# Viet Nam: Implementation of Civil Service Reform Plan

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<thead>
<tr>
<th>Project Name</th>
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<tr>
<td>Project Number</td>
<td>47157-001</td>
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<td>Country</td>
<td>Viet Nam</td>
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<td>Project Status</td>
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<tr>
<td>Project Type / Modality of Assistance</td>
<td>Technical Assistance</td>
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| Source of Funding / Amount | TA 8726-VIE: Implementation of Civil Service Reform Plan  
Japan Fund for Poverty Reduction  
US$ 1.00 million |

## Strategic Agendas
Inclusive economic growth

## Drivers of Change
- Governance and capacity development
  - Knowledge solutions
  - Partnerships

## Sector / Subsector
- Public sector management - Public administration

## Gender Equity and Mainstreaming
Some gender elements

## Description
The TA is to support the implementation of the Government’s Plan issued on 18 October 2012 on reforming the public services and strengthening civil servants. Specifically, the TA is to support the development and implementation of a standardized system for job analysis, job descriptions, and qualification standards system (competencies framework) in government agencies.

## Project Rationale and Linkage to Country/Regional Strategy
As Viet Nam is entering into the new 10 year period as a _middle income country_, there are new set of challenges the country needs to deal with. In a dynamic and fast changing environment, enhancing Viet Nam’s competitiveness is vital but also a challenge. Adaptation to a fast changing environment requires a diverse range of active Government interventions, from appropriate and enabling policy frameworks and effective regulatory mechanisms, to provision of efficient infrastructure and the effective delivery of public services.

A more efficient, effective and ethical bureaucracy is essential for the country to manage sustainable growth in the medium to long-term. As directing and leading the new development path, the whole government machinery should move from _input-based_ forward to focus on accountability and results- oriented management. The key driving for change is centered on civil service reform as the quality of the policies, the effectiveness of the enforcement all depend on the performance and accountability of the civil servants.

Institutional reform, including civil service reform is regarded as one of three breakthrough in the socio-economic development Strategy from 2011-2020. To this end, the Government issued on 18 October 2012 a Plan to step up the improving public services and strengthening civil servants in medium term from 2012 to 2015. The plan lists out key tasks to be delivered including conducting job description across sector and improving recruitment policy and practices.

## Impact
Quality of HRM in government agencies improved

## Project Outcome
**Description of Outcome**
Integrated HRM in government agencies implemented

**Progress Toward Outcome**
The TA has supported the Ministry of Home Affairs (MoHA) to successfully carry out the following activities and achieved the project’s outcome:
- Job position proposals of all provinces and ministries of Vietnam were approved as against the original target of introducing new policy in 6 agencies;
- Job descriptions, competency framework applied in almost all government agencies in Vung Tau, Quang Tri provinces, and some in Quang Ninh province;
- Job descriptions, competency framework applied in almost all agencies in MONRE.

## Implementation Progress
**Description of Project Outputs**
Standardized system for job analysis and job descriptions without gender discrimination
- Competency frameworks (qualification standards) by grades and managerial positions
  - Guidelines on performance evaluation procedures
  - Dissemination of lessons learned and good practices for change management
The project has achieved its outputs and completed following activities:

Output 1: Standardized system for job analysis and job descriptions without gender discrimination
- A model for conducting job analysis and preparing job descriptions developed through piloting in three provinces of Quang Ninh, Quang Tri, and Vung Tau, and in one ministry of MONRE;
- Handbook on methodology and techniques for conducting functional job analysis and preparing job descriptions applied;
- Total 25 training workshops on job analysis, job descriptions and competency framework conducted for 1788 participants (36.5% are female) in the Government agencies around Vietnam;
- Out of 1788 participants attended training workshops, around 50% are human resource officials. They are the ones who trained and guided other managers and officials in their agencies to do job analysis and job descriptions;
- E-learning course on the techniques for conducting job analysis and preparing job description were designed and posted on MOHA’s website;

Output 2: Competency frameworks (qualification standards) by grades and managerial positions
- The Results of the comprehensive research to investigate the required competencies and proficiency levels for each managerial position for Vietnam civil servants have been incorporated into the Draft of the new Government Decree on criteria for managerial positions of civil servants in Vietnam;
- The managerial competency framework for the head of department position (at both provincial and district levels) in Quang Tri has been developed, agreed and applied in the province;
- The managerial competency framework for all managerial positions of the Institute of Remote Sensing of MONRE has been developed, agreed and applied by the Institute;
- The managerial competency framework for senior management positions in Quang Tri has been developed, agreed and applied in the province;
- The practical manual on application of competency framework for effective management of public employees have been developed;
- E-learning course on competency framework development were designed and posted on MOHA’s website;
- Roadmap for HRIS (HRIS report) developed;

Output 3: Guidelines on performance evaluation procedures
- Performance Appraisal policy for public servants (sample policy) for Quang Tri and Vung Tau provinces have been completed and used;
- Results-based Performance Appraisal policy for the Institute of Remote Sensing of MONRE have been developed and applied;
- Results-based performance Appraisal policy for whole MONRE have been developed and applied;
- Lessons learned from performance appraisal practices have been incorporated into the modifications of the Government No 56 on performance management in the public sector in Vietnam;
- The practical manual on application of result based performance management for the public sector in Vietnam have been developed;
- E-learning for the module have been developed and posted on MOHA’s website;

Output 4: Dissemination of lessons learned and good practices for change management
- Advocacy and replication strategies have been developed and implemented;
- Experiences, lessons learned and tools of the Project continue to be expanded and applied in other agencies across Vietnam;
- E-learning for three modules: job analysis, competency framework; performance management on the MOHA WEBSITE;
- Project’s film which highlighted TA’s achievements completed;
- Project’s book (Civil Service Reform in Vietnam: Perspectives and Practical Lessons) completed. This book has been shared with government agencies of 63 provinces.

Geographical Location

Summary of Environmental and Social Aspects

Environmental Aspects

Involuntary Resettlement

Indigenous Peoples

Stakeholder Communication, Participation, and Consultation

During Project Design
- Given its wide impact, during the TA processing, in-dept consultations with key stakeholders were conducted, particularly with Ministry of Home Affairs, the Ministry of Natural Resources and Environment, Quang Ninh Provincial Peoples Committee and other agencies.

During Project Implementation
- Close consultations with key stakeholders, particularly with Ministry of Home Affairs, the Ministry of Natural Resources and Environment, Quang Ninh Provincial Peoples Committee and other agencies have been conducted through discussion meeting, consultation workshops and also survey.

Business Opportunities

Consulting Services
- A. Individual-Based Recruitment: A total of 11 person-months of services from international consultants will be recruited on an individual basis.
  1. Job Design and Competency Development expert/ Co-team leader (international, 5.5 person-months, intermittent)
  2. Performance Management Expert (international, 3.5 person-months, intermittent)
  3. Expert on HRIS (international, 2 person-months, intermittent)
- B. Firm-Based Recruitment: A consulting team of 8 national consultants (totaling 70 person-months of services) will be recruited on a firm basis using quality-based selection criteria. The team includes
  1. Human resource management expert and team leader (a national, intermittent, 12.5 person-months)
  2. Human resource management experts (3 consultants, national, intermittent, 10 person-months each)
  3. Communication expert (a national, intermittent, 5.5 person-months)
  4. Human resource management research and survey expert (a national, intermittent, 4.5 person-months)
  5. Information technology expert (a national, intermittent, 3.5 person-months)
  6. Translator and project facilitator (a national, intermittent, 14 person-months)

Procurement
- Selective office equipment procured by the national consulting firm.

Responsible ADB Officer
- Dao Viet Dung

Responsible ADB Department
- Southeast Asia Department

Responsible ADB Division
- Viet Nam Resident Mission

Executing Agencies
- Ministry of Home Affairs
- 37 Nguyen Binh Khiem Street
- Hanoi, Vietnam

Timetable

- Concept Clearance: 03 Dec 2013
- Fact Finding: 24 Sep 2013 to 24 Sep 2013
- MRM: -
- Approval: 23 Sep 2014
### TA 8726-VIE

#### Milestones

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#### Financing Plan/TA Utilization

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#### Cumulative Disbursements

| Date Generated | 10 December 2019 |

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