



Viet Nam

Date: 5 February 2007

Dear Colleagues,

Subject: VIE 02/016

**“Support to Public Administration Reform in the Ministry of Agriculture and Rural Development” - Final minutes of the Terminal Project Review meeting**

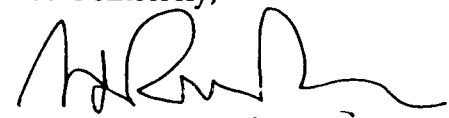
I am writing to thank you for your active participation in the Terminal Project Review meeting of the project VIE/02/016 “Support to Public Administration Reform in the Ministry of Agriculture and Rural Development”, held on 17 January 2007, and would like to share with you herewith the final minutes of the meeting for your record. This version incorporates all the comments and suggestions provided by the project and the funding agencies.

We would like to request the kind cooperation of the project staff a) in taking necessary steps to close the project operationally as per established NEX regulations; and b) working closely with UNDP in facilitating the formulation process to get is ready for the implementation early July 2007.

I wish to take this opportunity to express our sincere appreciation of the strong commitment and cooperation of all stakeholders throughout the implementation of the current and new project.

With best regards,

Yours sincerely,



Subinay Nandy  
Deputy Resident Representative

Mr. Bach Quoc Khang  
NPD of VIE/02/016  
General Director, OMARD  
2 Ngoc Ha , Hanoi

Cc: Mr. Hans Peter Verhoff, First Secretary, Embassy of the Netherlands  
Mr. Luu Quang Khanh, Deputy Director, FERD, MPI

## Agreed Minutes of Final Project Review Meeting

Event:	Final Project Review Meeting of project VIE/02/016 - "PAR in MARD"	Date of Event:	17 January 2007
Participants and Agenda	See attached list	File:	VIE/02/016
Copies:	Concerned parties		

### A. Introduction

The final annual project review (APR) meeting of VIE/02/016, "PAR in MARD", was held on 17 January 2007. The APR meeting was part of a process involving the drafting of a terminal project report and internal review of this document by government stakeholders and project donors. The APR meeting provided a formal opportunity for all project parties to i) review project performance since the inception in June 2003 to December 2006 in terms of outputs achieved, impact, sustainability and lessons learned, and ii) discuss and agree on action to ensure the successful closure of the project and the next steps in formulation a new project.

The review meeting was chaired by Mr. Nguyen Ngoc Thuat, Vice-Minister of MARD. The agenda of the meeting and a list of participants are attached.

### Project progress 2003-2006

- The parties noted the high quality of the project terminal report and the presentation on project results, which provided a succinct but comprehensive analysis of project progress, shortcomings and outstanding issues. The success of the project was attributed to the commitment of MARD in general and the high capacity and hard work of the project management unit under the leadership of the Project Management Board. The strong support of the Dutch embassy and UNDP was also recognized.
- The project was generally considered a success with a majority of the expected outputs having been either fully or partially achieved. The parties noted that the project has been highly relevant to the national reform priorities and needs of the beneficiaries (rural households), in particular during the final years of operation. Other indicators of success included the fact that MARD was the first central agency in Viet Nam that completed its PAR Action Plan for 2006-10, elaborated through a highly consultative process and following a logical framework approach. With the support of the project, MARD was also among the first ministries to develop an anti-corruption action plan and to test quality management systems such as ISO, PMIS and OSS. The ICT investment in 38 (out of a total of 64) DARDs, linking them electronically to MARD systems, and the ongoing development of rural telecentres in 13 communes in 10 provinces was also recognised as a considerable achievement, along with the recent partnership with Intel.

In terms of impact, while recognizing the evidence of institutional change within MARD brought about by the innovations (ISO, OSS, gender sensitive job descriptions), the parties noted the difficulty in measuring the impact by the project on its intended beneficiaries, i.e. rural farming

households. It was suggested that a more strategic focus of the project, a better sequencing of activities and outputs, could have rendered the project even more successfully.

- Regarding the sustainability of project results, the participants noted that the project has been closely associated with the reform efforts of MARD and that many of the outputs were likely to influence the institutional change process in the Ministry. At the same time, it was recognised that MARD would have to allocate further financial and human resources to be able to scale-up the pilot experiments on a Ministry-wide basis, let alone to the provincial departments. Such a financial commitment would be the real litmus test of the project's sustainability and success.

### **New project from 2007**

- The parties recommended that a new phase/project should be formulated, building on the achievements and lessons learned of the current project, focusing on key priorities indicated in the PAR Action Plan in MARD and the overall directions set forward for the second phase of the PAR Master Programme. It was noted that the external evaluation of the project provided some useful pointers for the design of a new project. As such, the new project will gear as much as possible to address key strategic needs of targeted clients (e.g. farmers, investors, enterprises, etc.) in support of poverty reduction and moving away from substitution activities focusing on in-house efficiency.
- While narrowing down on key priorities, the new project should provide for a more substantive policy dialogue on PAR as a complement to activities of a more technical nature. This would enable MARD to have a greater influence on the national PAR process and position itself as a precursor for reform. In this regard, the project should be closely associated with the upcoming support programme for the second phase of the PAR Master Programme, expected to be finalised in 2007.

### **Main conclusions and follow-up action**

- The parties agreed to terminate the project as of 31 December 2006. Standard NEX procedures (transfer of equipment, audit, etc.) will be initiated by the project management unit to that end.
- UNDP and MPI will jointly agree on a solution to enable some activities under the rural telecentre sub-component to continued beyond 31 December 2006, and eventually be subsumed in the new project.
- It was agreed to formulate a new PAR project in MARD, taking into account the achievements and lessons learned from the current project and the priorities indicated in the PAR action plan in MARD. UNDP and MARD will commission a formulation team to prepare a new project document with a view to have the new project up and running by mid-2007.
- The existing project management unit will be retained in part to manage the above activities under the rural telecentre sub-component and backstop the formulation of the new project. The project management unit will submit a detailed work plan and budget to UNDP for the period 1 January - 30 June 2007, covering the rural telecentre subcomponent and the formulation of the new project.
- The project management unit will finalise the detailed project outline as required by the new Decree 131, in close consultations with key government stakeholders, UNDP and the Royal Netherlands Embassy.

# **LIST OF PARTICIPANTS**

## **ANNUAL PROJECT REVIEW MEETING**

Hanoi, 17 January 2007

**Chairman of the Meeting:** Mr. Nguyen Ngoc Thuat, Vice Minister, Deputy Head of MARD PAR Steering Committee

### ***Representing GACA***

1. Mrs. Dao Trinh Bac, Representative of the Ministry of Planning and Investment
2. Mr. Nguyen Minh Man, Director of Public Administration Reform Department, OOG
3. Mr. Tran Van Ngoi, Vice Director of International Cooperation Department, MoHA
4. Mr. Do Cong Thanh, Representative of the Ministry of Finance

### ***Representing UNDP***

5. Mr. Subinay Nandy, Deputy Resident Representative, UNDP Hanoi
6. Mr. Jonas Lovkrona, Head of Governance Cluster, UNDP Hanoi
7. Mr. Trinh Tien Dung, Assistant Resident Representative, UNDP Hanoi
8. Ms. Ninh Thi Hoa, Programme Assistant, UNDP Hanoi

### ***Representing The Royal Netherlands Embassy***

1. Mr. Hans-Peter Verhoeff, First Secretary, The Royal Netherlands Embassy
2. Ms. Le Ha Phuong, Economic and Commercial Assistant, The Royal Netherlands Embassy

### ***Representing MARD***

1. Mr. Bach Quoc Khang, Secretary General of OMARD, National Project Director
2. Mr. Nguyen Van Dinh, Vice Director of OMARD
3. Mr. Nguyen Minh Nhan, Vice Director of OMARD
4. Mr. Ngo Dong Hai, Vice Director of OMARD
5. Mr. Nguyen Huu Diep, Vice Director of OMARD
6. Mr. Le Tien Thuc, Vice Director of MARD's Inspectorate
7. Mr. Nguyen Van Tu, Director of Legal Department
8. Mr. La Van Ly, Director of the Department of Cooperatives and Rural Development, Former National Project Director
9. Mr. Phung Van Hao, Vice Director of Construction Management Department
10. Mr. Nguyen Viet Chien, Director of MARD Informatic and Statistic Centre
11. Mr. Vu Ngoc Chau, Representative of International Cooperation Department
12. Mr. Hoang Van Chinh, Deputy Rector of CMARD 1

And officials from PAR Steering Committee, PAR Standing Office and agencies under MARD, TA 4452 Gender Project, Project "Support to the PAR Master Plan" – VIE/01/024B, VN Television and Newspaper.

### ***Representing PAR in MARD Project***

1. Mr. Nguyen Duc Son, National Project Manager

And all the members of the Project Support Unit

**FINAL AGENDA  
OF THE PROJECT TERMINATION REVIEW MEETING**

*Time: 17<sup>th</sup> January 2007*

*Venue: MARD premises, 2 Ngoc Ha st. Hanoi*

<b>Time</b>	<b>Content</b>	<b>Speakers</b>
13h30 – 14h00	Registry	PSU
14h00- 14h05	Introduction	Mr. Bach Quoc Khang, Secretary General of OMARD/ NPD
14h05- 14h15	Welcoming and opening Remarks	- Mr. Nguyen Ngoc Thuat, Vice-Minister of MARD Leader - Mr. Subinay Nandy, UNDP Deputy Resident Representative
14h15- 14h45	Highlights of key project issues	Mr. Nguyen Duc Son, National Project Manager
14h45- 15h45	Discussion	- Mr. Subinay Nandy, UNDP Deputy Resident Representative, - Mr. HansPeter, First Secretary, Embassy of the Netherlands - Mr. Nguyen Minh Man (OOG), Mrs. Dao Trinh Bac (MPI) Mr. Do Cong Thanh (Ministry of Finance), Mr. Tran Van Ngoi (ICD/MOHA)
15h45-16h	Wrap up comments	Mr. Bach Quoc Khang, NPD
16h00-16h15	Closing Remarks	Mr. Nguyen Ngoc Thuat, Vice-Minister of MARD