State Audit of Vietnam (SAV) as agreed between SAV and GoDK.. The programme is also open for the possibility of having SAV undertake performance audits if such an agreement can be reached with SAV. Auditing cost shall be covered by the budget of the Programme.

e) GoDK shall have the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the programme. To facilitate the work of the person or persons instructed to carry out such monitoring missions, the GoV shall provide these persons with all relevant assistance, information, and documentation.

f) Representatives of the Auditor General of Denmark shall have the right to:

(i) Carry out any audit or inspection considered necessary as regards the use of the Danish funds in question, on the basis of all relevant documentation.

(ii) Inspect accounts and records of suppliers and contractors relating to the performance of the contract, and to perform a complete audit.

However, provided that the Auditor General of Denmark is satisfied with annual audit reports to be made by either SAV or an independent external auditor, the audit or inspection as mentioned in points (i) and (ii) shall not be required.

g) Evaluation of the Programme, preferably undertaken jointly by GoDK and the GoV may be carried out at the request of either Party.

h) After the termination of the Programme, GoDK reserves the right to carry out evaluation in accordance with this article.

Article 8

Transfer of ownership

a) The implementing agencies responsible for the implementation of programme components shall maintain updated inventories of all equipment financed by earmarked support from GoDK, e.g. vehicles, computers, furniture and tools.

b) Equipment, material, supplies and facilities purchased by Denmark, which are used during the implementation of the programme, e.g. vehicles, computers, furniture and tools, remain the property of Denmark, until such time as the Parties may agree otherwise.

Transfer of ownership of the above-mentioned assets to the implementing agencies may take place during the programme period. Before programme termination, the Parties will assess and agree on final transfer of such assets, which can be justified on the basis of a final request from the implementing agencies. Any remaining assets will be disposed of by Denmark.

Article 9

Corruption

No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practice, shall be made, promised, sought or accepted - neither directly nor indirectly - as an inducement or reward in relation to activities funded under this agreement, incl. tendering, award, or execution of contracts. Any such practise will be grounds for the immediate cancellation of this agreement or parts of it, and for such additional action, civil and/or criminal, as may be appropriate. At the discretion of the GoDK, a further consequence of any such practise can be the definite exclusion from any projects funded by the GoDK.

Article 10

Suspension

In case of non-compliance with the provisions of this Agreement and /or violation of the essential elements mentioned in this Agreement, GoDK reserves the right to suspend with immediate effect further disbursements to the implementing partners under this Agreement. Non-compliance includes inter alia:

- The Programme or a component develop unfavourably in relation to the development objective and immediate objectives mentioned in Article 2,
- Substantial deviations from agreed plans or budget occur,
- Financial management of the activities has not been satisfactory
- Resources to be allocated by the GoV are not provided as agreed,

If serious irregularity in the Programme or suspicion thereof has been ascertained, either party may suspend programme implementation, wholly or in part, until the suspending party decides to resume the implementation.

Article 11

Settlement of disputes

If any dispute arises between the Parties as to the interpretation, application or implementation of this agreement, they will consult each other in order to reach an amicable solution.

Article 12

Amendment

Any amendment to this Agreement shall be agreed, in writing between the Parties and shall constitute an integral part of this Agreement.

Article 13

Entry into force, duration and termination

This Agreement shall enter into force on the date of signing.

The cooperation between the Parties under this Agreement will have the duration of 4 years. The duration of the cooperation may be extended by mutual agreement of the Parties and within the agreed budget.

Notwithstanding the previous clause each Party may terminate the Agreement upon 6 months written notice.

In witness hereof the Parties hereto have caused this Agreement to be signed in 02 originals in the English language in Hanoi, Vietnam on this day of 30 December 2011.

For the Government of Vietnam

Cao Viet Sinh
Vice Minister
The Ministry of Planning and Investment

For the Government of Denmark

John Nielsen
Ambassador
Ministry of Foreign Affairs

The Governments of Vietnam and Denmark

Good Governance and Public Administration Reform Programme

Phase II: 2012-15

December, 2011

Cover Page

Country:	Vietnam
Title of Programme Support:	Good Governance and Public Administration Reform Programme, Phase II (GOPA II)
Components:	Component 1: Public Administration Reform (PAR) Component 2: Human Rights Education & Research Component 3: Public Participation & Accountability
	Lead Agency: Office of the National Assembly Component 1: 1) Provincial People's Committees in 5 provinces Component 2: 1) Vietnam Academy of Social Sciences 2) Vietnam National University, Hanoi 3) Ho Chi Minh City Law University Component 3 1) Office of the National Assembly
Starting date and duration:	1st January 2012 – 4 years
Total budget: 1) PAR component 2) Human Rights Education & Research Component 3) Public Participation & Accountability component 4) Unallocated, others	60,00 mio. DKK 17,00 mio. DKK 13,25 mio. DKK 20,00 mio. DKK 9,75 mio. DKK

For the participating institutions of Vietnam:

Name: NGUYEN HANH PHUC

Title: CHAIRMAN
OFFICE OF THE NATIONAL ASSEMBLY

Date: 30 December 2011

Signature:

For the Government of Denmark:

Name: JOHN NIELSEN

Title: Ambassador

Date: 30 December 2011

Signature:

ROYAL DANISH EMBASSY, HANOI

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List of acronyms

AMG	Aid Management Guidelines (Danida)
CIDA	Canadian International Development Agency
CSO	Civil Society Organisation
Danida	Danish International Development Assistance
DPI	Department of Investment and Planning
DOF	Department of Finance
DOHA	Department of Home Affairs
DKK	Danish crowns
EC	European Commission
GoV	Government of Vietnam
HCMCLU	Ho Chi Minh City Law University
HR	Human Rights
ISP	Institutional Support Programme
JIFF	Justice Initiatives Facilitation Fund
JOPSO	Joint Programme Support Office
JPP	Justice Partnership Programme
KPMG	International audit company
M&E	Monitoring and Evaluation
MOET	Ministry of Education and Training
MOHA	Ministry of Home Affairs
MoJ	Ministry of Justice
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MPI	Ministry of Planning and Investment
NA	National Assembly
NGO	Non-Government Organisation
ONA	Office of the National Assembly
OSS	One-Stop-Shop
PARAFF	Public Participation and Accountability Facility Fund
PAR	Public Administration Reform
PCPD	PAR Component Policy Dialogue
PLCA	Provincial Legal Aid Centre
PMU	Project Management Unit
PMSC	Programme Management Steering Committee
PPSC	Public Administration Reform Programme Steering Committee
PPC	People's Provincial Committee
RDE	Royal Danish Embassy
SAV	State Audit of Vietnam
SC	Steering Committee
SEDP	Strategic Economic Development Plan
SMART	Specific, Measurable, Accurate, Realistic, Time-bound
SC	Steering Committee
TA	Technical Assistance
ToR	Terms of Reference
UNDP	United Nations Development Programme
VASS	Vietnam Academy of Social Sciences
VND	Vietnamese Dong
VNU	Vietnam National University
VUSTA	Vietnam Union of Science and Technology Associations

1. *Executive Summary*

Rationale

The programme consists of three components:

1) Public Administration Reform (PAR) component.
2) Human Rights Education and Research component.
3) Public Participation and Accountability component.

The three components represent interventions in important areas of reforms, each one of them aiming to promote concepts and means of improving public management and democratic accountability. The overall development objective for the programme is:

"To strengthen the development of democratic governance and public management and accountability in Vietnam".[1]

Overall and exit strategy

The programme is the second – and last – phase of the Danish Good Governance and Public Administration Reform Programme in Vietnam. Therefore, particular emphasis has been placed on ensuring sustainability and implementation of a gradual exit strategy. The overall strategy is based on alignment to Vietnamese partner plans or priorities. As an overall principle, the Danish support will decrease gradually along the last two years of the programme. Likewise, an increasing number of activities will be taken over by the Vietnamese partners.

Regarding component 1, it is expected that the provincial governments' capacity for execution of their PAR plans is strengthened as a result of the programme activities. As for component 2, it is expected that human rights education is incorporated into national university curriculum, and research is continued as part of the partner institutions' work plans and regular work, and hereby continued over the long term. Likewise, regarding component 3, the capacity of ONA staff will be strengthened to support the members of parliament and Non Governmental Organisations will have enhanced capacity to engage in monitoring of public policies, and in providing inputs to the law-making process. With this enhanced capacity, key component activities can continue over the long term with decreasing levels of donor support. Gradual exit targets will be confirmed on an annual basis and will be stated in all partners' work plans.

Some of the partners are receiving funds from other donors, and the gradual withdrawal of the Danish support will be coordinated with them.

Objectives at component level

The PAR component has the following development objective:

- To enable the participating provinces to better target and utilise resources to achieve PAR results that enable more sustainable and equitable socio-economic development.

[1] As stated in the immediate objectives of the Programme the strengthening of accountability refers to the law-making and policy-development processes in Vietnam.

1. *Executive Summary*

Rationale

The programme consists of three components:

1) Public Administration Reform (PAR) component.
2) Human Rights Education and Research component.
3) Public Participation and Accountability component.

The three components represent interventions in important areas of reforms, each one of them aiming to promote concepts and means of improving public management and democratic accountability. The overall development objective for the programme is:

"To strengthen the development of democratic governance and public management and accountability in Vietnam".[1]

Overall and exit strategy

The programme is the second – and last – phase of the Danish Good Governance and Public Administration Reform Programme in Vietnam. Therefore, particular emphasis has been placed on ensuring sustainability and implementation of a gradual exit strategy. The overall strategy is based on alignment to Vietnamese partner plans or priorities. As an overall principle, the Danish support will decrease gradually along the last two years of the programme. Likewise, an increasing number of activities will be taken over by the Vietnamese partners.

Regarding component 1, it is expected that the provincial governments' capacity for execution of their PAR plans is strengthened as a result of the programme activities. As for component 2, it is expected that human rights education is incorporated into national university curriculum, and research is continued as part of the partner institutions' work plans and regular work, and hereby continued over the long term. Likewise, regarding component 3, the capacity of ONA staff will be strengthened to support the members of parliament and Non Governmental Organisations will have enhanced capacity to engage in monitoring of public policies, and in providing inputs to the law-making process. With this enhanced capacity, key component activities can continue over the long term with decreasing levels of donor support. Gradual exit targets will be confirmed on an annual basis and will be stated in all partners' work plans.

Some of the partners are receiving funds from other donors, and the gradual withdrawal of the Danish support will be coordinated with them.

Objectives at component level

The PAR component has the following development objective:

- To enable the participating provinces to better target and utilise resources to achieve PAR results that enable more sustainable and equitable socio-economic development.

[1] As stated in the immediate objectives of the Programme the strengthening of accountability refers to the law-making and policy-development processes in Vietnam.

The PAR component immediate objectives are:

- The provinces practice open and participative planning, monitoring and evaluation processes for PAR, that involve citizens, businesses and other non-state groups.
- The provinces have the capacity to ensure that PAR results contribute positively to poverty reduction, gender and minorities development, and environmental sustainability in the provinces.
- The provinces implement breakthrough PAR initiatives from the national PAR Programme 2011-2020 that provides lessons and good practice.

The PAR component will target 5 remote and poor provinces in north and central Vietnam; all 5 provinces corresponding to the first phase. Expected outcomes are that PAR processes in the provinces become more open and participative and that PAR results contribute positively to poverty reduction, gender and ethnic minorities' development and environmental sustainability.

The Human Rights Education and Research component has the following immediate objective:

- To strengthen human rights research and education and cooperation on these issues among Vietnamese universities.

The Human Rights Research and Education Component is a continuation and expansion of positive results from phase I in setting up human rights research and teaching centres at three institutions of higher learning in Vietnam, namely: Vietnam Academy of Social Sciences (VASS), Vietnam National University and Ho Chi Minh City Law University (HCMCLU).

The Public Participation and Accountability component has the following immediate objectives:

- To improve Parliamentary skills of the members of parliament and staff through parliament-to-parliament collaboration and other targeted skills development activities of relevance for the institutional strengthening of the ONA.
- To promote public participation and accountability in law-making and policy development processes by strengthening engagement of Non-Governmental Organisations in these processes at national and sub-national levels as well as in monitoring the implementation of these.

Sub-component 3.1.: Parliamentary Cooperation and Education will support the Office of the National Assembly and the National Assembly through: 1) Parliament-to-parliament cooperation with the Danish *Folketing,* consisting of joint seminars and exchange visits, and; 2) short-term scholarship and targeted courses (and if justified master degree scholarships). It is expected that the ONA staff will be better equipped to support Members of Parliament and ultimately will contribute to strengthening the future legal framework in Vietnam.

Sub-component 3.2.:The support to Non Governmental Organisations will focus on engagement of NGOs in relation to the National Assembly's legislative agenda. It will operate with a grant scheme mechanism consisting of a Grant Fund and a Capacity building Facility for NGOs to promote public participation and accountability, based on the following results and activity

areas: 1) research conducted on key issues related to legislative processes; 2) awareness raising; 3) NGO participation & monitoring of legislative processes and government policies; 4) networking and dialogue on legislative processes and policy development. 5) Capacity building on engagement in legislative processes and policy develpment. Based on these results, it is the intention that NGOs will be able to contribute with more qualified and evidence-based inputs and dialogue with governmental authorities and the ONA, and will thus improve the implementation of public policies and also enhance the basis for decision making regarding new laws.

Programme Budget

The main budget items by components are as follows:

GOPA II 2012-15	Millions of DKK				
	2012	2013	2014	2015	Total
1. PAR component	**8.00**	**8.00**	**1.00**	**0.00**	**17.00**
Support to Provinces	6.00	6.00	0.00	0.00	*12.00*
Other technical assistance	2.00	2.00	1.00	0.00	*5.00*
2. Human Rights Education and Research	**3.50**	**3.75**	**3.50**	**2.50**	**13.25**
Support to VASS	1.70	1.75	1.65	1.30	*6.40*
Support to VNU	0.60	0.65	0.60	0.40	*2.25*
Support to HCMC Law University	0.90	0.95	0.85	0.50	*3.20*
Technical assistance	0.30	0.40	0.40	0.30	*1.40*
3. Public Participation & Accountability	**5.20**	**5.85**	**4.65**	**4.30**	**20.00**
Parliamentary cooperation	1.20	1.10	0.90	0.80	*4.00*
Support to NGOs	2.00	2.75	2.25	2.00	*9.00*
Technical assistance	2.00	2.00	1.50	1.50	*7.00*[2]
4. Programme components	**16.70**	**17.60**	**9.15**	**6.80**	**50.25**
5. Unallocated Funds					**6.50**
6. Studies, Programme coordination, reviews, evaluations, documentation and exit-support	0.20	0.30	1.30	1.45	**3.25**
7. Total					**60.00**

Linkages between components

The programme design allows a number of linkages between the different component activities. The PAR component includes promotion of participatory planning as part of the support to the provincial governments. As regards to component 3, support to NGOs promotes participation of the citizens in local, provincial and national planning processes, in monitoring budgets and in providing inputs for the law-making process. Experiences from both components may be used for the dialogue about policy with both MOHA (Ministry of Home Affairs) and the ONA (Office of the National Assembly). For instance, as regards to the relation with MOHA dialogue on how to involve citizens in the planning process or how to manage implementation of plans more efficiently, systematisation of the conclusions and

[2] The amount for TA will be divided between an amount for a Fund Manager to administer the NGO support (tentatively 5 million DKK) and an amount to pay TA support from the Danish Parliament (tentatively 2 million DKK).

sharing them with other provinces may be considered. In the case of the ONA, its staff and the National Assembly may use those contributions made by NGOs on specific issues as an input to improve different law proposals.

In component 2, some of the partners already carry out research on NGOs' role in the promotion of people's right, which may be of use for component 3. Also, it is expected that human rights education and research may be used by NGOs whenever they provide inputs for the law-making process. In addition, two of the partners (VASS and HCMCLU) train staff from some of the supported provinces in human rights.

In component 3, priority will be given to support NGO projects that may create added value to the other programme interventions (for example to the PAR process or to the promotion of people's right at sub-national and national level, including the rights of minorities to participate in planning and to access services.)

Programme modalities

In all three components, the principle of maximum alignment to national procedures, plans and policies will be pursued, with the exception of support to NGO which is part of the third component. However, support to NGOs will also have a linkage with public policies and legal framework, since it will promote NGOs' contribution and input to to the legislative processes, and to the formulation and implementation of policies by the government. Regarding support modality, funds will be released from the Embassy to the Central State Treasury/ Ministry of Finance; once there, funds will be directed to programme accounts with the implementing institutions, except for support to Non Governmental Organisations, as explained below.

In the *PAR component*, a highly aligned budget support modality is applied as provinces are directly responsible for PAR implementation and have the basic structures and systems for planning and implementing PAR. Alignment in this case implies that funds for the PAR programme will be merged with government funds in a dedicated PAR account at the level of the provinces.

In the case of the *Human Rights Education & Research component*, each sub-component institution operates a separate programme account in which programme funds are kept apart from other sources of revenue of each institution.

Government procedures and procurement rules are followed for the use of funds, while audit procedures are adapted to meet Embassy requirements in excess of State Audit procedures.

Finally, in the case of the *Public Participation and Accountability component*, support to the Office of the National Assembly will also open an account for the programme funds to be disbursed according to governmental procedures. In the case of support to the Non Governmental Organisations, an independent Fund Manager will be working with a separate set-up supervised by a Steering Committee, where ONA and the Danish Embassy participate. Denmark – and other possible funding donors – will transfer funds to an account to be opened with the purpose of awarding and disbursing grants to be administered by the Fund Manager. The Fund Manager will authorise payments in accordance with the approved work plans and budgets.The Fund Manager and related set-up will be hired directly by the Ministry of Foreign Affairs in Denmark, which will be administering all payments to the Fund Manager.

Programme Management

ONA is the lead agency of the GOPA II Programme. Therefore, ONA is overall responsible for ensuring that progress and monitoring are being carried out in an appropriate manner and in accordance with all requirements of the Vietnamese legislation, as well as requirements from the Danish Embassy. Likewise, ONA will ensure that any overall problems that may arise in the course of implementation of the GOPA II are addressed with the relevant authorities and /or the Danish Embassy.

A High-Level Meeting between the lead agency ONA, the Danish Embassy, Ministry of Finance, Ministry of Planning and Investment, Ministry of Home Affairs Ministry of Education and Training, the Vietnam Academy of Social Sciences, Vietnam National University Law Faculty and Ho Chi Minh City Law University will monitor and guide overall implementation, and will promote linkages between the different components. Furthermore, Steering Committees will be established between the Danish Embassy and each partner. These Steering Committees will be in charge of overseeing on-going implementation. Support to NGOs will have a separate governance structure, consisting of a Steering Committee, a Grant Fund Committee and a Fund Manager. The Steering Committees will report to and be in close contact with the lead agency (ONA).

The ONA can hire a person (part-time paid by GOPA II) to support coordination functions and activities for GOPA II, and prepare analysis of the progress reports for the High-Level Meeting. Likewise, both ONA and MOHA may have expenses related to policy dialogue and GOPA II meetings, which will also be financed by GOPA II.

Technical Assistance

International and national technical assistance is foreseen for all three components. Experience with a national TA team in the PAR component, supported by international short-term TA has worked very well during phase I and this set-up is foreseen to continue in Phase II. In the Human Rights Education & Research component, international TA will be provided for all partners. Finally, regarding the Participation and Accountability component, it is envisaged that Folketinget (the Danish Parliament) will continue to provide TA to ONA. Likewise, a Fund Manager to administer the Grant Scheme to support to Non Governmental Organisations will be recruited at either international or regional/local level.

Risks

The components on human rights education & research and public participation & accountability deal substantively with issues that are increasingly becoming more important in Vietnam. However, since some of the issues are relatively new, considerable time may be needed for the different stakeholders to discuss how to implement them best in practice. It is therefore important that the Embassy, the government and the other stakeholders maintain a continuous level of communication. The High-Level Meeting and the Steering Committees set up a space for such a dialogue.

2. Introduction and overall Programme rationale

The first phase of the Good Governance and Public Administration Reform Programme (GOPA I) was approved by the Danish and Vietnamese governments in December 2007 and will be concluded by the end of 2011. The overall aim of Phase I was to strengthen the effect of the public administrative and democratic reform initiatives in Vietnam. GOPA I contained a PAR component that supported the Public Administration Reform Programme (PAR), and a Human Rights & Education Component in support of the Office of the National Assembly and human rights research and teaching at universities in Hanoi and Ho Chi Minh City, respectively. A review of Phase I, undertaken in November 2010, contains recommendations for adjusting and improving programme performance and implementation modalities. The review endorsed the continuation of the programme in a second phase and several of the recommendations were also relevant for GOPA II. Therefore it was taken into account in the preparation of GOPA II. Likewise, in general the appraisal mission of April 2011 endorsed the content and stressed the importance of a support to non-government organisations.

2.1 Programme Rationale

The complex issues of administrative and democratic reforms in Vietnam remain as key agendas for the government and for political discussion in other State and Party organisations. The issues under discussion are wide-ranging and the forms and forums of debates are many and varied.

The second phase of the Good Governance and Public Administration Reform Programme will address key areas of reform highlighted by Vietnamese Government policies and Danish strategic priorities. However, since this phase will be the last, an exit strategy has been prepared for each component, based on the following overall principles: i) gradual take-over of Danish-financed activities by partners through increased partner capacity; ii) gradually decrease of Danish financing in most activities. iii) increased focus on lessons learnt, synergy between activities and dissemination in order to multiply experiences. Based on these principles, partner exit strategies have been prepared and are presented under each component description.

The programme consists of three components: a Public Administration Reform (PAR) component, a Human Rights Education and Research component and a Public Participation and Accountability component. The three components involve interventions in important areas of administrative and democratic reforms, each of which aim to promote concepts and means of improving public management, public services and accountability. The overall development objective for the programme is:

"To strengthen the development of democratic governance and public management and accountability in Vietnam".[3]

Likewise, the programme approach is focused on alignment to maximize sustainability. Only to a lesser extent has it been intended to harmonise with other donors, due to the fact that many donors also plan to phase out their programmes in Vietnam in the forthcoming years. However, in cases where other donors are supporting the partners, a close coordination ensures that partners' key component activities can continue or that duplication is avoided.

[3] As stated in the immediate objectives of the Programme the strengthening of accountability refers to the law-making and policy-development processes in Vietnam.

The programme design allows a number of linkages between the different component activities. The PAR component promotes participatory planning in provincial governments. The sub-component for support to non-government organisations promotes participation by citizens in local, provincial and national planning processes, including the legislative process. Experiences from both components may be used in dialogue about policy with both MOHA and the ONA on, for example, involvement of citizens or organisations in the decision-making process at provincial and national level. Also, it is expected that human rights education and research may be used by Non Governmental Organisations when providing inputs for the law-making process and discussion of bills relevant for governance.

2.2 Public Administration Reform

A new PAR Master Programme for 2011-2020 is under consultation and final elaboration by MOHA and will be under initial implementation by the time that the GOPA II programme starts up. This will be a vehicle for continued support building on the experience gained during phase 1. The GOPA II interventions under the PAR component are aligned to government priorities as expressed in the Master Plan and build on the cooperation established during phase I. Similarly, significant progress towards a highly aligned support-modality has been developed during phase 1, which will be further consolidated under Phase II.

2.3 Human rights research and education

The human rights research and education during Phase I have achieved notable success and support from the partners and is likely to become an integrated part of the university law curricula. In recognition of the difficulties and as yet tenuous institutional integration of these interventions, the GOPA II will continue its support by consolidating the results already achieved. Likewise, where possible the results will be extended to other universities through informal networking between the academic institutions. The theory and practice of the citizens' human rights are gaining recognition and importance as is the need to strengthen Vietnamese research and debate through training and international integration. The GOPA II strategy is to support and promote this debate on the basis of strong local ownership by Vietnamese partners.

2.4 Parliamentary cooperation

Parliament-to-Parliament cooperation and capacity building for future leaders in the parliamentary system are designed as long-term strategic interventions aiming at the exchange and transfer of democratic reform concepts and ideas that will inform the debate and institutional practice in Vietnam. The political dynamics of the Vietnamese parliamentary system controls and adapts such concepts when and where they become relevant and useful in the course of the long-term process of evolving parliamentary governance in Vietnam. The strategy is predicated upon more than 15 years of cooperation between Denmark and Vietnam on parliamentary reforms, and is based on strong ownership by reform constituencies in the NA and the ONA.

2.5 Non Governmental Organisations support

A key innovation in GOPA II is the inclusion of a Sub-component on support for Non Governmental Organisation (NGOs) in relation to promoting public participation and accountability. The sub-component will include support and capacity development for NGOs to engage in both the formulation process and implementation of laws and public policies.

It will promote evidence-based proposals from Non Governmental Organisations in the preparation of bills relevant for good governance, as well as public participation in monitoring implementation of local, provincial and national plans.

Presently there is a body of evidence on the existence of diverse operations of NGOs supported by donors. This shows the presence of a large and growing number of NGOs that engage in broad areas of social and economic policies promoted by the government, e.g. service deliveries, social development, education, assistance to vulnerable groups, women and children rights, rural development, health, etc. At the same time, there is an increasing number of NGOs that operate on the basis of advocacy and rights-based approaches, e.g. justice, environmental issues, ethnic minorities, accountability and other areas. NGOs that take up a number of issues and advocacy are also growing in number, e.g. in the areas of democratisation, human rights, anti-corruption, media, transparency and public participation advocacy.

At the 11th Party congress held in January 2011, the issue of NGOs was also debated, based partly on submissions of documents from Vietnamese research institutions. Although no final resolution was taken, the fact that debate was carried out shows that there is an increasing interest at all levels of the society to clarify how NGOs can contribute and engage in activities at all levels. Therefore, the issue remains very much at the forefront of the political agenda and within the growing number of NGOs in Vietnam, as testified by the ongoing debate, the continued process of "socialisation" of public services and the extensive although disjointed legal regulation of NGOs presently in force.

The promotion of NGOs remains a cornerstone of Danish assistance and is pursued in all programme countries, including Vietnam, where a grant scheme, JIFF, for legal awareness and access to justice was established in 2009. The most recent strategy for Denmark's Development Cooperation, "*Freedom from Poverty, Freedom to Change*" (2010) reaffirms this commitment and views development of NGOs as a prerequisite for development and pro-poor governance. Likewise, the Danish Strategy for Support to Civil Society in Developing Countries stresses the importance of capacity development of NGOs and of promoting advocacy initiatives.

The Grant Scheme aimed at promoting public participation and accountability will be administered by a Fund Manager, supervised by a Steering Committee, where ONA and the Danish Embassy participate. Long-term technical assistance will be provided to NGOs to build capacity and sustainability. Embassy involvement is focused on policy dialogue and membership of the steering committee.

3. Public Administration Reform Component

3.1 Component summary

The PAR component development objective is:

> *To enable the participating provinces to better target and utilise resources to achieve PAR results that enable more sustainable and equitable socio-economic development.*

The target provinces are remote and poor. These are the 5 provinces of Lao Cai, Lai Chau, Dien Bien, Dak Lak and Dak Nong that are participating since the first phase of the GOPA Programme (2007-2011).

3.2 Immediate objectives

The immediate objectives for the PAR component aim to enable the 5 provinces to achieve PAR results that allow more sustainable and equitable socio-economic development:

a) The provinces practice open and participative planning, monitoring and evaluation processes for PAR that involve citizens, businesses and other non-state groups.

b) The provinces have the capacity to ensure that PAR results contribute positively to cross-cutting issues including poverty reduction, gender and minorities development and environmental sustainability in the provinces.

c) The provinces implement breakthrough PAR initiatives from the national PAR Programme 2011-2020 that provide lessons and good practices.

3.3 Component Strategy, including exit-strategy

The component strategy is based on a highly aligned support modality, with the provinces responsible for deciding their own PAR priorities and PAR outputs, following the framework set out in the national PAR Programme. The participating provinces prepare PAR work plans and budgets in accordance with the Government annual planning cycle and cost norms. The PAR work plan and budget (including the amount contributed by Denmark) are then submitted to the central government for approval, as part of the Province annual budget. Once approval is obtained, Denmark provides funds to the participating provinces via the State Treasury.

Technical assistance is provided to support the provinces in building up their capacity to deliver the component's development and immediate objectives, and outputs.

In general, the TA should carefully respond to the provinces' own demands and make sure that formulated outputs are truly demand-driven and aligned with provincial PAR priorities and needs.

The exit-strategy implies that a gradual phase-out of mature PAR provinces will take place well in advance of the programme closure. This means that in the programme's third and fourth year there will be no transfers. Likewise, an exit-strategy will be defined for the use of TA financed with Danish PAR support to the provinces. Therefore, in formulating each annual work plan, definition should be made regarding: i) the activities to be carried out by the partner (implementation and financing) ii) what TA activities should no longer be financed by Denmark. The Danish funds for TA support to the provinces will thus decrease, but more funds will be used for documentation and lessons learnt (see below). Some of the

expenses for the TA activities are expected to be gradually integrated into the PAR provincial budget and thus enhance sustainability.

Dissemination and lessons learnt: Funds will be set aside to include publication of the overall programme results. In addition, part of the funds for TA in the third year will be used to document lessons learnt and dissemination of that information within MOHA and other entities. A study to document the PAR modality during the first phase of GOPA is expeced to be carred out before the end of 2011 and will serve as an input for further studies.

3.4 Outputs and overall monitoring indicators

Specific outputs will be formulated by each of the Provinces in line with the recently approved overall PAR Master Programme 2011-2020 (Resolution of the Government, No.30/NQ- CP, 8/11/2011). Tentative illustrative output and corresponding monitoring indicators for immediate objectives have been formulated and summarised in the table below.

The logframe will be revised on a yearly basis to reflect the PAR priorities and needs of each province. Likewise, annual plans will be elaborated and will indicate how the TA will be out-phased.

Immediate Objective A The provinces practice open and participative planning, monitoring and evaluation processes for PAR that involve citizens, businesses and other non-state groups.
Output and corrsponding monitoring indicator A1 PAR plans have SMART objectives, outputs and outcomes that meet the requirements of the provinces SEDPs, as well as outputs based budgets.
Output and corresponding monitoring indicator A2 Results based PAR monitoring and evaluation is actively carried out and the findings are used to improve PAR implementation and planning.
Output and corresponding monitoring indicator A3 Citizens, businesses and other social groups are engaged and their feedback contributes to PAR planning and M&E reports.
Output and corresponding monitoring indicator A4 PAR efforts and results are regularly published as public information.
Immediate Objective B The provinces have the capacity to ensure that PAR results contribute positively to poverty reduction and cross-cutting issues including gender and minorities development and environmental sustainability in the provinces.
Output and corresponding monitoring indicator B1 Capacity of People's Committee and managers strengthened to plan, implement, coordinate and manage PAR results for equitable and sustainable socio-economic development.
Output and corresponding monitoring indicator B2 Capacity of PAR staff to plan, identify indicators, coordinate, monitor, evaluate and report on a strengthened PAR.
Output and corresponding monitoring indicator B3

Capacity of Province Political Schools and other local training institutions strengthened to provide training on PAR.
Immediate Objective C The provinces implement breakthrough PAR initiatives from the national PAR Programme 2011-2020 that provides lessons and good practices.
Output and corresponding monitoring indicator C1 Breakthrough PAR initiatives that the provinces have little knowledge of and/or experience with are introduced, implemented and documented.
Output and corresponding monitoring indicator C2 Benchmarking and sharing of lessons and good practice amongst the 5 participating provinces.
Output and corresponding monitoring indicator C3 Documentation of lessons and good practice submitted to MOHA for dissemination at a national level.

3.5 Cross-cutting issues

Key cross-cutting issues are:

- The ultimate purpose of PAR is to establish administrative systems and capacity that can serve socio-economic development. Hence the importance of facilitating the provinces to better link PAR outputs to appropriate targets in the Socio-Economic Development Plan.

- Through policy dialogue with the Embassy and capacity development promoted by the TA, the participating provinces will also be encouraged to promote and monitor involvement of women and minority groups in PAR planning, implementation, monitoring and evaluation.

- Ethnic population constitute a majority in some of the provinces. GOPA II will continue to assess whether the ethnic population has the same level of satisfaction with provincial services as the rest of the people, and try to study the reasons why differences may be found. Likewise, the same information should be prepared regarding gender issues (possible differences in services, and the reasons for this situation).

- Given the adverse effect of climate change, it is important to ensure that PAR is directed to strengthening administrative processes and public services that deal with farming, forestry and environmental protection, for example, in the Department of Agriculture and Rural Development, the Department of Natural Resources and Environment and the Department of Industry and Commerce.

3.6 Budget

The total budget for the PAR component is 17 million DKK. As the intervention is based on a highly aligned budget support modality, the budget is divided between funds that are directly added to the budgets of the participating provinces and funds that are retained by the Embassy of Denmark for technical assistance purposes, such as consultancy and capacity development, programme reviews, independent public consultation exercises, and documenting and disseminating PAR lessons and good practices. Costs of input for PAR

component Policy Dialogues, such as transport, accommodation for MOHA staff or other, additional costs for MOHA staff, will be financed by the budget line "programme coordination". Breakdown between the two uses of the budget is:

	DKK
Direct to the 5 participating provinces over a 2-year period	12,000,000
Retained by Embassy for TA purposes	5,000,000
PAR component total	17,000,000

12 million DKK would provide approximately 1.2 million DKK per Province each of the first two years, while no amounts will be given in 2014 and 2015 in accordance with the exit-strategy, assuming all 5 provinces are given the same amount the first two years. The annual disbursement would be:

Year	2012	2013	2014	2015
5 provinces	6,000,000	6,000,000	0,000,000	0,000,000

3.7 Component management and organisation

At the national level the PAR Component Policy Dialogue (PCPD) provides a high level platform, bringing together the Chairs of the 5 participating provinces, MOHA and the Embassy to discuss policy and strategic issues concerning the PAR component and PAR priorities in the provinces.

The Ministry of Home Affairs shall coordinate with the National Assembly Office and the Danish Embassy to chair annual/or half-year meeting on Policy towards Administrative Reform Component with 5 target provinces and relevant agencies/organizations to agree on policy matters, objectives, planning, and assessment of aid program in provinces. An expense deducted from the Program shall be given to the Ministry of Home Affairs for arrangement and organization of such meetings.

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Likewise, the Danish Embassy may participate in the PAR Partnership Forum. This forum is an annual policy dialogue chaired by MOHA, with the participation of UNDP, Spain, Switzerland, USAID, World Bank, Sweden, Canada and other donors.

Finally, at the national level, the Danish Embassy may participate in the annual "PAR Sharing Experiences" meeting chaired by MOHA, where other Nordic donors participate.

At the provincial level, the GOPA II PAR Programme Steering Committee (PPSC) is a mechanism enabling the People's Committee and the Danish Embassy to co-chair and jointly oversee the planning and progress of the 5-year and annual PAR Work Plans in each of the 5 provinces, as well as effectiveness of the TA provided by the PAR component.
At the operational level, the Chair of the People's Committee is directly responsible for PAR, and implementation is carried out by the administrative heads of departments, districts and communes. The PAR Division in the Department of Home Affairs (DOHA) has a pivotal role in supporting the Chair with planning, monitoring, evaluation and progress reporting. The provinces can decide for themselves whether and how they wish to set up and run internal multi-disciplinary programme units to support the implementation, monitoring

and evaluation of their PAR plans. It is however, important to ensure as much alignment as possible between the GOPA II PAR set-up and the general PAR set-up in the provinces, in case these are different.

4. Human Rights Education and Research Component

4.1 Component summary

This Component consists of the following three sub-components and national partner institutions:

- Vietnam Academy of Social Science (VASS)
- Vietnam National University in Hanoi, Law Faculty (VNU)
- Ho Chi Minh City Law University (HCMCLU)

The component aims to support the development of on-going human rights education at institutions of higher learning in Vietnam for under-graduate students and to promote human rights research of high quality by researchers and university staff. The component outputs and activities built on are a continuation of the current GOPA I programme.

The component will also support networking among Vietnamese universities who wish to engage in cooperation on human rights education and research. Initial networking was undertaken during Phase I. Such a positive experience justifies continuation of Phase II.

4.2 Immediate objectives

The immediate objective of the component is:

> *To strengthen human rights research and education and cooperation on these issues among Vietnamese universities.*

4.3 Component Strategy

The second phase of the programme will be a consolidation of the past results and aims at further entrenching the objectives of human rights education and research within the academic environment. Three areas stand out as in need of strengthening in the second phase:

- Building human rights knowledge and research capabilities of partner institutions.
- Continue developing the quality of human rights credit courses offered and integrating HR law into other disciplines.
- Networking and collaboration on human rights education and research is promoted through an exchange of experiences and knowledge and through joint projects between the different law faculties and universities.

Likewise, an *exit strategy* will focus on how to strengthen the integration of human rights teaching into university curriculums. In addition, support will decrease during the final two years to ensure that partners take over some of the activities. More details are presented on this in the annex.

Particular attention will be paid to documenting and publishing component results.

4.4 Outputs and an outline of activities

The component has the following expected outputs:

1. The research environment in human rights is expanded and deepened at institutions of higher learning;

2. Human rights credit courses for law students are integrated into the general curricula of institutions of higher learning.

3. Networking and collaboration around human rights education and research are promoted among universities through exchange of experience and knowledge, and through joint projects.

4. Policy impact and outreach in the field of HR research and education is attained.

5. International networking of Vietnamese HR centres is strengthened.

Main activities are described in annexed component descriptions and the output matrix in *annex 9.5*.

4.5 Cross-cutting issues and priority themes

The main cross-cutting issue is to promote gender-equality in access to project activities and resources. Participation in and use of programme resources on a gender-basis will be monitored and reported by the programme PMUs according to agreed indicators.

Other cross-cutting issues, in so far as they relate to human rights standards can be made the subject of studies, research or otherwise debated in the context of programme activities (that is, the rights of ethnic minorities, the rights of persons living with HIV/Aids, or other). Such cross-cutting issues are not directly relevant for the implementation and management of the component. Likewise, it is expected that partners exchange information with Sub-component 3.2 regarding support to NGOs. VASS has already carried out considerable reseach on the civil society's role in Vietnam, which may be useful for the implementation of this component. In addition, partners may facilitate information to NGOs on human rights issues and may collaborate with NGOs that apply for funding through the Grant Scheme in Sub-component 3.2.

4.6. Budget

The summary output budget of the component is as follows:

	Component 2: Human Rights Research and Education	**DKK**
2.1	Research environment in HR expanded and deepened at institutions of higher learning	6,500,000

	Component 2: Human Rights Research and Education	DKK
2.2	Human rights credit courses for law students integrated into general curricula of institutions of higher learning	1,600,000
2.3	Collaboration and networking for research, education and training in human rights is established among universities in Vietnam	1,120,000
2.4	Policy impact and outreach in the field of HR research and education attained	1,120,000
2.5	International networking of Vietnamese HR centres strengthened	810,000
2.6.	Short training programme on human rights (VASS)	700,000
	Technical Assistance	1,400,000
	Component total	**13,250,000**

4.7 Component management and organisation

The component will be managed by three Steering Committees composed by a representative from each partner institution and the Danish Embassy. Therefore, each of the three partner institutions will have its own management set-up for implementation of activities, accounting and reporting according to the practice developed during phase I. Each partner institution will elaborate annual work plans and budgets for approval in direct consultation with the Embassy. However, networking among the three partners, and also with other actors, is encouraged.

5. Public Participation and Accountability Component

5.1 Component summary

This Component consists of the following two sub-components and national partners:

- Parliamentary cooperation: Office of the National Assembly
- Support to Non-government Organisations: Office of the National Assembly

Since the ONA has two quite different roles in component 3, it is presented and treated separately as the following sub-components: 5.2. Parliamentary Cooperation and 5.3. as support to Non-Government Organisations.

5.2 Sub-component Parliamentary Cooperation

5.2.1 Sub-component Parliamentary Cooperation summary

The first sub-component will support the Office of the National Assembly and the National Assembly through:

- A parliament-to-parliament cooperation with the Danish *Folketing* consisting of joint seminars and exchange visits on issues of relevance to parliamentarians to be decided

between the parties, and;

- short-term internship programme and shorter courses, including overseas master degree if justified, provided on a competitive basis to a limited number of qualified candidates.

5.2.2 Immediate objective of the sub-component on Parliamentary Cooperation

The immediate objective of this sub component is:

To improve parliamentary skills of members of parliament and staff through parliament-to-parliament collaboration and other targeted skills development activities of relevance to the institutional strengthening of the ONA.

5.2.3 Sub-Component Strategy for Parliamentary Cooperation

The sub-component's outputs are based on tested modalities and achievements from previous cooperation between Denmark and the ONA. The rationale of the parliament-to-parliament cooperation is to obtain collegial exchange of experience and transfer of knowledge among parliamentarians and otherwise between professional staff of the parliament secretariats. The overseas internships programme promotes concepts of democratic governance and builds the competencies of future staff members, who are expected to advance to management positions within the organisation. The programme assumes that professional staff with international education has a high probability of achieving promotions and positions of influence, as evidenced by the tracer-survey of previous candidates, annexed to this programme document.

Exit strategy and documentation: the ONA will, together with support from other donors, gradually take over the activities. Likewise, particular attention will be paid to document the lessons learnt from the parliamentary cooperation and the courses.

5.2.4 Outputs and an outline of activities for parliamentary cooperation

1. The concepts and practice of democratic governance in NA/ONA are promoted through parliamentary cooperation.

2. The competencies of the human resource base for future managers in the ONA are upgraded.

Parliamentary cooperation will be conducted as a joint undertaking between the Danish and Vietnamese parliaments, building on the experience from Phase I of the programme. Activities will consist of thematic seminars and exchange visits and will cover topical aspects of parliamentary work and promotion of democratic governance.

The programme will provide overseas internships with parliaments that provide opportunities for short-term scholarship or other, shorter targeted courses (master degree scholarship only in very specific cases and if justified). The programme builds on positive experience from Danida funded scholarships over the past 15 years. A tracer survey of past candidates is appended as *Annex 9.9.*

5.2.5 Cross-cutting issues and priority themes

Issues of gender equality and promotion of environmental protection in parliamentary work, legislation, working conditions for parliamentarians and support staff will be integrated into the thematic seminars and exchange visits. As with other cross-cutting issues --e.g. climate-change and environmental protection in parliamentary and legislative work– gender issues will be addressed through the efforts to recruit candidates on an equal basis.

5.2.6 Budget

The summary output-based budget is as follows:

	Sub-Component: Parliamentary cooperation and education	**DKK**
3.1	The concepts and practice of democratic governance in NA/ONA are promoted through parliamentary cooperation.	2,250,000
3.2	The competencies of the human resource base for future managers in the ONA are upgraded.	1,250,000
3.3.	Coordination by ONA of High-Level Meeting	500,000
	Sub-Component total	**4,000,000**

In addition to mentioned amounts, the Danish Parliament will provide technical Assistance to the sub-component. An annualised budget is presented in the budget annex (9.7).

5.2.7 Sub-component management and organisation

A Steering Committee is established for this sub-component, consisting of the ONA and the Danish Embassy. The Steering Committee will be serviced by the Programme Management Unit of the ONA, which is a long-established and integral part of ONA component management. It may be decided to hold the SC meeting at the same time as for the SC for the second sub-component, where the ONA and the Danish Embassy also participate.

5.3 Support to Non Governmental Organisations

5.3.1. Sub-component Non Governmental Organisations summary

This Sub-component aims to support the evolving and increasingly active Non-Governmental Organisations (NGOs) in Vietnam, so that they are able to engage in a dialogue with the State on governance issues. The Sub-component will support NGOs in their initiatives and on-going efforts to advocate for and develop appropriate state legislation and policies and practices for implementation of these and holding responsible government agencies accountable.

The Sub-component will be anchored with the Office of the National Assembly that will be part of the Steering Committee for this Sub-component. The programme will provide support through a Grant Scheme Mechanism, which consists of: i) a Grant Fund that will provide core and project funding for NGOs; and ii) a Capacity Building Facility which will facilitate information sharing and provide training.

5.3.2. Immediate objective

The sub-component's immediate objective is:

To promote public participation and accountability in law-making and policy development processes by strengthening engagement of Non-Governmental Organisations in these processes at national and sub-national levels as well as in monitoring the implementation of these.

5.3.3. Sub-Component Strategy

The strategy is to promote **public participation** and **accountability** by enhancing the spaces for engagement of NGOs in legislative development and policy dialogue and to enhance NGOs use of these spaces. This will be done by providing funding for NGO initiatives and by building capacity and awareness about rights to participate and access to information, preparation and use of evidence and research in law and policy development, direct participation in policy and legislative development processes, and monitoring of legislations, policies, and governmental programmes with the purpose of holding duty bearers accountable.

The Sub-component will provide support through a Grant Fund which will provide core an project funding to Vietnamese NGOs on an application basis to conduct work related to promoting public participation and accountability within the specific theme(s) selected for each Call for Proposal in the Grant Fund cycle. The grant support is combined with institutional and organisational capacity building through the Capacity Building Facility that will facilitate information sharing between NGOs and key partners and training on tools to promote democratic governance, such as citizen report cards, score cards, public expenditure monitoring, participatory and social auditing, etc.

Exit strategy and documentation: Non Governmental Organisations are expected to continue to depend on external funding after the Danish exit. By documenting results from the different projects and systematize the most interesting cases it is expected that the NGOs will be better equipped to attract external funding from other sources after the conclusion of GOPA II.

Thematic focus: In order to focus on specific issues and themes, the annual and medium-term legislative agenda of the National Assembly can guide the focus of the Grant Fund cycles. Priority will be given to themes of great public interest and with a potential to promote poverty eradication and good governance in Vietnam.

5.3.4. Outputs and an outline of activities;

The **five outputs presented below** will, in accordance with the Sub-component's immediate objective, focus on both the **formulation process** and **implementation** of laws and public policies. The Sub-component's activities will be defined within these outputs.

The following will be the key outputs (results) of the Sub-component:

1) **Research** conducted on key issues related to legislative and law-making processes of key themes relevant to poverty eradication, democratic governance and NGOs' roles in promoting public participation and accountability.
2) **Awareness** of NGOs and key partners have been raised about the rights and opportunities provided by the present legislation related to public participation and accountability.

3) NGO lead initiatives on **monitoring** of legislative processes, implementation of government policies and budgets at national and sub-national levels conducted and feedback provided to Government and Elected representatives.
4) Strengthened **networking** among NGOs and other key stakeholders for enhanced engagement in legislative and law-making processes, in **policy dialogues** with the National Assembly and the People's Councils, and Government agencies at various levels.
5) Institutional and organisation **capacity building** initiatives developed and conducted for enhanced NGO engagement in law, legislative and policy making processes and monitoring.

5.3.5. Cross-cutting issues and priority themes

Gender issues are addressed through supporting and capacity-building NGOs to operate in advocacy and targeted activities or programmes that promote gender equality and ethnic minorities' right. At the level of policy-making and regulatory framework, the programme aims, through the Grant Fund and the Capacity Building Facility, to enable NGOs in performing in a number of fields that are of relevance to cross-cutting issues and for activities in other programme components, in particular gender and environment and in issues that are linked to peoples' social and economic rights.

5.3.6. Budget

	Sub-Component: Support to Non-Government Organisations	**DKK**
	Grant Fund	
3.1.	Research	1,500,000
3.2.	Awareness-raising on public participation and accountability	2,000,000
3.3.	Monitoring activities of national and local policies	1,500,000
3.4.	Networking and policy dialogue	1,500,000
	Capacity Building Facility	
3.5.	Capacity development activities	2,500,000
	Sub-Component total	**9,000,000**

In addition to these amounts, technical assistance by a Fund Manager will be provided. Other donors may contribute to the Grant Scheme (both the Grant Fund and the Capacity Bulding Facility).

5.3.7. Sub-component management and organisation

Management and organisation of the sub-component will be based on the following:

- A Steering Committee.
- A Grant Fund Committee.
- A Fund Manager

The Steering Committee will oversee implementation of the NGO support and approve annual work plans. It consists of representatives of the Office of the National Assembly, the Ministry of Home Affairs and the Danish Embassy. The Steering Committee may decide to invite representatives from other institutions, in particular from other GOPA partners. It will also be open for the participation of other donors. The Grant Fund Committee will, based on the Fund Manager's screening and recommendations, review applications and award grants. It consists of experts from various sectors (including academia and NGO) with specific knowledge regarding key issues of the sub-component. The Steering Committee will select and appoint the Grant Fund Commitee members.

The Fund Manager will manage the Grant Fund and the Capacity Building Facility.

The Fund Manager will be selected by the Steering Committee based on an open bidding process in accordance with Danida procedures. For successful administration of the fund it is important that the Fund Manager has a solid management record, and experience with governance related work. As part of the tender process, the different tenderers will prepare a proposal for the content of the Capacity Building Facility. The selected Fund Manager will finalise the proposal for the content of the Capacity Building Facility during the inception phase (four months) of the programme.

The following appendixes are enclosed to the programme document: 1) Appendix 2.3 terms of reference for the Sub-component's Steering Committee, 2) Appendix 3: the Grant Steering committee, including the composition and functions, and for the 3) Fund manager (appendix 4), as well as, a 4) criteria for assessing proposals for the Grant Scheme (appendix 5) and 5) Public Participation & Accountability: concept clarification (appendix 8) In the appendixes the Grant Fund is presented as "Public Participation and Accountability Facilitation Fund" (PARAFF); a name which should be approved by the Steering Commitee.

6. General Programme modalities

6.1. Support modality

In all three components, the principle of maximum alignment to national procedures will be pursued. Funds will be released from the Embassy to the Central State Treasury / Ministry of Finance, from where funds will be directed to separate programme accounts with the implementing institutions.

In the case of the *PAR component*, the programme aims to pursue alignment both in terms of national priorities as contained in the PAR programme and in relation to financial management and administrative systems. Alignment in this case implies that funds for the PAR programme will be merged with government funds in a dedicated PAR account at the level of the provinces. Responsibility for implementation rests with the Chairs of provinces. In accordance with national policy, all 5 provinces have set up PAR divisions of 3 to 5 staff in the Departments of Home Affairs (DOHA) to plan, coordinate, monitor and report on PAR implementation in their respective provinces. All departments and districts also have dedicated PAR staff to assist with planning, implementation and monitoring. As result of this national implementation set-up, Danish support is targeted directly to the 5 participating provinces. During phase 1, notable progress has been attained in alignment to government procedures, and the present programme will seek to build on these results to further align support to government budget and implementation structures.

In the case of the *Human Rights Education & Research component and the Public Participation & Accountability component*, there is no national policy on human rights, Non Governmental Organisations and parliamentary reform, although, as described for each sub-component, year-long efforts to formulate such policies continue unabated. Alignment thus takes the form of supporting the development of state policies and objectives within each institution in which extensive policy dialogue forums are present.

Each institution in the two mentioned components operates a separate programme account. Implementation rests with each institution.

Government procedures and procurement rules are followed for the use funds, while audit procedures are adapted to meet Embassy requirements in excess of State Audit procedures. Government cost norms are followed with a few modifications, described below.

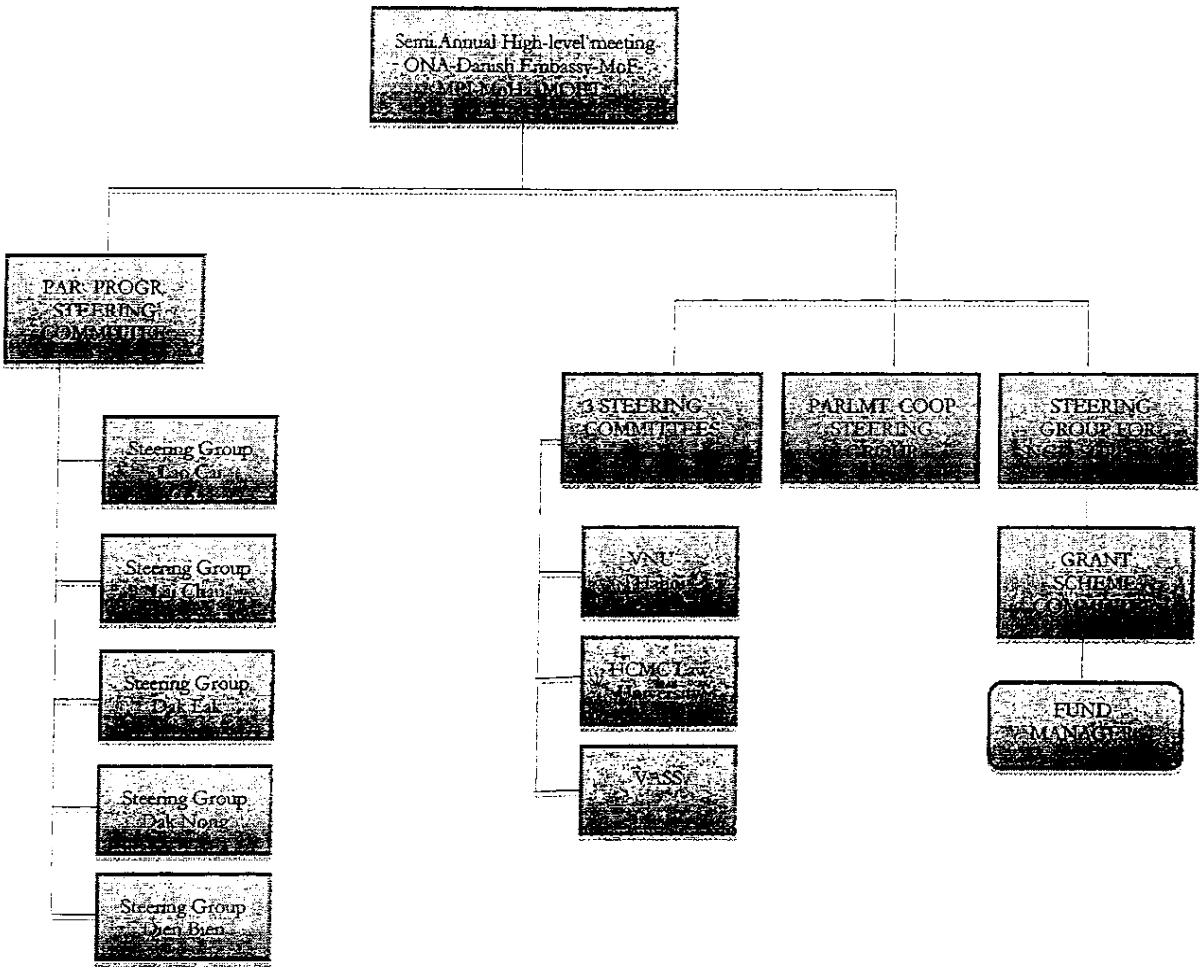
6.2. General Programme Management and Organisation

ONA is the lead agency of the GOPA II Programme. Therefore, ONA is the overall responsible for ensuring that progress and monitoring are being carried out in an appropriate manner and in accordance with all requirements of the Vietnamese legislation, as well as requirements from the Danish Embassy. To ensure the leading role of the ONA, all participating institutions have the responsibility to submit quarterly progress reports to the ONA so that the latter can make a synthesised report and submit it to the Ministry of Planning and Investment. Likewise, ONA will ensure that any overall problem that may arise in the course of implementation of the GOPA II are addressed with the relevant authorities and/or the Danish Embassy.

A semi-annual High-Level Meeting including the ONA, the Danish Embassy, Ministry of Finance, Ministry of Planning and Investment, Ministry of Home Affairs, Ministry of

Education and Training, the Vietnam Academy of Social Science, Vietnam National University Law Faculty and Ho Chi Minh City Law University will focus on overall strategic issues related to the linkages between - and progress of - the different components, including specific attention to the ONA sub-component. All other specific implementation issues will be dealt with in the component steering committees.

The overall organisation of the programme appears in the diagram below:



*The High-level Meeting also includes the universities VNU, HCMC Law University and VASS.

6.2.1. High Level Meeting

The High-Level Meeting is a semi-annual meeting between the ONA, the Danish Embassy, the Ministry of Finance, the Ministry of Planning and Investment, the Ministry of Home Affairs, the Ministry of Education and Training, the Vietnam Academy of Social Sciences, Vietnam National University Law Faculty and Ho Chi Minh City Law University. It is responsible for overall compliance with the government agreement and procedures. The High Level Meeting will decide on possible budget reallocation of budgets between the three components, approve the overall programme progress reports, and the joint programme completion report. The High-Level Meeting will take place at least twice a year. The Meeting will be serviced by the ONA programme PMU.

The ONA can hire a person (part-time paid by GOPA II) to support coordination functions and activities for GOPA II, and prepare analysis of the progress reports for the High Level Meeting with the Danish Embassy. Likewise, both ONA and MOHA may have expenses related to policy dialogue and GOPA II meetings, which also will be financed by GOPA II.

6.2.2. Steering Committees

The functions and composition of the PAR component Policy Dialogue, and the various steering committees within each of the two other components are described in the respective component descriptions annexed.

6.3. Financial management and procurement

Financial Management and Procurement will be aligned to the extent possible with those of each partner institution, except for the support to NGOs, where a specific financial management and accounting manual will be prepared by the Fund Manager and be approved by the Steering Committee for this sub-component under the Public Participation and Accountability component. Possible deviations will be spelled out in short financial management and accounting manuals to be agreed between each partner and the Danish Embassy and approved by each respective Steering Committee.

Specific Financial Management and Accounting Manuals may in particular be needed for the partners in the Human Rights Education and Research component and the sub-component for support to the ONA under the Public Participation and Accountability component. The PAR component differs from the other, since financial management is identical with governmental procedures.

For the PAR component, a Management Manual will be elaborated during 2011 and consulted with the implementing partners in an effort to streamline a number of procedures that were found to be inconsistent by the Review Mission in December 2010. The Management Manual will be approved by the PAR Steering Committee before the component initiates implementation.

The partners in component 2 and 3 will be audited by an external auditor appointed and contracted by the Embassy whereas the PAR component partners will be audited by the State Audit of Vietnam. The Embassy can institute directly contracted financial audits, value for money audits, and/or procurement audits, should the Embassy deem so necessary.

6.3.1. Cost-norms

In general, the programme shall follow the government cost norms. An updated circular applicable to the programme may be issued by the Ministry of Finance. The current circular in force was issued by the MoF on 7 June 2010 with reference no. 97/2010/TTBTC. This circular covers costs for travel, accommodation and per diems. The updated circular may cover other items too.

Technical assistance and other services and goods purchased directly by the Danish Ministry of Foreign Affairs/the Danish Embassy, will be governed by Danish rules and regulations.

6.4. Monitoring, reporting and reviews

ONA is the lead agency of GOPA II and in charge of overall monitoring. Therefore, all partners will provide progress reports to ONA. The reports will be an input for the High-Level Meeting.

Apart from this, monitoring and evaluation of agreed indicators in the PAR component will take place at the level of the PAR Programme Steering Committees in each participating province and reported annually to the People's Committee of each province. . Reporting will follow the procedures set out in the Financial Management and Accounting Manual.

Monitoring and evaluation of agreed indicators in the Human Rights & Education Component will take place in the component's three steering committees based on input from the participating partners. Reporting formats shall be approved by the respective Steering Committees.

Finally, the monitoring of the support to the ONA will be reported by ONA's technical staff to the chairman of the ONA. The Fund Manager will prepare reporting on progress of the NGO support.

A programme mid-term review should take place after two years. Reviews are carried out as established in the Danida Aid Management Guidelines.

A final review shall take place towards the end of the progreamme and shall feed into the programme completion report.

7. Risks and Assumptions

The three components face a number of risks related to political sensitivity, partner implementation capacity, management coordination and commitment. The risks have been identified, and assessment and mitigating actions proposed in the matrixes below:

Risk factors	Impact	Problty	Mitigation
PAR Component			
The participating provinces take a 'satisfy the minimum' approach to PAR outputs. The impact of this would be minimal compliance to the national PAR Programme, focusing on activities rather than outcomes and no break through initiatives. Also, best practices may not be disseminated to other provinces.	High	Low to Medium	Capacity building activities would introduce new ideas and tools to show that it is possible to implement breakthrough PAR initiatives. Benchmarking activities would encourage the provinces to learn from each other. The involvement of MOHA would provide a national impetus to motivate the provinces and disseminate experiences.
Low commitment from the People's Committee The impact would be that decisions made during the Steering Committee meetings are not followed through.	Medium	Low	The Embassy should either reduce or withdraw its contribution to the Province PAR budget if the People's Committee shows little or no interest. The involvement of MOHA would provide a national impetus to motivate the provinces.
Low commitment from line managers The impact would be that decisions made during the Steering Committee meetings are not acted on and the expected results from the Province PAR plan not achieved.	Medium	Low to medium	Awareness raising events. High commitment from the People's Committee to overcome resistance.
Low capacity of PAR staff in planning and M&E The impact would be that the expected results from the Province PAR plan are not achieved.	High	Medium	Classroom based training combined with action learning and coaching to reinforce skills.

Delays in issuing guidelines from central ministries and agencies The risk is that the provinces are not willing to initiate breakthrough reforms in new areas until guidance is received, leading to delays and postponement of PAR initiatives.	High	Medium	Close collaboration with the PAR Department in MOHA would facilitate better communication and encouragement from MOHA to the provinces. Close collaboration with relevant central ministries and agencies may also help to encourage the provinces to pilot new PAR initiatives before guidelines are available.
The outcomes for the development objective are not sustainable The impact would be that the provinces returned to old ways of implementing PAR when GOPA II ends.	Medium	Medium	Technical assistance will focus on creating 'reinforcing' conditions such as the capacity of PAR staff, the quality of PAR work plans and M&E system and the transfer of training materials and methods to local training institutions.

Human Rights Education and Research Component			
Limited consensus affects the existence and work of the CRIGHTS centres and/or the activities undertaken at VASS	High	Medium	Flexibility and due diligence in designing activities, garnering support from Steering Group and possible interventions at ministerial level
Teachers and researchers lack sufficient background in human rights law to sustain a human rights academic environment. Information is not disseminated to other actors.	Medium	Medium	Programme resources directed towards improving qualifications, knowledge and motivation of faculty staff. Likewise, resources will be directed to publications, internet, etc.
Lack of student participation in human rights courses	Medium	Low	Developing teaching methodologies and course design

Public Participation & Accountability Component Part of the legal framework is causing difficulties for some NGOs to register and operate which cause delays for the functioning and disbursements of the Grant Fund	Medium	Medium	Flexibility and due diligence in designing activities, garnering support from Steering Committee and possible interventions at ministerial level
Inadequate preparation and understanding of user needs for the capacity development activities leads to wasted efforts and resources	Medium	Medium	Careful and adequate preparation and consultations during the initial phase, and regular follow-up. Likewise, a local inception review may mitigate this risk.
International TA –or persons selected by ONA for parliamentary training and short-term courses- are unable to perform adequately	Medium	Medium	Careful selection process with due consultations of all stakeholders, combined with performance review.

(Xem tiếp Công báo số 159 + 160)

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