



Governance for Inclusive Growth Program
Implemented by Chemonics International, Inc.

GOVERNANCE FOR INCLUSIVE GROWTH PROGRAM (GIG)

YEAR ONE WORK PLAN

12 December 2013 – 30 September 2014
Hanoi, Vietnam

Program: Governance for Inclusive Growth Program, Vietnam (GIG)
Report title: Year One Work Plan: 12 December 2013 - 30 September 2014
Contract No. AID-OAA-I-12-00035/AID-486-TO-14-00002
Submitted by: GIG Program/Chemonics International, Inc.
Hanoi, Vietnam

Contact: Fernando Bertoli, Program Director

PMU Director : Sarah Meyer

This publication was produced for review by the United States Agency for International Development. It was prepared by Chemonics. The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

CONTENTS

EXECUTIVE SUMMARY	iv
ABBREVIATIONS AND ACRONYMS	vi
INTRODUCTION	1
INTRODUCTION AND BACKGROUND	1
WORK PLAN STRATEGY AND OVERVIEW	2
MANAGEMENT STRATEGY	5
LOOKING AHEAD	7
YEAR ONE WORK PLAN	1
COMPONENT 1: IMPROVING LEGAL AND REGULATORY FRAMEWORKS THROUGH DYNAMIC, INCLUSIVE POLICY-MAKING PROCESS	1
COMPONENT 2: IMPROVING ACCOUNTABILITY OF PUBLIC INSTITUTIONS	8
COMPONENT 3: IMPROVING INCLUSION AND EQUALITY FOR MARGINALIZED GROUPS	14
ANNEX A. M&E AND CONTRACT PERFORMANCE PLAN AND INDICATORS	20
ANNEX B: YEAR ONE GVN COUNTERPART WORK PLAN	44

EXECUTIVE SUMMARY

Vietnam is a middle-income country that has climbed the ladder of the Millennium Development Goals and has taken great strides towards industrialization and integration into a global economy. The transition from central planning to a market economy started in 1986 with the Đổi Mới reforms and is much advanced but it is not yet complete. To be successful, Vietnam has to tackle core challenges including the modernizing and strengthening of public institutions, while nurturing their relationships with civil society.

Driven by USAID's Country Development Cooperation Strategy for Vietnam 2014-2018, the USAID Governance for Inclusive Growth (GIG) program is building alliances with GVN reform-oriented leaders, dynamic civil society organizations and Vietnam's private entrepreneurs to help make Vietnam's growth more inclusive and governance more accountable to the people.

The GIG program provides technical assistance, training, and other direct support to GVN counterparts, led by the prime counterpart, the Ministry of Justice, to strengthen policy making, implementation, oversight, performance management, and other accountability mechanisms. It will promote greater exchange, networking, and sharing of information nationwide within and between the government, private sector, and civil society organizations, including social organizations, research centers and universities.

Working at the intersection of economic growth, governance, and civil society, GIG works in three distinct but integrated Components. These are:

- Component 1. Improving legal and regulatory frameworks through dynamic, inclusive policy-making process.
- Component 2. Improving accountability of public institutions.
- Component 3. Improving inclusion and equality for marginalized groups.

GIG's three components work together in close collaboration ensuring a holistic approach to implementation, maximizing the broader impact of GIG initiatives to improve policy transparency, state accountability and inclusive growth.

In Year One of the GIG Work Plan, Component 1 focuses on supporting the development of laws integral to implementing the new Constitution, and will work with government counterparts implementing system and reform programs that strengthen policy-making. GIG will also support government counterparts in improving regulations and capacity relevant to trade agreements.

Component 2 activities in Year One support the NA and SAV to improve oversight processes, transparency and accountability. GIG is working to improve citizen participation in policy-making, by supporting SO capacity and strengthening GVN public outreach. Component 2 is initiating public-private partnerships to improve accountability of public institutions in Vietnam.

In Year One, Component 3 is working in coordination with Components 1 and 2 to mainstream gender equality, diversity, civil rights, legal access, and women's empowerment, within the wider GIG support activities focused on trade, competitiveness, rule of law, and governance.

This revised work plan was developed jointly, through a consultative process, with GIG's GVN counterparts—MOJ, MOF, MOPI, SAV, NA, MOIT as well as USAID. Wider consultation with international donors and organizations has allowed GIG to identify important windows of opportunity and avoid duplication. These discussions have led the program to revise some activities in order to remain responsive to the priorities of our counterparts.

Annex A contains our CPP and M&E plan, a vital tool for program measurement, management, and reporting. Our performance indicators focus on the causal link between GIG activities and outcomes, and our results framework logically connects those outcomes to higher-level project objectives. The Year One M&E plan describes how results will be measured and achieved, as well as our methods for data collection and analysis. We also present our CPP and a preliminary list of indicators, including data sources, disaggregation, illustrative targets, and key assumptions. Many of these indicators are disaggregated by sex and address gender, and many also include considerations for minority and vulnerable populations. As part of the Year Two work-planning exercise, the GIG program team will incorporate a strategic review of the M&E Plan providing a more targeted and refined indicator framework that can be leveraged for Years Two and beyond.

Annex B contains the Year One GVN Counterpart Work Plan, approved by the Steering Committee for the Governance for Inclusive Growth Program on 30 May 2014.

ABBREVIATIONS AND ACRONYMS

APD	ACADEMY FOR POLICY AND DEVELOPMENT
CIEM	CENTRAL INSTITUTE FOR ECONOMIC MANAGEMENT
CFAW	COMMITTEE FOR THE ADVANCEMENT OF WOMEN
CPP	CONTRACT PERFORMANCE PLAN
CSIP	CENTER FOR SOCIAL INITIATIVE PROMOTION
DTA	DIRECT TECHNICAL ASSISTANCE
DQA	DATA QUALITY ASSESSMENT
EM	ETHNIC MINORITY
FTA	FREE TRADE AGREEMENT
FPT	PRIVATE SECTOR ICT COMPANY
GAO	US GOVERNMENT ACCOUNTABILITY OFFICE
GDA	GLOBAL DEVELOPMENT ALLIANCE
GVN	GOVERNMENT OF VIETNAM
GIG	GOVERNANCE FOR INCLUSIVE GROWTH
GSO	GENERAL STATISTICS OFFICE
GUC	GRANTS UNDER CONTRACT
HICD	HUMAN AND INSTITUTIONAL CAPACITY DEVELOPMENT
ILS	INSTITUTE FOR LEGISLATIVE STUDIES
iSee	INSTITUTE FOR STUDIES OF SOCIETY, ECONOMICS, AND ENVIRONMENT
KRA	KEY RESULT AREAS
LGBT	LESBIAN, GAY, BISEXUAL AND TRANSGENDER
LND	LEGAL NORMATIVE DOCUMENT
LURC	LAND USE RIGHTS CERTIFICATE
M&E	MONITORING AND EVALUATION
MOF	MINISTRY OF FINANCE
MOIT	MINISTRY OF INDUSTRY AND TRADE
MOJ	MINISTRY OF JUSTICE
MOLISA	MINISTRY OF LABOR, INVALIDS, AND SOCIAL AFFAIRS

MPI	MINISTRY OF PLANNING AND INVESTMENT
MP	MEMBER OF PARLIAMENT
NA	NATIONAL ASSEMBLY
NASC	NATIONAL ASSEMBLY STANDING COMMITTEE
OOG	OFFICE OF THE GOVERNMENT
OSC	OVERSEAS STRATEGIC CONSULTING
OSCAC	ANTI-CORRUPTION STEERING COMMITTEE
PCI	PROVINCIAL COMPETITIVENESS INDEX
PLHIV	PEOPLE LIVING WITH HIV
PMU	PROGRAM MANAGEMENT UNIT
PPP	PUBLIC-PRIVATE PARTNERSHIP
RIA	REGULATORY IMPACT ASSESSMENT
SAV	STATE AUDIT OFFICE OF VIETNAM
SO	SOCIAL ORGANIZATION
SOE	STATE-OWNED ENTERPRISE
SME	SMALL AND MEDIUM ENTERPRISES
TPLC	THE PUBLIC LAW CENTER AT TULANE UNIVERSITY
TBT	TECHNICAL BARRIER TO TRADE
TPP	TRANS-PACIFIC PARTNERSHIP
USAID	UNITED STATE AGENCY FOR INTERNATIONAL DEVELOPMENT
VBF	VIETNAM BUSINESS FORUM
VCCI	VIETNAM CHAMBER OF COMMERCE AND INDUSTRY
VJA	VIETNAM JOURNALISTS' ASSOCIATION
VWU	VIETNAM WOMEN'S UNION
VWEC	VIETNAM WOMEN ENTREPRENEURS COUNCIL
WTO	WORLD TRADE ORGANIZATION
WU	WOMEN'S UNION

INTRODUCTION

INTRODUCTION AND BACKGROUND

The GIG Year One Work Plan consists of an introductory and background section explaining the purpose and context of the GIG program, the work plan overview and strategy, and a detailed work plan. Annex A is GIG's Year One M&E and Contract Management Plan, and Annex B contains the Year One GVN Counterpart Work Plan.

Vietnam is at a crossroads of development, with a rising demand and desire for change demonstrated in the nation's new Constitution, in the government's reform agenda, in FTAs and in daily life in Vietnam. The Prime Minister in his New Year speech described the nation's reform priorities for 2014 and beyond, calling on Vietnam to deepen institutional reforms and promote democracy by focusing on competitiveness in the business environment, rule of law, accountability and transparency.

These internal institutional reform priorities, coupled with external forces of change brought about by Vietnam's negotiations of new-generation FTAs with the EU and TPP, are driving the pace of transition to an inclusive market economy seeking a competitive integration into regional and world economies, and making Vietnam a responsible trading partner. The mechanisms to guide reform are newly emerging and require support.

The GIG program has arrived at a critical time in Vietnam's transformation, looking beyond economic development to support inclusive growth and facilitate governance that is more accountable to the people. In order to provide this support, GIG is drawing together public counterparts, private partners and civil society in Vietnam to form enduring partnerships, allied through a joint focus on inclusive governance transformation.

To achieve sustainable impacts, GIG has integrated its programming, drawing on three key areas of development impact: economic growth, governance, and civil society. Reflecting this, GIG's work plan is designed in three integrated and overlapping components:

Component 1. Improving legal and regulatory frameworks through dynamic, inclusive policy-making process. Activities under this component are designed to help improve the quality of laws and regulations by addressing deficiencies in both the flow of new regulations and the stock of existing regulations. GIG will support Vietnam to reform its law and law making, and improve participation of stakeholders in the process. The program will also support codification of laws and regulations and regulatory reform to rationalize the stock of regulations. Targeted technical assistance will be provided to build the capacity of government counterparts as well as non-government partners to develop effective, inclusive and evidence-based policy-making.

Component 2. Improving accountability of public institutions. This component seeks to support more effective public administration and financial management by strengthening oversight, accountability, and transparency. Activities will support participation of

stakeholders and citizens in monitoring and evaluation of policy implementation. GIG will assist oversight agencies and stakeholders to work together more effectively to provide stronger oversight and disincentives against mismanagement of public resources.

Component 3. Improving inclusion and equality for marginalized groups. GIG will assist with the identification and reduction of legal and regulatory barriers for women, ethnic minorities, and other vulnerable groups through providing technical assistance to the stakeholders including Government agencies, civil society organizations and SME communities. This component also seeks to help disadvantaged groups to raise their voices in policy making and public governance, and to have better access to economic opportunities.

WORK PLAN STRATEGY AND OVERVIEW

The GIG work plan strategy is centered on a continuous policy life cycle that integrates Components 1, 2 and 3 (see Policy Life Cycle graph on next page). Each phase of the policy life cycle presents opportunities for improvement. As a result, our activities simultaneously support policies for inclusive growth and strengthen underlying capacity and systems at each phase. This process is not necessarily linear and priority policies arise at various phases, presenting a unique opportunity for the program to achieve tangible impact working at the intersection of economic growth, governance, and civil society.

GIG Year One activities support the work of our GVN counterparts and non-government partners throughout all stages of the policy cycle. Further, these Year One activities target stakeholders traditionally excluded from the policy-making process to participate in a meaningful way. Building sustainable and inclusive partnerships between policy-making agencies and non-government stakeholders, including vulnerable groups, is central to our work plan strategy for Year One and beyond.

Component 1 activities focus on the first three phases of the policy life cycle: problem identification; public consultation and engagement; and drafting, debating and enactment. Meanwhile, Component 2 primarily supports counterparts across phases four and five, in communications and implementation; and oversight and evaluation. Component 3 works in close coordination with Components 1 and 2 to ensure GIG builds inclusive and sustainable partnerships. Component 3 also draws on Component 1 and 2 results to integrate the issues facing women, ethnic minorities, and other traditionally disadvantaged groups into each phase of the policy life cycle, from analyzing policy impact on women to tailoring communications to consider the needs of minorities in rural areas.

POLICY LIFE CYCLE



Below is an overview of the phases of the policy life cycle, which guide the GIG work plan:

Policy life cycle phase 1: problem identification. To address Vietnam's most pressing needs and build the foundation for better policymaking, the government and CSOs must more effectively identify root challenges and develop evidence-based laws and policies. GIG is working to improve government and CSO capacity to identify problems, issues, and constraints (including political economy) and evaluate current or proposed laws and policies. In Year One, GIG will build this capacity through analytical tools, Regulatory Impact Assessments, stakeholder mapping, focus groups, and trade impact assessments. We will facilitate discussion that includes historically excluded groups, including women, ethnic minorities, LGBT, PLHIV, the disabled, and the elderly.

Policy life cycle phase 2: public consultation and stakeholder engagement. GIG is working to strengthen channels and processes for consensus building within ministries, among NA members, and with CSOs on both the supply and demand sides. There is will within the government to improve public communications and outreach efforts; citizens, representative groups, and the private sector need to better articulate their positions. In Year One, GIG will facilitate dialogue on selected policy reforms using existing mechanisms such as consultations, working groups, or online channels, and will support new mechanisms for public-private dialogue and cooperation, such as new non-traditional coalitions. Through GUCs, we will support Vietnamese partners and offer tools and trainings, convening policy forums and developing policy papers to stimulate discussion. Throughout, we will build on established deliberative processes and capitalize on the success of existing groups in creating discussion and coalitions with non-government stakeholders.

Policy life cycle phase 3: draft, debate, and policy enactment. Significant amounts of advocacy, internal discussions, and draft revisions take place during the policy development phase, before new laws are enacted or policies are issued. Depending on the policy issue, these processes can be behind closed doors or relatively open and transparent. GIG is committed to supporting the Vietnamese government improve capacity and knowledge to design, pass, and implement policies. In Year One GIG will support technical requirements, while bolstering mechanisms for inter-ministerial cooperation. We will issue grants to generate better information, evidence-based analysis, policy research, and data sets; strengthen public systems to increase analytical capacity and policy advocacy; and create channels for disseminating information to the public.

Policy life cycle phase 4: implementation and communication. GIG's approach to Phase 4 will enhance transparency and quality assurance in policy implementation. GIG will support ministries to implement laws and contribute to RIAs during the drafting stage, and build capacity to make the legal and regulatory environment easier to navigate. In Year One, GIG will support partner ministries to more effectively communicate the implementation of

policies, internally and externally with thorough care of inclusive issues. GIG will provide judicial training on land management systems, and tap into Vietnam’s citizen-based and organizational communication structures to promote awareness and responsiveness.

Policy life cycle phase 5: oversight and evaluation. GIG is building the capacity of GVN counterparts and creating partnerships with non-government stakeholders to enable better oversight and evaluation of policy implementation. In Year One GIG will strengthen oversight, performance management, and accountability mechanisms. For example, we will start a targeted technical assistance program to improve public auditing; help the government improve the disclosure of audit results, and support civil society specialists to help the media and CSOs translate audit results to the public. We will help counterparts periodically evaluate policy reforms, including their impact on women and other vulnerable groups.

Guiding government counterparts and non-government partners through the five stages of the policy life cycle and maintaining a careful balance of technical leadership and responsiveness to requests will be an ongoing challenge that GIG will need to address. GIG will accomplish this by sharing this policy life cycle strategy with GVN counterparts, facilitating a shared consensus on a common vision. This will facilitate reform and transformation of governance from within, and on a sustainable and inclusive platform will be at center stage during preparation of GIG’s work plan for Year Two.

MANAGEMENT STRATEGY

Consensus and buy-in lie at the core of GIG’s strategy, and our management strategy balances the dual roles of technical leadership and partnership brokering. Structured thematically, our management team works closely with core and non-core partners within GVN to ensure the alignment of priorities and the common understanding of technical activity focus areas, objectives, and outputs. Over time, GIG will leverage programmatic successes to cement trust among our partners, deepening confidences and resulting in further programmatic targeting and activity refinement. Each activity or intervention will be developed jointly, through a consultative process with the relevant partners, and will serve to continually improve, refine, and target subsequent activities.

With the establishment of the Partner PMU and Steering Committee, the GIG Deputy Program Director serves in the coordinative role as outlined in the GIG Task Order. She worked to develop and finalize the Program Document in close coordination with the PMU and will continue to liaise with GVN partners in a consultative role. The Deputy Program Director, working under the Program Director will manage GIG’s critical relationship with the PMU, and ensure that all voices are heard and incorporated into program technical activities—planned, or arising from programmatic opportunity. The GIG Program Director

oversees this process, and serves to provide technical input and insights, programmatic definition, and strategic guidance for GIG activities and partner stakeholders. Throughout the period of Year One, GIG will identify linkage areas to weave core Component areas and build the foundations for future collaboration with GIG partners. Each of the proposed activities strives to build partner confidences, prepare relevant stakeholders for continued and streamlined partnerships, and build relevant capacities to ensure accelerated implementation in Year Two.

This collaborative strategy and approach is supported by each of Component Directors. Providing a more concentrated leadership role focused on their respective Component, each Director serves as an additional technical resource. Under the guidance of the Program Director and Deputy Program Director, they will spearhead GIG technical activities, providing critical technical insight, identifying the scope and need of each intervention, and ensuring that the result-specific tailored approach falls within the wider overall program strategy and shared understanding of core partners. While each Director leads technical activity development in their respective Component, their responsibility will include close coordination with other Directors.

Working to support the GIG technical teams, the Operations, Finance, and Grants team will ensure that the necessary capabilities for efficient, accurate, and compliant programming are maintained. Under the Operations and Grants Director, the Operations team has established procedures for effective activity management and for critically important reporting. Utilizing GIG’s systems, the Operations team will ensure robust reporting capabilities and financial tracking systems are continually refined for accuracy and monitoring purposes, as well as for responsiveness to USAID and compliance requirements. With the finalization and approval of the Year One Work Plan, the GIG grants component will build on these existing systems to support the development of cross-cutting grants under contract to support each of the Components.

GIG Staff, as of 30 May 2014		
Name	Position Title	Start Date
Pham Thi Hoai Giang	Deputy Program Director	December 13, 2013
Fernando Bertoli	Program Director	January 1, 2014
Noel Martinez	Operations and Grants Director	January 5, 2014
Dinh Thu Trang	Finance Manager	January 6, 2014
Vu Thu Hong	Inclusive Growth Director (Component 3)	January 13, 2014
Nguyen Thi Loi	Capacity Building Specialist (Component 3)	January 17, 2014
Phung Thi Van Anh	Civil Society Specialist	January 17, 2014
Vu Le Phuong	Regulatory and Trade Facilitation Specialist	January 21, 2014

Le Sy Giang	Trade Policy Specialist	February 10, 2014
Tran Ngoc Mai	Capacity Building Specialist (Component 2)	March 3, 2014
An Thi Hong Nhung	Office Manager	March 3, 2014
Hoang Thi Thanh Mai	Monitoring and Evaluation Specialist	March 3, 2014
Nguyen Viet Phuong	Administrative Officer	March 24, 2014
Nguyen Thi Thanh Loc	Grants and Partnerships Manager	March 24, 2014
Phan Vinh Quang	Legal, Regulatory, and Competitiveness Director (Component 1)	March 31, 2014
Tran Thu Huong	Administrative Officer	April 1, 2014
Nguyen Thi Kim Thanh	Senior Translator and Interpreter	April 7, 2014
Uyen Tran Thi Thu	Public Auditing Specialist, KPMG	May 12, 2014
Rosie Makepeace	Senior Communications Manager, OSC	May 20, 2014

The Hanoi-based team is supported by the Chemonics home office Program Management Unit (PMU). The Chemonics PMU will provide general Task Order-level administrative, contractual, and financial backstopping support for GIG. The Chemonics PMU will also provide guidance and short-term assistance through home-office support units, including the Grants, Contracts, Procurement, and Training departments as well as through the Field Accounting Support Team. The Chemonics Home Office also relies on a core of technical specialists that will also be engaged for specific technical assignments.

LOOKING AHEAD

Guiding government counterparts and non-government partners through the five stages of the policy life cycle and maintaining a careful balance of technical leadership and responsiveness to requests will be an ongoing challenge that GIG will need to address. GIG will accomplish this by sharing this policy life cycle strategy with GVN counterparts, facilitating a shared consensus on a common vision. The Program Policy Cycle serves as a tool to work within policy clusters that facilitate collaboration across social organizations, think tanks and the policy making community making the whole more than the sum of the parts and helps us narrow focus and deepen engagement responding to windows of opportunity as they evolve.

YEAR ONE WORK PLAN

COMPONENT 1: IMPROVING LEGAL AND REGULATORY FRAMEWORKS THROUGH DYNAMIC, INCLUSIVE POLICY-MAKING PROCESS

In Year One, Component 1 activities will focus on supporting the development of laws integral to implementing the new Constitution and enhancing legal and regulatory transparency, accountability and functionality of an inclusive market economy. Component 1 will work with government counterparts implementing system and reform programs that strengthen policy making based on objective evidence, and improve business and competitiveness. We will support our government counterparts in improving regulations and capacity important for the implementation of trade agreements such as the trade facilitation agreement of the WTO, and the new generation of FTAs.

COMPONENT 1: YEAR ONE MILESTONES

- RIA on the Law on Laws drafted.
- 10 workshops (including FTAs, WTO trade facilitation agreements, law on Laws) conducted to improve government engagement with non-government stakeholders on policy development.
- More than 5 laws and regulations identified and reviewed for amendment/revision with GIG support.
- Summer Seminar for Young Policy Analysts designed.
- Negotiations initiated for Master Program on Public Policy and training on public procurement.
- Partnership explored between Tulane University and a Vietnamese university to provide courses on legal drafting in Year Two.
- Public-private partnership between GVN and business associations designed to enhance competitiveness in the customs and taxation reform policy areas.
- 2 grants completed to strengthen regulatory and competitiveness reforms.

KRA 1.1: High-quality laws and regulations developed

TIMEFRAME	PURPOSE AND DETAILS
	<p><u>Purpose:</u></p> <p>To strengthen Vietnam’s legal foundations to support more inclusive institutions, enable the new Constitution to be based on a ‘new generation’ of laws, and enable legislation to support a more inclusive market economy while fulfilling trade agreements including ‘new generation’ FTAs.</p> <p><u>Activity description:</u></p> <ol style="list-style-type: none"> 1. Provide technical input to the NA and Ministry partners to develop legislation required to implement the new Constitution, including Law on Laws, Law on Administrative Decisions and Civil Code. 2. Provide capacity building for Vietnam Customs/MOF to deliver notification obligations under recent WTO Trade Facilitation Agreement (TFA) (Category A), and formulate Category B and C commitments of Vietnam, supporting Vietnam to implement its measures and commitments under the TFA. 3. Provide follow-up technical assistance to Customs to strengthen their capacity in key areas to implement the TFA including risk management and institutional coordination in implementation of single window. 4. Support MOIT and facilitate dialogue with stakeholders to develop regulations on self-certification of Certificates of Origin (C/O) to prepare Vietnam for FTA implementation. Support the development of legal documents and strengthen capacity to implement origin self-certified mechanisms in an ASEAN pilot program. 5. Conduct seminars with the Foreign Affairs Committee of the NA on the roles of legislature in negotiation, ratification, and implementation of ‘new generation’ FTAs and publication of materials on FTAs including key issues such as the environment and labor. <p><u>Expected results:</u></p> <ol style="list-style-type: none"> 1. RIA of Law on Laws and Civil Code completed. Input to other laws provided to improve the laws. 2. Knowledge of MPs about ‘new generation’ FTAs is enhanced. Publication of a report to NA deputies on FTAs including key technical issues such as the environment and labor. 3. Categories A, B and C which schedule reform measures proposed to the Government and complete notification report on Vietnam’s Category A commitments under WTO Trade Facilitation Agreement submitted to WTO by July 2014. 4. Draft circular on self-certification on rule of origin proposed. 5. Capacity for customs officials on risk management and compliance management strengthened; proposed revisions to AEO program submitted; concept paper on Golden List of Traders program developed.
June - September	1.
May and July	2.
May and July	3.
July - August	4.
July	5.

6. Legal framework for single window mechanism reviewed to prepare for developing draft Decree (on single window mechanism).

Counterparts: NA, Vietnam Customs, MOIT and MOF.

Partners: Vietnam Chamber of Commerce and Industry, business associations and companies.

Resources: International and local consultants and international and domestic travel for NA workshops on FTAs. Local consultants conduct RIAs. International consultants and international travel for work with Customs. Local consultant and/or grant for work on self-certification of origin. Logistical support for workshops and training.

Contributes to additional KRAs: All Component 1 KRAs. Revision of laws will lay the legal groundwork for realization of other KRAs and results. For example, the Law on Laws is expected to alter the law and rule making process including policy development.

KRA 1.2: Policy development processes improved

TIMEFRAME	PURPOSE AND DETAILS
	<p><u>Purpose:</u></p> <p>To improve the capacity of policy analysts to design and deliberate policy before drafting laws and regulations to reflect the adopted policies and enhance consultations on new policies at the conceptual phase.</p> <p><u>Activity description:</u></p> <ol style="list-style-type: none"> 1. Design and develop Summer Seminar for young policy analysts to enhance their capacity to research and develop evidence-based policy options. 2. Support MPI's CIEM and partners to implement Resolution 19 to enhance competitiveness and strengthen the business environment. 3. Support the MOJ to review the regulation on the organizational structure of the MOJ to strengthen specialization of duties and regulatory coordination. 4. Support MPI's Academy for Policy and Development to develop a master program in public policy on a cost sharing basis with Portland State University. GIG will partially fund development of the program. 5. Support MOJ to develop guidelines on incorporating administrative procedures in draft legal normative documents. <p><u>Expected results:</u></p> <ol style="list-style-type: none"> 1. Summer Seminar Series for Young Policy Analysts program designed to improve analytical and presentation skills, enabling young policy analysts to develop and justify policy options based on evidence. Conducted
August – September	
June - September	
July	
June - September	
June – September	

	<p>annually, participants will be assessed during the seminar and periodically through survey and discussion. The ongoing contribution of MPI's Academy for Policy and Development will ensure sustainability, with APD taking ownership of this activity after Year Five.</p> <ol style="list-style-type: none"> 2. Partnership between private business associations, tax and customs and CIEM to realize the vision of Resolution 19. Work in Year One will focus on tax and customs reforms. 3. Regulation on organizational structure of the MOJ to strengthen specialization of duties and regulatory coordination proposed with GIG assistance. 4. Assessment of Master Program in Public Policy developed. 5. Guidelines incorporating administrative procedures in draft legal normative documents developed. <p><u>Counterparts:</u> MPI and MOJ.</p> <p><u>Resources:</u> International and local consultants for work with MPI. Support to tax and forwarding associations to enable them to partner and contribute to the implementation of Resolution 19.</p> <p><u>Contributes to additional KRAs:</u> 1.1, 1.3, 1.4.</p>
--	--

KRA 1.3: Information systems and evidence-based analysis for policymaking improved

TIMEFRAME	PURPOSE AND DETAILS
	<p><u>Purpose:</u></p> <p>To make accessible information on data sets valuable for policy-making, and to support think tanks, academic institutions, research institutes, and professional associations through support to analyse policy issues and develop evidence-based options and recommendations.</p> <p><u>Activity description:</u></p>
May – September	1. Support RIA training for policy analysts and advocates, and assess the need for institutionalizing RIA training at universities and training institutions.
June – September	2. Support MOIT to study and review policies and regulations regarding environmental protection in industrial and manufacturing production and study to review and propose List of Regulations on Standard for unsafe goods (Category II) developed by the MOIT up to 2020.
June – September	3. Work with Components 2 and 3 developing a database for policy making and building public private partnerships / networks to enhance availability of data and information for evidence-based policy making.

	<p><u>Expected results:</u></p> <ol style="list-style-type: none"> 1. Practical analyses are conducted by MOIT to support making policy options. 2. Enhance capacity for evidence based policy making <p><u>Counterparts:</u> NA, MPI, MOIT.</p> <p><u>Partners:</u> CSOs.</p> <p><u>Resources:</u> International consultants and travel for NA and TBT office. Local consultants for RIA training. Logistical support for workshops and training.</p> <p><u>Contributes to additional KRAs:</u> KRA 1.2, 1.4 and Components 2 and 3.</p>
KRA 1.4: Transparency of laws and regulations improved	
TIMEFRAME	PURPOSE AND DETAILS
	<p><u>Purpose:</u></p> <p>To improve public dissemination of existing and proposed drafts of laws and regulations.</p> <p><u>Activity description:</u></p>
May – September	1. Assist MOJ to conduct training and workshop on codification and development of a manual on codification.
July – August	2. Assist MOIT to disseminate WTO Bali package documents to related stakeholders and the business community.
June to September	3. Assess need for upgrading database system for Vietnam Technical Barriers to Trade (TBT) Office to enhance transparency in TBT related market access; support to improve capacity for officials of the TBT Vietnam Office.
	<p><u>Expected results:</u></p> <ol style="list-style-type: none"> 1. A manual guiding codification of legal normative documents is developed. 2. Awareness and understanding of government agencies and related stakeholders about contents of WTO Bali package is increased. 3. Assessment study on the existing database and information system of TBT Vietnam and proposing for improving TBT database and information system; capacity of TBT office's officials enhanced.

Counterparts: MOJ, MOIT, STAMEQ, and other ministries.

Partners: Potentially bar association, private company, law firms participating in codification.

Resources: Local consultant and logistical support for workshop and training.

Contributes to additional KRAs: 1.2 and 1.1.

KRA 1.5. Public consultation and stakeholder engagement mechanisms strengthened

TIMEFRAME	PURPOSE AND DETAILS
July – August May – September July – August	<p><u>Purpose:</u> The ability of SOs to participate in policy development is improved. SOs are better able to articulate their needs and positions with evidence-based information, and engage in meaningful public consultations with government.</p> <p><u>Activity description:</u></p> <ol style="list-style-type: none">1. Provide training and technical assistance to improve the capacity of SOs to articulate their needs and positions supported by empirical evidence to become effective participants in policy making dialogue and processes.2. Support SOs ability to conduct public consultations and outreach on issues such as improving the legal environment for trade competitiveness with the private sector.3. Support MOJ to hold a workshop seeking input on the draft Decree on commercial mediation. <p><u>Expected results:</u></p> <ol style="list-style-type: none">1. GVN partner skills and mechanisms for public consultation are improved.2. SOs develop evidence-based proposals for consideration in policy-making processes.3. Policy makers have greater awareness of FTAs.4. Scope of work developed to upgrade consultation mechanisms of NA and STAMEQ.5. Training materials are developed for RIA and policy analysis, and training for media. <p><u>Counterparts:</u> NA, government counterparts and other stakeholders.</p> <p><u>Resources:</u> Local consultants and supports for workshops and training are needed.</p> <p><u>Contributes to additional KRAs:</u> All KRAs across Components 1, 2 and 3.</p>

KRA 1.6. Innovative partnerships to advance a clear legal and regulatory framework established

TIMEFRAME	PURPOSE AND DETAILS
	<p><u>Purpose:</u> Sustainable partnerships between Vietnamese counterparts and the private sector, international policy makers and academic institutions improve Vietnam’s legal and regulatory framework.</p> <p><u>Activity description:</u></p> <p>1. Establish the Golden Speaker Series, bringing together Vietnam’s leaders, policy makers and citizens with world-renowned thinkers and leaders to share their views and perspectives in this corporate sponsored program. In Year One develop relationships with formal counterparts and partners and formulate an action plan.</p> <p>2. Develop an academic partnership between Vietnamese law schools and Tulane Law School to develop curriculum and train staff in legal drafting and development. In Year One, explore cooperation with Hanoi Law University and other law schools as appropriate.</p> <p>3. Technical assistance provided to help strengthen the relationship between Vietnam Customs and the business community to facilitate their business and operations in all activities related to customs issues including: completing the legal framework to promote the development of customs-to-business partnership, and supporting the implementation of partnership programs with AEOs, compliant traders, and customs brokers.</p> <p><u>Expected results:</u></p> <p>1. Secure agreement on the government side and support on the business side to launch this series in Year Two.</p> <p>2. Agreement on partnership between Tulane Law School and a Vietnamese Law School, training commences on legislative drafting and improved legal training in Year Two.</p> <p>3. Customs-Business dialogue and joint work on design of AEO and Golden List of Companies program.</p> <p><u>Counterparts:</u> NA and other GVN agencies.</p> <p><u>Partners:</u> Private sector sponsors.</p> <p><u>Resources:</u> International consultants and travel for customs business partnership. Logistical support for workshops. Golden speaker series and law school partnership with local and international staff on the ground.</p> <p><u>Contributes to additional KRAs:</u> KRA 1.1 and 1.2.</p>
June – September	
July – September	
July – September	

COMPONENT 2: IMPROVING ACCOUNTABILITY OF PUBLIC INSTITUTIONS

In Year One, Component 2 will support the NA to improve its oversight processes, and work with the State Audit of Vietnam to improve its oversight and audit roles. Component 2 will develop partnerships with SOs to increase transparency of policy implementation and improve citizen participation in monitoring and evaluating policy implementation. In order to improve public access to the processes of policy development and implementation, Component 2 will provide training to improve information dissemination by partner ministries and the NA, and improve the quality of media reportage on public policy. Component 2 will also initiate innovative public-private partnerships or collaborative agreements with government, businesses and SOs to improve accountability of public institutions in Vietnam. Component 2 activities will be implemented in close coordination with Components 1 and 3 to ensure a holistic approach, maximizing the impact of *all* GIG initiatives in improving policy transparency, state accountability and inclusive growth. Lastly, Component 2 will also develop a concept note, expanding Component reach to additional GVN partners such as MOJ, MOF, and MOIT.

Responding to current revisions and amendments to Vietnam's Budget Law, Component 2 will provide support to the NA's Finance and Budget Committee/Department and MPI's Finance and Monetary Department in Year One to improve their capacity, promoting enhanced budget transparency and accountability. Component 2 will also support SAV to amend the State Audit Law that better reflects SAV mandates and duties in accordance with the newly revised Constitution.

COMPONENT 2: YEAR ONE MILESTONES

- Work Plan for NA cooperation within GIG framework developed.
- 1 oversight hearing/accountability session training event conducted for NA, supporting at least one hearing/accountability session.
- Action and cooperation Plan with SAV within GIG framework developed.
- 2 qualified auditors registered to GAO training course.
- 10 SOs supported through policy advocacy training.
- 1 SO supported to conduct studies on budget transparency, policy implementation effectiveness or anti-corruption efforts.
- 30 reporters trained to analyze economic policy and gender issues.

KRA 2.1 Government oversight processes strengthened

TIMEFRAME	PURPOSE AND DETAILS
	<p><u>Purpose:</u> Vietnam’s NA and SAV are supported to undertake foundational work such as developing legislation related to organization and oversight activities of the NA, and the organization and operations of State Audit of Vietnam are revised within the framework of the newly revised Constitution with action plans developed for improvement of NA and SAV capacity.</p> <p><u>Activity description:</u></p> <ol style="list-style-type: none"> 1. Develop the GIG Action Plan with NA departments and committees focusing on oversight functions and capacity building needs. 2. Support NA Committees/Departments through trainings and technical assistance to develop oversight tools to strengthen hearings or accountability sessions, oversight and consultation process and improve oversight skills. 3. Support the NA to conduct issue forums engaging relevant stakeholders on select oversight and operational mechanism issues. 4. Provide technical assistance through workshops or dialogue to support the amendment of State Audit Law in coordination with Component 1, to provide the legal foundation for a more effective and ‘independent’ State Audit as envisaged by the Constitution. 5. Create a draft action plan in collaboration with SAV focusing on the status of public auditing standards relative to ISSAI (International Standards of Supreme Audit Institutions), capacity building for performance audits, and building a collaborative relationship with The International Organization of Supreme Audit Institutions (INTOSAI) 6. Facilitate a partnership between the US Government Accountability Office (GAO) and SAV. In Year One, two SAV auditors will register for upcoming GAO training in the US. 7. Assess potential cooperation with the NA Judicial Committee and Anti-Corruption Bureau of the Government Inspectorate to support anti-corruption efforts. 8. Develop a concept note with GVN counterparts, including MOJ, MOF, and MOIT to identify collaborative program approach for Years 2-5.
	<p><u>Expected results:</u></p> <ol style="list-style-type: none"> 1. Work Plan for NA cooperation within GIG framework developed. 2. NA and SAV oversight, applicable standards, performance audit practices and capacity will be improved by

- technical assistance developed in action plans focusing on oversight activities and public audit management.
3. NA oversight hearings, and accountability session tools are developed including specific oversight procedures for NA and MPs.
 4. Review of key issues for legislation to strengthen the SAV.
 5. Partnership established between SAV and GAO.
 6. Structured action plan in collaboration with SAV
 7. Partners identified to prioritize anti-corruption efforts.

Counterparts: NA, MOJ, MOF, MOIT, MPI and SAV.

Resources (grant, subcontracts, consultants, travel): Consultants, travel.

Contributes to additional KRAs: KRAs 1.4, 1.3, 2.3, 2.4 and 3.2.

KRA 2.2 Citizen participation in monitoring and evaluating policy implementation strengthened

TIMEFRAME	PURPOSE AND DETAILS
	<p><u>Purpose:</u></p> <p>To strengthen governmental and non-government entities to improve policy implementation and regulatory reforms. SO ability to contribute to policy interventions is strengthened through capacity building of public policy monitoring and evaluation. MOJ is supported to promote better citizen's access to information.</p> <p><u>Activity description:</u></p> <ol style="list-style-type: none"> 1. Provide technical assistance and capacity building to support MOJ to improve its capacity in law implementation monitoring by building partnership with non-government stakeholders. 2. Provide support SOs through GUC to generate their own data and analyses on policy implementation to increase transparency and accountability. 3. Provide training for SOs to improve their capacity to develop a culture of government transparency, accountability, inclusiveness, gender equality and environmental sustainability and effectively participate in issue forums. 4. Provide a grant to support an anti-corruption survey by Toward Transparency. <p><u>Expected results:</u></p>
June – September	1. Provide technical assistance and capacity building to support MOJ to improve its capacity in law implementation monitoring by building partnership with non-government stakeholders.
June - September	2. Provide support SOs through GUC to generate their own data and analyses on policy implementation to increase transparency and accountability.
June - September	3. Provide training for SOs to improve their capacity to develop a culture of government transparency, accountability, inclusiveness, gender equality and environmental sustainability and effectively participate in issue forums.
June - September	4. Provide a grant to support an anti-corruption survey by Toward Transparency.

1. MOJ ability to undertake policy implementation monitoring improved.
2. More active participation of citizens in monitoring and evaluating policy implementation.
3. Greater SO capacity to effectively use tools and data in policy advocacy increased.

Counterparts: MOJ and SOs.

Resources (grant, subcontracts, consultants, travel): Consultants, travel and grants.

Contributes to additional KRAs: 1.4, 1.5, 2.1, 2.3, 2.4, 3.2 and 3.3

KRA 2.3 Transparency on policy implementation effectiveness increased

TIMEFRAME	PURPOSE AND DETAILS
	<p><u>Purpose:</u> To identify and prioritize performance gaps, assess capacity building needs, and develop an actions plan with NA and MPI. In Year One, provide support to the NA and relevant executive agencies to review and revise State Budget Law.</p> <p><u>Activity description:</u></p> <ol style="list-style-type: none"> 1. Provide technical assistance and training to the Committee/Department on Finance and Budget to strengthen the NA budget oversight process and improve capacity of its Department on Budget Analysis and Budget Oversight, based on the model of the US Congressional Budget Office. 2. Provide technical assistance to Finance and Monetary Department of Ministry of Planning and Investment to give inclusive inputs to revised State Budget Law and enhance the effectiveness of capital investment financed by State budget to improve the amendment of State Budget Law. 3. Leveraging the work of KRA 2.1 and 2.2, build a partnership between NA, government, SOs, think tanks and other non-government stakeholders to enable feedback on implementation and monitoring of laws and regulations. <p><u>Expected results:</u></p> <ol style="list-style-type: none"> 1. Budget oversight process by the NA improved through the revision of the State Budget Law. 2. Transparency, accountability and effectiveness of capital investment financed by the State budget improved. This will further contribute to the improvement of the revised State Budget Law. 3. Increased public discussion and transparency on budget execution and performance of GVN agencies.
June - September	
July	
July – September	

	<p><u>Counterparts:</u> NA and MPI.</p> <p><u>Resources (grant, subcontracts, consultants, travel):</u> Consultants, travel.</p> <p><u>Contributes to additional KRAs:</u> 1.2, 1.4, 2.1, 2.2, 2.4, 3.1 and 3.3.</p>
KRA 2.4 Quality of information and analysis for evaluating policy implementation effectiveness improved	
TIMEFRAME	PURPOSE AND DETAILS
	<p><u>Purpose:</u></p> <p>NA utilizes available data and acquire data to analyze and evaluate policy implementation and effectiveness. SOs undertake analyses of effectiveness of policy implementation and elaboration of indices that relate to transparency and accountability at the national and/or subnational levels.</p> <p><u>Activity description:</u></p> <p>June - September 1. Support the NA Library to develop a comprehensive IT application for NA deputies and staff to make accessible evidence to support oversight and legislation functions, including disaggregated data on gender and vulnerable groups (in collaboration with KRA 1.3).</p> <p>June - September 2. Support SOs through GUC to undertake assessments of policy implementation such as impact analyses of public policies on affected groups, especially women, ethnic minorities, and vulnerable groups.</p> <p><u>Expected results:</u></p> <p>1. NA's Library IT application for NA deputies and staff is improved.</p> <p>2. Analyses of the effectiveness of budget policy implementation are conducted and disseminated by SOs.</p> <p><u>Counterparts:</u> NA.</p> <p><u>Partners:</u> SOs.</p> <p><u>Resources (grant, subcontracts, consultants, travel):</u> Consultants, travel and grants.</p> <p><u>Contributes to additional KRAs:</u> 1.2, 1.3, 2.1, 3.1, 3.2 and 3.3.</p>
KRA 2.5 Quality of the media's reporting on policy implementation improved	

TIMEFRAME	PURPOSE AND DETAILS
<p>July – September</p>	<p><u>Purpose:</u> Vietnam’s media reports with improved quality and clarity on policy implementation, by working with GVN partners and the Vietnam Journalists’ Association (VJA).</p> <p><u>Activity description:</u> 1. Provide grant to VJA or similar organization to design, develop and implement training modules on budget process and other key inclusive policy issues to journalists.</p> <p><u>Expected results:</u> 1. Key inclusive policy issues are clearly and accurately reported in the media.</p> <p><u>Counterparts:</u> NA.</p> <p><u>Partners:</u> Journalists, VJA.</p> <p><u>Resources (grant, subcontracts, consultants, travel):</u> Grants.</p> <p><u>Contributes to additional KRAs:</u> 1.1, 1.2, 1.3, 2.1, 2.2, 2.3 and 3.3.</p>
KRA 2.6 Innovative partnerships to advance improved accountability of public institutions established	
TIMEFRAME	PURPOSE AND DETAILS
	<p><u>Purpose:</u> To improve accountability of public institutions through public-private partnerships or collaborative agreements between GVN, businesses and SOs.</p> <p><u>Activity description:</u> No activity in Year One.</p>

COMPONENT 3: IMPROVING INCLUSION AND EQUALITY FOR MARGINALIZED GROUPS

In Year One, Component 3 will work in coordination with Components 1 and 2 to mainstream gender equality, diversity, civil rights, legal access, and women's empowerment, within the wider GIG support activities focused on trade, competitiveness, rule of law, and governance. Working closely with government counterparts, Component 3 will support MOJ and NA to identify effective practices and procedures furthering women's empowerment, improving legal access for citizens, mainstreaming gender equality, and harnessing SOs to increase citizen participation in policy making. Working with SOs, in Year One Component 3 will collaborate with the leadership of the Vietnam Women Entrepreneurs Councils (VWEC) building knowledge and information on leadership, management, economic and business integration, creating a database on women entrepreneurs, and supporting business and trade promotion for women-led enterprises. Working with communities, we will support the development of community-based business models for EM groups, organize issue forums and campaigns on citizen participation in local governance, increase women's access to ownership of LURC, and empower CSOs through direct non-competed grants.

COMPONENT 3: YEAR ONE MILESTONES

- Policy forum organized for MOJ, local government, SOs, private sector and professional association to discuss issues around governance for inclusive growth and citizen participation in local governance.
- MOJ undertakes gender mainstreaming in law and lawmaking assessment to reduce legal and regulatory barriers for women, ethnic minorities and other vulnerable populations. Training manual on standard legal access community available for MOJ to directly contribute to bringing gender equality into lawmaking of legal normative documents.
- Mapping of social feedback mechanisms available for NA.
- Communications program on Land Law and women's name on LURCs launched.
- 4 policy issue forums organized (governance for inclusive growth, citizen participation in local governance, gender mainstreaming into legal documents, women entrepreneurs and TPP and AFC).
- 3 SOs receive grants.
- Strengthening of monitoring and advocacy tools for a selected partner.

KRA 3.1: Legal and regulatory barriers for women, ethnic minorities, and other vulnerable groups' equality reduced

TIMEFRAME	PURPOSE AND DETAILS
	<p><u>Purpose:</u> To create platforms for dialogue between government and civil society, mass organizations, the Vietnam Bar Association, the private sector, researchers and think tanks. To establish dialogue on governance for inclusive growth on different policies issues and legal and regulatory barriers. To directly or indirectly empower vulnerable groups through improving legal awareness of land law and women’s names on LURCs, and to support MOJ to publish a manual on legal access standards for community and citizens.</p> <p><u>Activity description:</u></p>
June	1. Support GPAR (cooperation of SOs working on Governance and Public Administration Reform) to conduct roundtable discussion with targeted agencies working on policy advocacy, EM, LGBT, gender equality on policy issues/legal barriers that hinder vulnerable groups.
July	2. Support MOJ’s Institute of Legal Science (ILS) policy forum on mechanisms for citizen participation in local governance. Inputs and findings from GPAR Roundtable presented to government, private sector, mass organization, SOs, researchers and think tanks.
June-September	3. Support MOJ assessment of current procedures to mainstream gender into law making at different levels. Assess gender mainstreaming in law making processes to bring gender equality into making of LNDs, and propose guidelines to implement gender mainstreaming in legal drafting per the Law on Laws.
July	4. Launch the “I know my land rights” campaign and contest to expand legal awareness among women and ethnic groups.
June- September	5. Support MOJ to develop guiding manual for use by local government on legal access for citizens.
	<p><u>Expected results:</u></p> <ol style="list-style-type: none"> 1. Increased awareness among government counterparts of vulnerable groups’ capacity and concerns regarding access to the policy making process. Improved feedback mechanisms for SOs. Over time, vulnerable groups benefit from more democratic legal development and policy-making. 2. GIG partners and stakeholders achieve open dialogue on inclusive policy issues, solutions or forming innovative partnerships to address barriers and challenges hindering vulnerable groups’ access to legal and social services, to good governance, and to economic opportunities. 3. Model for gender mainstreaming into legal development and women’s empowerment is built within MOJ which can be replicated by other government counterparts in Year Two and beyond. 4. A model for gender mainstreaming is established within MOJ which can replicated by other government counterparts in Year Two and beyond.

	<p>5. Framework established for communication and public outreach activities to take place in Year 2, feeding into a mobile training program on Land Law starting in 2015.</p> <p>6. MOJ manual on standard community legal access is user-friendly, accessible, affordable, timely, non-discriminative, and gender sensitive.</p> <p><u>Counterparts:</u> MOJ, NA, VWEC and local government of Ha Tinh, Nghe An.</p> <p><u>Partners:</u> SOs.</p> <p><u>Resources:</u> Direct Technical Assistances (DTAs) for government counterparts and grants to selected SOs.</p>
	<p><u>Contributes to additional KRAs/Results</u></p> <p>KRA 3.2 and 3.5.</p>
<p>KRA 3.2 Women, ethnic minorities, and other vulnerable groups' participation and voice in policy dialogue increased</p>	
<p>TIMEFRAME</p>	<p>PURPOSE AND DETAILS</p>
<p>September</p>	<p><u>Purpose:</u></p> <p>To support MOJ to implement effectively Decree 48/2009 on Providing for Measures to Assure Gender Equality while strengthening MOJ CFAW to further mainstream gender into law making processes.</p> <p><u>Activity description:</u></p> <ol style="list-style-type: none"> 1. Support MOJ's CFAW policy forum to launch assessment results and highlight gender mainstreaming into law making processes. <p><u>Expected results:</u></p> <ol style="list-style-type: none"> 1. Issue analysis, advocacy, and public outreach of MOJ and NA strengthened. 2. Existing SO policy advocacy feedback systems mapped and analyzed informing future training or technical assistance and is at NA and MPs' disposal, especially for the NA meeting in the Fall of 2014. 3. Where possible support MOJ to mainstreams gender and diversity (gender, women, EM, LGBT) in draft legal documents. 4. MOJ assessment utilized by CFAW for capacity building and gender mainstreaming work within MOJ. <p><u>Counterparts:</u> MOJ and NA.</p> <p><u>Resources:</u> Direct technical assistance.</p>

Contributes to additional KRAs: KRA 3.1, 3.2 and 3.3.

KRA 3.3 Data and analysis on women, ethnic minorities, and other vulnerable groups improved

TIMEFRAME	PURPOSE AND DETAILS
	<p><u>Purpose:</u></p> <p>VWEC board members and selected women entrepreneurs are equipped with gender disaggregated data, management skills, human resource management, policy advocacy and marketing knowledge and skills to operate more productive, competitive, efficient, and service-oriented businesses. Equipped with mapping of current SO coalitions, policy advocacy improves and participation of vulnerable groups is strengthened in policy hearings and accountability sessions, formation, implementation, and monitoring and evaluation.</p>
<p>September</p> <p>August</p> <p>July - September</p> <p>August-September</p>	<p><u>Activity description:</u></p> <ol style="list-style-type: none"> 1. Conduct a workshop with VWEC in South Vietnam on economic and business integration knowledge and practices to women entrepreneurs featuring presentations, dialogue, information and analysis of TPP and AFC and related challenges, requirements and opportunities. 2. Conduct a workshop for 30 VWEC board and staff members on Council management, network management, working with multiple stakeholders, corporate governance, TPP, gender and gender equality, and policy advocacy. 3. Map SOs, coalitions or partnerships working together on land rights, ethnic minority issues, gender equality, policy advocacy, women's empowerment, social enterprise promotion, women's entrepreneurship development, and their database systems. 4. Provide training to VWEC to improve its database on women entrepreneurs to strengthen membership, support policy advocacy and establish links to the GSO database on women entrepreneurs. <p><u>Expected results:</u></p> <ol style="list-style-type: none"> 1. 40 women business leaders in South Vietnam obtain knowledge on TPP and AFC and better manage and develop their labor force and human resources, enabling businesses to better integrate into local, regional and international markets, improving competitiveness. 2. A database of women entrepreneurs country-wide is established and linked to GSO's database to serve VWEC's work supporting women-led enterprises, while strengthening VWEC's policy advocacy work. 3. 30 VWEC board members' capacity is strengthened, with focus on leadership, management and policy advocacy skills.

4. Key civil society coalitions, partnerships, networks, actors' capacity, policy focuses, target groups and their data systems are mapped to provide clear entry points for GIG to plan empowerment activities in Year Two and beyond.

Counterparts: VWEC, VCCI, MOJ (Institute of Legal Science).

Partners: Women Entrepreneurs, Women-led enterprises, SOs and research institutes.

Resources: DTA, grants and technical experts.

Contributes to additional KRAs: 3.5.

KRA 3.4 Access to economic opportunity for women, ethnic minorities, and other vulnerable groups improved

TIMEFRAME	PURPOSE AND DETAILS
	<p><u>Purpose:</u></p> <p>To support EM groups to establish innovative community-based business models including tourism, herbal medicine and handicrafts in traditionally disadvantaged and remote communities in Vietnam. These models will further serve as learning centers for EMs to access and obtain business information and know-how as well as marketing and value chain knowledge and skills.</p> <p>To empower vulnerable groups through access to public services on social protection.</p>
<p>June-September</p> <p>July-August</p>	<p><u>Activity description:</u></p> <ol style="list-style-type: none"> 1. Support CIEM to develop sustainable and community-based business models for EM (on tourism, herbal medicines and handicrafts) through a skill transfer process (business establishment and marketing) conducted by a social enterprise. 2. Consultative meetings with MOLISA, VWU and SOs to identify models for social protection (legal and mental counseling, social work and information access) to target issues of vulnerability, risk and deprivation facing traditionally disadvantaged communities in remote areas. These issues may include domestic violence, land deprivation, working in harmful informal sectors, social discrimination due to sexual orientation or being transgendered. <p><u>Expected results:</u></p> <ol style="list-style-type: none"> 1. A partnership between a social enterprise and CIEM is developed to design three community based economic models or business learning centers for ethnic minorities in Vietnam's northeastern region. 2. Models for social protection service centers serving vulnerable communities discussed and a road map is made to prepare for the development of effective social protection models.

	<p><u>Counterparts:</u> EM in remote regions in Vietnam, CEMA, CSIP, MOLISA and WU.</p> <p><u>Partners:</u> Social enterprise/s, traditionally disadvantaged groups.</p> <p><u>Resources:</u> DTA, grants and technical expertise.</p> <p><u>Contributes to additional KRAs:</u> KRA 3.2.</p>
KRA 3.5 Innovative partnerships to advance women, ethnic minorities, and other vulnerable groups' inclusion established	
TIMEFRAME	PURPOSE AND DETAILS
	<p><u>Purpose:</u></p> <p>To establish an innovative public-private-partnership (PPP) between NA, the private sector, and SOs which will lead to the creation of the NA digital library.</p>
June-July	<p><u>Activity description:</u></p> <ol style="list-style-type: none"> Facilitate a partnership between a SO working on LGBT or disability, NA and FPT (Vietnam's largest Vietnamese information technology company) to digitalize NA documents (meeting proceedings, state apparatus, legislation, research reports, legal and policy projects) in the e-library of the NA. <p><u>Expected results:</u></p> <ol style="list-style-type: none"> A PPP is created initiating corporate social responsibility between a multinational firm, SO and the NA which brings short term job opportunities to vulnerable groups. A library serves MPs, NA offices and citizens. <p><u>Counterparts:</u> NA.</p> <p><u>Partners:</u> FPT, targeted SOs.</p> <p><u>Resources:</u> Program staff.</p> <p><u>Contributes to additional KRAs:</u> KRA 3.3, 3.2 and 3.4.</p>

ANNEX A. M&E AND CONTRACT PERFORMANCE PLAN AND INDICATORS

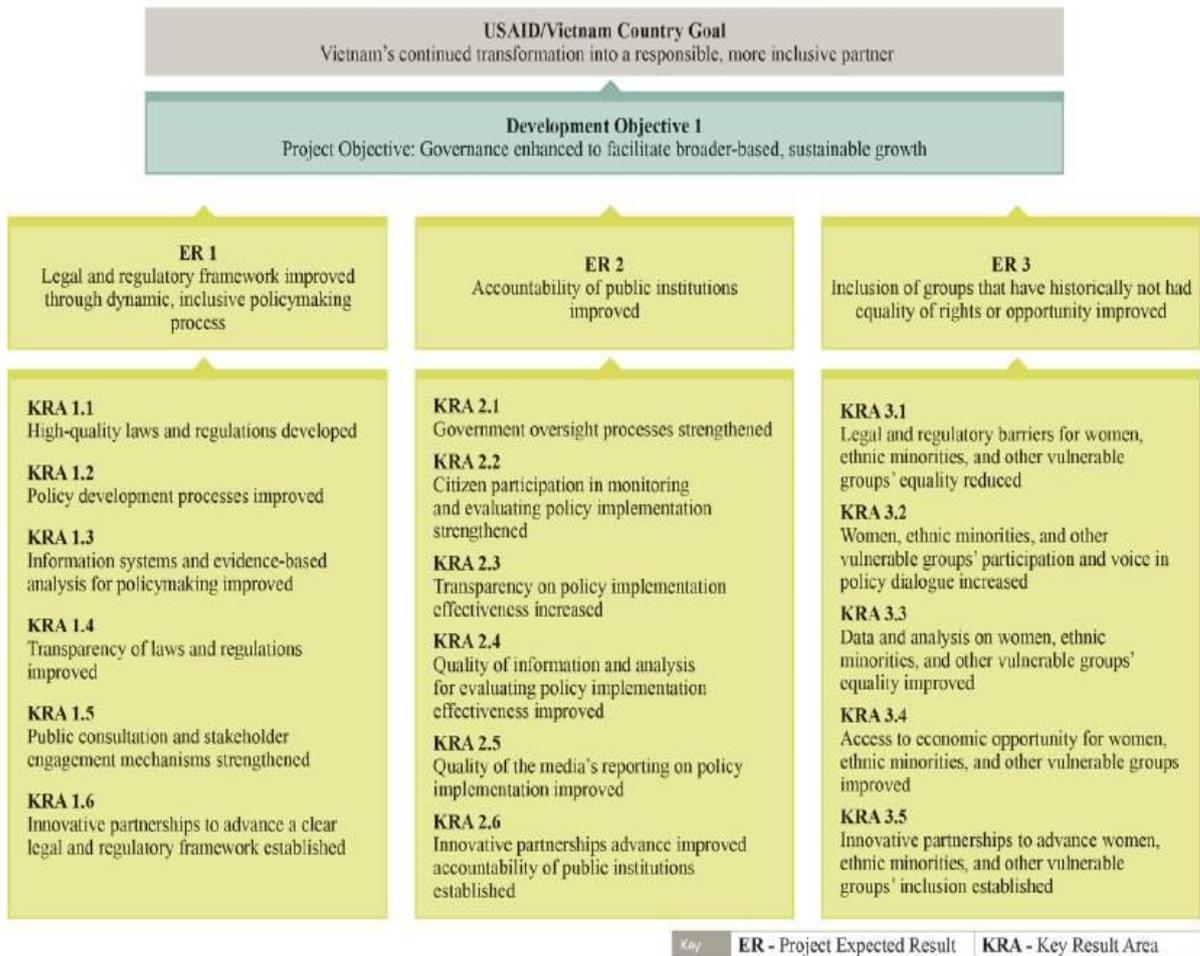
A. Program results framework

The Results Framework (RF) shown at the end of this section as Exhibit B-1 displays the hierarchical relationship between USAID/Vietnam's top level CDCS goal to assist 'Vietnam's continued transformation into a responsible, more inclusive partner' and the activities of the GIG program, designed to support Development Objective 1, 'Governance enhanced to facilitate broader-based, sustainable growth'. The GIG RF is organized around three Expected Results (ERs):

- ER 1: Legal and regulatory framework improved through dynamic, inclusive policy-making process
- ER 2: Accountability of public institutions improved
- ER 3: Inclusion of groups that have historically not had equality of rights or opportunities improved.

Exhibit B-1 provides an overview of the Expected Results (ERs) and Key Result Areas (KRAs) of the GIG program framework.

Exhibit B-1. Vietnam GIG Results Framework



B. Overview of M&E plan

Our key principles of performance management are presented below:

- *Results-focused.* Our CPP offers context, impact, and performance indicators that measure progress toward results. We will use rigorous evaluation methodologies (e.g. impact evaluations) when possible to ensure a causal relationship between activities and desired results.
- *Continuous improvement.* Monitoring data enables project staff to determine how effectively an activity is progressing toward its intended result. The CPP is designed to provide timely, reliable performance information to manage for results and address unintended consequences or roadblocks with new ideas and solutions.
- *Communicating results.* Our team will regularly share success stories, lessons learned, and open source information with stakeholders to publicize the impact of USAID's assistance, emphasizing project impact on women, ethnic minorities, and vulnerable populations.

Our evaluation methodology has two key elements: a core approach for monitoring GIG's performance towards the three ERs and a flexible approach for responding to demand-driven activities to measure GIG's support for its five objectives.

Where appropriate, we will employ a Human and Institutional Capacity Development (HICD) approach to M&E, which provides a comprehensive framework and assessment tool for targeted, tailored, and measurable organizational capacity building assistance. This approach views organizations as adaptive systems, analyses organizational performance, and uses that analysis to focus on tangible, measurable performance improvement results.

When demand-driven activities are identified using our 4S prioritization methodology, we will tailor an evaluation strategy to accompany the assistance. The following tools may be used, as appropriate:

- *Knowledge, Attitudes, and Practices (KAP) study.* To determine the effectiveness and impact of GIG's assistance, we will conduct a baseline and end-line KAP study for some selected initiatives. This method will use control and comparison groups, as well as randomization to ensure we are able to determine the impact of GIG activities.
- *Organizational Capacity Assessment Tool (OCAT).* When measuring an institution's capacity, GIG will use HICD methodology to ensure capacity improvements are measured accurately.
- *Focus Groups.* To determine the effectiveness of GIG's initiatives, we will conduct focus groups that provide wide-ranging and anecdotal evidence that can be used to measure results and better inform future activities.

Our approach to monitoring and evaluation will focus on collecting information that can be corroborated and verified by documentation obtained from project participants and stakeholders. The whole technical team will be involved, as the quality of data requires the input and work of not only the M&E specialists, but also the component Specialists. This approach is reliable and cost-efficient since the component specialists liaise regularly with project counterparts and make field visits to their locations. Therefore, they can collect data for analysis during their regular activities.

Analysis and communication are important elements of performance management. The GIG project team will not only collect performance and impact data; it will also add value to the raw data by analyzing the data and putting it in context, thus turning data into information. This transformation must then be communicated to have an impact. GIG will communicate the information to USAID, and to the project partners, other stakeholders, and the public as appropriate.

Our approach to measuring results is reflected through our M&E Plan and CPP. In our experience, measuring policy reform and governance projects is challenging. Improving institutional and processes and the impact on political, economic and social situations can be the result of multiple variables. Data quality is often a problem in Vietnam. To mitigate this, we have developed indicators and targets and used both qualitative and quantitative methods. With regard to targets, we will make investments to establish baseline data, including survey work to be carried out. This will involve analyzing existing baseline data from previous USAID projects and counterparts, which will be elaborated upon later in this plan.

C. Overview of the Contract Performance Plan and indicators

Selection of the proposed CPP indicators follow USAID five standards (*VIPRT: Validity, Integrity, Precision, Reliability and Timeliness*):

- Validity: data clearly and adequately represent the intended result
- Integrity: data have safeguards to minimize risk of transcription error or data manipulation
- Precision: data have sufficient level of detail to permit management decision-making
- Reliability: data reflect stable and consistent data collection processes and analysis methods over time
- Timeliness: data available at a useful frequency, are current, and timely enough to influence management decision-making

The current version of proposed performance indicators reflects these criteria reasonably well. Based on Mission guidance, we have minimized changes relative to the Contractor's original proposal except in cases where the cost/benefit and/or ease of verification were too onerous. There are too many performance indicators in the original proposal and their number could be pared down to less than half without any significant loss of validity.

The CPP performance indicators also benefit from detailed joint examination with USAID to examine the interrelationships of contract performance indicators and Mission program indicators to achieve a better upward flow from contract to Mission program level indicators.

Our CPP includes illustrative quantitative and qualitative context, impact, and performance indicators specified in Standard Indicators, and custom qualitative indicators to ensure alignment with USAID's needs and provide a tailored monitoring approach that focuses on achieving each result. We selected indicators that can measure progress towards GIG's five objectives and three expected results while ensuring flexibility and allowing for the GIG team to modify implementation if necessary. Illustrative indicators include:

- *Context indicators*, such as, “Ease of doing business”. These indicators will not directly measure project impact but will help the project identify and discuss underlying assumptions about the state of the Vietnamese economy and the drivers of inclusive economic growth.
- *Impact indicators*, such as, “Time to export/import (days) (Doing Business Report - World Bank).” These indicators can measure the impact of GIG interventions but must be carefully evaluated as the impact could be also the result of other factors beyond project control.
- *Performance indicators*, such as, “Number of laws and regulations drafted or revised with GIG support.” These indicators directly measure the outputs within the manageable control of GIG’s activities.

Using these indicators will allow us to capture the contribution of each activity to the project objective. During project start-up, we reviewed the final list of indicators and targets with USAID and finalized targets and indicators collectively.

We have identified the targets for each indicator based on our team’s understanding of opportunities for success, external risks and our experience in working with local counterparts. To the extent possible, we have disaggregated indicators by gender, province, counterpart, regulation type, and others as appropriate to identify impact related to gender, localities, improved regulations and policies in the areas of government transparency and accountability, strengthened citizen participation, improved inclusion of women, ethnic minorities and other vulnerable groups.

D.CPP Management

This section describes the proposed operational procedures for the:

- Contract Performance Plan (CPP) management
- Proposed procedures for performing data quality assessments (DQAs) of the contract performance indicators included in the CPP

1. Contractor’s operational procedures for management of the CPP

1.1 Roles and Responsibilities:

Program Director:

- Overall management of the CPP.
- Ensure that program activities are on track and that results are achieved.
- Hold ultimate responsibility for results reported to USAID.

Deputy Program Director:

- Supervise M&E specialist.
- Verify results data contained in reports produced by the M&E staff.
- Report program results to the COR on a quarterly and annually basis or sooner when requested by USAID.

The Monitoring and Evaluation (M&E) Specialist:

- Maintain version control of the master CPP file, updated only by the M&E Specialist to control data entry.
- Work closely with the technical teams to obtain regular updates of indicator values changes and the backup documentation to insure data quality and integrity.
- Develop and maintain control of a centralized system of data and documentation supporting levels of attainment of performance indicators, including document deliverables (reports, proposed drafts and amendments of laws, decrees, circulars, official letters delivered as GIG products to GVN partners), metrics used in quantitative data, signed attendance sheets of participants at USAID/GIG-sponsored events, electronic files, etc.
- Coordinate closely with the EG2 M&E focal point and USAID/Vietnam M&E specialist.
- Be responsible for reviewing supporting data/documentation to ensure accuracy in addition to analyzing and reporting trends.
- Serve as the Contact Point at GIG program for the newly established AIDTracker system. Report on performance results under the AIDTracker system.
- Be responsible for secondary data quality control, i.e. post data entry, and performs basic data analysis to identify potential erroneous data and design a spot-check system to verify data at their sources. When errors are identified, the M&E specialist makes appropriate corrections by consulting the data source and consolidates verified and analyzed data collected by technical teams into the master CPP file.

Technical Teams:

- Directors of technical teams and of operations are responsible for managing primary data collection of components under their supervision.
- Technical team members collect data and analyze it regularly for quality and report data quarterly to the M&E specialist using formats and file structures provided by the M&E specialist. Upon completion of the data entry using data collection tools, each team examines the data to identify common errors including logical inconsistencies, out-of-range values, significant departures from trends, or other errors. Should any problem be identified, the component

leader is responsible for verifying data against original sources and other forms of verification that may be required.

1.2 Data Collection and Analysis:

Data Collection Tools and Techniques:

- Data collection techniques include direct observation, surveys, evaluations, and analysis of third party reports.
- Forms, such as attendance sheets, survey forms, evaluation forms, and other various data trackers, used to collect data will be developed by the M&E Specialist with inputs from the technical teams and will be used by technical team members.

Data Collection processes:

- The M&E specialist coordinates and organizes the processes surrounding data collection to ensure data are collected consistently, at the appropriate frequency, and reported accordingly.
- On a quarterly basis—or more often as needed—the M&E specialist meets with each technical team to check on progress achieved against indicators. These quarterly meetings are scheduled to allow the M&E specialist enough time to compile and verify all data and update the CPP for the Quarterly Progress Report (QPR).
- At quarterly meetings, the technical teams are responsible for reporting on progress against indicators. If there are changes to report, the technical teams are responsible for providing data or supporting documentation for the change in the indicator directly to the M&E specialist who stores all supporting data in a CPP central file.
- Documentation supporting changes in data will be provided to M&E specialist in hard or electronic copy; both printed and electronic files of data supporting changes in indicators are archived. These supporting files are centrally kept and maintained to facilitate future Data Quality Assessments (DQAs) to be completed during an annual CPP and M&E review. The CPP is not updated without supporting documentation.
- When errors are identified, the M&E specialist makes appropriate corrections by consulting the data source and consolidates verified and analyzed data collected by technical teams into the master CPP file.

Data Sources:

- Project records/reports, short-term technical assistance reports, training reports, event reports, grantee records.
- Reports from local counterparts and other government agencies.

- Reports from other USAID projects and from various donors such as the WB, ADB, UN, etc.
- Baseline data collection: baseline analyses will be conducted and additional survey work will be conducted during the implementation process of the project, if needed, to get primary data for measuring progress and impact.

Data Storage:

- Data and documentation supporting levels of attainment of performance indicators will be kept at a centralized system managed by the M&E Specialist.
- AID Tracker system: Data of selective indicators, to be agreed with USAID/COR, will be reported on a quarterly basis and kept under the AIDTracker.

2. Data quality of performance indicators

Performance Indicators Reference Sheets (PIRS):

The PIRS will be developed for each indicator to ensure same understanding on the indicator of staff who involve in data collection and reporting processes.

Data Quality Assessment (DQA):

On an annual basis, the Contractor reviews the CPP system of performance indicators to examine its relevance to program activities. Specific steps of this review include:

- Conduct of data quality assessments (DQAs) of performance indicators to ensure data quality.
- A review of contract M&E operating procedures performed during work planning and in collaboration with USAID.
- Formal submission of DQAs and, if necessary, proposed amendments to the CPP for COR concurrence.

Incorporate performance information into decision making:

The CPP is designed to provide the team with information to make technical and management decisions. To learn from the data received and translate data into action, the M&E Specialist will work with technical teams to ensure the team use analyses of indicator information to target, revise, or improve program activities.

E.Detailed matrix of CPP performance indicators

The matrix of CPP indicators below organizes them by program goal, crosscutting output indicators, expected results, and outputs linked to the KRAs, as follows:

- The first column of the matrix contains the list of the indicators.
- The second column classifies the indicator by type: context, performance, and impact.
- The third column characterizes the indicators as a standard USG indicator or custom program indicator.
- The fourth column contains a definition of the indicator.
- The fifth column shows the level of disaggregation for the indicator.
- The sixth column contains the data sources.
- The seventh and eighth column of the matrix shows the targets, assumptions, and justifications respectively.

CONTRACT PERFORMANCE PLAN

Indicator	Indicator type	Indicator code	Definition of indicators	Disaggregation	Data Source/ Collection Method	Targets	Assumptions/ Justification
Project Goal: Governance enhanced to facilitate broad-based, sustainable growth							
Ease of Doing Business (distance to frontier score - DTF) (baseline 2014 = 61.13 DTF points)	Context	Standard 4-16	This measure shows the distance of each economy to the "frontier." The frontier represents the highest performance observed or each of the indicators across all economies measured in Doing Business. An economy's distance to frontier is reflected on a scale from 0 to 100, where 0 represents the lowest performance and 100 represents the frontier.		World Bank	End of project: 64.18	Trend (2010, 2011, 2012, 2013, 2014): 59.07, 59.99, 59.90, 60.44, 61.13). (Source: http://www.doingbusiness.org/data/distance%20to%20frontier) Estimated 5% increase from 2014 by end of project, with the assumption that there will be significant progress made in such indicators as Starting a business, Paying taxes, and Trading across borders. This indicator will capture the impact of GIG support but also reflect factors beyond GIG's control.
CPIA public sector management and institutions cluster average (baseline 2012 = 3.5)	Context	Custom	The public sector management and institutions cluster includes property rights and rule-based governance, quality of budgetary and financial management, efficiency of revenue mobilization, quality of public administration, and transparency, accountability, and corruption in the public sector (1=low to 6=high).		World Bank	End of project: 3.7	Trend (2009, 2010, 2011, 2012): 3.6, 3.6, 3.6, 3.5 (Source: http://data.worldbank.org/indicator/IQ.CPA.PUBS.XQ) Estimated 5% increase by end of project. This indicator will capture the impact of GIG support but also reflect factors beyond GIG's control.

Indicator	Indicator type	Indicator code	Definition of indicators	Disaggregation	Data Source/ Collection Method	Targets	Assumptions/ Justification
CPIA policies for social inclusion/equity cluster average (baseline 2012 = 4)	Context	Custom	The policies for social inclusion and equity cluster includes gender equality, equity of public resource use, building human resources, social protection and labor, and policies and institutions for environmental sustainability. (1=low to 6=high).		World Bank	End of project: 4.2	Trend (2009, 2010, 2011, 2012): 4.0, 4.0, 4.0, 4.0 (Source: http://data.worldbank.org/indicator/IQ.CPA.SOCI.XQ/countries) Estimated 5% increase by end of project. This indicator will capture the impact of GIG support but also reflect factors beyond GIG's control.
Project Intermediate Result 1: Improved legal and regulatory framework							
1.0.1. Time to export/import (days) (baseline 2014 = 21/21, Doing Business Report - World Bank)	Impact	Standard: 4.2.1-16	The time for exporting and importing is recorded in calendar days. The time calculation for a procedure starts from the moment it is initiated and runs until it is completed. (source: http://www.doingbusiness.org/methodology/trading-across-borders)		World Bank	End of project: 17/17	Sufficient political will and capacity to implement recommended reforms.
1.0.2 Percent of new/revised laws with GIG assistance upon partners' request that provide an indication of what feedback from public consultations was accepted/ rejected	Impact	Custom	This indicator measures the ratio of new or amended laws with GIG support in which drafting process feedbacks from public consultation are indicated to be accepted or rejected.	Counterpart	Chemonics	End of project: 70%	This is still difficult currently. GIG would need to explore the possibility of supporting the partners to build a tracking system for public consultations/ feedback on new/revised regulations.

Indicator	Indicator type	Indicator code	Definition of indicators	Disaggregation	Data Source/ Collection Method	Targets	Assumptions/ Justification
1.0.3 Percent of TPP required legislative changes and supporting regulations that have been drafted with GIG assistance upon partners' requests	Impact	Custom	This indicator measures percentage of legislative changes and supporting regulations which are assisted by GIG during drafting process over those required by TPP agreement.	Counterpart	Chemonics	End of project: TBD	TPP is signed. A template of the required changes will be established w/USTR upon signing to define what this is and to estimate the targets. So the targets will be set later on. It is noted that the coverage of TPP is large but the number of partners of GIG is limited.
1.0.4 Percent of GIG counterpart legal normative documents that have been codified and made available online upon partners' requests	Impact	Custom	This indicator measures percentage of GIG counterpart legal normative documents that will be codified under counterparts' request.	Counterpart	Chemonics	End of project: 70%	Government will to codify legal documents and increase transparency of legal system.
Output 1.1. High quality laws and regulations developed							
1.1.1. Number of draft laws subject to substantive amendment and final vote in legislatures receiving USG assistance	Performance	Standard: 2.2.1-3	Refer to definition of USAID standard indicators: "Draft laws include any proposed enactment formally introduced into the legislature. Substantive amendment means approved changes in the draft law that are policy-based rather than technical in nature. A final vote indicates draft legislation has been passed or rejected".	Project objective; counterpart	Project reports; counterpart reports	Y1: 0 Y2: 5 Y3: 6 Y4: 5 Y5: 3 Total: 19	Political will and buy-in exists to provide GIG with an opportunity to implement activities. In the first year, GIG plans to provide assistance in amending Law on State Audit, Law on State Budget, Law on Laws, which are expected to be approved in 2 nd NA session in October 2014 at the earliest, after the 1 st fiscal year. It is expected to have more laws developed in FY 2015, 2016 following new Constitution 2013 and new-generation FTAs (TPP). After this period, number of important new laws and law amendments would be reduced.
Output 1.2. Improved policy development process							

Indicator	Indicator type	Indicator code	Definition of indicators	Disaggregation	Data Source/ Collection Method	Targets	Assumptions/ Justification
1.2.1. Number of GIG- assisted events to enhance policy development process	Performance	Custom	This indicator measures number of events (seminars, workshops, fora and others) delivered to supported agencies. These events focus on building capacity for policy makers and analysts to develop policy options and initiatives.	Project objective; counterpart; gender	Project reports; counterpart reports; training reports	Y1: 5 Y2: 7 Y3: 9 Y4: 8 Y5: 6 Total: 35	Participants are willing and able to attend these events. In the first year, a summer training course for policy analysts and a legal drafting skill course for policy makers will be delivered. In addition, there will be technical workshops and seminars to be organized.
Output 1.3. Improved information systems and evidence-based analysis for policy making							
1.3.1. Number of evidence-based policy analyses conducted with GIG support	Performance	Custom	This indicator measures number of evidence-based analyses on government policy. Evidence-based analysis provides objective evidence to support formulation or design of public policy.	Project objective; counterpart	Project reports; counterpart reports; policy analysis reports	Y1: 1 Y2: 10 Y3: 13 Y4: 15 Y5: 10 Total: 49	Government will to improve policy quality through practical policy research and analysis. In the first year, analysis on policy for environmental protection in manufacturing industry will be conducted. The 1st year will be a preparation year for an increasing number of policy analyses to be conducted in the next years, and the last year will be a phase-out period.
1.3.2. Number of information systems established or substantially upgraded with GIG support	Performance	Custom	This indicator measures number of information systems (website, database...) established or substantially upgraded with GIG support for policy making. Information system is a form of communication system in which data is saved, presented and processed.	Project objective; counterpart	Project reports; counterpart reports	Y1: 0 Y2: 2 Y3: 2 Y4: 2 Y5: 2 Total: 8	There is interest to improve technology-based capability of government agencies. However, development of an information system generally takes time. In the first year, activities focus on analyzing needs and current systems.
Output 1.4. Increased transparency of laws and regulations							

Indicator	Indicator type	Indicator code	Definition of indicators	Disaggregation	Data Source/ Collection Method	Targets	Assumptions/ Justification
1.4.1 Number of titles codification conducted with GIG assistance	Performance	Custom	This indicator measures number of titles codification conducted by related partners. Titles codification is the process of reviewing, collecting, and arranging legal normative documents by titles. The Codification Code is divided into 47 different titles which deal with broad, logically organized areas of legislation. Titles may be divided into subtitles, parts, subparts, chapters, and subchapters.	Project objective; counterpart	Project reports; counterpart reports	Y1: 0 Y2: 3 Y3: 3 Y4: 3 Y5: 3 Total: 12	Government will to codify legal documents and increase transparency of legal system. In the first year, a pilot codification will be conducted with MOJ. In following years codification will be conducted with other partners as well.
Output 1.5. Strengthened public consultation and stakeholder engagement mechanisms in policy development							
1.5.1. Number of GIG-supported public consultation events to improve Vietnam's legal and regulatory framework	Performance	Custom	This indicator measures number of public events (forums, campaigns, seminars...) to get public comments and feedback on legal and regulatory issues.	Project objective; counterpart	Project reports; counterpart reports; event reports	Y1: 3 Y2: 20 Y3: 25 Y4: 30 Y5: 20 Total: 98	Vietnamese government political will to improve public engagement in policy development and implementation process. In the first year, due to shortage of time, a limited number of events will be organized, but will be increased significantly in the next years.
Project Intermediate Result 2: Improved accountability of public institutions							
2.0.1. Open Budget Index score (baseline 2012: 19%).	Impact	Custom	The Open Budget Index (OBI) was created by International Budget Partnership (IBP) to measure the overall commitment of the countries to transparency. This index assigns a score to each country based on the information it makes available to the public throughout the budget process. (source: http://internationalbudget.org/what-we-do/major-ibp-initiatives/open-budget-initiative/)		International Budget Partnership	End of project: 25%	Vietnamese government political will to improve budget transparency and accountability Trend: 2006, 2008, 2010, 2012: 2, 9, 14, 19 (Source: http://internationalbudget.org/what-we-do/open-budget-survey/country-info/?country=vn) Estimated 30% increase by end of project. This indicator will capture the impact of GIG support but also reflect factors beyond GIG's control.

Indicator	Indicator type	Indicator code	Definition of indicators	Disaggregation	Data Source/ Collection Method	Targets	Assumptions/ Justification
2.0.2. Median scores of transparency indicator in PCI (baseline 2012 = 5.86)	Impact	Custom	This sub-index of PCI (Provincial Competitiveness Index) measures whether firms have access to the proper planning and legal documents necessary to run their businesses, whether those documents are equitably available, whether new policies and laws are communicated to firms and predictably implemented, and the business utility of the provincial webpage.	Province	PCI	End of project: 6.00	Commitment of local administration to improve transparency and access to information.
Output 2.1. Strengthened government oversight processes							
2.1.1. Number of Executive Oversight Actions Taken by Legislature Receiving USG Assistance	Performance	Standard: 2.2.1-4	Refer to definition of USAID standard indicators: "Executive oversight actions include legislative committee investigations, public hearings, formal question and answer sessions, and written interrogatories regarding an executive branch program, decision or action."	Project objective; counterpart	Project reports; counterpart reports	Y1: 1 Y2: 2 Y3: 2 Y4: 2 Y5: 2 Total: 9	Vietnamese government political will to improve accountability and oversight process. In the first years, one oversight action will be conducted. In the following years, more will be supported by providing thematic dialogues on supervision topics for NA Committees/MPs with the inputs of experts and social organizations as well as through other support activities.
2.1.2. Number of training sessions on performance audits for staff from relevant GIG partners	Performance	Custom	This indicator measures the number of training sessions to improve skills on performance audits for staff of NA, SAV and inspectorate offices at ministries. Training is defined as sessions in which participants are educated according to a defined curriculum and set learning objectives.	Project objective; counterpart; gender	Project reports; counterpart reports; training reports	Y1: 0 Y2: 2 Y3: 2 Y4: 2 Y5: 1 Total: 7	Vietnamese government political will to improve accountability through audits. Detailed outlines and contents of training will be explored/ prepared in the first year, then training courses will be delivered from the second year.
Output 2.2. Strengthened citizen participation in monitoring and evaluating policy implementation							
2.2.1. Number of GIG-supported activities designed to promote or strengthen the participation of citizens in public governance	Performance	Custom	This indicator measures the number of activities (workshops /training/ studies /evaluations...) to promote the participation of citizens in public governance.	Project objective; counterpart; activity reports	Project reports; counterpart reports; activity reports	Y1: 2 Y2: 2 Y3: 2 Y4: 2 Y5: 1 Total: 9	Vietnamese government political will to interact transparently with members of public. It is supposed to measure both government and CSO efforts. In the first year, support will be provided to a number of SOs through GUCs. In addition, ER2 will collaborate with ER3 to support for the organization of a workshop with Institute for Legal Science (ILS) on the right of citizens

Indicator	Indicator type	Indicator code	Definition of indicators	Disaggregation	Data Source/ Collection Method	Targets	Assumptions/ Justification
							to participate in public governance at grassroots level.
Output 2.3. Increased transparency on policy implementation effectiveness							
2.3.1. Number of GIG-supported activities designed to strengthen the budget process	Performance	Custom	This indicator measures the number of activities (workshops /training /studies/ evaluations...) to strengthen budget process.	Project objective; counterpart	Project reports; counterpart reports; activity reports	Y1: 2 Y2: 4 Y3: 4 Y4: 4 Y5: 2 Total: 16	Vietnamese government political will to improve budget transparency and accountability. In the first years, NA's Budget Department and MPI's Monetary and Financial Department will be supported to improve budget analysis and oversight capacity as well as contribute to revision of State Budget Law. Two workshops are expected to be organized in the first year to get comments on revised Budget Law.
2.3.2. Number of GIG-supported activities designed to strengthen policy implementation effectiveness in Vietnam	Performance	Custom	This indicator measures the number of activities (workshops /training / evaluations/ studies...) conducted to strengthen policy implementation effectiveness.	Project objective; counterpart	Project reports; counterpart reports; activity reports	Y1: 0 Y2: 4 Y3: 4 Y4: 4 Y5: 3 Total: 15	Vietnamese government political will to improve policy implementation effectiveness.
Output 2.4. Improved quality of information and analysis for evaluating policy implementation effectiveness							
2.4.1. Number of policy implementation assessments conducted by CSOs with GIG support	Performance	Custom	This indicator measures number of assessment reports produced by CSOs on the topic of policy implementation.	Project objective; counterpart	Project reports; counterpart reports; assessment reports	Y1: 1 Y2: 2 Y3: 3 Y4: 3 Y5: 2 Total: 11	There is interest to policy research and analysis on the part of institutions, universities, and organizations. Policy implementation assessment will be conducted by CSOs to evaluate policy effectiveness and the accountability of public agencies. In the 1st year, one policy assessment will be produced with GIG support.
Output 2.5. Improved quality of the media's reporting on policy implementation							
2.5.1. Number of training days provided to	Performance	Standard 2.4.2-8	Refer to definition of USAID standard indicators: "It includes training for journalists, editors, and	Project objective; gender	Project reports;	Y1: 50 Y2: 100	Participants are willing and able to attend training.

Indicator	Indicator type	Indicator code	Definition of indicators	Disaggregation	Data Source/ Collection Method	Targets	Assumptions/ Justification
journalists with USG assistance, measured by person-days of training.			related production staff for news and public information media. The level of training includes basic, technical, university, and mid-career, certificated training". The GIG-assisted training will focus on policy issues for journalists.		training reports	Y3: 100 Y4: 100 Y5: 50 Total: 400	In the first year, a one-day training course could be provided for about 50 journalists.
Project Intermediate Result 3: Improved inclusion							
Output 3.1. Legal and regulatory barriers for women, ethnic minorities, and other vulnerable groups' equality reduced							
3.1.1. Number of laws, policies or procedures drafted, revised and/or issued to support inclusion of vulnerable population.	Performance	Custom	The related law, policy, or procedure should have as its objective/ intent in reducing inequality among vulnerable groups, e.g. reducing social, economic, or political inequality, ensuring equal opportunities to benefit from and contribute to social, political, economic, and cultural development, etc. Within the scope of GIG, the focus would be on decrees and procedures which serve as the guidance for the implementation of the laws.	Regulation type	Project reports; counterpart reports; NA sources	Y1: 1 Y2: 3 Y3: 4 Y4: 6 Y5: 5 Total: 19	Vietnamese government political will to reform laws and regulations to increase equality for women, ethnic minorities and other vulnerable groups. In the 1st year, GIG will provide support for the implementation of related decrees in Law on Marriage or Land Law. Support will increase over the next years and peak in year 4. Year 5 is the phasing out year, thus a slight decrease in the number of laws and policies to be supported.
Output 3.2. Women, ethnic, minorities, and other vulnerable groups' participation and voice increased in policy dialogues							
3.2.1. Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions	Performance	Standard: 2.4.1-9	Refer to definition of USAID standard indicators " CSOs in USG programs that initiate or participate in advocacy interventions. Advocacy should be understood as a means for individuals, constituencies, or organizations to shape public agendas, change public policies, and influence other processes that	Project objective; counterpart; type of CSOs	Project reports; counterpart reports	Y1: 5 Y2: 10 Y3: 20 Y4: 15 Y5: 5 Total: 55	Engagement of CSO in policy advocacy interventions for vulnerable groups. In the 1st year, GIG intends to assist CEPEW, GPAR, GENCOMNET, CDI, CSDP. Number of CSOs receiving support will be increased in the next years. Year 5 is the phasing out year, thus a slight decrease in the number CSOs to be supported.

Indicator	Indicator type	Indicator code	Definition of indicators	Disaggregation	Data Source/ Collection Method	Targets	Assumptions/ Justification
			impact their lives." CSOs in Vietnam currently lack a mechanism to bring their policy proposals to the NA and government. If an official mechanism is in place for CSOs to engage officially into the policy dialogues and law making, this will ensure the voices, needs and concerns of the target groups to be heard.				
3.2.2. Number of GIG-supported events designed to promote the target groups' participation and voice in policy dialogues	Performance	Custom	This indicator measures number of events (trainings, workshops, campaigns, issue forums...) to promote the participation of women, ethnic minorities and other vulnerable groups in policy dialogues.	Project objective; counterpart; gender; ethnicity	Project reports; counterpart reports; training reports; event reports	Y1: 2 Y2: 7 Y3: 8 Y4: 10 Y5: 5 Total: 32	Vietnamese government political will to promote the participation and voice of women, ethnic minorities and other vulnerable groups in policy dialogues. In the 1st year, GIG intends to organize 2 policy forums on gender mainstreaming.
Output 3.3. Improved data and analysis on gender, ethnic minorities, and other vulnerable groups' equality							
3.3.1. Number of policy research initiatives conducted on gender, ethnic minorities, and other vulnerable groups with GIG assistance that use data and analysis to support the policy proposals	Performance	Custom	This indicator measures number of evidence-based policy research initiatives (database development, policy analysis, capacity assessment, etc.) on gender, ethnic minorities, and other vulnerable groups. Policy research initiatives on these vulnerable groups are among the approaches that GIG will provide support to strengthen inclusive policy making process.	Project objective; counterpart; gender; ethnicity;	Project reports; counterpart reports; policy research reports	Y1: 1 Y2: 3 Y3: 5 Y4: 6 Y5: 5 Total: 20	There is interest to policy research and analysis on gender, ethnic minorities, and vulnerable groups on the part of institutions, universities, and organizations. In the 1st year, there will be an MOJ assessment on gender mainstreaming in legal document development. Support will be increased over the years and peaks at year 4 then reduced in year 5 due to phasing out.

Indicator	Indicator type	Indicator code	Definition of indicators	Disaggregation	Data Source/ Collection Method	Targets	Assumptions/ Justification
3.3.2. Number of GIG-assisted activities to promote women's leadership and entrepreneurship and empower GIG's target groups	Performance	Custom	This indicator measures activities to empower women and other vulnerable groups such as developing female entrepreneurship, promoting female leadership, encouraging businesses headed by ethnic minorities, etc. The activities can be in the form of policy forums, workshops, training, and network development	Ethnicity; province	Project reports; counterpart reports; activity reports	Y1: 2 Y2: 3 Y3: 5 Y4: 5 Y5: 3 Total: 18	Vietnamese government political will to improve empowerment for women and gender equality. In the 1st year, it is planned that workshops on women leadership and TPP for VWEC will be organized. A similar pattern that year 3 and 4 will have increased number of activities due to accumulated experience and technical resources while year 5 is phasing out with decreased number of activities.
Output 3.4. Improved access to economic opportunity for women, ethnic minorities, and other vulnerable groups							
3.4.1. Number of GIG-supported activities designed to increase access by target groups to productive economic resources (assets, credit, income or employment) and legal facilities	Performance	Custom	This indicator measures number of activities to improve access by women, ethnic minorities and other vulnerable groups to economic resources and legal facilities. Activities may include economic model development, access to micro finance, legal support, etc.	Project objective; counterpart; gender; ethnicity	Project reports; counterpart reports; activity reports	Y1: 1 Y2: 4 Y3: 4 Y4: 2 Y5: 2 Total: 13	Vietnamese government political will to support vulnerable groups and reduce the inequality in economic opportunities. In the 1st year, GIG intends to develop community - based business models for ethnic minorities with CEMA. Activities will increase in the following years, and reduced in the last 2 years due to phasing out.
Cross-cutting output indicators							
Number of public-private partnerships formed as a result of GIG assistance	Performance	Custom	This indicator measures number of private-public partnership established with GIG support in all 3 ERs. Private-public partnership is considered formed when there is a clear agreement, usually written, to work together to achieve a common objective. Within GIG, partnerships will be established to (i) advance a clear legal and regulatory framework, (ii) improve accountability of public institutions, (iii) enhance women, ethnic minorities and other vulnerable groups' inclusion.	Project objective; counterpart	Project reports; counterpart reports	Y1: 2 Y2: 5 Y3: 5 Y4: 4 Y5: 4 Total: 20	Relevant stakeholders are willing to engage in the partnership and committed to project objectives. In the first year, GIG intends to initiate following potential partnerships: one between Vietnam Customs and business community and another between a social organization and women entrepreneurs.
Person hours completed in capacity building events supported by GIG	Performance	Custom	This indicator uses the following equation to express the number of GIG-supported person hours in capacity building events (seminars, workshops, forums, etc.):	Project objective; counterpart; gender	Training reports	Y1: 15,000 Y2 : 30,000 Y1: 35,000 Y1: 32,000 Y1: 20,000	Participants are willing and able to attend capacity building events. It is noted that there is less time in Year 1 for such events, but this will significantly increase from Year 2.

Indicator	Indicator type	Indicator code	Definition of indicators	Disaggregation	Data Source/ Collection Method	Targets	Assumptions/ Justification
			Hours of GIG supported capacity building events x Number of people participating			Total:132,000	
Number of vulnerable people reached by USAID-supported programs that promote health, social and economic opportunities.	Performance	Custom	This indicator measures number of vulnerable people who receives support from GIG in all 3 ERs.	Project objective; counterpart	Project reports; counterpart reports	Y1: 600 Y2: 1000 Y3: 1500 Y4: 2000 Y5: 2500 Total: 7600	In the first year, it is estimated to conduct 20 activities targeting 30 vulnerable persons each. The number of vulnerable beneficiaries will be increased steadily in the next years.

F. Calendar of contract performance management tasks and responsibilities

Exhibit II-1 contains annual recurrent activities of the CPP. The calendar is structured on a fiscal year basis to synchronize with the program work plans and USAID fiscal year operating plan.

The calendar shows the timing and responsibilities— GIG and USAID—for the recurrent annual performance management tasks and runs from September to August. Main recurrent activities and responsibilities are:

Data collection and documentation on indicators. The calendar shows the GIG program's detailed steps and responsibilities for each quarterly cycle of report preparation.

Quarterly Performance Report (QPR): Submission of the QPR for each preceding quarter is scheduled for the months of October, January, April, and July. GIG includes CPP updates in the QPR for USAID review.

Annual review of CPP system and indicators: The calendar of performance management tasks proposes a regular annual cycle of review and updates of the CPP system and indicators, indicatively scheduled for the month of August, close to the end of each fiscal year and in time for the preparation of the next annual work plan for the program. This review involves close discussion and coordination with the Mission and formal submission of any proposed changes.

Annual data quality assessment (DQAs): The GIG program assumes responsibility to update these in August and scheduled to coincide with the annual review of the CPP indicators. The DQAs will be submitted to USAID for review in September.

USAID Program Portfolio Review: The GIG program will provide inputs as required.

Exhibit II-1: Calendar of contract performance management tasks and responsibilities

Performance management task	Responsible	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Track data for indicators using M&E data collection tools	CONTRACTOR: Technical teams	Contractor											
Maintain data collection tools and monitor technical teams data collection and use of tools for all relevant activities (including training attendance lists, evaluation forms, surveys, etc.)	CONTRACTOR: M&E specialist	Contractor											
Provide M&E specialist with data updates & supporting documentation	CONTRACTOR: Technical teams	Contractor			Contractor			Contractor			Contractor		
File documentation supporting data in PMP central files	CONTRACTOR: Technical teams provide to M&E specialist	Contractor			Contractor			Contractor			Contractor		
Analyze data vs. documentation	CONTRACTOR: M&E specialist	Contractor			Contractor			Contractor			Contractor		
Review CPP system and procedures performance indicators (Including Indicator Reference Sheets, CPP reporting, and file documentation)	CONTRACTOR: M&E specialist	Contractor			Contractor			Contractor			Contractor		
CPP Quarterly Performance Report Quarterly reporting on changes in performance indicators	CONTRACTOR: Submission to USAID		Contractor			Contractor			Contractor			Contractor	
GIG Program Quarterly Performance review USAID review and concurrence	USAID		USAID			USAID			USAID			USAID	
USAID Project Portfolio Review	USAID, with Contractor's assistance as required		USAID										
Complete Data Quality Assessments (DQAs) and submit to USAID	CONTRACTOR: M&E specialist & external M&E specialist												USAID
USAID review of Data Quality Assessments (DQAs)	USAID	USAID											
USAID Mission Operational Plan	USAID, with Contractor's assistance as required			USAID					USAID				

Performance management task	Responsible	September	October	November	December	January	February	March	April	May	June	July	August
Review CPP for relevance	CONTRACTOR: M&E specialist & external M&E specialist												Contractor
Revise indicators as necessary	CONTRACTOR: Technical, M&E specialist & external M&E specialist												Contractor
Review if critical assumptions still hold true	CONTRACTOR: M&E specialist & external M&E specialist												Contractor
Establish baselines and Complete Indicator Reference Sheets for new indicators covering new and/or unexpected activities (only where appropriate for new/revised indicators)	CONTRACTOR: Component teams, M&E specialist & external M&E specialist												Contractor
Discuss with USAID and make formal proposal of any required changes to PMP	CONTRACTOR: M&E specialist & external M&E specialist												Contractor
Review and concurrence of any required changes to CPP	USAID		USAID										

THE ANNUAL WORK PLAN FOR 2014

THE GOVERNANCE FOR INCLUSIVE GROWTH PROGRAM

(Issued 30 May 2014 of the Steering Committee for the Governance for Inclusive Growth Program)

Donor:	<i>The United States Agency for International Development (USAID)</i>
US Executing Agency:	<i>Chemonics International Inc.</i>
Lead Agency:	<i>The Ministry of Justice</i> <i>Address: Nos. 56-58-60 Tran Phu Street, Ba Dinh, Hanoi</i>
Project Owner:	<i>International Development Department</i>
Counterpart Agencies:	<i>The Office of the National Assembly, the Ministry of Industry and Trade, the Ministry of Finance, the Ministry of Planning and Investment, and the State Audit of Vietnam</i>
Proposed Implementation Period:	<i>December 2013 – December 2018</i>
Location of implementation:	<i>Nationwide</i>

OBJECTIVES

Objective 1 - Enhancing trade and investment

Objective 2 - Improving competitiveness

Objective 3 - Developing the rules of law and improving judicial effectiveness

Objective 4 - Supporting for more effective public administration and financial management

Objective 5 - Promoting social and economic inclusion for all citizens

COMPONENTS AND KEY AREAS OF RESULTS

Component 1 - Clear and transparent institutional framework

- *Deliverable 1: Guaranteed and improved quality of legal normative documents (LNDs) contributing to strengthening of the market economy's institutions and development of a ruled-by-law State of Vietnam.*
- *Deliverable 2: Improved consistency of policy- and law-making processes.*
- *Deliverable 3: Improved information system and empirical analysis for policy-making.*
- *Deliverable 4: Increased transparency of LNDs.*
- *Deliverable 5: Facilitated participation of the public and stakeholders in the policy- and law-making processes.*
- *Deliverable 6: Established innovative partnerships towards a clear and efficient legal framework.*

Component 2 - Enhancing accountability of State agencies

- *Deliverable 1: Improved the oversight and implementation monitoring processes by State agencies, organizations and individuals.*
- *Deliverable 2: Enhanced oversight, monitoring and assessment of policy implementation.*
- *Deliverable 3: Increased transparency in policy implementation.*

- *Deliverable 4: Improved quality of information and analysis for evaluating policy implementation efficiency.*
- *Deliverable 5: Improved quality of the mass media's reporting on policy implementation.*
- *Deliverable 6: Established innovative partnerships towards more accountable State agencies.*

Component 3 - Enhancing the inclusive participation focusing on various vulnerable groups in the society

- *Deliverable 1: Minimized legal barriers for women, ethnic people, the poor, LGBT people and other vulnerable groups; and focused provisions on the protection of rights and legitimate interest of these groups of subjects during the policy making process.*
- *Deliverable 2: Enhanced public participation and consultation in the policy- and law- making processes with the primary focus on the vulnerable groups.*
- *Deliverable 3: Developed and improved database and gender-disaggregated data in respect of the vulnerable groups (identified by the Project).*
- *Deliverable 4: Improved access to economic opportunities, market and effective production and increased income for the vulnerable groups.*
- *Deliverable 5: Established innovative partnerships to advance both social and market participation and inclusion of the vulnerable groups.*

Nos.	Activities	Agency/Unit	Time		Note
			Q2	Q3	
I	<i>Component 1 - Clear and transparent institutional framework</i>				
1.	Support by providing experts and organization of several seminars to seek for comments on the draft Law on the State Audit (amended) to implement the 2013 Constitution	SAV (Legal Department and relevant departments)			
2.	Study and compilation of guidelines for developing provisions on administrative procedures in draft LNDs	MOJ (Bureau of Administrative Procedure Control)			
3.	Support for the compilation of the Codification Handbook	MOJ (Bureau of LND post-review)			
4.	Support for study of international experiences on the drafting of the Law on Making Administrative Decisions	MOJ (Department of Administrative and Criminal Laws)			
5.	Support for the RIA of the Civil Code	MOJ (Department of Civil and Economic Laws)			
6.	Support for the RIA of the Law on Promulgation of LNDs	MOJ (Department of General Affairs in Legal Development)			
7.	Support for review of the legal framework for the national single window and local survey of actual status of the implementation of the single window customs system/mechanism under	MOF (GDVC)			

	Decision 48/2011/QĐ-TTg to prepare for the drafting of the implementing Decree.			
8.	Support for assessment of the efficiency of investment and development capital sources out of the State budget for the purpose of drafting the (amended) Law on State Budget. (Study the possibility of elevating the leading role of the central budget in promoting investment and development; organize workshops on the decentralization of investment and development capital sources; organize workshops on assessment of the efficiency of investment project management units)	MPI (Finance and Monetary Department)		
9.	Study and assessment of the actual status of Vietnam's rating criteria based on the criteria applicable in the "ease of doing business" index of the World Bank and recommendations on solutions to simplify the process, shorten the time and reduce the costs to improve national competitiveness	MPI (CIEM)		
10.	Review and assessment of the regulations and policies on the protection of the industrial environment and recommended solutions for improvement to meet the industrial management requirements	MoIT (Legal Department)		
11.	Review and recommend a list and roadmap of Vietnam's technical regulations (QCVN) that MoIT needs to develop and issue up to 2020 in service of conformity certification, announcement of conformity with technical regulations and examination of quality of Group II commodities goods in production and importation.	MoIT (Legal Department)		
12.	Review, analysis and re-assessment of the LND system concerning rules of origin to recommend revisions and amendments, or issue new, LNDS and implement the self-	MoIT (Import-Export Agency)		

	certification of goods origin in ASEAN region (workshops, materials etc...)			
13.	Organization of a Workshop to seek for comments on and finalize the draft Regulations on Decentralization and Appointment of the Duty to manage civil servants and employees in various State management entities under MOJ	MOJ (Department of Organization and Personnel)		
14.	Support for review of the Law on State Budget and improvement of the budget review and approval capacity	NA (Committee on Financial and Budgetary Affairs)		
15.	Support for organization of the workshop to seek for comments on the draft Decree on Commercial Mediation	MOJ (Legal Support Bureau)		
II	<i>Component 2 - Enhancing accountability of State agencies</i>			
1.	Support for a survey of the needs for development of a software and database for SAV to improve the operating efficiency and transparency	SAV (IT Center & relevant departments)		
2.	Organization of a training course for State auditors and inspectors of ministries and sectors on performance audits and specialized audits	SAV (Relevant Departments)		
3.	Compilation and publication of a Book of Study on FTAs for distribution to NA Deputies for the purpose of verification and implementation of FTAs	NA (Committee on External Affairs)		

4.	Support for establishment of a legislative forum to connect NA deputies with local experts and officers to discuss the issues relating to institutional reform, organization of the State apparatus, duties and powers of various institutions on the State apparatus	NA (Law Committee)			
5.	Support for the development of a database and knowledge-based management tools in service of the communication work to NA Deputies	NA (NA Library)			
6.	Support for enhancement of the capacity to monitor implementation of laws	MOJ (Bureau of management of settlement of administrative offences and monitoring law implementation)			
7.	Support for dissemination of the (amended) Law on Bidding	MPI (Agency for Public Procurements)			
8.	Support for completion of Vietnam's Notification of Category A Commitments under the WTO Agreement on Trade Facilitation before July 31st, 2014; support for implementation of the Roadmap for Category B and C Commitments	MOF (GDVC)			
9.	Organization of training courses on capacity building for custom officers on performance evaluation indicators; measurement and assessment of compliance and experience sharing	MOF (GDVC)			

10.	Review of LND system for CBP promotion; improvement of the mechanism for collecting feedback information before, during the drafting and after promulgation of LNDs in the customs sector; establishment of a consultation channel between customs authorities and the business community by strengthening the CBP Working Group; support for implementation of partnership programs with AEOs, compliant traders and customs brokers; support for preparation for and implementation of a voluntarily compliant traders program (focusing on the businesses that have not met the requirements to enjoy AEO status)	MOF (GDVC)			
11.	Development of curriculum and training materials on international bidding	MPI (APD)			
12.	Development of a master course on public policies	MPI (APD)			
13.	Support for the development of curriculum and delivery of (summer) training courses for junior economists including officials of the Academy of Policy and Development (APD);	MPI (APD)			
14.	Support for dissemination and communication of the Bali Package	MoIT (Multilateral Trade Policy Department)			

15.	Capacity building for officers of the Vietnam TBT Office/STAMEQ via experience and skill sharing with the US standard authorities	MoST (STAMEQ)			
16.	Development of a TBT website and database	MoST (STAMEQ)			
III	<i>Component 3 - Enhancing the inclusive participation focusing on various vulnerable groups in the society</i>				
1.	Training workshops and capacity building on how to organize activities for gender equality and for the advancement of women for members of CfAW or officials with the responsibility for gender equality or advancement of women in various entities and units of the justice sector	MOJ (CfAW)			
2.	Organization of a Workshop on the actual status of the exercise of the citizens' right to participate in governance at the commune, ward and town level	MOJ (Institute of Legal Sciences)			
3.	Revision and publication of the Manual on Development of Local Communities towards meeting standards of people's access to law at the grassroots level	MOJ (Department of Legal Dissemination and Education)			

4.	Organization of a Workshop to provide information about TBT to Vietnam's businesses	MoST (STAMEQ)			
5.	A field survey of gender mainstreaming practices in LND making process	MOJ (CfAW)			

** Depending on the size of each specific activity, relevant units/agencies will work with the Project Office to propose the actual budget for the activity.*