

Context:

1. MARD 5 year plan 2006 – 2010 is developed and submitted to the Government for incorporating into the Socio-Economic Development Plan (SEDP). Agenda 21, MDGs and VDGs, CPRGS, result-based approach, and pro-poor concept are important documents and should be taken into account. MARD leaders have shown their strong willingness to consult with donor community in both planning methodology and exercise. Donor assistance to planning process is highly appreciated. ISG process is expected to assist coordination between MARD and donors for their fruitful policy dialogue.
2. Hanoi Core Statement on Aid effectiveness is recently agreed and approved in principles by the Government. It will guide cooperation between GoV and donors in ODA activities. ISG process is expected to support this HCS implementation, particularly in the ARD sector.
3. ICD has been assigned by MARD Minister as a coordination agency for external resources management, including foreign direct investment (FDI) within the sector. Also, international integration (ASEAN/AFTA, WTO, bilateral agreements and international organizations, etc.) and SPS focal point which is now established, and are the new key responsibilities of ICD. Therefore, ISG process is also expected to assist ICD in coordination between MARD and donors for external resources (ODA, NGO, FDI) management.
4. ISG Policy Advisory Briefings process (PABs) has been considered as a good tool to assist policy discussions. Several PABs have been produced and circulated. This process needs active cooperation and participation from various stakeholders. Its themes are expected to be articulated by the Minister.
5. The establishment and operation of the 5 pilot Provincial Dialogue Platforms (PDPs) has so far shown opportunities for strengthening vertical coordination, and for exercising a more active role of

provincial agencies (DARDs in particular) in policy dialogue and coordination with donors. It is expected that expanding the PDPs will be considered in the new period. Collaboration with donors and projects to disseminate lessons learnt and results is expected to be strengthened in the ISG process.

Development of ISG Work Plan 2006:

1. Based on the ISG Review 2003-2005, the Work Plan 2004–2006, ISG framework work plan 2006-2010 and the ISG Performance Survey and Analysis 2005, in the ISG annual Work Plan 2006 will focus its activities in five key areas: *three Core Key Areas and two Supporting Key Areas*. *The two Supporting Key Areas* are crosscutting in nature and are sub-component of each of the three Core Areas. The three Core Areas represent the three main functions of ISG. Following strategies are mentioned for achieving objectives of each Areas:

KEY AREA 1: Policy Dialogue Platform

KEY AREA 2: Donor and FDI coordination

KEY AREA 3: Information Gathering and Dissemination

KEY AREA 4: Capacity Building and Management Processes

KEY AREA 5: Monitoring and Evaluation

Abbreviations

AFTA	ASEAN Free Trade Agreement	RWSS	Rural water supply and sanitation
ASEAN	Association of South East Asian Nations	SB	Steering Board
CIO	Communication and Information Officers	SEDP	Socio-Economic Development Plan
CPRGS	Comprehensive Poverty Reduction and Growth Strategy	SPS	Sanitary and Phyto-Sanitary
CTA	Chief Technical Advisor	SWAP	Sector-Wide Approaches
DARD	Provincial Department of Agriculture And Rural Development	TAG	Thematic Ad-hoc Group
DCRD	Department of Cooperatives and Rural Development (MARD)	Tech Coords	Technical Coordinator
DOP	Department of Organization and Personnel (MARD)	VAMESPII	Vietnam-Australia Monitoring and Evaluation Support Project- Phase II
FA	Framework Arrangement	VDG	Vietnam Development Goals
FDI	Foreign Direct Investment	WRD	Water Resources Department (MARD)
FERD	Foreign Economic Relations Department (MPI)	WTO	World Trade Organization
FIA	Foreign Investment Agency (of MPI)		
FSSP-P	Forestry Sector Support Program - Partnership		
FYP	Five-Year Plan		
HCS	Hanoi Core Statement on Aid effectiveness		
ICARD	Information Center for Agriculture And Rural Development		
ICD	International Cooperation Department (MARD)		
ISG Sec	ISG Secretariat		
ISGE	International Support Group for Environment (MONRE)		
MARD	Ministry of Agriculture And Rural Development		
MDG	Millennium Development Goals		
MoF	Ministry of Finance		
MPI	Ministry of Planning and Investment		
MRB	Meeting Results Briefing		
MSCP	MARD-SIDA Cooperation Program		
NDM-P	Natural Disaster Mitigation Partnership		
NGO	Non-governmental Organizations		
PAB	Policy Advisory Briefing		
PD	Planning Department (MARD)		
PDP	Provincial Dialogue Platforms		
PO	Program Officer		

Description	Expected Output	Time schedule (Month)												Responsibility
		1	2	3	4	5	6	7	8	9	10	11	12	

KEY AREA 1 - Facilitation of Policy Dialogue														
Objective: 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.		Indicator: - Number of Plenary, Steering Board, TAG, and special meetings held. - Seniority level of stakeholders participating in meetings.												
Strategy: Continue to facilitate regular meetings between MARD, other line ministries, donors, and FDI representatives.														
Activity														
1. Plenary Meeting 2006	Discussion on most urgent/important issues of the sector											★		ISG SB, ISG Sec, ICD, MPI, MSCP
2. 12 th meeting of ISG Steering Board	Approval of ISG performance analysis 2005, approval of annual WP 2006			★										ISG SB, ISG Sec.
3. 13 th meeting of ISG Steering Board	New important issues for ISG decided											★		ISG SB, ISG Sec.
4. Ad-hoc meetings: it is proposed that during the year there will be several meetings on specific issues at the request of MARD and donors on relevant issues, such as ODA, FDI and other specific issues of relevant sub-sectors.	Meetings held, results synthesized in MRB													ISG SB, ISG Sec. and relevant stakeholders
5. Prepare and hold meetings per schedule and at special request.														ISG SB, ISG Sec. and relevant stakeholders
Strategy: Based on MARD's Five-Year Plan 2006-2010, develop a roadmap to guide cooperation in policy and coordination of donor assistance/ FDI investments.														
Activity														
6. Collect sector and sub-sector road maps/strategies developed by different agencies/donors	Documents collected and archived at ISG Sec.													ISG Sec., relevant MARD dep'ts and donor-funded projects
7. Engage a consultant to develop methodology and														Manager, ISG Sec, MSCP

Description	Expected Output	Time schedule (Month)												Responsibility	
		1	2	3	4	5	6	7	8	9	10	11	12		
roadmap content description.															
8. Identify and review existing sub-sector strategies. Identify gaps in existing strategies.			—												Consultant, ISG Sec, MSCP
9. Facilitate develop of strategies in “gap” sub-sectors.							—								ISG Sec, MSCP
10. Synthesize, with the help of a consultant if necessary, sub-sector strategies into comprehensive roadmap.								—	—						ISG Sec and consultant (if hired)
11. Support ICDMARD in formulation of its five-year plan 2006-2010 and annual plan 2006 regarding sector’s international cooperation activities	FYP 2006-2010 and annual plan 2006 completed	—	—	—	—	—	—								ISG, ICD, and consultant (if hired)
12. Support formulation and implementation of new partnerships of the sector, e.g. RWSS Partnership in its inception phase. Meetings are to be held regularly and at request.		—	—	—	—	—	—	—	—	—	—	—	—	—	ISG Sec, TAGs and relevant Dep’ts, WAterSPS, CERWASS.
Strategy: 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.															
Activity															
13. Implement MRB in regular meetings. Agendas should be adjusted to ensure briefing can be completed.	MRB produced and circulated	—	—	—	—	—	—	—	—	—	—	—	—	—	ISG Sec
14. Decisions should reflect results of the decision-making mechanism.		—	—	—	—	—	—	—	—	—	—	—	—	—	ISG Sec and ICD key staff
15. Circulate Meeting Results Briefings to Minister and ISG stakeholders.	MRB circulated	—	—	—	—	—	—	—	—	—	—	—	—	—	ISG Sec
Objective: 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.		Indicator: - Number of dialogues held with donors, MARD and line ministries - Number of opportunities for provinces to interact with donors and MARD officials to discuss policy issues; - Number of provincial Meeting Results Briefing produced;													
Strategy: Organize provincial policy dialogues and workshops (as necessary) on key policy issues.															

Description	Expected Output	Time schedule (Month)												Responsibility	
		1	2	3	4	5	6	7	8	9	10	11	12		
Activity															
Prepare and conduct meetings as per meeting schedule and upon request of Minister.															
16. Annual spring gathering	MARD and donors new year messages	★													ISG Sec, ICD, MARD
17. Meetings/workshops of the RWSS-Partnership (at request and as required)	MRBs produced and circulated to all ISG stakeholders														ICD, RWSS Coordination unit, ISG Sec, TAG2, relevant donors of the partnership
18. Support any joint task forces in holding meetings/workshops	Meetings held, info shared via MIS														ICD, ISG Sec, TAGs, and relevant donors and agencies
19. Provincial forum and workshops	Discussions held on most urgent/important issues; MRBs produced and circulated														ICD, ISG SB, ISG Sec, IFAD, CECI, Sida, 5PDPs, WB
20. Incorporate issues of ISG activities, permanent organizational and funding arrangements, and processes for coordination with MARD into Provincial Dialogues.	Issues documented and disseminated														ISG Sec. and Provincial Representatives
21. Development information workshop: a network of national and international info and communication specialists in the sector.	Info exchanged; identified cooperation opportunities; action plan prepared (if possible)						★								ISG Sec.; ISG SB, CIO of donors, projects, VAMESPII; MPI, ICARD
Strategy: Organize provincial workshops to build capacity and sustainability in conducting a dialogue process.															
Activity															
22. Prepare and conduct workshops as needed given available resources.															ISG Secretariat

Description	Expected Output	Time schedule (Month)												Responsibility
		1	2	3	4	5	6	7	8	9	10	11	12	

Strategy: Produce provincial Meeting Results Briefings to summarize key decisions, recommendation, and future work. Briefing should also contain summary arguments supporting decisions or options.																
Activity																
23. Implement Meeting Results Briefings in regular meetings. Agendas should be adjusted to ensure briefing can be completed.	MRB produced, agendas adjusted and improved															ISG Sec and TAGs
24. Decisions should reflect results of the decision-making mechanism.																ICD, ISG Sec, ISG SB
25. Circulate Meeting Results Briefings to Minister and ISG stakeholders.	Feedbacks/actions from stakeholders received															ISG Sec
Strategy: Make provinces aware of and grant access to ISG website and databases.																
Activity																
26. Circulate notices to relevant provincial officials, if needed, and provide training in use of ISG website as needed.	Notices sent out to target stakeholders															ISG Sec
27. Provide accounts for stakeholders with requests to get access to the online databases	New accounts provided															ISG Sec
28. Archive new accounts in a systematic manner for monitoring and reporting	Stakeholders categorised															ISG Sec
Strategy: Utilize existing provincial networks created through donor-funded and other projects, as well as DARDs to create and maintain vertical policy dialogues.																
Activity																
29. Continue to update and build the inventory of existing provincial networks; identifying new primary contact points as necessary.	Operational networks															ISG Sec
30. Ensure primary contact point receive ISG information and newsletters.	Newsletters received regularly by contact points															ISG Sec
31. Invite provincial contact persons to participate in relevant policy dialogues being sure to encourage their input.	Provinces joined and shared info and exchange experience															ISG Sec, TAG3
32. Review Provincial Dialogue Forums and expand as necessary in accordance with established sustainability	Review carried out and															TAG3, ISG Sec,

Description	Expected Output	Time schedule (Month)												Responsibility	
		1	2	3	4	5	6	7	8	9	10	11	12		
and existing resources. (during preparation of performance analysis reviews)	recommendations provided														
Strategy: Utilize other possible provincial links such as academic institutions to broaden and strengthen the vertical networks.															
Activity															
33. Contact and encourage academic and other institutions to become part of the provincial network.	Letter by MARD sent out to invite relevant partners														Manager and ISG Sec, ICD
34. Ensure relevant institutions receive ISG information and newsletters.	Newsletters received regularly by relevant institutions														ISG Sec
35. Regularly update list of recipients	List updated														ISG Sec
36. Invite provincial contact persons to participate in relevant policy dialogues being sure to encourage their input. (as per schedule)	Provincial contact persons joined and shared info and exchange experience														ISG Sec
Strategy: Develop detailed analysis outlining the process needed to inform policy within MARD															
Activity															
37. 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.	Report produced, recommendations made														ISG, hired consultant
Objective: 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.				Indicator: - Number of regular ISG meetings Results Briefings produced - Number of decision-makers receiving meeting results briefings											
Strategy: Prepare "Policy Advisory Briefings" regularly on priority demand basis.															

Description	Expected Output	Time schedule (Month)												Responsibility
		1	2	3	4	5	6	7	8	9	10	11	12	
Activity														
38. Encourage Minister and other ISG members to propose topics for PABs at any time.	Letter of requests/proposal submitted to Minister and donors													ISG Chairman, manager, ISG Sec, ICD
39. Prioritize topics relative to who proposed: highest priority to the Minister, second to donors and active ISG members, third to others. Prioritization criteria should be reached.	Topics prioritized													ISG Sec
40. Prepare draft PAB and return to ISG Secretariat. (at any time appropriate)	Draft PAB completed													Relevant MARD departments with assistance from ISG; donors, consultants if appropriate; ISG stakeholders
41. Review and revise draft as necessary.	Final PAB completed													ISG Sec and relevant authors
42. Circulate among stakeholder (either meeting or e-mail) to decide if PAB needs Steering Board approval.	Decision/approval of SB received													ISG Sec and relevant authors
43. If approved, submit to the Minister. If not approved revise for more stakeholder consultation.	PAB submitted to Minister													ISG Sec; ISG Stakeholders; and relevant authors
Strategy: Prepare Meeting Results Briefings highlighting decisions made, policy recommendations, and needed future work.														
Activity														
44. Develop a template for Meeting Results Briefings.	Template designed	—												ISG Sec with consultant if necessary; donors, POs and relevant dep'ts
45. Approve proposed template.	SB approved via email system or at meeting		—											ISG SB

Description	Expected Output	Time schedule (Month)												Responsibility	
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Strategy: 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.															
Activity															
46. Continue to encourage departmental participation by designating a departmental expert. Letter to departments are to be sent out.	Experts designated to the network														Manager, ISG Sec, TAG on Info
47. Invite experts to assist with ISG activities requiring technical inputs.	Experts well mobilized for ISG														Manager, ISG Sec, TAGs, donors
48. Hold expert group meetings as per schedule.	Needed Meetings held														ISG Sec, ICARD, CIOs of donors and projects, TAGs
Objective: 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.		Indicator: - Number of specific policy-related proposals put forward by the TAGs to the Steering Board for endorsement. - Number of attendances at ISG meetings by non-MARD ministries and MARD partnerships. - Level of satisfaction of key stakeholders as determined by annual survey. - Number of joint activities undertaken by ISG, Partnerships, donors and other Ministries.													
Strategy: Have TAGs officially established through a Ministerial decision to make part of annual work plans.															
Activity															
49. Identify relevant dept's, agencies and donors to join each TAG	Lists of potential partners for each TAG made														ISG Sec, TAGs and relevant donors, dept's, agencies
50. Consult with relevant departments about the re-establishment of the TAGs; hold meetings and workshops to get comments	Consensus reached among dep'ts; TAGs' ToRs drafted														ICD, ISG Sec, TAGs Tech Coords, WRD, PD, DCRD, ICARD, and others relevant. Consultant (hired, if needed)
51. Seek a Ministerial Decision formally establishing the TAGs and making participation part of official departmental annual work plans.	TAGs established formally by decisions					★									ISG Chairman and ISG Sec, Dep't of Organization and Personnel

Description	Expected Output	Time schedule (Month)												Responsibility	
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Strategy: TAGs identify relevant areas of the FYP and the corresponding set of targets to form a core element of their policy discussions.															
Activity															
52. Include in TAG meeting agendas items to identify relevant areas of the FYP and discuss specific implications for future work.	Agendas adjusted														TAG Coordinators and ISG Sec; Short-term consultant (hired, if needed)
53. Incorporate FYP findings into policy discussions.	Discussions held per schedule on the FYP findings.														TAG Coordinators, PD, TAGs
Strategy: Encourage ISG stakeholders to become familiar with the FYP and ensure that its principles and targets are incorporated into ISG policy discussions.															
Activity															
54. Hold meeting of ISG stakeholders to discuss FYP and determine implications of incorporating into policies.	Meeting held, policy issues identified for discussion														ICD, ISG Sec, TAGs, PD
55. Hold each TAG meeting to discuss FYP and determine specific implications of incorporating into policies.	Meeting held, specific policy issues identified for discussion														ICD, ISG Sec, TAGs, PD
Strategy: Revise focus of TAGs as necessary to maintain relevancy addressing critical policy issues.															
Activity															
56. 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.	Report produced														TAG Coordinators
57. Revise TAG TORs as necessary to maintain relevancy.	ToR revised					★									ISG Sec, TAG Coordinators, consultant if necessary
Strategy Enhance environmental issues in ISG work through stronger linkages with ISGE															
Activity															
58. Regularly invite ISGE to attend ISG meetings to gain	Issues of common														ISG Sec; ISGE Sec.,

Description	Expected Output	Time schedule (Month)												Responsibility
		1	2	3	4	5	6	7	8	9	10	11	12	
input for ISG activities and so ISGE is aware of ISG activities.	concern exchanged													TAGs, ICDMONRE
59. Regularly attend ISGE meetings to provide input and gain insight for ISG process and activities.	Issues of common concern exchanged													ISG Sec, ISGE Sec., TAGs, ICDMONRE
Strategy: ISG should pro-actively participate in Partnership activities and also encourage partnership to maintain an active relationship with ISG.														
Activity														
60. Attend all Partnership meetings and maintain meeting results on website.	Meeting results and info shared, put on ISG website, published on newsletter, monthly briefing													ISG Sec, FSSP, RWSS-P, NDMP, ISGE, others, relevant dep'ts
61. Maintain or initiate personal meetings with key Partnership people.	Consultations, meetings paid													Manager; ISG Sec
62. Work with Partnerships to identify areas where ISG support/ collaboration may be useful.	Meetings held with partnerships; areas for collaboration and or support identified													ISG Sec, relevant partnerships
63. Develop activities for partnership collaboration	Issues identified, activities formulated													ISG Sec with partnerships
64. Implement identified activities of mutual benefit	Joint activities carried out													TAG Coordinators and ISG Sec
Strategy: Establish annual high-level Core Donor group meeting to review progress on implementation of FYP and to prepare for the Annual CG meeting.														
Activity														
65. Explore option for this meeting with CDG of ISG on feasibility and need of this meeting.					★									Manager, ISG Sec, and core donors and their POs
66. If desired, organize this meeting.						★								ISG Sec
Objective: Thematic studies are coordinated and facilitated to provide a solid basis for discussing and formulating policies to be adopted and carried out by MARD.		Indicator: Number of thematic studies requested and/or carried out successfully.												

Description	Expected Output	Time schedule (Month)												Responsibility	
		1	2	3	4	5	6	7	8	9	10	11	12		
Strategy: At the request of the Minister and through the TAGs identify key issues for developing study proposals.															
Activity															
67. Encourage Minister to propose areas for thematic studies relevant to ISG's mandate.	Submission to Minister to ask for steering														ISG Chairman, manager
68. Identification of potential studies becomes regular output of TAG meetings.	A list of studies formulated														TAG Coordinators, ISG Sec
69. 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.	Issues prioritized			★									★		ISG Sec
70. Draft detailed ToRs for studies.	ToR drafted														Consultants, with support from ISG Sec
Strategy: Help to identify donors willing to sponsor identified studies and coordinate their implementation.															
Activity															
71. Compile, prioritize, and regularly update list of potential studies. Encourage relevant departments to draft study concept notes as pre-proposals.	List of potential studies updated			★			★				★			★	ISG Sec, TAGs and relevant dep'ts
72. Circulate list and any pre-proposals to donors to gauge interest and identify potential funding agencies.	Updated list of potential studies sent out to seek funding			★			★				★			★	ISG Sec
73. Identify appropriate departments and other implementing bodies.	Appropriate dep'ts identified for implementation			★			★				★			★	Manager and ISG Sec
74. Facilitate in developing proposals for studies based on identified implementing bodies and interested donors.	ToRs of Studies completed														ISG Sec, with consultant if necessary; TAGs, relevant dep'ts, institutions
75. Implement approved studies	Implementation														ISG Sec, TAGs, relevant dep'ts, institutions
Strategy: Make knowledge generated by studies available on the ISG website and to others.															

Description	Expected Output	Time schedule (Month)												Responsibility
		1	2	3	4	5	6	7	8	9	10	11	12	
Activity														
76. Results of studies are published on ISG website in a timely manner and made available; Inform stakeholders of the new uploads	Results shared to ISG stakeholders; reminders sent out													ISG Sec
KEY AREA 2 - Support Coordination of Foreign-funded Programs and Projects														
Objective Implementation of the Hanoi Core Statement on Aid Effectiveness is actively supported by ISG.		Indicator: Number of workshops for awareness raising and capacity building on Hanoi Core Statement												
Strategy: Identify appropriate areas for ISG support in implementing HCS														
Activity														
77. Get guidelines from the Government (MPI) for implementation of HCS	Guidelines provided					★								ISG Sec. MPI-FERD
78. Hold workshop on HCS to raise awareness within MARD and identify implications and area for ISG support	Workshop held, issues identified						★							ISG Sec, WB, MPI, donors, and other stakeholders
79. Consolidate results of workshop and incorporate into work plan; circulate to stakeholders for approval	HCS implications incorporated into annual WP 2006						★							ISG Sec
80. Implement actions to support implementation of HCS within MARD														ISG Sec, TAGs
Strategy: Facilitate TAG meetings to raise awareness of and discuss work implications from adoption of the HCS.														
Activity														
81. Request TAGs to include a session on the HCS and results from workshop and draft work plan.	Meeting agendas of TAG adjusted; WP revised.													ISG Sec, TAGs, relevant dep'ts.
Strategy: TAGs should make specific strategies for how they will incorporate the HCS principles and targets into their work.														
Activity														
82. Based on workshop results and draft work plan, TAGs draft specific strategies for implementing HCS in their specific sub-sector (s)	TAG specific strategies developed.													TAG coordinator and ISG Sec, with consultant if necessary
83. Draft work plan for implementation of HCS based on TAG Strategy.	Work plan drafted													TAG Coords with consultant if necessary
Objective:		Indicator:												

Description	Expected Output	Time schedule (Month)												Responsibility	
		1	2	3	4	5	6	7	8	9	10	11	12		
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.		- Degree of overlapped among foreign-funded projects and programs based on inventory. - Degree of Complementarity between foreign-funded projects and MARD projects based on stakeholder assessments.													
Strategy: Results of Policy Dialogues and ISG meetings are considered by MARD planners and reflected in more coordinate ARD development															
Activity															
84. Compile and maintain sector and sub-sector development policies for ARD sector.	Docs collected and archived														ISG Sec; Departments of MARD
85. Conduct synthesis analysis of different policies to identify gaps, overlaps, inconsistencies, and opportunities.	Report produced														ISG Sec and consultant for initial synthesis if necessary
86. Issue regular report on ARD policies with recommendations for donors and MARD to achieve a more comprehensive approach which maximizes benefits.	Report produced and disseminated														Manager, ISG Sec
Objective The ISG Trust Fund is extended until 2010 and a new or extended Framework Arrangement is secured through 2010.		Indicator: Trust Fund is extended and Framework Arrangement through 2010 is secured.													
Strategy: Have Trust Fund extended justified by review, evaluation and draft work plan.															
Activity															
87. Seek extension of Trust Fund from Government of Vietnam.		√													MARD (ISG Chairman), ISG Sec, MPI, MoF
Strategy: Consult with donors and MARD officials conditions ISG should meet to justify an extended FA.															
Activity															
88. Explore with donors potential for securing an extended Framework Arrangement.	Consultations made														ISG Manager and Chairman
89. Compile conditions for extended Framework Arrangement and incorporate in work plan and M&E system as activities.	Conditions met, WP revised														Following consultations ISG Sec
Strategy: Meet conditions identified through stakeholder consultations															
Activity															
90. Prioritise actions to meet conditions of extended	Conditions met				★										ISG Sec

Description	Expected Output	Time schedule (Month)												Responsibility	
		1	2	3	4	5	6	7	8	9	10	11	12		
Framework Arrangement.															
Strategy: Implement process for securing an extended FA.															
Activity															
91. Secure new or extended Framework Arrangement.													★		ISG Sec; ISG Chairman
Objective The positive impact of foreign-funded projects and programs, including ODA and FDI, on the agricultural and rural development sectors under MARD's responsibility is maximised		Indicator: - In the Agricultural and Rural Development Sector ODA is used more effectively and the level of FDI is increased, resulting in increased output in and lower poverty in the recipient areas - Impact assessment reports of programs and projects in the Agricultural and Rural Development Sector													
Strategy: ISG engages a consultant with experience in FDI to devise a detailed strategy for ISG including limits of mandate, targets, objectives, and activities															
Activity															
92. Develop TOR for consultant with Steering Board approval				★											ISG Sec, Steering Board
93. Consultant is hired by ISG to develop Strategy and Work Plan working within the TAG1 framework.					★										Manager, ISG Sec, TAG1, ICD, PD, MPI-FIA
94. Consultant produces FDI Strategy and Work Plan and submits to ISG/ICD/MARD for approval.						★									Consultant to ISG; ISG Sec, ICD, PD, ICARD, MPI-FIA ...
95. FDI Strategy and work plan are revised according to feedback from review.									★						ISG Sec and consultant
96. Submit FDI Strategy and work plan to ISG SB/MARD for approval									★						ISG Sec, ICD
97. ISG implements FDI Strategy and Work Plan.															ISG Sec
Strategy: Support the development of MARD institutional framework related to management and coordination of external resources for the sector (ODA, NGO, and FDI).															
Activity															
98. Provide advice to Minister and MARD on improving the institutional framework of MARD related to management and coordination of external results as															ISG Sec; consultants if necessary, Department of legislation, DPO, and

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needed and developed.	ISG support													relevant dep'ts of MARD
Strategy: Support implementation of Sector-Wide Program approach in MARD (ICD and departments).														
Activity														
99. Hold meetings or discussions on implications of adopting SWAP for MARD.	Discussions held, ideas given			★										ISG Sec. MSCP, Sida, ICD, PD
100. Identify sources of best practice with adopting SWAP and establish linkages for information and lessons sharing.				★										ISG Sec. MSCP CTA, Sida, ICD, PD
101. Conduct needs assessment for adoption of SWAP.	Assessment done				★									ISG Sec, consultant if necessary, MSCP, Sida, ICD, PD
102. Draft proposal for capacity raising activities to address needs for SWAP adoption.	Proposal drafted and approved by SB/MARD					★								ISG Sec. MSCP, Sida, ICD, PD
103. Facilitate implementation of SWAP capacity building program.	Activities carried out													ISG Sec. MSCP, Sida, ICD, PD
KEY AREA 3 - Information Collation and Dissemination														
Objective: Electronic media are increasingly utilized to carry out the exchange of information function of ISG		Indicator: - Meeting agendas focus more on issues which need discussion or decision. - E-mail decision-making tool is established and utilized, number of times. - Background materials and project updates are circulated via e-mail.												
Strategy: Establish an e-mail based decision-making mechanism to increase stakeholder participation in the ISG process.														
Activity														
104. Establish an e-mail based decision-making mechanism to increase stakeholder participation in the ISG process.	Decision-making mechanism formed													ISG Sec
105. Circulate announcement and "instructions" for use of e-mail based voting mechanism.	Stakeholders informed													ISG Sec
106. Implement e-mail based voting mechanism as needed.	Implementation													ISG Sec
Strategy: Increase amount of materials circulated via e-mail to reduce burden on meeting agendas; as requested.														

Description	Expected Output	Time schedule (Month)												Responsibility
		1	2	3	4	5	6	7	8	9	10	11	12	
Activity														
107.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.														ISG Sec
108.Upload relevant documents online for easy access in both PDF and Word formats	Docs uploaded online													ISG Sec
109.Utilize zipped file format for large files.	Files zipped													ISG Sec
Objective 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.		Indicator: - Number of downloads per month of information files contained on the ISG website organized by total and user classification. - Number of website hits per month. - Number of accounts established for access database, total and monthly. - Level of satisfaction of stakeholders based on annual survey. - Number of recommendation submitted and implemented.												
Strategy: Continue to develop the website and improve its functionality; improved quality of other means of info dissemination (databases, quarterly newsletter, monthly briefings, video clips, and other publications.)														
Activity														
110.Develop an internet based “suggestion box” for register users to submit suggestions for improving the website or ISG process.	Suggestion box designed online													ISG Sec.
111.Regularly update the website and remind stakeholders of new uploads via emails.	Website regularly updated, reminders sent out													ISG Sec.
112.Increase the interactive ability of the database to allow users to manipulate the information (e.g. by user, year, or donor).	New applications adopted													ISG Sec.
113.Focus newsletters on more “policy issues”.	More articles relating to policy issues published			★			★			★			★	ISG Sec, all stakeholders
114.Continue to encourage ISG members to contribute to the newsletters, monthly briefings and databases.	Letter of requests and reminders sent out to stakeholders													ISG Sec, all stakeholders
115.Workshop among CIOs of donor agencies, donor-funded projects, and national ones.	Action plan formed, info sharing strengthened													Donors, ISG Sec., CIOs, ISGE, FSSP, NDMP, RWSS P, and others

Description	Expected Output	Time schedule (Month)												Responsibility
		1	2	3	4	5	6	7	8	9	10	11	12	
116. Publish a MARD brochure to introduce with international donors	Brochure published and circulated													ISG, PARD in MARD project; Ministry of Home Affairs
117. Develop a video clip introducing achievements of the ARD sector with contributions from international activities	Video clip published and circulated													ISG, and a film manufacturer engaged
Strategy: Develop a more integrated database accessible over the Internet.														
Activity														
118. Completion of the integrated database in service of international cooperation in ARD sector.	Database in operation, and put online													ISG Sec, consultants
119. Collect and collate policies, legal documents, data of ODA and FDI projects, and consulting services.	Well-organized data/info													ISG Sec
KEY AREA 4 - Capacity Building and Management Processes														
Objective 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		Indicator: Stakeholder satisfaction with performance of ISG Secretariat based on annual survey. Number of appropriate training courses attended by ISG Secretariat staff and key ICD staff.												
Strategy: Continue to identify training needs of ISG staff, key ICD staff and departmental staff and organize training as needed.														
Activity														
120. Utilize and update existing needs assessments.														ISG Sec, ICD
121. Identify means of providing training to meet needs (as approved by SB).														ISG Sec, ICD
122. Develop a training program utilizing as much as possible locally available resources; include target staff and timetable.	Training program													ISG Sec, ICD, relevant Dep'ts
123. Implement approved training program.	Implementation													ISG Sec
124. Undertake specific training programs for ICD officers	Implementation													ISG Sec, ICD
125. At work IT training for ICD officers on networking and web-based databases	Implementation													ISG Sec, ICD
Strategy: Increase capacity of ICD to carry out functions of ISG in preparation for eventual reintegration.														

Description	Expected Output	Time schedule (Month)												Responsibility
		1	2	3	4	5	6	7	8	9	10	11	12	
Activity														
126. Implement training program of identified needs for transfer of needed skills from ISG to ICD.	Implemented as scheduled													ICD, Manager-ISG Sec, MSCP CTA
Strategy: 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.														
Activity														
127. Identify priority skill needs within ISG to better carry out existing functions.	Needs identified													ISG Sec with consultant if necessary
128. Develop TOR for consultant or staff to be hired.	ToR completed			★										ISG Sec
129. Conduct interviews and hire staff.				★										Manager, ISG Sec
Strategy: Fund field visits within Vietnam and overseas study tours for ISG staff, staff of ICD and donor program officers.														
Activity														
130. Identify areas to enhance capacity in priority areas through field visits.	Areas identified													ISG Sec, TAGs
131. Draft program for field visits, get approval, and organize.	Program drafted and approved													ISG Sec
132. Implement approved field visits and study trips.	Implementation													ISG Sec
Strategy: Identify and establish links with regional programs and bodies to share experience and best practices on relevant topics.														
Activity														
133. Identify through stakeholder consultation appropriate regional programs and bodies that can provide valuable input for ISG process.	Appropriate programs and bodies identified			★										ISG Sec
134. Consult with identified regional programs on the potential for collaboration or information sharing.	Consultations made													ISG Sec
135. Develop a program for establishing and exploiting regional linkages.	Program formulated													ISG Sec
136. Implement approved program.	Implementation													ISG Sec
Objective Capacity building activities are carried out to support MARD in effectively implementing priority approaches		Indicator: - Number of workshops and training courses facilitated to raise capacity on sector-wide program planning approaches.												

Description	Expected Output	Time schedule (Month)												Responsibility	
		1	2	3	4	5	6	7	8	9	10	11	12		
such as sector-wide program planning and provincial dialogue platforms.		- Number of capacity building workshops at the provincial level to facilitate increased effectiveness of coordination activities and policy dialogues.													
Strategy: Organize workshops and training sessions on key topics important for carrying out ISG functions or supporting MARD in coordinating effective use of ODA.															
Activity															
137. Based on training needs assessment, organize workshops and training sessions on approved topics.	Workshops held														ISG Sec
138. Implement workshops and training sessions.															As necessary ISG Sec
Objective A formal process for ISG work plan formulation, approval and review, agreed by all key stakeholders, is in place.		Indicator: Annual revisions of the ISG work plan are carried out successfully according to the agreed formal process.													
Strategy: Adopt and agreed process for reviewing, formulating and agreeing upon the ISG work plan.															
Activity															
139. Draft a proposed process for formulating ISG work plans (with consultant input if necessary) and submit to Steering Board for approval.	Process approved by SB via email														ISG Sec
140. Implement agreed process when necessary.															ISG Sec
KEY AREA 5 - Monitoring and Evaluation															
Objective 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.		Indicator: - Annual Performance Analysis is carried out by ISG staff. - Financial auditing reports are carried out in accordance with the Framework Arrangement and made available to appropriate stakeholders. - Annual stakeholder survey to measure satisfaction with ISG process and progress.													
Strategy: Continue to use and seek assistance for improving the existing ISG monitoring and evaluation system.															
Activity															
141. Keep records necessary to assess indicators at the end of the year	Statistics, M&E data available														ISG Sec
142. Circulate questionnaires to gather additional info required for indicators, and collate results	Stakeholders' evaluation shown														ISG Sec
143. Prepare annual performance analysis	Performance													★	ISG Sec

Description	Expected Output	Time schedule (Month)												Responsibility	
		1	2	3	4	5	6	7	8	9	10	11	12		
	analysis report produced														
144. Arrange for a financial audit (for 2004-2005)	Reports produced.		—												ISG Sec, consulting firm engaged
145. Prepare and submit 6-monthly reports to Core Donors	6-monthly reports	★						★							ISG Sec
146. Based on stakeholder feedback, new requirements, and ISG's own ideas, update M&E system to best serve M&E needs.	Comments and recommendations found.		—												ISG Sec
147. Formulate appropriate M&E mechanisms, with the help of an outside consultant if necessary, that are lacking.			—												ISG Sec, with consultant if necessary
Strategy: Develop a Results Framework according to HCS															
Activity															
148. Review HCS and identify areas where results indicators can be established.						—	—								ISG Sec, and all ISG members, MPI-FERD
149. Hold internal discussions between ISG/ICD and Department of Planning, MARD to discuss roles and responsibilities of implementing the HCS.								—	—	—	—				ISG Sec, PD, MARD
150. Adjust existing M&E framework to incorporate Results Based approach.						★									ISG Sec, with consultant if necessary
Objective Linkages are formed with M&E work within MPI to implement an M&E system for the effectiveness of ODA in the Rural and Agricultural Development Sector.		Indicator: ODA effectiveness M&E system is established and implemented in partnership with MPI.													
Strategy: Support the development of an effective M&E system for MARD of the effectiveness of ODA utilization in conjunction with ongoing work in MPI.															
Activity															
151. Hold informal discussions with MPI program to identify potential interest and possibility of collaboration.	Consultations made, joint activities initiated	—	—												Manager and ISG Sec, VAMESPII, MPI-FERD
152. Identify means for consolidation M&E systems.		—	—												Manager and ISG Sec
153. Work with Planning Department, ICARD and SDC funded M&E project	Inputs for MARD M&E system		—	—	—	—	—	—	—	—					ISG Sec. ICARD, PD, SDC, WB, MPI
154. Develop a consolidated M&E system appropriate for	MARD M&E														ISG Sec. ICARD, PD,

Description	Expected Output	Time schedule (Month)												Responsibility	
		1	2	3	4	5	6	7	8	9	10	11	12		
the resources and needs of MARD.	system formed														SDC, WB, MPI
155. Identify needed persons for effective implementation.	List of persons made				—	—	—	—							ISG Sec
156. Implement ODA effectiveness M&E system after approval.								—	—	—	—	—	—		ISG Sec and consultant if necessary

Note:

- Planned and on-going
- ★ Planned
- √ Done