

Ministry of Agriculture and Rural  
Development (MARD)  
International Support Group (ISG)

## **ISG Work Plan 2006-2010**

Final Version - 5 November 2005

Prepared By: Dr. Eric Biltonen

## Table of Contents

Introduction .....	1
New findings for the ISG 2006 – 2010 Work Plan .....	1
New objectives for ISG 2006 – 2010 .....	1
Responsible Parties.....	4
Proposed Work Plan 2006 – 2010.....	5
Proposed budget for Work plan 2006-2010 .....	25

## Introduction

This document outlines a new work program for the ISG operation. Since its inception in 1997, the ISG has grown in its mandate and effectiveness. Currently, the ISG is funded through a Trust Fund mechanism funded by a Core Donor Group (CDG), including AusAID, Danida, the Netherlands Embassy and Sida. The Trust Fund is set to expire on 31 December 2005 and thus there is an urgent need to review the current status of the trust fund to determine whether an extension and/or modification are needed. The Framework Agreement between MARD and the core donor group specifies that MARD will seek to extend the operational validity of the Trust Fund. An extension of the Trust Fund will help ensure the continued operation of ISG. Of course, a performance review and evaluation will be conducted as part of the process to determine whether continued funding of ISG is warranted.

Another crucial issue carried in the companion ISG Performance Review was to assess whether the objectives of the ISG needed to be revised. As changes occur in Vietnam's agriculture and rural sector, MARD, and investment climate, it becomes necessary to ensure the ISG is also responding to these changes, so that ISG is best able to provide the support needed for the successful and effective use of ODA to achieve development goals. The current work plan has thus been designed to:

1. Support MARD in implementation of its emerging 5-Year Agriculture and Rural Development Plan
2. Strengthen ISG's role in ODA coordination;
3. Support MARD ICD to better perform its functions in mobilization and management of external resources including ODA and foreign direct investment (FDI).

Finally, this work plan provides a broad framework for future ISG activities and should thus be modified and adjusted as needed on an annual basis. As the general direction of ISG is maintained, so are many of the established activities. However, there is a call that several new initiatives be established to complement and enhance the ISG process. In this regard, there are a large number of tasks scheduled for the first-half of 2006. It is the consultant's opinion, that the sooner these tasks are completed (which will initiate on-going activities) the better. However, ISG Secretariat will ultimately need to assess their available resources and adjust scheduling to a feasible and optimal implementation schedule.

## New findings for the ISG 2006 – 2010 Work Plan

The ISG Performance Review for 2003-2005, a companion document for this work plan, identified several important issues for attention during the upcoming period. Key issues included the need to extend the ISG Trust Fund, to develop an ISG decision-making mechanism, to incorporate FDI issues, to enhance the core functions of ISG, and to draft new objectives for the ISG. These issues and others are analyzed and recommendations are developed in the companion document. The recommendations developed for each issue are reflected in this draft work plan. The following section presents the new draft objectives for the ISG process in 2006-2010.

## New objectives for ISG 2006 – 2010

The 2003-2005 Review Report specified a need to reformulate the ISG objectives for 2006 – 2010. The motivation for the changes was due to the recently issued Hanoi Core Statement on Aid Effectiveness and ICD's new responsibility in coordinating and facilitating FDI. However, there is also a need to provide continuity for the work ISG has already done and which remains valid. Based on recommendations in the 2003 Review Report the following

are Goals, Objectives, and Strategies are proposed. This section also includes proposals for the Key Activity Areas as included in the 2003-2005 Review Report.

The Key Areas are reformulated as five areas: three Core Key Areas and two Supporting Key Areas. The two Supporting Key Areas are cross-cutting in nature and are sub-component of each of the three Core Areas. The three Core Areas represent the three main functions of ISG: 1) Policy Dialogue Platform, 2) Donor and FDI coordination, and 3) Information Gathering and Dissemination. Organizing the objectives and key areas in the proposed manner is designed to clarify the main functions of the ISG process for the ISG stakeholders as well as streamline activity planning and performance analysis.

The proposed over-arching goal of ISG is:

**To strengthen MARD ownership, capacity and building of partnerships for the effective and efficient utilization of ODA in accordance with the principles and methods embodied in the Hanoi Core Statement on Aid Effectiveness, and to strengthen MARD's ability to attract and coordinate FDI in a manner complementary to Vietnam's development goals and principles.**

This gives rise to three sub-objectives (based on those contained ISG Work Plan 2004 – 2006), which are:

**Objective 1:**

Provide dialogue opportunities to discuss policy and to share information and experiences within and between MARD, Government relevant agencies, donors, and FDI-related representatives to improve learning and policy development in participating organizations.

**Objective 2:**

Ensure a MARD-driven process in the formulation of foreign-funded programs and projects, in order to ensure that foreign-funded projects are in line with the policies of MARD and the Government of Vietnam.

**Objective 3:**

Ensure that information related to on-going and pipe-line foreign-funded agriculture and rural development projects and programs is available.

The proposed Key Areas of activity for ISG along with specific objectives are:

**Key Area 1 – Facilitation of policy dialogue**

- 1.1 Regular results-oriented policy dialogue takes place between officials of MARD that are responsible for formulation of agricultural and rural development policy, and donor and FDI representatives that are responsible for formulation of foreign-funded programs and projects.
- 1.2 A mechanism for policy dialogue among the donors, MARD, and other line ministries on one hand, and the provinces on the other, is in place, and operating effectively which regularly produces value-added output reports containing policy advice, decisions, and/or proposals for needed follow-up work.
- 1.3 A two-way communication mechanism is in place so that outputs on MARD policy directions developed in the ISG process are communicated upwards to the highest levels of MARD, down to those involved in the day-to-day implementation of MARD policies, and to key provincial officials.

- 1.4 Work on critical policy areas necessary to implement MARD's Five-Year Plan is carried out to identify issues and develop proposals to resolve these issues, which can be/are carried out through Thematic Ad-Hoc Groups and/or through appropriate linkages with relevant Partnerships and ministries.
- 1.5 Thematic studies are coordinated and facilitated to provide a solid basis for discussing and formulating policies to be adopted and carried out by MARD.

**Key Area 2 – Support coordination of foreign-funded programs and projects**

- 2.1 Implementation of the Hanoi Core Statement on Aid Effectiveness is actively supported by ISG.
- 2.2 Work is done to facilitate MARD, donors, and FDI representatives in developing a more comprehensive Agricultural and Rural Development Program to increase complementarities and reduces redundancies.
- 2.3 The positive impact of foreign-funded projects and programs, both ODA and FDI, on the agricultural and rural development sectors under MARD's responsibility is maximised.

**Key Area 3 – Information collation and dissemination**

- 3.1 An information TAG is established to facilitate information sharing on policy, planning, and M&E within MARD, between MARD, other line ministries donors, and FDI representatives, and to leverage regional experience on relevant issues.
- 3.2 Electronic media are increasingly utilized to carry out the exchange of information function of ISG
- 3.3 The ISG Information system, including ISG website, databases, quarterly newsletter, monthly briefings, and other formal communications are of a professional standard and continually improved to convey appropriate information for effective policy dialogue and donor coordination.

**Key Area 4 – Capacity building and management processes**

- 4.1 All staff of the ISG Secretariat and key staff from ICD have the knowledge and experience to effectively and efficiently carry out their functions in respect of ISG.
- 4.2 Capacity building activities are carried out to support MARD in effectively implementing priority approaches such as sector-wide program planning and provincial dialogue platforms.
- 4.3 An agreed decision-making mechanism is adopted to facilitate effective management in all ISG operations including approval of work plans and identification of priority issues and policy directions.
- 4.4 A formal process for ISG work plan formulation, approval and review, agreed by all key stakeholders, is in place.

## **Key Area 5 Monitoring and evaluation**

- 5.1 An effective and manageable monitoring and evaluation system is in place and being used to measure the performance of ISG and its progress towards achieving its mission.
- 5.2 Linkages are formed with M&E work within the Ministry of Planning and Investment (MPI) to implement an M&E system for the effectiveness of ODA in the Rural and Agricultural Development Sector.

## **Responsible Parties**

The following work plan list the lead responsible party for activity implementation. In the majority of cases, the ISG Secretariat has the lead responsibility. This is not to imply that the ISG Secretariat has sole responsibility for activity implementation. The effective action of ISG requires the full and active participation of many stakeholders including MARD departments, donors, INGOs, and other Ministries. However, the ISG Secretariat and MARD lack the mandate to require participation of these parties in ISG's work plan and therefore listing these outside parties in the work plan has no weight. For the annual work plans, the ISG Secretariat should undertake to identify "desired responsible parties" that would be needed for the activity to be carried out fully and effectively. ISG stakeholders are encouraged to participate in those activities where they are then identified.

## Proposed Work Plan 2006 – 2010

<b>Key Area 1: Facilitation of Policy Dialogue</b>				
<b>Objectives</b>	<b>Indicators</b>	<b>Strategies</b>	<b>Actions</b>	<b>Timing and Lead Responsibility</b>
Regular results-oriented policy dialogue takes place between officials of MARD that are responsible for formulation of agricultural and rural development policy, and donor and FDI representatives that are responsible for formulation of foreign-funded programs and projects.	<ul style="list-style-type: none"> <li>Number of Plenary, Steering Board, TAG, and special meetings held</li> <li>Seniority level of stakeholders participating in meetings</li> </ul>	Continue to facilitate regular meetings between MARD, other line ministries, donors, and FDI representatives.	Prepare and hold meetings per schedule and at special request.	<ul style="list-style-type: none"> <li>Ongoing</li> <li>ISG Secretariat</li> </ul>
		Based on MARD's Five-Year Plan 2006-2010, develop a roadmap to guide cooperation in policy and coordination of donor assistance/FDI investments.	Engage a consultant to develop methodology and roadmap content description.	<ul style="list-style-type: none"> <li>By end of January 2006</li> <li>Manager, ISG Secretariat</li> </ul>
			Identify and review existing sub-sector strategies. Identify gaps in existing strategies.	<ul style="list-style-type: none"> <li>By end of February 2006</li> <li>Consultant and ISG Secretariat</li> </ul>
			Facilitate develop of strategies in "gap" sub-sectors.	<ul style="list-style-type: none"> <li>By mid-2006</li> <li>ISG Secretariat</li> </ul>
			Synthesize, with the help of a consultant if necessary, sub-sector strategies into comprehensive roadmap.	<ul style="list-style-type: none"> <li>By August 2006</li> <li>ISG Secretariat and consultant (if hired)</li> </ul>
		Produce Meeting Results Briefings to summarize key decisions, recommendation, and future work. Briefing should also contain summary arguments supporting decisions or options. These should be the primary circulated account of any meeting. Meeting minutes should be made available upon request.	Implement Meeting Results Briefings in regular meetings. Agendas should be adjusted to ensure briefing can be completed.	<ul style="list-style-type: none"> <li>By January 2006 and on-going</li> <li>ISG Secretariat</li> </ul>
			Decisions should reflect results of the decision-making mechanism.	<ul style="list-style-type: none"> <li>Ongoing</li> <li>ISG Secretariat and ICD key staff</li> </ul>

<b>Key Area 1: Facilitation of Policy Dialogue</b>				
<b>Objectives</b>	<b>Indicators</b>	<b>Strategies</b>	<b>Actions</b>	<b>Timing and Lead Responsibility</b>
			Circulate Meeting Results Briefings to Minister and ISG stakeholders.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat</li> </ul>
A mechanism for policy dialogue among the donors, MARD, and other line ministries on one hand, and the provinces on the other, is in place, and operating effectively which regularly produces value-added output reports containing policy advice, decisions, and/or proposals for needed follow-up work.	<ul style="list-style-type: none"> <li>• Number of dialogues held with donors, MARD and line ministries</li> <li>• Number of opportunities for provinces to interact with donors and MARD officials to discuss policy issues</li> <li>• Number of provincial Meeting Results Briefing produced</li> </ul>	Organize provincial policy dialogues and workshops (as necessary) on key policy issues.	Prepare and conduct meetings as per meeting schedule and upon request of Minister.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat</li> </ul>
			Incorporate issues of ISG activities, permanent organizational and funding arrangements, and processes for coordination with MARD into Provincial Dialogues.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat and Provincial Representatives</li> </ul>
		Organize provincial workshops to build capacity and sustainability in conducting a dialogue process.	Prepare and conduct workshops as needed given available resources.	<ul style="list-style-type: none"> <li>• Ongoing per schedule</li> <li>• ISG Secretariat</li> </ul>
		Produce provincial Meeting Results Briefings to summarize key decisions, recommendation, and future work. Briefing should also contain summary arguments supporting decisions or options.	Implement Meeting Results Briefings in regular meetings. Agendas should be adjusted to ensure briefing can be completed.	<ul style="list-style-type: none"> <li>• Ongoing pending approval of format</li> <li>• ISG Secretariat and TAGs</li> </ul>
			Decisions should reflect results of the decision-making mechanism.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat</li> </ul>
			Circulate Meeting Results Briefings to Minister and ISG stakeholders.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat</li> </ul>
		Make provinces aware of and grant access to ISG website and databases.	Circulate notices to relevant provincial officials, if needed, and provide training in use of ISG website as needed.	<ul style="list-style-type: none"> <li>• Immediate</li> <li>• ISG Secretariat</li> </ul>



<b>Key Area 1: Facilitation of Policy Dialogue</b>				
<b>Objectives</b>	<b>Indicators</b>	<b>Strategies</b>	<b>Actions</b>	<b>Timing and Lead Responsibility</b>
		Utilize existing provincial networks created through donor-funded and other projects, as well as DARDS to create and maintain vertical policy dialogues.	Continue to update and build the inventory of existing provincial networks; identifying new primary contact points as necessary.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat</li> </ul>
			Ensure primary contact point receive ISG information and newsletters.	<ul style="list-style-type: none"> <li>• As needed</li> <li>• ISG Secretariat</li> </ul>
			Invite provincial contact persons to participate in relevant policy dialogues being sure to encourage their input.	<ul style="list-style-type: none"> <li>• As need per schedule</li> <li>• ISG Secretariat</li> </ul>
			Review Provincial Dialogue Forums and expand as necessary in accordance with established sustainability and existing resources.	<ul style="list-style-type: none"> <li>• Annually during preparation of performance analysis reviews</li> <li>• ISG Secretariat</li> </ul>
		Utilize other possible provincial links such as academic institutions to broaden and strengthen the vertical networks.	Contact and encourage academic and other institutions to become part of the provincial network.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Manager and ISG Secretariat</li> </ul>
			Ensure relevant institutions receive ISG information and newsletters.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat</li> </ul>
			Invite provincial contact persons to participate in relevant policy dialogues being sure to encourage their input.	<ul style="list-style-type: none"> <li>• Per schedule</li> <li>• ISG Secretariat</li> </ul>

<b>Key Area 1: Facilitation of Policy Dialogue</b>				
<b>Objectives</b>	<b>Indicators</b>	<b>Strategies</b>	<b>Actions</b>	<b>Timing and Lead Responsibility</b>
		Develop detailed analysis outlining the process needed to inform policy within MARD	Hire consultant to examine and outline the detailed components and mechanisms currently employed to inform policy within MARD. Develop recommendations for ISG to more effectively inform policy.	<ul style="list-style-type: none"> <li>• First half 2006</li> <li>• ISG, hired consultant</li> </ul>
A two-way communication mechanism is in place so that outputs on MARD policy directions developed in the ISG process are communicated upwards to the highest levels of MARD, down to those involved in the day-to-day implementation of MARD policies, and to key provincial officials.	<ul style="list-style-type: none"> <li>• Number of regular ISG meetings Results Briefings produced</li> <li>• Number of decision-makers receiving meeting results briefings</li> </ul>	Prepare “Policy Advisory Briefings” regularly on priority demand basis.	Encourage Minister and other ISG members to propose topics for PABs at any time.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Chairman, manager, ISG Secretariat</li> </ul>
			Prioritize topics relative to who proposed: highest priority to the Minister, second to donors and active ISG members, third to others.	<ul style="list-style-type: none"> <li>• Ongoing (pending approval of prioritization criteria)</li> <li>• ISG Secretariat</li> </ul>
			Prepare draft PAB and return to ISG Secretariat.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Relevant MARD departments with assistance from ISG</li> <li>• ISG stakeholders</li> </ul>
			Review and revise draft as necessary.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat</li> </ul>
			Circulate among stakeholder (either meeting or e-mail) to decide if PAB needs Steering Board approval or not, if to vote to approve or not.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat</li> </ul>
			If approved, submit to the Minister. If not approved revise for more stakeholder consultation.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat; ISG Stakeholders</li> </ul>

<b>Key Area 1: Facilitation of Policy Dialogue</b>				
<b>Objectives</b>	<b>Indicators</b>	<b>Strategies</b>	<b>Actions</b>	<b>Timing and Lead Responsibility</b>
		Prepare Meeting Results Briefings highlighting decisions made, policy recommendations, and needed future work.	Develop a template for Meeting Results Briefings.	<ul style="list-style-type: none"> <li>• By end of January 2006</li> <li>• ISG Secretariat with consultant if necessary</li> </ul>
			Approve proposed template.	<ul style="list-style-type: none"> <li>• By mid-February 2006</li> <li>• ISG Steering Board</li> </ul>
		Utilize and strengthen the established expert networks established with MARD to strengthen ISG's position as a communication focal point within MARD on foreign-funded projects.	Continue to encourage departmental participation by designating a departmental expert.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Manager, ISG Secretariat</li> </ul>
			Invite experts the assist with ISG activities requiring technical inputs.	<ul style="list-style-type: none"> <li>• As needed</li> <li>• Manager, ISG Secretariat</li> </ul>
			Hold expert group meetings as per schedule.	<ul style="list-style-type: none"> <li>• As per schedule and request</li> <li>• ISG Secretariat</li> </ul>
		Work on critical policy areas necessary to implement MARD's Five-Year Plan is carried out to identify issues and develop proposals to resolve these issues, which can be/ are carried out through Thematic Ad-Hoc Groups and/or through appropriate linkages with relevant Partnerships and ministries.	<ul style="list-style-type: none"> <li>• Number of specific policy-related proposals put forward by the TAGs to the Steering Board for endorsement.</li> <li>• Number of attendances at ISG meetings by non-MARD ministries and MARD partnerships.</li> <li>• Level of satisfaction of key stakeholders as determined by annual survey.</li> </ul>	Have TAGs officially established through a Ministerial decision to make part of annual work plans.
TAGs identify relevant areas of the FYP and the corresponding set of targets to form a core element of their policy discussions.	Include in TAG meeting agendas items to identify relevant areas of the FYP and discuss specific implications for future work.			
Incorporate FYP findings into policy discussions	<ul style="list-style-type: none"> <li>• When identified</li> <li>• TAG Coordinators</li> </ul>			

<b>Key Area 1: Facilitation of Policy Dialogue</b>				
<b>Objectives</b>	<b>Indicators</b>	<b>Strategies</b>	<b>Actions</b>	<b>Timing and Lead Responsibility</b>
	annual survey. • Number of joint activities undertaken by ISG, Partnerships, donors and other Ministries.	Encourage ISG stakeholders to become familiar with the FYP and ensure that its principles and targets are incorporated into ISG policy discussions.	Hold meeting of ISG stakeholders to discuss FYP and determine implications of incorporating into policies.	• February 2006 • ISG Secretariat
		Revise focus of TAGs as necessary to maintain relevancy addressing critical policy issues.	Review mandate of each TAG and assess future relevancy of TAG. In particular look at RWSS under TAG2 and CPRGS vs. poverty alleviation and social affairs under TAG3.	• March 2006 • TAG Coordinators
			Revise TAG TORs as necessary to maintain relevancy.	• June 2006 • ISG Secretariat, TAG Coordinators, consultant if necessary
		Enhance environmental issues in ISG work through stronger linkages with ISGE	Regularly invite ISGE to attend ISG meetings to gain input for ISG activities and so ISGE is aware of ISG activities.	• Immediate and ongoing • ISG Secretariat
			Regularly attend ISGE meetings to provide input and gain insight for ISG process and activities.	• Immediate and ongoing • ISG Secretariat
		ISG should pro-actively participate in Partnership activities and also encourage partnership to maintain an active relationship with ISG.	Attend all Partnership meetings and maintain meeting results on website.	• Immediate • ISG Secretariat
			Maintain or initiate personal meetings with key Partnership people.	• Immediate • Manager; ISG Secretariat

<b>Key Area 1: Facilitation of Policy Dialogue</b>				
<b>Objectives</b>	<b>Indicators</b>	<b>Strategies</b>	<b>Actions</b>	<b>Timing and Lead Responsibility</b>
			Work with Partnerships to identify areas where ISG support/ collaboration may be useful.	<ul style="list-style-type: none"> <li>• Immediate</li> <li>• ISG Secretariat</li> </ul>
			Develop activities for partnership collaboration	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat with partnerships</li> </ul>
			Implement identified activities of mutual benefit.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• TAG Coordinators and ISG Secretariat</li> </ul>
		Establish annual high-level Core Donor group meeting to review progress on implementation of FYP and to prepare for the Annual CG meeting.	Explore option for this meeting with CDG of ISG on feasibility and need of this meeting.	<ul style="list-style-type: none"> <li>• April 2006</li> <li>• Manager, ISG Secretariat</li> </ul>
		If desired, organize this meeting.	<ul style="list-style-type: none"> <li>• Upon approval</li> <li>• ISG Secretariat</li> </ul>	
Thematic studies are coordinated and facilitated to provide a solid basis for discussing and formulating policies to be adopted and carried out by MARD.	Number of thematic studies requested and/or carried out successfully.	At the request of the Minister and through the TAGs identify key issues for developing study proposals.	Encourage Minister to propose areas for thematic studies relevant to ISG's mandate.	<ul style="list-style-type: none"> <li>• Immediate</li> <li>• ISG Chairman, manager</li> </ul>
			Identification of potential studies becomes regular output of TAG meetings.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• TAG Coordinators, ISG Secretariat</li> </ul>
			Prioritize identified topics by who proposed idea (1. Minister, 2. Active Stakeholder and 3. Anyone else). Secondary prioritization based on departmental action to develop a pre-proposal.	<ul style="list-style-type: none"> <li>• Quarterly</li> <li>• ISG Secretariat</li> </ul>

<b>Key Area 1: Facilitation of Policy Dialogue</b>				
<b>Objectives</b>	<b>Indicators</b>	<b>Strategies</b>	<b>Actions</b>	<b>Timing and Lead Responsibility</b>
		Help to identify donors willing to sponsor identified studies and coordinate their implementation.	Compile, prioritize, and regularly update list of potential studies. Encourage relevant departments to draft study concept notes as pre-proposals.	<ul style="list-style-type: none"> <li>• Quarterly</li> <li>• ISG Secretariat</li> </ul>
			Circulate list and any pre-proposals to donors to gauge interest and identify potential funding agencies.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• ISG Secretariat</li> </ul>
			Identify appropriate departments and other implementing bodies.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Manager and ISG Secretariat</li> </ul>
			Facilitate in developing proposals for studies based on identified implementing bodies and interested donors.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat, with consultant if necessary</li> </ul>
		Make knowledge generated by studies available on the ISG website and to others.	<ul style="list-style-type: none"> <li>• Results of studies are published on ISG website in a timely manner and made available.</li> <li>• Inform stakeholders of the new uploads</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat</li> </ul>

<b>Key Area 2: Support Coordination of Foreign-funded Programs and Projects</b>				
<b>Objectives</b>	<b>Indicators</b>	<b>Strategies</b>	<b>Actions</b>	<b>Timing and Lead Responsibility</b>
Implementation of the Hanoi Core Statement on Aid Effectiveness is actively supported by ISG.	Number of workshops for awareness raising and capacity building on Hanoi Core Statement	Identify appropriate areas for ISG support in implementing Hanoi Core Statement	Hold workshop on Hanoi Core Statement to raise awareness within MARD and identify implications and area for ISG support.	<ul style="list-style-type: none"> <li>January 2006</li> <li>ISG Secretariat, MPI, donors, and other stakeholders</li> </ul>
			Consolidate results of workshop and incorporate into work plan; circulate to stakeholders for approval.	<ul style="list-style-type: none"> <li>February 2006</li> <li>ISG Secretariat</li> </ul>
			Implement actions to support implementation of Hanoi Core Statement within MARD.	<ul style="list-style-type: none"> <li>March 2006</li> <li>ISG Secretariat, TAGs</li> </ul>
		Facilitate TAG meetings to raise awareness of and discuss work implications from adoption of the Hanoi Core Statement.	Request TAGs to include a session on the Hanoi Core Statement and results from workshop and draft work plan.	<ul style="list-style-type: none"> <li>As per meeting schedule, beginning 2006</li> <li>ISG Secretariat</li> </ul>
		TAGs should make specific strategies for how they will incorporate the Hanoi Core Statement principles and targets into their work.	Based on workshop results and draft work plan, TAGs draft specific strategies for implementing the Hanoi Core Statement in their specific sub-sector(s).	<ul style="list-style-type: none"> <li>By June 2006</li> <li>TAG coordinator and ISG Secretariat, with consultant if necessary</li> </ul>
			Draft work plan for implementation of Hanoi Core Statement based on TAG Strategy.	<ul style="list-style-type: none"> <li>By July 2006</li> <li>TAG Coordinator with consultant if necessary</li> </ul>
Work is done to facilitate MARD, donors, and FDI representatives in developing a more comprehensive Agricultural and Rural Development Program to increase	<ul style="list-style-type: none"> <li>Degree of overlapped among foreign-funded projects and programs based on inventory.</li> <li>Degree of Complementarity between foreign-funded</li> </ul>	Results of Policy Dialogues and ISG meetings are considered by MARD planners and reflected in more coordinate ARD development.	Compile and maintain sector and sub-sector development policies for ARD sector.	<ul style="list-style-type: none"> <li>Ongoing, beginning March 2006</li> <li>ISG Secretariat; Departments of MARD</li> </ul>

<b>Key Area 2: Support Coordination of Foreign-funded Programs and Projects</b>					
<b>Objectives</b>	<b>Indicators</b>	<b>Strategies</b>	<b>Actions</b>	<b>Timing and Lead Responsibility</b>	
complementarities and reduces redundancies.	between foreign-funded projects and MARD projects based on stakeholder assessments.	development.	Conduct synthesis analysis of different policies to identify gaps, overlaps, inconsistencies, and opportunities.	<ul style="list-style-type: none"> <li>• April 2006 and ongoing</li> <li>• ISG Secretariat and consultant for initial synthesis if necessary</li> </ul>	
			Issue regular report on ARD policies with recommendations for donors and MARD to achieve a more comprehensive approach which maximizes benefits.	<ul style="list-style-type: none"> <li>• Annually in November</li> <li>• Manager, ISG Secretariat</li> </ul>	
The ISG Trust Fund is extended until 2010 and a new or extended Framework Arrangement is secured through 2010.	Trust Fund is extended and Framework Arrangement through 2010 is secured.	Have Trust Fund extended justified by review, evaluation and draft work plan.	Seek extension of Trust Fund from Government of Vietnam.	<ul style="list-style-type: none"> <li>• Immediate</li> <li>• MARD (ISG Chairman), ISG Secretariat</li> </ul>	
			Consult with donors and MARD officials conditions ISG should meet to justify an extended FA.	Explore with donors potential for securing an extended Framework Arrangement.	<ul style="list-style-type: none"> <li>• Pending Trust Fund extension and any attached conditions</li> <li>• ISG Manager and Chairman</li> </ul>
				Compile conditions for extended Framework Arrangement and incorporate in work plan and M&E system as activities.	<ul style="list-style-type: none"> <li>• Following consultations</li> <li>• ISG Secretariat</li> </ul>
			Meet conditions identified through stakeholder consultations.	Prioritize actions to meet conditions of extended Framework Arrangement.	<ul style="list-style-type: none"> <li>• April 2006</li> <li>• ISG Secretariat</li> </ul>
			Implement process for securing an extended FA.	Secure new or extended Framework Arrangement.	<ul style="list-style-type: none"> <li>• December 2006</li> <li>• ISG Secretariat; ISG Chairman</li> </ul>
The positive impact of foreign-funded projects and programs, including ODA and FDI, on the	In the Agricultural and Rural Development Sector ODA is used more effectively and the level of	ISG engages a consultant with experience in FDI to devise a detailed strategy for ISG including	Develop TOR for consultant with Steering Board approval	<ul style="list-style-type: none"> <li>• March 2006</li> <li>• ISG Secretariat, Steering Board</li> </ul>	



<b>Key Area 2: Support Coordination of Foreign-funded Programs and Projects</b>						
<b>Objectives</b>	<b>Indicators</b>	<b>Strategies</b>	<b>Actions</b>	<b>Timing and Lead Responsibility</b>		
agricultural and rural development sectors under MARD's responsibility is maximised.	FDI is increased, resulting in increased output in and lower poverty in the recipient areas.	limits of mandate, targets, objectives, and activities.	Consultant is hired by ISG to develop Strategy and Work Plan working within the TAG1 framework.	<ul style="list-style-type: none"> <li>• May 2006</li> <li>• Manager, ISG Secretariat</li> </ul>		
			Consultant produces FDI Strategy and Work Plan and submits to ISG/ICD for approval.	<ul style="list-style-type: none"> <li>• By end of June 2006</li> <li>• Consultant to ISG</li> </ul>		
			FDI Strategy and work plan are revised according to feedback from review.	<ul style="list-style-type: none"> <li>• By end of July 2006</li> <li>• ISG Secretariat and consultant</li> </ul>		
			ISG implements FDI Strategy and Work Plan.	<ul style="list-style-type: none"> <li>• Upon final approval of Strategy and work plan</li> <li>• ISG Secretariat</li> </ul>		
	Impact assessment reports of programs and projects in the Agricultural and Rural Development Sector		Support the development of MARD institutional framework related to management and coordination of external resources for the sector (ODA, NGO, and FDI).	Provide advice to Minister and MARD on improving the institutional framework of MARD related to management and coordination of external results as needed and developed.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat; consultant if necessary</li> </ul>	
				Support implementation of Sector-Wide Program approach in MARD (ICD and departments).	Hold meeting or discussion on implications of adopting SWAP for MARD.	<ul style="list-style-type: none"> <li>• March 2006</li> <li>• ISG Secretariat</li> </ul>
					Identify sources of best practice with adopting SWAP and establish linkages for information and lessons sharing.	<ul style="list-style-type: none"> <li>• March 2006</li> <li>• ISG Secretariat</li> </ul>
					Conduct needs assessment for adoption of SWAP.	<ul style="list-style-type: none"> <li>• April 2006</li> <li>• ISG Secretariat, consultant if necessary</li> </ul>

<b>Key Area 2: Support Coordination of Foreign-funded Programs and Projects</b>				
<b>Objectives</b>	<b>Indicators</b>	<b>Strategies</b>	<b>Actions</b>	<b>Timing and Lead Responsibility</b>
			Draft proposal for capacity raising activities to address needs for SWAP adoption.	<ul style="list-style-type: none"> <li>• May 2006</li> <li>• ISG Secretariat</li> </ul>
			Facilitate implementation of SWAP capacity building program	<ul style="list-style-type: none"> <li>• Ongoing upon approval of proposed capacity building activities</li> <li>• ISG Secretariat</li> </ul>

<b>Key Area 3: Information Collation and Dissemination</b>				
<b>Objectives</b>	<b>Indicators</b>	<b>Strategies</b>	<b>Actions</b>	<b>Timing and Lead Responsibility</b>
An information TAG is established to facilitate information sharing on policy, planning, and M&E within MARD, between MARD, donors, and FDI representatives, and to leverage regional experience on relevant issues.	<ul style="list-style-type: none"> <li>• TAG established with active participation of appropriate stakeholders.</li> <li>• Mechanism for linking with regional experiences established.</li> </ul>	Establish an information TAG to capitalize on existing comparative advantages within MARD and enhance effectiveness of ISG’s information provision role	Hold preliminary meeting between ISG stakeholders and ICARD to review need and feasibility, also exploration of needed arrangements.	<ul style="list-style-type: none"> <li>• February 2006</li> <li>• ISG Secretariat</li> </ul>
			Establish TAG formally to make part of annual work plans or relevant people/departments within MARD	<ul style="list-style-type: none"> <li>• As soon as feasible</li> <li>• ISG Chairman, manager and Secretariat</li> </ul>
Electronic media are increasingly utilized to carry out the exchange of information function of ISG	<ul style="list-style-type: none"> <li>• Meeting agendas focus more on issues which need discussion or decision.</li> <li>• E-mail decision-making tool is established and utilized, number of times.</li> <li>• Background materials and project updates are circulated via e-mail.</li> </ul>	Establish an e-mail based decision-making mechanism to increase stakeholder participation in the ISG process.	Establish an e-mail based decision-making mechanism to increase stakeholder participation in the ISG process.	<ul style="list-style-type: none"> <li>• January 2006 or sooner</li> <li>• ISG Secretariat</li> </ul>
			Circulate announcement and “instructions” for use of e-mail based voting mechanism.	<ul style="list-style-type: none"> <li>• When established</li> <li>• ISG Secretariat</li> </ul>
			Implement e-mail based voting mechanism as needed.	<ul style="list-style-type: none"> <li>• When established</li> <li>• ISG Secretariat</li> </ul>
		Increase amount of materials circulated via e-mail to reduce burden on meeting agendas; as requested.	Create function to allow users to specify which information they wish to receive and in what format, such as English or Vietnamese only documents; PDF or word; zipped or unzipped.	<ul style="list-style-type: none"> <li>• First half 2006</li> <li>• ISG Secretariat</li> </ul>
			Utilize zipped file format for large files.	<ul style="list-style-type: none"> <li>• Immediate</li> <li>• ISG Secretariat</li> </ul>

<p>The ISG Information System, including ISG website, databases, quarterly newsletter, monthly briefings and other formal communications are of a professional standard and continually improved to convey appropriate information for effective policy dialogue and donor coordination.</p>	<ul style="list-style-type: none"> <li>• Number of downloads per month of information files contained on the ISG website organized by total and user classification.</li> <li>• Number of website hits per month.</li> <li>• Number of accounts established for access database, total and monthly.</li> <li>• Level of satisfaction of stakeholders based on annual survey.</li> <li>• Number of recommendation submitted and implemented.</li> </ul>	<p>Continue to develop the website and improve its functionality.</p>	<p>Develop an internet based “suggestion box” for register users to submit suggestions for improving the website or ISG process.</p>	<ul style="list-style-type: none"> <li>• February 2006</li> <li>• ISG Secretariat</li> </ul>
			<p>Increase the interactive ability of the database to allow users to manipulate the information (e.g. by user, year, or donor).</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat</li> </ul>
			<p>Continue to encourage ISG members to contribute to the newsletters and database.</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat</li> </ul>

<b>Key Area 4: Capacity Building and Management Processes</b>				
<b>Objectives</b>	<b>Indicators</b>	<b>Strategies</b>	<b>Actions</b>	<b>Timing and Lead Responsibility</b>
All staff of the ISG Secretariat and key staff from ICD have the knowledge and experience to effectively and efficiently carry out their functions in respect of ISG.	<ul style="list-style-type: none"> <li>Stakeholder satisfaction with performance of ISG Secretariat based on annual survey.</li> <li>Number of appropriate training courses attended by ISG Secretariat staff and key ICD staff.</li> </ul>	Continue to identify training needs of ISG staff, key ICD staff and departmental staff and organize training as needed.	Utilize and update existing needs assessments.	<ul style="list-style-type: none"> <li>Ongoing</li> <li>ISG Secretariat</li> </ul>
			Identify means of providing training to meet needs (as approved by Steering Board).	<ul style="list-style-type: none"> <li>Ongoing</li> <li>ISG Secretariat</li> </ul>
			Develop a training program utilizing as much as possible locally available resources; include target staff and timetable.	<ul style="list-style-type: none"> <li>Annually during formulation of work plans</li> <li>ISG Secretariat</li> </ul>
			Implement approved training program.	<ul style="list-style-type: none"> <li>Ongoing</li> <li>ISG Secretariat</li> </ul>
		Increase capacity of ICD to carry out functions of ISG in preparation for eventual reintegration.	Implement training program of identified needs for transfer of needed skills from ISG to ICD.	<ul style="list-style-type: none"> <li>Ongoing</li> <li>ISG Secretariat</li> </ul>
		Hire full-time technical staff to assist with ISG activities, particularly in setting up a function expert network for information exchange within MARD and other priority areas.	Identify priority skill needs within ISG to better carry out existing functions.	<ul style="list-style-type: none"> <li>January 2006</li> <li>ISG Secretariat with consultant if necessary</li> </ul>
			Develop TOR for consultant or staff to be hired.	<ul style="list-style-type: none"> <li>February 2006</li> <li>ISG Secretariat</li> </ul>
			Conduct interviews and hire staff.	<ul style="list-style-type: none"> <li>February 2006</li> <li>Manager, ISG Secretariat</li> </ul>
		Fund field visits within Vietnam and overseas study tours for ISG staff, staff of ICD and donor program officers.	Identify areas to enhance capacity in priority areas through field visits.	<ul style="list-style-type: none"> <li>During regularly scheduled meetings</li> <li>ISG Secretariat, TAGs</li> </ul>

			Draft program for field visits, get approval, and organize.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat</li> </ul>
			Implement approved field visits and study trips.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat</li> </ul>
		Identify and establish links with regional programs and bodies to share experience and best practices on relevant topics.	Identify through stakeholder consultation appropriate regional programs and bodies that can provide valuable input for ISG process.	<ul style="list-style-type: none"> <li>• March 2006</li> <li>• ISG Secretariat</li> </ul>
			Consult with identified regional programs on the potential for collaboration or information sharing.	<ul style="list-style-type: none"> <li>• By end of June 2006</li> <li>• ISG Secretariat</li> </ul>
			Develop a program for establishing and exploiting regional linkages.	<ul style="list-style-type: none"> <li>• By end of August 2006</li> <li>• ISG Secretariat</li> </ul>
			Implement approved program.	<ul style="list-style-type: none"> <li>• After approval of program</li> <li>• ISG Secretariat</li> </ul>
Capacity building activities are carried out to support MARD in effectively implementing priority approaches such as sector-wide program planning and provincial dialogue platforms.	<ul style="list-style-type: none"> <li>• Number of workshops and training courses facilitated to raise capacity on sector-wide program planning approaches.</li> <li>• Number of capacity building workshops at the provincial level to facilitate increased effectiveness of coordination activities and policy dialogues.</li> </ul>	Organize workshops and training sessions on key topics important for carrying out ISG functions or supporting MARD in coordinating effective use of ODA.	Based on training needs assessment, organize workshops and training sessions on approved topics.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat</li> </ul>
			Implement workshops and training sessions.	<ul style="list-style-type: none"> <li>• As necessary</li> <li>• ISG Secretariat</li> </ul>
An agreed decision-making mechanism is adopted to facilitate effective management in all ISG operations including approval of work plans and identification of	<ul style="list-style-type: none"> <li>• Decision-making mechanism is adopted and utilized in ISG process.</li> <li>• Level of satisfaction with</li> </ul>	Adopt an agreed decision-making mechanism that encourages participation and timely outcomes.	Hold special stakeholder meeting (Steering Board meeting) to introduce proposed decision making mechanism.	<ul style="list-style-type: none"> <li>• A next regularly scheduled Steering Board meeting</li> <li>• ISG Secretariat</li> </ul>

			Decide on specific limits in regards to active/inactive membership, percentage of active members to constitute a valid vote (including e-mail), and minimal conditions requiring and extension or call for new vote by ISG chairman.	<ul style="list-style-type: none"> <li>• During or following meeting (via e-mail)</li> <li>• ISG Secretariat</li> </ul>
			Revise mechanism as necessary and hold stakeholder vote on acceptance.	<ul style="list-style-type: none"> <li>• ISG Secretariat</li> </ul>
			Implement mechanism for all issues requiring a stakeholder decision.	<ul style="list-style-type: none"> <li>• Immediate upon final approval</li> </ul>
A formal process for ISG work plan formulation, approval and review, agreed by all key stakeholders, is in place.	Annual revisions of the ISG work plan are carried out successfully according to the agreed formal process.	Adopt and agreed process for reviewing, formulating and agreeing upon the ISG work plan.	Draft a proposed process for formulating ISG work plans (with consultant input if necessary) and submit to Steering Board for approval.	<ul style="list-style-type: none"> <li>• Early 2006 or sooner</li> <li>• ISG Secretariat</li> </ul>
			Implement agreed process when necessary.	<ul style="list-style-type: none"> <li>• Pending approval</li> <li>• ISG Secretariat</li> </ul>

<b>Key Area 5: Monitoring and Evaluation</b>				
<b>Objectives</b>	<b>Indicators</b>	<b>Strategies</b>	<b>Actions</b>	<b>Timing and Lead Responsibility</b>
An effective and manageable monitoring and evaluation system is in place and being used to measure the performance of ISG and its progress towards achieving its mission.	<ul style="list-style-type: none"> <li>• Annual Performance Analysis is carried out by ISG staff.</li> <li>• Financial auditing reports are carried out in accordance with the Framework Arrangement and made available to appropriate stakeholders.</li> <li>• Annual stakeholder survey to measure satisfaction with ISG process and progress.</li> </ul>	Continue to use and seek assistance for improving the existing ISG monitoring and evaluation system.	Based on stakeholder feedback, new requirements, and ISG's own ideas, update M&E system to best serve M&E needs.	<ul style="list-style-type: none"> <li>• Ongoing, but emphasis on immediately following completion of annual performance analysis</li> <li>• ISG Secretariat</li> </ul>
			Formulate appropriate M&E mechanisms, with the help of an outside consultant if necessary, that are lacking.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat, with consultant if necessary</li> </ul>
		Develop a Results Framework according to Hanoi Core Statement.	Review Hanoi Core Statement and identify areas where results indicators can be established.	<ul style="list-style-type: none"> <li>• January 2006</li> <li>• ISG Secretariat, and all ISG members</li> </ul>
			Hold internal discussions between ISG/ICD and Department of Planning, MARD to discuss roles and responsibilities of implementing the HCS.	<ul style="list-style-type: none"> <li>• First half 2006</li> <li>• ISG Secretariat, Dept. of Planning, MARD</li> </ul>
Linkages are formed with M&E work within the Ministry of Planning and Investment (MPI) to implement an M&E system for the effectiveness of ODA in the Rural and Agricultural Development Sector.	ODA effectiveness M&E system is established and implemented in partnership with MPI.	Support the development of an effective M&E system for MARD of the effectiveness of ODA utilization in conjunction with ongoing work in MPI.	Hold informal discussions with MPI program to identify potential interest and possibility of collaboration.	<ul style="list-style-type: none"> <li>• Early 2006</li> <li>• Manager and ISG Secretariat</li> </ul>
			Identify means for consolidation M&E systems.	<ul style="list-style-type: none"> <li>• Early 2006</li> <li>• Manager and ISG Secretariat</li> </ul>



			Develop a consolidated M&E system appropriate for the resources and needs of MARD.	<ul style="list-style-type: none"> <li>• Mid-2006</li> <li>• ISG Secretariat</li> </ul>
			Identify needed persons for effective implementation	<ul style="list-style-type: none"> <li>• Mid 2006</li> <li>• ISG Secretariat</li> </ul>
			Implement ODA effectiveness M&E system after approval.	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• ISG Secretariat and consultant if necessary</li> </ul>