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**II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS**

A. INPUT OR ACTION AGENT	B. PERFORMANCE AGAINST PLAN							C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X)				
	UNSATISFACTORY		SATISFACTORY			OUT-STANDING		LOW	MEDIUM		HIGH	
CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	1	2	3	4	5	6	7	1	2	3	4	5
1. Kentron Hawaii Ltd. (IMC)						X						X
2.												
3.												

*Comment on key factors determining rating* The project was in serious trouble during its first ten months. However, a change in staff and chief of party heralded the positive identification of problems, the development of meaningful plans and initiation of an action program. The contractor's effectiveness in planning and restructuring the project in the face of almost total failure and then building the enthusiasm in the Ministry to carry out a major portion of it ahead of schedule was outstanding. The high degree of interest and dedication to the project and to the problems of the Ministry shown by the contractor, often to his personal inconvenience, have been key factors in the project's success. The progress made to date in producing project outputs is evidence of the contractor's superior performance.

4. PARTICIPANT TRAINING	1	2	3	4	5	6	7	1	2	3	4	5
		X							X			

*Comment on key factors determining rating* Training is provided by the contractor on-the-job. Exposure to program management in the U.S. is of benefit to the participants, but is not indispensable. The moratorium on participant training, the Minister's reluctance to nominate candidates, and his policy of no language training during office hours have all served to delay training for three participants. The Minister has now approved language training for three participants.

5. COMMODITIES	1	2	3	4	5	6	7	1	2	3	4	5
				X				X				

*Comment on key factors determining rating* The few books and excess property (2 typewriters; a copying machine) obtained for the Ministry have little direct bearing upon the outcome of the project, but are being utilized.

6. COOPERATING COUNTRY	a. PERSONNEL	ADM. MGT	1	2	3	X	4	5	6	7	1	2	X	4	5	
		PROG. MGT							X							X
	b. OTHER	ADM. MGT				X								X		
		PROG. MGT							X							X

*Comment on key factors determining rating* Ministry collaboration, enthusiasm and level of support in the development and implementation of a program management system (PMS) has been particularly high. They have moved forward much more quickly in this area than had been anticipated, and have already applied certain aspects of the system in the development of the agriculture a reconstruction program and its structure of priorities. However, since the program management systems pervades the entire Ministry and will serve to influence management of all Ministry programs and projects for the better, emphasis on this phase of the project is to the advantage of overall project objectives. (cont'd below)

7. OTHER DONORS	NA	1	2	3	4	5	6	7	1	2	3	4	5
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*Comment on key factors determining rating of Other Donors*

In the administrative management area, progress is less evident due, in part, to the quality of personnel assigned and to the greater, but perhaps no more than expected, difficulty in establishing rapport with and understanding of project structure on the

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**III.A. KEY OUTPUT INDICATORS AND TARGETS - QUANTITATIVE**

1. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS	2. TARGETS (PERCENTAGE / RATE / AMOUNT)						
	CATEGORY	CUMU- LATIVE PRIOR FY	CURRENT FY 73		FY ____	FY ____	END OF PROJECT
			TO DATE	TO END			
<b>Program Management Development</b>	PLANNED	-	-	30	-	-	70
<b>1. Completed Seminars and training sessions.</b>	ACTUAL PERFORMANCE	37	3				
	REPLANNED						
<b>2. Officers trained within Ministry.</b>	PLANNED	-	-	100			315
	ACTUAL PERFORMANCE	180	35				
	REPLANNED						
<b>3. Operation manuals prepared and published</b>	PLANNED	-	-	3			5
	ACTUAL PERFORMANCE	1	1				
	REPLANNED						
<b>4. Program offices established in MOA.</b>	PLANNED	-	-	1			2
	ACTUAL PERFORMANCE	-	1				
	REPLANNED						
<b>5. Pilot programs completed</b>	PLANNED	-	-	-			3
	ACTUAL PERFORMANCE	3	-				
	REPLANNED						
<b>6. Trained staff in Prog/ Admin/Mgmt in U.S. and assigned to MOA.</b>	PLANNED	-	-	3			3
	ACTUAL PERFORMANCE	-	-				
	REPLANNED						
<b>7. Specific programs in MOA prepared using Program Management System (PMS)</b>	PLANNED	-	-	130			133
	ACTUAL PERFORMANCE	3	-				
	REPLANNED						
<b>Administrative and Management Improvement</b>	PLANNED	-	-	1			9
<b>8. Management analysts assigned to Management Unit.</b>	ACTUAL PERFORMANCE	8	-				
	REPLANNED						

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III.A. KEY OUTPUT INDICATORS AND TARGETS - QUANTITATIVE

1. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS	2. TARGETS (PERCENTAGE / RATE, AMOUNT)						END OF PROJECT
	CATEGORY	CUMU- LATIVE PRIOR FY	CURRENT FY		FY ____	FY ____	
			TO DATE	TO END			
9. Mgmt Analysts training sessions (formal training) held	PLANNED	-	-	10			26
	ACTUAL PERFORMANCE	14	2				
	REPLANNED						
10. Admin and Mgmt personnel trained within MOA.	PLANNED	-	-	150			200
	ACTUAL PERFORMANCE	50	-				
	REPLANNED						
11. Management analyst surveys conducted by Management Unit.	PLANNED	-	-	20			34
	ACTUAL PERFORMANCE	14	-				
	REPLANNED						
12. Operation manuals for Admin procedures reviewed.	PLANNED	-	-	20			23
	ACTUAL PERFORMANCE	3	-				
	REPLANNED						
13. Revised Delegation of Authority orders prepared and published	PLANNED	-	-	23			30
	ACTUAL PERFORMANCE	7	-				
	REPLANNED						
14. Reference books for selected readings for library	PLANNED	-	-	50			153
	ACTUAL PERFORMANCE	103	-				
	REPLANNED						
15. Ministry management conference organized.	PLANNED	-	-	3			4
	ACTUAL PERFORMANCE	-	1				
	REPLANNED						
16. Top and middle manager trained in management conferences.	PLANNED	-	-	60			100
	ACTUAL PERFORMANCE	40	-				
	REPLANNED						

B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS

NOTE: This project includes two discrete sub-activities: (1) Program Management Development and (2) Administrative and Management Improvement. The outputs are thus organized under these two headings.

1. PROGRAM MANAGEMENT DEVELOPMENT

Output Sequence Summary:

Implementation began on January 15, 1973. The Implementation Plan provides for the following three phases:

Phase I. Orientation of Directors and key staff on Implementation Plan; and Implementation Conference with line and staff officers responsible for operation of the system. This phase was completed on January 20, 1973.

Phase II. This phase includes the following:

1. Preparation of program statements for 1973 priority projects.
2. Implementation of Ministry and DGA Program Offices.
3. Preparation of program budget for each 1973 priority program.
4. Development of Directorate and Provincial progress reports, and DGA Consolidated Report.

Phase III. Preparation of 1974 budget on basis of PMS and program budget format; and development of progress reports and Consolidated Report for all 1974 programs and projects.

The project outputs are described below in terms of critical events leading to the implementation phase, and future targets programmed for 1973.

1.1 Survey needs of Ministry in terms of program management and budgeting, and present recommendations to Top Management. Recommend basic Plan and project organization.

1.1 The Advisors, assisted by two short-term consultants, surveyed the overall organization, program management needs, and infrastructure capability of the MOA. Prepared report on recommended approach. Recommendations were discussed with Top Management at seminar in November 1971, during which Ministry made decision to proceed with development of PMS and application of Program Budget concept.

1.2 Progress to Date:

1.2 Program Management Project Organization authorized by Minister and established.

a. Policy Task Force, made up of Ministry level officials and DG's, chaired by a Vice Minister. The Policy Task Force reviews all policy and systems proposals and makes recommendations to the Minister.

b. Program Management Task Group (PMTG), representing each line Directorate and the DGA. The PMTG consists of 14 section and branch chiefs. The purpose of this Group is to develop personnel in the concepts and techniques of the PMS, solve problems and communicate information. It meets regularly on a bi-weekly basis. The PMTG existed through January, 1973, and was replaced by the Program Management Implementation Task Group described below.

c. Program Management Teams (PMT), consisting of 4 personnel selected by the MOA, serving consecutively from 4 to 6 months on a full-time basis under the direction of a Team Leader and the Advisor. The PMT assists in the actual design of the PMS, training of Ministry staff, and implementation. The fourth team is now functioning.

d. Implementation Task Force (ITF), consisting of 24 Ministry representatives. This group replaced the PMTG in January, 1973. The ITF assists the DGA and each Directorate in implementation of the PMS.

e. Program Management Offices at the Ministry and DG levels and Program Management Coordinators for each Directorate. The functions and responsibilities of these Offices and Coordinators have been developed, and the DGA Program Management Office has been established, though not fully staffed.

1.3 Prepare Basic Reference Document.

1.3 This document set forth the detailed systems approach for designing a PMS. It was completed in February, 1972.

- 1.4 Establish first PMT.
- 1.4 The Team consisted of 4 Ministry officers appointed by the Minister. The Team members served on a full time basis from March thru June, 1972. The program outputs during this period included:  
 (a) preparation of the Preliminary Plan,  
 (b) completion of activity inventory,  
 (c) completion of pilot project in Directorate of Animal Husbandry, (d) preparation of Preliminary Program Manual,  
 (e) initial training of PMTG and Directorate personnel. The Team exhibited a high level of initiative and capability in adapting the PM and program budgeting concepts to the capabilities and needs of the Ministry.
- 1.5 Prepare inventory of Ministry activities.
- 1.5 Completed by PMT in April, 1972. This was a major accomplishment as it provided the basis to identify program packages.
- 1.6 Develop preliminary Program Statement and program budget format.
- 1.6 Completed by PMT and Advisors in May, 1972. This event was significant as it provided guidelines for completion of the first pilot programs noted in Item 4, Project purposes.
- 1.7 Completion of pilot program in Directorate of Animal Husbandry.
- 1.7 Completed by PMT in June, 1972. This was a key preliminary test of the PMS and the application of the program budget format to a Ministry program.
- 1.8 Completion of Preliminary Program Management Manual.
- 1.8 The Manual was completed by the PMT and Advisors in July, 1972. It set forth a detailed description of the program management concepts and procedures. Over 100 copies were widely distributed to Ministry personnel and served as the basis for training meetings with each Directorate. These meetings were conducted by the PMT.
- 1.9 Establish second PMT.
- 1.9 The Team serving from June through September 1972 made a major contribution to the development and testing of the PMS. The program outputs during this period included: (a) completion of major pilot program on the Rice Project, (b) preparation of the Final Program Management Manual, (c) development of PM procedures

and forms, (d) development of program classification system, and (e) participation in extensive training.

1.10 Completion of pilot program on Rice Project.

1.10 This was a major undertaking as it tested the application of the PMS and program budgeting on the largest and most complex project of the Ministry. The project involved 355 million piasters, four budget chapters, and five organizational units. Its successful completion clearly demonstrated the applicability of the PMS and program budgeting in the MOA. Also, it provided invaluable experience to Ministry staff in applying the PM system and techniques.

1.11 Develop PM forms, procedures, classification system, and train staff.

1.11 The PMT assisted in developing forms and procedures which were applicable to the Ministry requirements. These were included in the final Program Management Manual. They assisted in the development of the program classification system which provides a uniform basis for classifying programs and costs by organization, program, and budget chapter. Also, the classification system will permit the eventual computerization of the program cost accounting. The second PMT participated in extensive training of the PMTG and program managers. The PMT assisted in defining the functions and responsibilities of the Ministry and DGA Program Offices and in training in and application of economic evaluation techniques such as benefit/cost methods.

1.12 Establish third PMT

1.12 Team served from October 1972 through January, 1973. Program outputs during this period included completion of the final Program Management Manual, extensive training of staff, and the Program Management Implementation Conference. Also, it carried out pilot programs in the Directorate of Irrigation and Rural Engineering.

- 1.13 Completion of final Program Management Manual. 1.13 The manual was completed and distributed in January 1973. This was a major output of the Project. Over 150 copies were distributed.
- 1.14 Program Conference for 1973 Programs and Projects. 1.14 The major significance of this conference was that the decision to use the PMS to carry out the 1973 priority programs, and to prepare the 1974 budget was announced and discussed during the conference.
- 1.15 Orientation of DGA Directors and staff. 1.15 This meeting was called by the DGA to review the PMS Implementation Plan. The Advisors reviewed the Plan in detail, with special emphasis on its management implications. The DGA gave specific directions regarding the Directors responsibilities for carrying out the Plan and the PMS, holding each Director directly responsible for its success in his organization. Participants for the Implementation Conference and Directorate representatives were made at this meeting.
- 1.16 Program Management Implementation Conference. 1.16 The purpose of this conference was to initiate the implementation of the PMS. It was held from January 15-20, 1973, and attended by 24 Ministry, DGA and Directorate representatives. The final Program Management Manual was reviewed in detail. The Advisors and the PMT led discussions on the various aspects of the PMS. Included in these presentations and discussions were use of the system in carrying out management functions, program coordination, reporting, and program evaluation. Workshops were held on program statement preparation, preparation of progress reports, network analysis, and programming. Each Directorate developed detailed implementation plans, using CPM network charts, and presented these plans. Each participant was rated on the basis of their plan presentation and a written examination on the PMS. The networks provided the basic for an overall DGA implementation plan. This plan is now in process of implementation. Techniques discussed at the Conference were also used in the preparation of the Ministry Reconstruction Plan.

1.17 Activation of the DGA Program Office.

1.17 This Office was activated as the major PMS staff at the DGA level immediately following the Implementation Conference. The Advisors and the PMT will work closely with the Program Office, and will eventually fully replace the MPT as a full-time organization responsible for PM staff functions.

1.18 Revised Work-Plan for Program Management Development Project.

1.18 The Plan was completed and submitted to the Minister in February, 1973. It included a detailed program for the completion of the Project in 1973, including preparation of the 1974 budget on a program budget basis, and the completion of a comprehensive reporting and information system. The CPM network chart for this program is attached.

1.19 Establish fourth PMT

1.19 This team will serve from February through May, 1973. Originally, it was scheduled to serve through August, 1973. However, because of the rate of progress in implementing the system, and transferring staff responsibility to the permanent Program Offices, the time was reduced. The team will provide assistance to the Program Offices in implementing the system, and will assist program managers in carrying out their PM responsibilities. It will assist in the continued training, and particularly the bi-weekly training meetings of the PMTG.

## ADMINISTRATIVE AND MANAGEMENT IMPROVEMENT

### NOTE:

Objectives 4, 5 and 6 of the Project Agreement provide for programs in specific administrative and management areas. These are: (1) development of operational manuals in the various Central Ministry organizations, (2) development of improved delegation among the top thirty Ministry officials, and (3) improvements in internal personnel management. Upon requesting the revised Work Plan, however, the Ministry requested the Advisors to extend their services to cover all administrative improvement efforts of the Ministry, including OPM Directive 101. Also the Advisors were requested to extend the preparation of procedures manuals through the DG and Provincial levels; and to prepare overall recommendations on personnel management, including both internal and external procedures and policies. The Ministry recognized that the extension of these advisory services was limited to available manpower and funds, but requested that plans should be made on the basis of the total Ministry needs, and that additional advisory staff should be requested if necessary. The Work Plan, therefore, includes recommendations for services beyond the original objectives. Under any circumstances, however, the accomplishment of Objective 6, a full scale study of personnel management is unrealistic since basic changes in the GVN personnel policies and procedures are required.

#### 2.1 Establish Management Analysis Group (MAG)

2.1 The build-up of the MAG staffing is presented under Quantitative Outputs. The present staff consists of 8 management analysts, of which 1 is assigned as Team Leader of the Program Management Development Project. A Team Leader for the MAG has been authorized by the Minister, but has not yet joined the staff. The Deputy Secretary General presently serves as Team Leader.

The staff works closely with the Advisors. They have completed 14 management surveys (see Quantitative Outputs).

The MAG actively participated in developing the 1973 Work Plan. In addition to the programs in the Plan, they have several on-going responsibilities. These include monitoring and assisting in the implementation of the National Administrative Reform Program (Directive 101), review of all new administrative procedures, and special projects such as preparation of job descriptions for all administrative personnel.

2.2 Extension of delegation of top 30 Ministry officials completed.

2.2 Revised delegation orders have been prepared and issued for the top seven officials of the Ministry - the Vice Ministers (2) Director of Cabinet, Secretary General, and Directors General (3). These delegation orders contained in Arrete #431, not only clarified existing delegations, but also expanded delegated authority and responsibility. The MAG assisted in this study, thereby receiving valuable on-the-job training, and preparing them for taking major responsibility to complete the project.

The 1973 Work Plan sets forth detailed steps for completion of the project, including a CPM net-work chart. The MAG participated in developing this plan

2.3 Application of "Completed Staff Work" concept.

Discussions at the Management Conference, and the Selected Readings distributed prior to the Conference, brought this concept to the attention of the Minister. He directed that recommendations be submitted to him regarding application of the concept in the MOA. These recommendations have been submitted to him, and presently are under consideration. However, some elements of Completed Staff Work already have been implemented. The wide adoption of this concept can have great impact upon the traditional handling of cases and administrative decision-making.

2.4 Detailed Implementation Plan for completion of Operating Manuals prepared.

A detailed work plan was prepared in April 1972, and updated in February 1973.

Detailed implementation steps and a CPM net-work schedule has been prepared for the completion of the project during 1973.

The MAG has worked closely with the Advisors in establishing the implementation plan, and will assume major responsibility for its execution.

The implementation plan provides for a training course for administrative officers responsible for the preparation of the manuals.

- 2.5 Operating Manuals prepared.      2.5 This Output has been partially completed, with procedures for personnel, budgeting and accounting 75 percent complete. A detailed work plan for the completion of the program was jointly prepared by the Advisors and MAG.
- Manuals formats have been prepared, and are completing detailed training to provide assistance, and to review the procedures prior to publication.
- 2.6 Administrative reporting system developed.      2.6 As noted in the Conditions Expected, the development of an administrative reporting system is an integral part of the overall reporting and information system. A study of the existing reporting system was conducted by the MAG, and their findings were submitted to the Minister. The Work Plan, and a detailed study outline, sets forth the approach for the completion of the project. The administrative reports system will be combined into the overall consolidated report as a part of this system. The MAG will provide assistance in the completion of the administrative report project.
- 2.7 Ministry reorganization plan reviewed and recommendations made.      2.7 Though the reorganization plan of the Ministry was developed prior to the arrival of the advisory team, the Office of the Prime Minister requested that the Advisors review the plan prior to its approval. This was accomplished in two steps. The plan for the Ministry level organization was first reviewed, and recommendations were submitted to the Minister. The review of the organization of the dependent agencies was studied in considerable detail, including meetings with representatives of the OPM and their Advisors. Recommendations were submitted to the Minister. The total organization

has now been approved by the OPM, and the implementation arrete issued by the Minister. In the opinion of the Advisors, the basic organization as approved is sound.

2.8 Develop improved personnel management procedures.

2.8 The personnel management procedures of the Ministry will be identified and published in manual form as a part of the Work Plan for preparation of operating manuals (75 Percent complete).

This does not, however, improve the procedures, nor does it improve selection, assignment, examination and classification of positions. A major constraint in the accomplishment of this Output is the numerous GVN rules and regulations which are beyond the control of the Ministry. There is general recognition that the overall personnel management system of the GVN needs modernization, and without such modernization, the area for internal Ministry improvement is severely limited.

The Advisors, however, have suggested that the most practical approach to improve Ministry personnel procedures is through a Work Simplification program and have included a detailed plan for such a program. Implementation is subject to the Minister's approval.

2.9 Preparation of job descriptions and development of work standards.

2.9 This project has been undertaken by the MAG as part of the Directive 101 project. Job descriptions are being developed for all administrative and management positions; and work standards for the various administrative work units are being developed. An estimated 500 position descriptions will be developed, of which

approximately 50 percent of the project is completed. The Advisors provide general guidance to the MAG in this project.

**2.10 Management conferences.**

**2.10** A two day management conference was held in September, 1972, attended by top management and all Directors. The purposes of the conference was to provide management of the Ministry an opportunity to identify and discuss significant administrative and management problems and needs, and to develop agreement as to approaches to the organizational development of the Ministry. An 88 page booklet on "Selected Readings" was prepared by the Advisors and distributed to the participants prior to the Conference. The Selected Readings contained 22 articles on such subjects as organizational development, dealing with change, and management functions and responsibilities. The Advisors were assisted by Mr. William E. Warne, Special Consultant. All aspects of administration and management were discussed. A special presentation on program budgeting was made by Mr. John Cooper, USAID-PAD Financial Advisor.

The 1973 Work Plan proposed a series of 5 day conferences for all management levels through at least service chief level. This recommendation is awaiting approval of the Minister.

**2.11 Administrative work control and follow-up procedures.**

**2.11** The MAG completed a study of the control and follow-up procedures of the Ministry, and made recommendations for improvement. The Advisors have reviewed these recommendations, and have suggested several areas where modern procedures would be useful. These include a Work Control Form, and the use of tickler files. These presently are under study.

2.12 Management reference library.

2.12 A management reference library consisting of 81 books has been provided to the Ministry. These books presently are located in the MAG Office. Approximately 50 additional books will be added during 1973.

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IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Same as in PROP?  YES  NO

To develop the Ministry of Agriculture's capability to identify and solve administrative and management problems and to plan and implement programs and projects.

B. 1. Conditions which will exist when above purpose is achieved.

2. Evidence to date of progress toward these conditions.

1. An integrated management system which permits and encourages effective planning, programming, budgeting, directing, control, reporting, and evaluation.

Indicators:

1.1

A modern Program Management System (PMS) effectively utilized by MOA to plan and manage its programs.

Note: The PMS integrate financial management into the overall management process. This is accomplished by providing a systematic approach to the allocation of financial resources through a system of planning, programming, budgeting, reporting and evaluation.

The traditional budget in Vietnam classifies costs into two categories: (1) Organization and (2) Objects of Expenditure treated as "things to be purchased". Program budgeting, on the other hand, focuses on "programs to be accomplished." Supporting costs for programs and sub-programs cut across organizational lines.

The existence of an operational program budget system in the MOA will be evidenced by the following criteria:

- a) Budget documentation adheres to Program Budget Manual instructions as to content and format.
- b) Programs support priority objectives.

1.1 Pilot programs were conducted in the Directorate of Animal Husbandry and Irrigation. A pilot program for rice production was a major development and training activity. A detailed program budget format was developed for this program amounting to 355 mill. piasters and involving four budget chapters and five organizational units.

An important part of the budgeting process provided under the PMS is the application of economic evaluation methods both in selecting programs and in evaluation of program results. Considerable training of staff in the use of such methods as benefit/cost analysis has been given. Training also has been provided in the use of Work Authorization, Funding Schedules, and Financial Reporting.

Due to the success of the pilot efforts the decision has been made to implement the program budget system Ministry-wide beginning with the CY 1974 budget. Furthermore, the development of the program budget format in the MOA is viewed as a pilot program for the GVN.

Immediately following the Implementation Conference, the President requested the preparation of Post-War Reconstruction Plans by each Ministry. Most of the participants of the Conference were assigned to prepare these plans in their organizations. The DGA directed that the Reconstruction Plans were to be prepared using the concepts and techniques of the PMS and program budgeting format. The Plan included programs estimated to cost \$1.8 billion (U.S.). The preparation of this plan provided valuable experience to program managers and the DGA in program management and program budgeting concepts and techniques.

## Conditions Expected:

### Condition 1. Indicators (cont'd)

1.2 A management reporting system which both meets the needs of the Ministry and can be integrated into an inter-Ministerial reporting system.

The existence of an effective reporting system will be evidenced by the following criteria:

- a) Constraints to the accomplishment of program objectives are routinely identified reported to appropriate levels of management and remedial action taken.
- b) Management actions are taken based on information reported.
- c) Excessive reporting burden on provincial officials reduced through elimination of overlap.

1.3 Upper and Middle Management personnel capable of effectively carrying out their management functions and administering the Program Management System.

Note: The basic approach used to develop the capability of management personnel is through "action training". This approach combines formalized training, on-the-job training, pilot project development and implementation.

1.2 During the Program Management Implementation Conference, each Directorate considered the types of reports required to effectively report on program progress and are preparing suggested formats. The Reporting System Work Plan provides for three development processes: (1) development of progress reports for 1973 priority projects and a consolidated reports for these projects; (2) development progress reports for all Ministry programs in the 1974 Budget, and a consolidated report; and (3) the development of an administrative reporting and information system. In addition improved reports on National Goals are being prepared.

The effectiveness of these reports in meeting the criteria listed can not be judged at this point since the Reporting System is not yet operational.

Particular consideration is being given to incorporating the reporting system into the inter-Ministerial reporting system. The Office of the Prime Minister presently is developing a uniform format for such a system. The advisory teams of MOA and OPM are working in close coordination in this effort.

1.3 Action training is a continuous process. Twenty four Ministry people from Branch and Section management levels learned principles and techniques of program management. Training consists of informal training sessions for two hours every two weeks over a 16-21 week period during which time the manager trainee is working full time with the consultant and applying program management technique in the development of the new program management system. The Program Management Group was divided into four teams of 4-6 people and each assigned a segment of the overall development and implementation project.

2. A Management Analysis function institutionalized within the MOA.

Indicators:

a) A Management Analysis Group (MAG) established capable of independently providing professional management analysis services to the Ministry.

b) Evidence of administrative improvement in the Ministry.  
(eg.)

- studies completed.  
(See Attachment # )
- recommendations made.
- executive actions taken:
  - decrees
  - arretes
  - orders
    - number
    - contant

a) The Ministry has established the MAG and has assigned seven analysts to this organization. All have been trained either at the OPM Management Training Program (6), or at the University of Connecticut (1). However, none of them can be considered experienced journeymen management analysts.

The development of a clear understanding of the responsibilities of the Advisor in guiding the work of the MAG has evolved over the period of the contract. During the first eight months maximum utilization of the MAG was not possible because of personnel absent because of attendance at the management training course, or inability of the Ministry to assign analysts until trained personnel was available; and diversion of the manpower of the MAG to non-project work because of the demands of such GVN programs as Directive 101 or other projects which the MAG carried-out independently. In December, 1972, the Advisors were directed to provide guidance for all projects of the MAG, recommend all priorities, and review all study plans and recommendations. However, even under the previous conditions, a close contact with most of the work was maintained because of the close proximity of the analysts and the Advisors. The new arrangement appears to be solving the outstanding problems; and it is expected that the appointment of a permanent team leader will further the development of an effective MAG.

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V. PROGRAMMING GOAL

Statement of Programming Goal

Program Goal: GVN efficiently and effectively, planning and managing its resources.

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Explain.

The degree to which the administrative and management capability of the Ministry of Agriculture is developed and utilized has an obviously direct effect upon the efficiency and effectiveness with which the resources of that Ministry are planned and managed. The Ministry of Agriculture is one of the largest government agencies in the Republic and has a budget of VN\$ 29.4 billion or 6.6% the total national budget. This factor, and the fact that the agriculture sector of the Vietnam economy is recognized as one of the foremost national priorities in the Republic's development program give evidence that the success of the project will make a significant contribution to the program goal. Substantial GVN and USAID resources have been put into the agricultural program because of its importance in terms of National development, including national food requirements, industrial development, and export goals. The development of the Ministry's management and administrative capabilities has particular importance in assuring effective use of these resources, and the accomplishment of national goal.

The Ministry is one of the few agencies chosen for the development of modern management systems and practices for these reasons, and to provide a pilot program for possible application to other Ministries and staff agencies. The management programs being implemented in the Ministry has particular significance to the Directorate General of Budget and Foreign Aid (DGBFA), Directorate General of Civil Service (DGCS), and the Office of the Prime Minister (OPM). The program management system provides the first integrated program management and program budget approach in the GVN. The related Ministry reporting system is closely related to the development of an inter-ministerial reporting system presently underway in the OPM. The review and improvement of personnel management has significance to the Directorate General of Civil Service in identifying the need for overall personnel management improvements and existing procedural problems. Also, this project provides a prototype for similar projects in the Ministry of Education, Public Works, or other Ministries which may undertake administrative and management improvement activities.

An important aspect of the program is its emphasis on planning program budgeting and evaluation techniques. The development of such capability throughout the GVN is becoming increasingly important in view of the post-war development activities which are being formulated. It is noted that the studies of many national plans have indicated that important reasons for failure is the lack of administrative and management infrastructure, and inadequate planning and evaluation. This program may be considered as an important step in meeting this need in the GVN.

MANAGEMENT ANALYST SURVEYS CONDUCTED BY MANAGEMENT  
ANALYST GROUP

<u>Survey</u>	<u>Date Completed</u>
Study of control systems and follow up works	January, 1972
Review of organization of Central Ministry	May, 1972
Compilation of proposed administrative procedure improvement for directive 101 programs	May, 1972
Delegation study project	June, 1972
Study of mail distribution procedures	July, 1972
Study of financial management of agricultural machinery Directorate	September, 1972
Review of proposed organization of dependent agencies	September, 1972
Review of Ministry reporting system	November, 1972
Study of completed staff work	December, 1972 (continuing)
Preparation of job descriptions	Continuing
Development of work standards for administrative organization	Continuing
Study of delegation	Continuing
National administrative procedure reform program	Continuing
Preparation of operating manuals	Continuing

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Life of Project:  
From FY 1971 to FY 1974  
Total U. S. Funding \$441,000  
Date Prepared: March 7, 1973

Project Title & Number: Public Administration Technical Support - Central Government Management - Ministry of Agriculture Management Improvement - 730-11-799-372.02

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS																																																																																		
<p>Program or Sector Goal: The broader objective to which this project contributes:</p> <p>GVN - efficiently and effectively planning and managing its resources.</p>	<p>Measures of Goal Achievement:</p> <p>Successful execution of agriculture programs in accordance with approved plans.</p>	<p>Annual program evaluation.</p>	<p>Assumptions for achieving goal targets:</p> <p>Top management is willing to accept and institute changes in organizational concepts, management practices, and procedures to achieve planned Ministry objectives, and is able to do so within the prevailing environment.</p>																																																																																		
<p>Project Purpose:</p> <p>To develop the Ministry of Agriculture's capability to identify and solve administrative and management problems and to plan and implement programs and projects.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status.</p> <ol style="list-style-type: none"> <li>1. An integrated management system which permits and encourages effective planning, programming, budgeting, directing, control reporting, and evaluation.</li> <li>2. A Management Analysis function institutionalized within the MOA.</li> </ol>	<ol style="list-style-type: none"> <li>1.1 A Program Budget in operation in MOA.</li> <li>1.2 A Management Reporting System functioning.</li> <li>1.3 MOA management personnel capable of administering a Prog Mgmt System (PMS)</li> <li>2. A Management Analysis Group installed and carrying out programs of admin and management improvement.</li> </ol>	<p>Assumptions for achieving purpose:</p>																																																																																		
<p>Outputs:</p> <ol style="list-style-type: none"> <li>1. Plan prepared and approved.</li> <li>2. Counterpart units established.</li> <li>3. Program statements and budget format prepared.</li> <li>4. Operating Manuals prepared.</li> <li>5. Program Mgmt System installed in MOA.</li> <li>6. Reporting System developed.</li> <li>7. Delegations of Authority prepared.</li> <li>8. Personnel trained in program and administrative management.</li> </ol>	<p>Magnitude of Outputs:</p> <ol style="list-style-type: none"> <li>1. Plan approved Nov. 1971.</li> <li>2. Policy Task Force, Program Management Teams, Imp Task Force, PM Offices</li> <li>3. Developed thru pilot programs. Major pilot program used - Rice.</li> <li>4. Manuals on budgeting, reporting and personnel procedures.</li> <li>5. PMS to be implemented CY74 Budget.</li> <li>6. Reports and info flows studied.</li> <li>7. Management positions through Service Chief.</li> <li>8. Trained 515 staff</li> </ol>	<p>Project Work Plans</p>	<p>Assumptions for achieving outputs:</p>																																																																																		
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