



**CTB**



**FINAL REPORT  
POVERTY REDUCTION THROUGH INSTITUTIONAL  
STRENGTHENING AT PROVINCIAL (NGHE AN) AND  
DISTRICT (QUY CHAU) LEVEL”  
PORIS**



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## Acronyms

|        |  |
|--------|--|
| BTC    | Belgian Development Agency   |
| CD     | Capacity Development   |
| CDPR   | Capacity Development for Planning Reform Project                           |
| CDF    | Commune Development Fund   |
| CPC    | Commune People's Committee (local government at commune level)             |
| C-SEDP | Commune Socio-Economic Development Plan                                    |
| DNE    | District National Expert   |
| DOF    | Department of Finance  |
| DOHA   | Provincial Department of Home Affairs                                      |
| DPC    | District People's Committee (local government at district level)           |
| DPI    | Department of Planning and Investment, at provincial level                 |
| GOV    | Government of Vietnam  |
| ICP    | Indicative Cooperation Program   |
| IT     | Information Technology   |
| ITA    | International Technical Advisor  |
| LED    | Local Economic Development   |
| LUXDEV | Luxemburg Development Agency   |
| M&E    | Monitoring and Evaluation  |
| MOHA   | Ministry of Home Affairs   |
| MPI    | Ministry of Planning and Investment (at central government level)          |
| MSRDP  | Multi-Sector Rural Development Project (in Quy Chau district; 2002 – 2007) |
| MTR    | Mid-Term Review  |
| NEX    | National Execution Modality  |
| NPD    | National Project Director  |
| NRDP   | New Rural Development Programme  |
| NTP    | National Target Programme  |
| O&M    | Operation & Maintenance  |
| OSS    | One Stop Shop  |
| PAR    | Public Administration Reform   |
| PMU    | Project Management Unit  |
| PNE    | Provincial National Expert   |
| PSC    | Project Steering Committee   |
| PPC    | Provincial People's Committee  |
| QC     | Quy Chau (district)  |
| QCDF   | Quy Chau Commune Development Fund  |
| SEDP   | Socio Economic Development Planning  |
| TA     | Technical Assistance / Technical Assistant                                 |
| TFF    | Technical and Financial File (= project document)                          |
| ToR    | Terms of Reference   |
| VND    | Vietnamese Dong  |


## Intervention form

|                                  |  |
|----------------------------------|--|
| Project name                     | Poverty Reduction Through Institutional Capacity Strengthening in Quy Chau district and at Nghe An provincial level  |
| Project Code                     | VIE 08 036 11  |
| Location                         | Quy Chau district, Nghe An province  |
| Budget                           | Belgian contribution: 2,500,000 EUR<br>Partner's contribution: 1,200,000EUR  |
| Partner Institution              | Nghe An provincial people committee  |
| Date of implementation Agreement | September 2009   |
| Duration (months)                | 48 months  |
| Target groups                    | Relevant public servants at Nghe An provincial level , Quy Chau district and its 12 communes<br>Residents of 12 communes of Quy Chau district  |
| Impact <sup>1</sup>              | To promote pro-poor socio-economic development through support to public administration reform at provincial, district and commune level   |
| Outcome                          | Strengthening the institutional capacities of local governments in decentralized development planning, budgeting, implementation and public service delivery in accordance with PAR objectives |
| Outputs                          | 1. Improved decentralized planning, budgeting, and monitoring and evaluation systems at all levels;  |
|                                  | 2. Improved practice of planning for Service Delivery and small scale infrastructure   |
|                                  | 3. Improved decentralized implementation of pro-poor service delivery and small-scale infrastructure   |
|                                  | 4. Exchange and dissemination of Results / Capitalization / Replication strategy   |

<sup>1</sup> Impact is a synonym for global objective, Outcome is a synonym for specific objective, output is a synonym for result

## Global appreciation

| Describe your global appreciation of the intervention (max 200 words): | Describe your global appreciation of the intervention (max 200 words):  |
|--|---|
|  | <p>The project did not have an easy start. The first project activities were delayed until 2010 and the early 2012 audit report forced BTC to temporarily freeze the QCDF. The project was put back on track in the course of 2013.</p> <p>Considering the limited amount of time the project had left after the MTR, the project achieved reasonable results. The planning approach in the Communes has fundamentally changed from an administrative desk job to a participatory and more inclusive exercise for the preparation and implementation of C-SEDP. The project made use of a capacity development approach involving all levels of staff in the province. The introduction of the participatory planning approach and the availability of a modest but predictable annual Commune Development Fund (CDF), created the necessary conditions for the Commune staff to become active and enthusiastic development facilitators. The project assisted the Communes in becoming investment owners of small-scale development projects. Population and citizens have been sensitized to the rationale and the importance of participation in SEDP preparation.</p> |

|  |  |
|--|--|
|  | 205 locally prioritized projects have been implemented.                              |
| <b>Score your global appreciation of the intervention<sup>2</sup>:</b> | <b>Score your global appreciation of the intervention<sup>3</sup>:</b>               |
|  | Satisfactory   |
| National execution official <sup>4</sup>                               | BTC execution official <sup>5</sup>  |
|  |  |

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**The Belgian Development Agency**  
**Vietnam**

<sup>2</sup> Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory

<sup>3</sup> Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory

<sup>4</sup> Name and Signature

<sup>5</sup> Name and Signature

# PART 1 : Results achieved and lessons learned

## 1 Assessing the intervention strategy

### 1.1 Context

#### 1.1.1 General context

Since 2010, Vietnam has officially become a middle-income country. To maintain this level of development and to avoid the "middle income trap", Vietnam needs to reform its public administration, improve the market economy institutions to boost productive forces and improve public services delivery. In the context of the global economic downturn these imperatives become more urgent. At the same time, the country is facing a dilemma of scattered and ineffective public investment, while resources remain limited and provincial authorities are increasingly held accountable to their constituencies. In other words, Provinces have to find answers how to sustain growth and at the same time improve the quality of public services in a context of tighter resources.

Part of the answers is found in improving the country's planning system. Recognizing the need for planning reform to align with the requirements of the market economy, since the 90s, there have been continuous efforts to improve the national planning system. Three phases can be identified in the reform of the socio-economic development planning, the SEDP. The first phase of experimentation (until 2006), the second of piloting participatory planning (until 2009), and the third institutionalisation phase to ensure the participatory approach is sustained, and good governance at sub-national level is secured. Currently, in this third phase, Provinces are reforming their planning system towards effective bottom-up planning practices. Sometimes these reform initiatives were initiated with support from external funding agencies.

So far, more than 30 provinces have implemented local planning reform. Many provinces have understood the necessity of piloting first, until there was enough persuasive evidence about usefulness and benefits. Many provinces, including HoaBinh, Quang Tri, NinhThuan and Ha Tinh, have rolled out planning reform province-wide by institutionalising the

participatory planning approach; they introduced their guidelines on participatory C-SEDP. Following the experiences of pioneering provinces, also Nghe An province has issued this year a regulation on institutionalising the C-SEDP approach province-wide, Decision 811. According to this regulation, further explained in this evaluation report, all NgheAn Communes will develop their commune plans following the participatory C-SEDP approach.

### 1.1.2 Institutional context

Although so far a specific legal document on planning reform has not yet been available, the legal basis for C-SEDP reform already exists in many guidelines, directives and policies of the Party and State, from legislation to National Target Programmes (NTP). The first and also the most important legal basis for the application of participatory C-SEDP is the *Law on Organization of People's Councils and People's Committees*. The law has clearly defined that the first task of all government tiers is to formulate their respective SEDPs. However, in many provinces, communes and districts this task focussed mainly on budget allocation plans after higher levels had informed them on the targets and budget estimates. They are not really concerned about using SEDPs as a tool for local development management. SEDPs at different levels are usually designed without relevant stakeholders' participation. Development priorities of the grassroots level have not been determined with public participation and are not integrated into the development priorities of the higher level SEDP towards the national SEDPs. This is the key shortcoming of the current commune plan. Therefore, the participatory C-SEDP is essentially the application of a new way to perform the statutory function of the Commune People's Committee

Although a separate legal document governing planning reform has not yet been available, MPI has repeatedly affirmed that planning reform at sub-national level is decided by the PPC. MPI itself has also issued a letter to encourage provinces to adopt a new participatory planning approach. Given the difficult socio-economic situation of the economy, the Government has recently announced a *programme of radical reform in state management* with three economic restructuring tasks, including public investment reform. To restructure public investment, planning and budgeting reform, and enhancement of SEDP M&E should be seen as a priority. To further improve the legal framework for public investment, the



National Assembly passed a new Public Investment Law during the first annual meeting session in May–June 2014. According to this Law, all provinces are required to develop their Medium-Term Investment Plan (MTIP), which should include a list of public investment projects potentially being funded in the course of five years, depending on funding availability. Projects that are not listed in this plan will have basically no chance to be funded. In fact, MTIP can be seen as an effort at central level to gradually link development and budget plans.

### 1.1.3 Execution modalities context

Until 2012 the project was implemented as a parallel structure next to the normal government functioning. Government staff implemented the project; it was their way of interpreting NEX, it was seen as ‘budget support’. A main constraint was that at the start of the project the Institutional Capacity Assessment study of April 2010 has insufficiently informed the PORIS agenda. Implications of this omission were for instance that no agreement was made on the capacity constraints of the various government tiers and on a strategy to work on capacity development. Another constraint of the project at the start was that it was seen as a second phase of the previous Multi-Sector Rural Development Project; technically oriented, with little focus on governance and politics.

The year 2012 was a transition year. The QCDF was temporarily suspended after the Audit report, and Communes and villages expressed their dissatisfaction on the way the project was implemented. The MTR at the end of 2012 provided an analysis on the use of NEX until that moment (pp. 27-29).

Provincial leadership decided to change project management at Provincial and District level, and new discussions with BTC created an opportunity to work out an agreed upon NEX modality for the project. Main agreement was that the project aims at establishing a Commune driven development approach and that the project will assist in creating the institutional capacity for sustaining this approach. Arrangements were made for BTC to be the technical adviser in this institutional development process.

After the MTR, the NEX modality started to bear fruit: project management (DPI vice- director and DPC Chairman), together with a minimum of BTC paid staff, continued to manage the project, making use of targeted consultancies, training activities and BTC coaching. Provincial, District and

Commune staff worked in the project as their regular job, not anymore as additional assignment.

#### 1.1.4 Harmo-dynamics context

Within Nghe An Province there were four donor supported projects working on governance aspects, three more specifically on planning reform. Coordinated by DPI they arrived at a single manual for C-SEDP. Harmonisation with other relevant BTC projects (SPR and PARROC) was less relevant because PORIS had less to offer until the time of their closure, mid-2013. The mission hopes that the PORIS experiences will find its way to the BTC supported CDPR project at national level. The stocktaking note will be an opportunity to share the lessons from the project and to create linkages.

Synergies have been developed with other provinces having piloted and institutionalised C-SEDP such as Quang Tri, Hoa Binh and Ninh Tuan.

## 1.2 Important changes in intervention strategy

There was no real change in the intervention strategy. However the project faces important difficulties to adapt and shift from an integrated rural development project into local development with an institutional focus. The project had a very slow start and achieved few results in the first two years of operations (2010-2011). The project misunderstanding and misinterpretation of NEX resulted in delayed and poor qualitative outputs. These were fixed in the course of 2012 allowing the start of important activities (communication strategy, Local Economic Development Study (LED) and a capacity assessment and plan). The project had to be frozen and audited in 2012 due to serious overspending in the QCDF. This was the symptoms of serious project misunderstandings. Those were fixed following the MTR. The project was restarted on new grounds and following sensitization workshops with local authorities early 2013. This coincided with the appointment of new PSC chair, project director and vice director. The project could be fully and adequately restarted in 2013 with an adequate focus on commune capacity and C SEDP preparation and implementation. Given the time wasted at the beginning, the project has achieved reasonable results and interesting lessons worth sharing with stakeholders. A stocktaking note is in the final making.

## 2 Results achieved

### 2.1 Monitoring matrix

| Results / indicators   | Baseline Value | End Target | End Value obtained | Comments   |
|--|----------------|------------|--------------------|--|
| <b>OUTCOME:</b> Strengthen the institutional capacities of local governments in decentralized development planning, budgeting, monitoring and evaluation, implementation and public service delivery in accordance with PAR objectives |                |            |                    | The project proved that with adequate technical and political support, communes can efficiently deliver local services addressing the needs of the citizens. PORIS demonstrated that commune driven development is effective because it increases local contributions and facilitates local development initiatives. It also paved the way for increased transparency and accountability |
| Quality planning cycle of Quy Chau is operational  |                |            |                    | The Communes in Quy Chau District have all introduced the C-SEDP planning cycle incorporating the six steps that make the planning system participatory and Commune driven;  |
| Institutional capacities meet all planning cycle requirements  |                |            |                    | Most capacities to run the project cycle (individual, organisational and institutional) are available in the Communes and District. Capacities for M&E and O&M arrangements of the small-scale infrastructure projects still need attention. M&E capacities are divided in M&E for plan implementation and for properly executing the new planning approach.                             |
| <u>Provincial Administration Performance Index</u>   |                |            |                    | Nghe An province ranks 37/63 on the overall  |

|   |   |
|---|---|
| <a href="http://papi.vn/en/profile/nghe-an.html">http://papi.vn/en/profile/nghe-an.html</a>                     | PAPI Index 2013. Between 2011 and 2013, Nghe An has gone up on control of corruption, public admin. Procedures and slightly over public service delivery. Nghe an has gone down on vertical accountability and transparent and slightly down on participation at the local level. The work of the PORIS on one of the 12 district of the province might not have influenced those indicators. |
| <b>OUTPUT 1: Improved decentralized planning, budgeting and monitoring and evaluation systems at all levels</b> | Reasonable results achieved on planning, budgeting and implementation at commune level. Less progress on M&E  |
| New revised and updated provincial regulations issued supporting decentralized planning and implementation      | A new C-SEDP planning guidelines has been developed and being improved over time  |
| Improved system of planning in place  | A new C SEDP preparation process is in place and being applied by Quy Chau District without project support. The process was institutionalised through PPC decision 881   |
| Improved system of budgeting in place   | C SEDP is prioritising projects based on available resources. The QCDF allowed the communes to have access to predictable resources.. At the end of PORIS, without having an additional QCDF to cover for project resources, the Communes had learned to use the funds of two NTPs (P135 and NRDP) for resourcing their C-SEDP  |
| Improved system of M&E in place (for the commune / district SEDP)   | Community supervisions boards have been strengthened to monitor the implementation of the local projects. An integrated M&E system has however not been developed yet   |
| Improved system of public access to information in place  | Public access to information has been greatly increased through intense communication on C SEDP process, QCDF   |

|   |  |
|---|--|
|   | allocation, project prioritisation, project implementation,...<br>Information about planning process and priority setting was made transparent and in this way assisted in public access to information.   |
| A participatory M&E system developed and mainstreamed into regular reporting systems of the government  | Not achieved   |
| Regular technical and financial reporting system at all levels  | Regular financial reporting of the communes via the district Finance department has been put in place increasing the commune accountability and the trust of the DoF in the communes.  |
| <b>OUTPUT 2: Improved practice of provincial and local development planning for economic development, service delivery and small-scale infrastructure</b> |  |
|   | Planning practices at commune level has changed and improved drastically. All communes are able to produce good quality participatory, resources-based C SEDP independently  |
| Quality of Commune annual plans   | After four planning cycles (2010, 2011, 2013 and 2014)<br>all Communes have made their C-SEDP independently, with District staff acting as resource persons<br>The plans made in June 2014 for the fiscal year 2015 contain analytical information about the Commune, have a justified priority list of projects, and a large number of projects are resourced |
| Commune plans take into account assessments of social, economic, administrative service and small scale infrastructure completed                          | C SEDP has moved from a purely administrative desk work to a participatory process building on the local and collective knowledge and experiences of the territory. Local Economic development opportunity assessment has been undertaken to feed in the C SEDP process. This needs to be improved through more systematic territory analysis                  |
| Province, District and Commune staff fully understand the strengthened planning, budgeting, M&E procedures  | C SEDP process is fully owned and mastered by the communes and district staff. Significant achievements related to understanding the participatory and bottom-up commune SEDP processes. C SEDP institutionalisation is a positive evolution   |

|   |  |
|---|--|
| Province technical Staff adequately guides District and Communes in planning, budgeting and M&E processes | Significantly improved. Synergies between district and communes staff on planning and budgeting has significantly improved                     |
| Commune plans are gender sensitive both in output and procedure   | Village meetings were frequented by a majority of women and that in a large number of LED projects, women farmers were the main beneficiaries. |

|   |   |   |
|---|---|---|
| <p><b>OUTPUT 3: Improved decentralized implementation of local development plans, pro-poor service delivery and small-scale infrastructures in Quy Chau District and Communes</b></p> |   | <p>The project assisted the Communes in becoming investment owners of small-scale development projects PORIS entrusted public management responsibility to the communes, together with adequate technical support, access to small, but predictable, budget allocation and gradually developing accountability systems.</p> |
| Plans are adequately implemented  | <p>During the course of PORIS, more than 200 locally identified Commune development projects were carried out and funded by the QCDF, for all Commune projects supported by PORIS</p> |   |
| Good tendering, accounting, practices in place at all relevant levels   | <p>The Communes have improved their performance in three areas: Priority setting, Contracting out and</p>   |   |

|   |  |
|---|--|
|   | construction supervision, Improved financial management.   |
| O&M procedures in place (both regulations and practice)   | Operation & Maintenance (O&M) procedures are addressed, but mainly informally, without formulating specifically who will be responsible for what.  |
| O&M fees collected  | no   |
| Amount of O&M fees spent on maintenance   | no   |
| <b>OUTPUT 4: Exchange and dissemination of results, capitalisation, replication strategy and extension of the project</b> |  |
| Synergies between projects  | Nghe An is part of as group of more than 30 Provinces in which bottom-up planning experiences have taken place. Nghe An developed collaboration and partnerships on C SEDP with likeminded provinces such as Ha Tinh and Quang Tri and Hoa Binh. This appears to be important for the C SEDP institutionalisation process. |
| Joint trainings, evaluations, programmes  | communication strategy was prepared and many communication activities were undertaken to sensitize the stakeholders about the planning approach of the project (newsletters, website, posters, TV and radio program, flyers, ...)  |

## 2.2 Analysis of results

### 2.2.1 To what extent will the intervention contribute to the impact<sup>6</sup> (potential impact)?

Not only the project had an impact on the stated end beneficiaries, the poor of Quy Chau district who benefited from 200 local identified public projects, but it also h=gave them a voice in the decision making process for the local government spending and institutionalized it in the new

<sup>6</sup> Terminology : Impact = General Objective ; Outcome = Specific Objective; Outputs = Expected Result

approved C SEDP process. Nghe An now operates a more efficient, participatory pro poor planning and budgeting system and the case has been made for the communes to be entrusted with capital budget allocation to pursue this process. Ample evidence that poor villagers have benefitted from the project have been gathered and will be part of the stocktaking note.

A second impact of the project is how the Commune and District staff reacted to the new planning approach. They expressed an increased commitment because now they were working on real needs instead of working on an assignment from above, a desk job. This change in mind set will be an important asset to use in further rolling out the approach in the Province.

A third – unintended – impact that can be attributed to the project is that the word ‘accountability’ received meaning for villages and Communes. Villages became more accountable for their own planning; village headmen are more accountable to their villagers. And Communes are now accountable for the discretionary funds they receive and subsequently to the villages that benefit from these funds.

### 2.2.2 To what extent has the outcome been achieved? Explain

Nghe An provincial authorities and BTC have been piloting decentralised planning, budgeting and implementation at the communal level in Nghe An province. The project rationale was to bring decision making process on local services delivery and economic development closer to the citizens with the expected aim to increase efficiency and accountability. With about 55% of the overall state expenditures and 75% of capital expenditures done at the sub national level, Vietnam could be seen as a highly decentralized country. Vietnam however still operates a nested budget and planning system within a hierarchical subordination and vertical integration of plans at all levels. This creates tensions in the decentralised system. The project entrusted public management responsibility to the communes, together with adequate technical support, access to small, but predictable, budget allocation and gradually developing accountability systems. The project proved that with adequate technical and political support, communes can efficiently deliver local services addressing the needs of the citizens. The PORIS demonstrated that commune driven development is effective because it increases local contributions and facilitates local development initiatives. It also paved the way for increased transparency and accountability.



### 2.2.3 To what extent have outputs been achieved? Explain

The project achieved the following major achievements :

- Planning approach has fundamentally changed in the province from an administrative desk work to a participatory and more inclusive exercise for the preparation of C SEDP
- Communes leaders and staff have taken ownership of local development (planning, budgeting, implementation monitoring)
- Communes have been entrusted with discretionary capital budget allocation (QCDF) to implement local priorities
- Population and citizens have been sensitized to the rationale and the importance of participation in SEDP preparation
- 205 locally prioritized projects have been implemented

Result 1 : Changing the planning system :

- Institutional analysis of planning systems in the province was undertaken
- Local Economic Development (LED) study was undertaken to identify LED opportunities in District and communes.
- New Planning manuals and guidelines were developed
- Communes prepared single integrated C SEDP with all available resources

Result 2 : Improving planning practices

- A total of over 100 people at provincial/district/ communes were trained on the new planning approach
- After 3 planning cycles – with Province and District support – the Communes now make their C-SEDP independently
- 30 trainers were trained through ToT to sustain planning practices
- Trainings on C SEDP planning was provided to all districts and communes staff of the province
- Communes implemented the full planning/budgeting/implementation /M&E through the QCDF

Result 3 :

- Each commune had an annual QCDF drawing rights based on poverty, population and size (predictable to allow planning)
- Communes were provided with an annual QCDF allocation to implement priorities from the C-SEDP identified with the communities
- 205 locally identified projects were implemented with communes

ownership, including :

- 101 small scale infrastructures
- 73 social service delivery
- 31 local economic development projects

| Type of projects                   | number |
|------------------------------------|--------|
| Roads repair                       | 14     |
| Health centers/School repair       | 22     |
| Dam/Drain/irrigation               | 27     |
| Community houses                   | 26     |
| OSS upgrading                      | 5      |
| Bore well, drinking water system   | 7      |
| OSS equipment                      | 14     |
| Public learning equipments         | 15     |
| Community house equipment          | 20     |
| Equipments health centers          | 12     |
| Equipments commune departments     | 12     |
| Pig raising model replication      | 12     |
| Sow breeding model replication     | 12     |
| Paper cutting machine              | 4      |
| Incent tree purchase and materials | 3      |

- QCDF was not an investment fund but a capacity development tool “learning by doing”

#### Result 4 :

- Communication/sensitisation activities : project newsletter, project web page, newspaper articles, TV programs,...
- Study and workshop on the lessons learned and replication of the C SEDP
- PPC Decision no. 811/QĐ-UBND on the institutionalization of the C SEDP methods (enlarging the methodology to the entire province)
- Recent Final Evaluation positively assessed the impact of the new planning approach
- Stocktaking workshop with other provinces held in October 2014
- Stocktaking note

#### 2.2.4 To what extent did outputs contribute to the achievement of the outcome ?

The extent, to which the results have contributed to the outcome (specific objective) in two ways, is measured by its indicators:

- Quality planning cycle of Quy Chau is operational. All Communes of Quy Chau have implemented the six-step planning model as prescribed in the C-SEDP manual. However, the District has not yet succeeded in monitoring the quality of the cycle. Indications from the mission are that villagers are more satisfied and feel more involved in their own development. Institutional capabilities meet all planning requirements. The answer to this question depends on how wide ‘institutional’ is interpreted. Commune and District capabilities have certainly improved to a level that proves the ability of the Commune organisation to become the investment owner, i.e. to have primary responsibility for the entire project management cycle. The District organisation has shown to be an effective support organisation. Capacities for M&E and O&M arrangements of the small-scale infrastructure projects still need attention. The question remains whether the Provincial organisation – being responsible for more than Quy Chau District – is able to function as a proper support to all 21 Districts. An unplanned positive effect of the project is that all Districts, with their 480 Communes, have been trained in the new C-SEDP approach.

Looking beyond Nghe An Province, which is one of the intended effects of Result 4, is still a road with good intentions. This is to a certain extent an area of political influencing and less easy to predict. Nevertheless, PORIS should also be seen as a contribution to the larger institutional reform agenda of Vietnam in which participation, local democracy, domestic accountability, decentralisation and increasingly important political dimensions that central government has to consider. The contribution of PORIS to this larger debate is important.

#### **2.2.5 Assess the most important influencing factors. What were major issues encountered? How were they addressed by the intervention?<sup>7</sup>**

The project started on the wrong footing both with a misunderstanding of the execution modalities as well as with a misunderstanding of the institutional focus as opposed to the previous integrated project. It took a while before the district felt at ease and willing to provide the commune with the project management ownership. The MTR and the freeze of the project due to over expenditures in the QCDF came as a shock and eye opener for all stakeholders. The project can be restarted on good ground with a shift from District to Commune centred management. Project management was entirely renewed and communication between province, district and BTC improved. Those were the ingredients that made the project to restart on adequate ground to reach reasonable results given the time lost in the beginning.

#### **2.2.6 Assess the Integration of Transversal Themes in the intervention strategy**

As a project aiming at local government capacity development, PORIS did not have a special focus on gender and environment, even though a specific gender focussed indicator is mentioned under result 2 of the logframe. The reports that the mission received give a similar impression. The PMU reports do not mention these themes, the BTC Results Reports provide minimal information. Women and environmental issues are taken into account when prioritising projects (in the C-SEDP manual). In addition, children issues are taken into account by the 12 Commune projects that focus on improving learning conditions at primary schools.

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<sup>7</sup> Only mention elements that aren't included 1.1 (Context), if any.

In the discussions with Communes and villages the mission found out that village meetings were frequented by a majority of women and that in a large number of LED projects, women farmers were the main beneficiaries. If these themes are to become priority issues in the future of the C-SEDP, then the C-SEDP manual would need to include them as separate guidelines and formats on how to deal with these topics, e.g. a simple environmental impact and/or gender assessment.

#### **2.2.7 To what extent have M&E, backstopping activities and/or audits contributed to the attainment of results? How were recommendations dealt with?**

As stated above, the MTR and financial audits of the QCDF were triggers for the PORIS to be put back on tracks. The recommendations of the MTR and of the audit were diligently applied and followed up by the stakeholders to put the project back on solid ground. The implementation of the recommendations was followed by the PSC which regularly met during the second part of the project lifespan.

## **3 Sustainability**

#### **3.1.1 What is the economic and financial viability of the results of the intervention? What are potential risks? What measures were taken?**

The financial viability lies in the commune accessing resources to be able to pursue C SEDP. As part of Decision 881 to institutionalise the planning process development by the project to the entire province, the provincial authorities committed to provide the communes with an annual budget of 7 M VND per commune to undertake participatory C SEDP process. In addition steps have been taken (study undertaken by the project) to allow the communes to access NTP funds to be able to fund the C SEDP.

#### **3.1.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support? What are potential risks? What measures were taken?**

During the final two years of the project, the partner organisations (Province, District and Communes) have understood that PORIS was a tool for sustainable capacity development. PORIS has succeeded in creating a number of sustainable changes. The main ones are the formal arrangements for District and Commune Planning groups, the integration of C-SEDP training in the Provincial curriculum and the regulation of the bottom-up planning approach in the Province (Decision 811). In

working towards these changes the relationships between villages, Communes and District have changed from a top-down relationship towards a more mutual accountability relationship in which each level has its own role to play. These are important conditions for further developing the C-SEDP.

To keep these changes alive, further capacity developments would be needed:

- Ensure that Communes remain having a predictable budget with which they can autonomously plan their priority projects. This could be in the form of NTP budget (like the already available P135 or NRDP) or direct provincial/district financing.
- The C-SEDP will have more chances to survive if there will be a District and Province SEDP. At the moment, District and Province are still making their annual plans based on assignments from the higher levels. DPI and the PPC Vice-Chairman are in favor of these developments towards vertical integration.
- Bottom up planning would take off more rapidly if formally supported by the national level; a possibility may be the upcoming local government law, in which the responsibilities of the various government tiers will be elaborated.
- Formalization of O&M and M&E systems at the village level. Commune staff are realizing this constraint and would be supported if practical procedures would be provided and trained.
- Make sure that the main CD players in the Province (like DOHA, Vinh University and the Political School) jointly work on CD support activities for the Commune, District and Province SEDP.

### **3.1.3 What was the level of policy support provided and the degree of interaction between intervention and policy level? What are potential risks? What measures were taken?**

During the final evaluation debriefing workshop, a discussion was initiated on how the Nghe An experiences can benefit the national agenda towards an overall new planning decree. In these discussions, also representatives from Hoa Binh, Quang Tri, and Ha Tinh took part. The discussion centred around two change strategies:

- Top-down. Provide relevant information to MPI and ask them to come up with a decree that can be implemented nationally
- Bottom-up. Create as many good C-SEDP examples as possible; create a critical mass of Provinces that do things differently. The only thing MPI needs to do subsequently is regulate what is already

happening in reality.

The first strategy was seen as 'useless', MPI would not likely initiate a new decree by itself. Countervailing power from below is needed. To this effect Hoa Binh, the Province with the most elaborate experience in C-SEDP, was asked to take the lead and inform other like-minded provinces. A second avenue of action would be to inform the Provincial members of the National Assembly on the advantages of Commune driven planning, e.g. via the recently formulated stock-taking note on PORIS experiences.

BTC's contribution to sustain the C-SEDP approach would be to select like-minded provinces for the CDPR provincial component and to include Nghe An in the PAR support project; this will provide Nghe An with the opportunity to further institutionalise the C-SEDP approach.

## 4 Learning

### 4.1 Lessons Learned

PORIS has been an enriching experience for all involved: Government staff, BTC and villagers. Three main lessons can be highlighted: on continuity of the C-SEDP, on the speed of learning and on BTC-government relations.

- 1. C-SEDP development continues after the donor funded support** : PORIS was one of the projects piloting the C-SEDP. Just like the experiences in other provinces, we can safely say that – given the appropriate institutional support – Communes are well able to be the investment owners of Commune socio-economic development projects and investments. Foreign funding has helped in creating feasible C-SEDP approaches and Commune driven development have remained effective even after the end of the donor support (experiences of Quang Tri and Hoa Binh Provinces).
- 2. Leadership matters** : The MTR was a critical document highlighting various shortcomings of the project until 2012. During that period, there was even talk of suspending the project indefinitely. Then, with the proper Provincial leadership, the project ‘miraculously’ changed course. Only by changing three positions (PSC chairman, Provincial project manager and District project manager) the project got into gear and created enthusiastic project implementers at all levels. This leadership driven development saved the project. For the mission a strong sign that (political) leadership is a crucial area to address when planning and managing projects.

### 4.2 Recommendations

| Recommendation  | Source | Target audience |
|---|--------|-----------------|
| Ensure proper agreement and understanding of execution modalities (NEX) before the project starts |        | BTC             |



|  |  |     |
|--|--|-----|
| Organise project start up workshop with all stakeholders to ensure a shared understanding of the project objective, approach, strategy, allocation of tasks,.... |  | BTC |
|  |  |     |



## PART 2: Synthesis of (operational) monitoring

### 1 Follow-up of decisions by the JLCB

### 2 Expenses (as of March , 2015)

| Sum of AmountBudCur | Column Labels       | Year                | Year                | Year                | Year                | Year                | Year               |                       |  |
|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|-----------------------|--|
| Row Labels          | 2,009.00            | 2010                | 2011                | 2012                | 2013                | 2014                | 2015               | Grand Total           | Note   |
| VIE0803611_A_01_01  | (168,400.00)        | (188,120.00)        | (186,365.00)        | (222,155.00)        | (312,198.00)        | (526,477.00)        |                    | (1,603,715.00)        | contribution for project activities                        |
| VIE0803611_Z_01_01  | (25,944.87)         | (83,925.94)         | (27,453.12)         | (42,577.87)         | (118,641.73)        | (224,394.56)        | (2,836.10)         | (525,774.20)          | Technical assistant  |
| VIE0803611_Z_02_01  | (42,027.87)         | (46.43)             |                     |                     |                     | (568.93)            |                    | (42,643.23)           | Vehicles   |
| VIE0803611_Z_03_01  |                     |                     | (7,145.18)          | (5,979.03)          | (33,880.00)         | (813.24)            |                    | (47,817.45)           | Evaluation   |
| VIE0803611_Z_03_02  |                     |                     | (7,000.36)          | (6,699.34)          | (26,812.03)         | (8,387.99)          |                    | (48,899.72)           | Audit  |
| VIE0803611_Z_03_03  |                     | (3,760.19)          | (3,429.24)          |                     |                     |                     |                    | (7,189.43)            | Execution modalities                                       |
| VIE0803611_Z_03_04  | (101.10)            | 48.56               | (5,052.60)          | (6,077.67)          | (5,159.73)          | (23,888.87)         | (500.06)           | (40,731.47)           | Backstopping   |
| VIE0803611_Z_10_01  |                     |                     |                     |                     |                     | (67,452.88)         | (16,278.75)        | (83,731.63)           | trainings, workshops, furnitures, travel & operation costs |
| VIE0803611_Z_99_98  |                     |                     | 3.75                | (3.65)              | (4.20)              |                     |                    | (4.10)                | Conversion rate  |
| <b>Grand Total</b>  | <b>(236,473.84)</b> | <b>(275,804.00)</b> | <b>(236,441.75)</b> | <b>(283,492.56)</b> | <b>(496,695.70)</b> | <b>(851,983.48)</b> | <b>(19,614.92)</b> | <b>(2,400,506.24)</b> |  |

### 3 Disbursement rate of the intervention

| Source of financing | Cumulated budget | Real cumulated expenses | Cumulated disbursement rate | Comments and remarks |
|---------------------|------------------|-------------------------|-----------------------------|----------------------|
|                     |                  |                         |                             |                      |
|                     |                  |                         |                             |                      |
|                     |                  |                         |                             |                      |

## 4 Personnel of the intervention (as of dec 31. 2014)

### Project staff

| Order | Name                      | Position                                  | Start                          | Finish                         |
|-------|---------------------------|---|--------------------------------|--------------------------------|
| 1     | Ms. Nguyen Thi Phuong Lan | Provincial Adviser cum Project Accountant | 1 <sup>st</sup> December 2009  | 31 <sup>st</sup> March 2015    |
| 2     | Mr. Pham Le Dung          | Provincial Secretary cum translator       | 1 <sup>st</sup> October 2011   | 28 <sup>th</sup> February 2015 |
| 3     | Mr. Tran Tuan Khanh       | Provincial Driver                         | 6 <sup>th</sup> January 2010   | 28 <sup>th</sup> February 2015 |
| 4     | Ms. Le Thi Nga            | District Accountant                       | 1 <sup>st</sup> November 2013  | 28 <sup>th</sup> February 2015 |
| 5     | Mr. Vi Van Sen            | District Driver                           | 20 <sup>th</sup> January 2010  | 31 <sup>st</sup> August 2014   |
| 6     | Nguyen Thi Ngoc Hoa       | District Administrator/cashier            | 1 <sup>st</sup> January 2011   | 31 <sup>st</sup> August 2014   |
| 7     | Mr. Vi Van Thang          | District Coordinator                      | 1 <sup>st</sup> July 2010      | 30 <sup>th</sup> April 2014    |
| 8     | Mr. Pham Xuan Nam         | District Adviser                          | 1 <sup>st</sup> October 2013   | 31 <sup>st</sup> December 2013 |
| 9     | Ms. Vi Thi Thin           | District Accountant                       | 1 <sup>st</sup> October 2011   | 31 <sup>st</sup> October 2013  |
| 10    | Ms. Nguyen Thi Anh Dao    | Provincial Secretary cum translator       | 1 <sup>st</sup> December 2009  | 31 <sup>st</sup> August 2011   |
| 11    | Ms. Phan Thi Tuyet Thanh  | Provincial Adviser                        | 3 <sup>rd</sup> September 2009 | 31 <sup>st</sup> October 2010  |
| 12    | Mr. Manh Loc Khoa         | District Adviser                          | 1 <sup>st</sup> January 2010   | 30 <sup>th</sup> June 2010     |

### Project-hired consultants (ST)

| ORDER | NAME                   | POSITION                          | ORGNISATION                  |
|-------|------------------------|-----------------------------------|------------------------------|
| 1     | Mr. Vu Cuong           | SEDP institutional Expert         | National Economic University |
| 2     | Mr. Dang Dinh Ngoc     | SEDP Expert                       | Independence Consultant      |
| 3     | Mr. Tran Trung Hieu    | SEDP Expert                       | CIEM -MPI                    |
| 4     | Ms. Tran Minh Phuong   | Communication Expert              | Independence Consultant      |
| 5     | Mr. Bui Tuan Nha       | Training Expert                   | Independence Consultant      |
| 6     | Mr. Trinh Tien Dung    | Training Epxert                   | Independence Consultant      |
| 7     | Mr. Luong Dinh Lan     | Local Economic Development Expert | Independence Consultant      |
| 8     | Mr. Phan Duy Toan      | Administration Reform Expert      | CSDP                         |
| 9     | Mr. Vu Ngoc Anh        | Administration Reform Expert      | CSDP                         |
| 10    | Ms. Phan Thi Nhiem     | Planning Expert                   | CSDP/                        |
| 11    | Mr. Do Phu Hai         | Monitoring and evaluation Expert  | Independence Consultant      |
| 12    | Ms. Pham Quynh Hoa     | Training Expert                   | NAPA                         |
| 13    | Mr. Nguyen Van Huan    | Social Expeet                     | CSDP                         |
| 14    | Mr. Phan Ngoc Tu       | LED Expert                        | Independence Consultant      |
| 15    | Ms. Nguyen Trang Thanh | Geological Expert                 | Vinh University              |
| 16    | Mr. Dao Ngoc Lam       | Statistic Expert                  | InvestConsult                |
| 17    | Ms. Le Vu Sao Mai      | SEDP Training Expert              | Vinh University              |
| 18    | Mr. Dang Khac Thang    | SEDP Training Expert              | Nghean Politic School        |
| 19    | Mr. Truong Quang Ngan  | SEDP Training Expert              | Nghean Economic University   |
| 20    | Mr. Le My Trang        | SEDP Training Expert              | Quychau District PC          |
| 21    | Mr. Nguyen Hung Son    | SEDP Training Expert              | Quychau District PC          |

## 5 Public procurement

| Order | Budget code(s)                 | Name of suppliers             | Names of equipments                    | Status    | completed date    | Currency | Total amount of the agreement | am<br>c |
|-------|--------------------------------|-------------------------------|--|-----------|-------------------|----------|-------------------------------|---------|
| 1     | Z.02.02                        | TOM.IT Company Ltd            | IT equipments                          | completed | 26-March-10       | VND      | 118,338,000                   |         |
| 2     | Z.02.03                        | Dung Dieu Informatic Company  | IT equipments                          | completed | 27-April-10       | VND      | 168,000,000                   |         |
| 3     | Z.02.02                        | Huong Giang Company           | Television                             | completed | 14-Dec-2010       | VND      | 15.000.000                    |         |
| 4     | Z.02.03                        | Vinh-Incom Electrical Company | Equipments for provincial meeting room | completed | 29-July-10        | VND      | 370,348,000                   |         |
| 5     | Z.02.03                        | Hien Vinh Company             | Air conditioners                       | completed | 27-June -11       | VND      | 25,000,000                    |         |
| 6     | Z.02.01                        | Hong Ha Company               | Motobikes                              | completed | 31-Jul-11         | VND      | 193,200,000                   |         |
| 7     | Z.02.01                        | Thanh Xuan Company            | Motobikes                              | completed | 01-Aug-11         | VND      | 67,500,000                    |         |
| 8     | Z.02.02                        | Panasonic Company             | Air conditioners                       | completed | 15-Jul-11         | VND      | 24,648,000                    |         |
| 9     | A.01.04,<br>A.01.05,<br>A02.03 | Thanhnam computer Company     | Laptops and computers                  | completed | 21-May-12         | VND      | 99,250,000                    |         |
| 10    | A.02.03                        | Post office Nghi Loc District | LAN networks                           | completed | 05-Apr-12         | VND      | 210,000,000                   |         |
| 11    | Z.02.02                        | Thanhnam computer Company     | Printers and Projector                 | completed | 30-June -<br>2014 | VND      | 80.000.000                    |         |
| 12    | Z.02.03                        | HKC Company                   | Audio Equipments                       | completed | 25 Aug -2014      | VND      | 95.000.000                    |         |
| 13    | A.02.03                        | FMC Company                   | Furnitures for district meeting room   | completed | 10-Dec-2014       | VND      | 198.930.007                   |         |
| 14    | A.02.02                        | Hong Ha Company               | Equipments for district meeting room   | completed | 20-Feb-2015       | VND      | 197.575.000                   |         |

## 6 Public agreements

| Order | Execution mode | Budget code(s)   | Name of partner institution                             | Status    | In force since (date) | End date    | Currency | Total amount of the agreement | Total amount in EUR |
|-------|----------------|------------------|---|-----------|-----------------------|-------------|----------|-------------------------------|---------------------|
| 1     | state-managed  | A.01.01, A.01.02 | CSDP and freelance consultants                          | completed | Jan 2010              | June 2010   |          |                               |                     |
| 2     | state-managed  | A.01.03          | District Industrial Comercial Devison                   | completed | 01-Oct-10             | 30-May-11   | VND      | 55,800,000                    |                     |
| 3     | state-managed  | A.01.03          | District Health Devison                                 | completed | 01-Oct-10             | 30-Apr-11   | VND      | 55,800,001                    |                     |
| 4     | state-managed  | A.01.03          | District Education & Training Devison                   | completed | 01-Oct-10             | 30-Apr-11   | VND      | 63,900,000                    |                     |
| 5     | state-managed  | A.01.03          | District Agricultural Devison                           | completed | 01-Oct-10             | 30-Apr-11   | VND      | 61,400,000                    |                     |
| 6     | state-managed  | A.01.03          | District Education & Training Devison                   | completed | 01-Jul-10             | 23-Aug-11   | VND      | 6,000,000                     |                     |
| 7     | state-managed  | Z.02.02          | Hoang Van Han   | completed | 31-Jul-11             | 01-Aug-11   | VND      | 5,000,000                     |                     |
| 8     | state-managed  | A.01.03          | District Health Devison                                 | completed | 07-Jul-10             | 10-Aug-11   | VND      | 6,000,000                     |                     |
| 9     | state-managed  | A.01.04          | Provincial Department of Agricultural                   | completed | 15-Oct-11             | 20-Apr-12   | VND      | 127,025,000                   |                     |
| 10    | state-managed  | A.03.02          | Truongxuan Company Ltd                                  | completed | 19-May-12             | 30-Aug-12   | VND      | 138,045,000                   |                     |
| 11    | state-managed  | A.02.01          | Netcom company  | completed | 20-May-12             | 31-May-12   | VND      | 57,750,000                    |                     |
| 12    | state-managed  | A.02.03          | Tax consultation Company                                | completed | 25-Jun-12             | 18-Jul-12   | VND      | 25,026,000                    |                     |
| 13    | state-managed  | A.02.03          | Post office Nghi Loc District                           | completed | 10-Nov-11             | 05-Apr-12   | VND      | 210,000,000                   |                     |
| 14    | state-managed  | A.02.03          | Comerial sub department at district                     | completed | 28-May-12             | 07-Jun-12   | VND      | 31,350,000                    |                     |
| 15    | state-managed  | A.02.03          | Home affair sub department at district                  | completed | 28-May-12             | 06-Sep-12   | VND      | 43,480,000                    |                     |
| 16    | state-managed  | A.02.03          | Health station at district                              | completed | 30-May-12             | 06-Sep-12   | VND      | 85,609,600                    |                     |
| 17    | state-managed  | Z.03.05          | infomatics center T & H Quy Chau                        | completed | 09-May-12             | 14-May-12   | VND      | 17,300,000                    |                     |
| 18    | state-managed  | A.02.03          | Provincial Department of Home Affairs                   | completed | 18-Oct-11             | 25-Jan-13   | VND      | 253,473,000                   |                     |
| 19    | state-managed  | A.02.01          | Provincial Department of Informations and communication | completed | 19-Oct-11             | 05-Feb-13   | VND      | 96,000,000                    |                     |
| 20    | state-managed  | A.02.03          | Mr. Trinh Tien Dung                                     | completed | 20-Oct-12             | 28-Jan-13   | VND      | 75,685,000                    |                     |
| 21    | state-managed  | A.01.02          | Mr. Luong Dinh Lan                                      | completed | 25-Feb-13             | 20-May-13   | VND      | 140,256,375                   |                     |
| 22    | state-managed  | A.01.05          | Mr. Vu Cuong  | completed | 02-Jan-13             | 27-May-14   | VND      | 109,956,000                   |                     |
| 23    | state-managed  | A.02.01          | Ms. Tran Minh Phuong                                    | completed | 26-April -13          | 23-Aug-14   | VND      | 131,670,000                   |                     |
| 24    | state-managed  | A.02.03          | Mr. Bui Tuan Nha  | completed | 01-May-13             | 08-May-13   | VND      | 137,796,900                   |                     |
| 25    | state-managed  | A.02.03          | Mr. Dang Dinh Ngoc                                      | completed | 04-April-14           | 30-April-14 | VND      | 30,000,000                    |                     |
| 26    | state-managed  | A.04.03          | Mr. Bui Van Hai   | completed | 07-April-14           | 28-Feb-15   | VND      | 91,590,000                    |                     |



|    |               |         |                           |           |            |            |     |             |
|----|---------------|---------|---------------------------|-----------|------------|------------|-----|-------------|
| 27 | state-managed | A.04.01 | Hoanhon Printing Company  | completed | 20-Aug-14  | 28-Aug-14  | VND | 63,250,000  |
| 28 | state-managed | A.04.01 | Nghean Television         | completed | 21-Mar-14  | 31-Aug-14  | VND | 100,000,000 |
| 29 | state-managed | A.04.02 | Nghean Newspaper          | completed | 17-Mar-14  | 30-June-14 | VND | 60,000,000  |
| 30 | state-managed | A.04.03 | Daiduong Commerce Company | completed | 01-Aug-14  | 10-Aug-14  | VND | 181,450,00  |
| 31 | state-managed | Z.04.03 | Giaote Company            | completed | 15-June-14 | 22-June-14 | VND | 30,080,000  |
| 32 | state-managed | A.04.01 | Vietphat Printing Company | completed | 25-Aug-14  | 30-Sep-14  | VND | 26,500,000  |
| 33 | state-managed | A.04.03 | Daiduong Commerce Company | completed | 18-Aug-14  | 20-Sep-14  | VND | 184,750,000 |
| 34 | state-managed | Z.04.03 | Giaote Company            | completed | 24-Oct-14  | 27-Oct-14  | VND | 59,650,000  |
| 35 | state-managed | A.01.05 | Mr. Tran Trung Hieu       | completed | 20-Aug-14  | 31-Dec-14  | VND | 95,850,000  |
| 36 | state-managed | A.04.03 | Bailu Company             | completed | 15-Jan-15  | 25-Jan-15  | VND | 136,175,000 |

## 7 Equipment (updated to 31 dec. 2014)

### 1. Quy Chau district people committee:

| S.No | Item   | Made | Origin  | Purchased  | User           |
|------|--|------|---------|------------|----------------|
| 1.   | Photocopier SHARP AR 5732                          | 2010 | China   | 25-04-2010 | Project office |
| 2.   | Car - Toyota Fortuner                              | 2009 | Japan   | 01-01-2010 | Project office |
| 3.   | Motorbike YAMAHA                                   | 2010 | Vietnam | 11-08-2011 | Project office |
| 4.   | Motorbike YAMAHA                                   | 2010 | Vietnam | 11-08-2011 | Project office |
| 5.   | Motorbike YAMAHA                                   | 2010 | Vietnam | 29-09-2011 | Quy Chau DPC   |
| 6.   | Motorbike YAMAHA                                   | 2010 | Vietnam | 11-08-2011 | Quy Chau DPC   |
| 7.   | Motorbike YAMAHA                                   | 2010 | Vietnam | 29-09-2011 | Quy Chau DPC   |
| 8.   | Motorbike YAMAHA                                   | 2010 | Vietnam | 29-09-2011 | Quy Chau DPC   |
| 9.   | Motorbike YAMAHA                                   | 2010 | Vietnam | 11-08-2011 | Quy Chau DPC   |
| 10.  | Motorbike YAMAHA                                   | 2010 | Vietnam | 11-08-2011 | Quy Chau DPC   |
| 11.  | Motorbike YAMAHA                                   | 2010 | Vietnam | 11-08-2011 | Quy Chau DPC   |
| 12.  | Motorbike YAMAHA                                   | 2010 | Vietnam | 11-08-2011 | Quy Chau DPC   |
| 13.  | Projector - NB SONY                                | 2014 | USA     | 25-06-2014 | Quy Chau DPC   |
| 14.  | Meeting chair & table                              | 2011 | Vietnam | 08-11-2011 | Quy Chau DPC   |
| 15.  | Working table                                      | 2011 | Vietnam | 08-11-2011 | Quy Chau DPC   |
| 16.  | Air-conditioner - Panasonic                        | 2011 | Vietnam | 27-06-2011 | Quy Chau DPC   |
| 17.  | Air-conditioner - Panasonic                        | 2011 | Vietnam | 12-05-2013 | Quy Chau DPC   |
| 18.  | Table&chair, air-con, audio system of meeting room | 2014 | Vietnam | 15-01-2015 | Quy Chau DPC   |

2. *Nghe An DPI*

| S.No | Item                                | Made  | Origin   | Purchased  | User                 |
|------|-------------------------------------|-------|----------|------------|----------------------|
| 1.   | Air-conditioner - FUJIARE           | 2 009 | Malaysia | 16-12-2009 | Project office       |
| 2.   | Air-conditioner - FUJIARE           | 2 010 | Malaysia | 01-07-2010 | Project director     |
| 3.   | Amplifier                           | 2 010 | Taiwan   | 29-07-2010 | Meeting room 2       |
| 4.   | Frequency filter                    | 2 010 | USA      | 29-07-2010 | Meeting room 2       |
| 5.   | Wireless microphone                 | 2 010 | Germany  | 29-07-2010 | Meeting room 2       |
| 6.   | Microphone                          | 2 010 | Taiwan   | 29-07-2010 | Meeting room 2       |
| 7.   | Signal selector                     | 2 010 | USA      | 29-07-2010 | Meeting room 2       |
| 8.   | Projector Panasonic PT-D6000        | 2 010 | Japan    | 29-07-2010 | Meeting room 2       |
| 9.   | Screen sheet                        | 2 010 | China    | 29-07-2010 | Meeting room 2       |
| 10.  | Cable, jack & accessories           | 2 010 | Vietnam  | 29-07-2010 | Meeting room 2       |
| 11.  | Amplifier                           | 2 010 | USA      | 29-07-2010 | Meeting room 2       |
| 12.  | Speaker                             | 2 010 | USA      | 29-07-2010 | Meeting room 2       |
| 13.  | Air-conditioner panasonic           | 2 010 | Malaysia | 29-07-2010 | Meeting room 2       |
| 14.  | TV & rack                           | 2 010 | Vietnam  | 14-12-2010 | Traditional room     |
| 15.  | Speaker, Amply, Wireless Microphone | 2 014 | USA      | 25-08-2014 | Meeting room 3       |
| 16.  | Printer HP LaserJet Pro 400 - M401  | 2 014 | Taiwan   | 04-04-2014 | General division     |
| 17.  | Printer HP LaserJet Pro 400 - M401  | 2 014 | Taiwan   | 25-06-2014 | Agriculture division |
| 18.  | Printer HP LaserJet Pro 400 - M401  | 2 014 | Taiwan   | 25-06-2014 | Culture division     |
| 19.  | Printer HP LaserJet Pro 400 - M401  | 2 014 | Taiwan   | 25-06-2014 | Industry division    |
| 20.  | Printer HP LaserJet Pro 400 - M401  | 2 014 | Taiwan   | 25-06-2014 | Foreign economic     |
| 21.  | Car - Fortunner                     | 2 009 | Japan    | 01-01-2010 | Nghe An PPC          |

## **8 Original Logical Framework from TFF :**

## **9 Complete Monitoring Matrix**

*Include the last (full) version of the monitoring matrix*

## **10 Tools and products**

Workshops organized by PORIS

| Order | Name of the workshops  | Budget Code         | Time            | Amount in VND |
|-------|--|---------------------|-----------------|---------------|
| 1     | Kick off work shop on starting ICA and LED                               | A.01.02,<br>A.01.02 | 27 -29 Jan 2010 | 91,372,400    |
| 2     | Workshop on comments for ICA and LED assessments                         | A.01.02,<br>A.01.02 | 10 June 2010    | 19,520,000    |
| 3     | Workshop on starting SEDP preparation                                    | A.01.05             | 14 July 2011    | 9,000,000     |
| 4     | Workshop on comments for Communication Strategy                          | A.02.01             | 20 -July -2012  | 45,000,000    |
| 5     | Mid term review workshop   | Z.04.03             | 28 -Nov -2012   | 22.000.000    |
| 6     | Workshop on comments for Training Strategy                               | A.02.03             | 28-Dec-2012     | 25.000.000    |
| 7     | Workshop on getting comments for C-SEDP                                  | A.02.03             | 5 Jan 2013      | 12,000,000    |
| 8     | Provincial workshop on institutional C-SEDP                              | A.01.05             | 20-Jan -2014    | 120.000.000   |
| 9     | Workshop on dissemination the C-SEDP to all districts of Nghean Province | A.02.03             | 12- April -2014 | 122.000.000   |
| 10    | Workshop on final review of project                                      | Z.04.03             | 27- Oct -2014   | 62.000.000    |
| 11    | Closing workshop   | Z.03.05             | 20-Jan -2015    | 132.000.000   |

**Alain Devaux**  
Resident Representative  
The Belgian Development Agency  
Vietnam

On behalf of project management unit  
Director

Bui Thanh An  
Deputy Director of Nghe An DPI