



CTB

People's Committee of Hau Giang Province

FINAL REPORT

ADMINISTRATION REFORM & ROLL OUT OF
THE COMPREHENSIVE POVERTY
REDUCTION & GROWTH STRATEGY
(CPRGS) IN HAU GIANG PROVINCE -
“PARROC” -VIE 04 03 011]

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1. BASIC INFORMATION ON THE PROJECT

Country: : Vietnam

DAC Sector and subsector :

National or regional institution
in charge of the execution : The People's Committee of Hau Giang Province

Agencies in charge of the execution: Project Management Unit

Number of BTC international cooperation
Experts :

Duration of the project (according to SA/SC) : **66 months including no cost extension period**

Start date of the project :
According to SA/SC: April 2007
Effective : 1st June 2007

End date of the project:
According to SA/SC: 30th June 2011
Effective : 30th June 2011
Extension: 31st December 2012

Project management methods : Co-management

Total budget for the project: € 2,750,000, in which
Belgian contribution: € 2,500,000
Provincial contribution: € 250,000

Period covered by the report: **66 months including no cost extension period** :

Annexes		Yes	No
1.	Results summary	x	
2.	Situation of receipts and expenses for the year considered		
3.	Disbursement rate of the project		
4.	Personnel of the project		
5.	Subcontracting activities and invitations to tender		
6.	Equipments	x	
7.	Trainings		
8.	Backers		

2. APPRAISAL

Evaluate the relevance and the performance of the project by means of the following assessments:

- 1. - *Very satisfactory*
- 2. - *Satisfactory*
- 3. - *Non satisfactory, in spite of some positive elements*
- 4. - *Non satisfactory*
- X. - *Unfounded*

Write down your answer in the column corresponding to your functions during the project execution.:

	National execution official	BTC execution official
RELEVANCE ¹ (cf. PRIMA, §70, p.19)		
1. Is the project relevant compared to the national development priorities?	1	1
2. Is the project relevant compared to the Belgian development policy? Indicate your result according to the three themes below: a) Gender b) Environment c) Social economy	1 3 2 1	1
3. Were the objectives of the project always relevant?	1	1
4. Did the project meet the needs of the target groups?	1	1
5. According to its objectives, did the project rely on the appropriate local execution organs?	2	2

¹ According to PRIMA, §70, p.19, it is a matter "of appreciating if the choices regarding to the objectives, the target groups and the local execution organs remain relevant and consistent according to the general principles of a useful and efficient aid, and according to the execution of the local, regional, international and Belgian development policies and strategies".

	National execution official	BTC execution official
RELEVANCE ² (PRIMA, §71, pp.19-20)		
1. Did the results of the project contribute to the carrying out of its objectives ³ ? (efficiency)	1	
2. Evaluate the intermediate results (efficiency)	2	
3. Are the management methods of the project appropriated? (efficiency)	2	
4. Were the following resources appropriated (efficiency) :		
a. Financial means?	1	
b. Human resources ?	2	
c. Material and equipments?	1	
5. Were the project resources effectively used and optimized in order to reach the foreseen results? (efficiency)	2	
6. Was the project satisfactory on a cost-efficiency approach in comparison to similar interventions? (efficiency)	1	
7. According to the execution planning, assess the speed of the execution. (respect of deadlines)	3	

² According to PRIMA, §71, pp. 19-20, it is a matter of "appreciate and measure the foreseen performances agreed during the preparation traineeships according to the 4 criteria and the indicators established during the formulation. (The 4 criteria are efficiency, suitability, respect of deadlines and quality of the personnel)".

³ See annex 1 for further information

Indicate your global evaluation of the project by means of the following appreciations:

- 1 - Very satisfactory
- 2 - Satisfactory
- 3 - Non satisfactory, in spite of some positive elements
- 4 - Non satisfactory
- X - Unfounded

	National execution official	BTC execution official
Global evaluation of the project	2	2

Comment your evaluation, which can be broader than the strict framework of the abovementioned relevance and performance criteria and differ from the given evaluation.
(1 page max)

After a slow starting in the first year (2007 & 2008), the project progress picked up considerably during year 2 (2008-09) and has maintained the same level during year 3 with identification of activities for enhanced impact and rolling out. However this momentum suffered a bit after the absence of both STA and BTC National Coordinator around mid-2010 and subsequent slow down in disbursements due to uncertainties thrown up by their departure. According to the recommendation of the Mission Strategy Reflection, conducted in October 2011, the BTC Coordinator position was reoriented to a more management support position. Following this change, the province leaders took over the leadership and ownership to allow the project to take off again. 18 months of no cost extension helped the project caught up its traces and accomplished its objectives as per the TFF.

Effectiveness

The Strategic Reflection Mission implemented in November 2010, and BTC Performance Evaluation conducted in November 2011 reflected that the project is rather effective. This comment can be proved through tangible results, such as rural construction, education investment, water and sanitation improvement, planning database entry, communes and districts' one stop shops improvement, training courses, etc.... The overall poverty rate of the communes has been reduced

Efficiency

The expenditures are quite compatible with the outputs produced by the project. In addition, the structure of PMU is very skeletal, however this team obtained quite considerable outcomes of rolling out the modalities of planning and OSS during last two year (2011 and 2012), after the Project Steering Committee Meeting held in May 2011.

Sustainability

Regarding to the C-SEDPs' design and implementation:

PARROC developed practical tools suitable for planning reform, including a series of technical manuals and a web-based software socio-economic database. PARROC has developed a feasible approach to C-SEDP: over the project implementation period the communes and villages in the pilot have improved their capacities

in design and implementation the C-SEDPs. They showed their confidences in processing the C-SEDPs by themselves. In addition the non-pilot communes were also trained the procedures to develop and implement the C-SEDPs in their communes. *PARROC has prepared for a 'life without CDF'*. Hau Giang is now looking at relevant and potential commune based government programmes to provide for a 'quasi' CDF budget. These programmes are available, but need political will from the provincial authorities to be used as drivers in the planning reform process.

The only risky aspect for the sustainability for the reapplication of the project results is the delay of promulgation on planning decree on planning from the Minister of Planning and Investment. This may impact on the commitments of the commune authorities on the participatory planning process. Hence, the linkage among the similar projects to PARROC for an advocacy for the decree is in need.

Regarding support to the OSS in communes and districts, this is definitely to be sustainable as it is a government policy and there have been government budget contribution and promotion for the implementation process. ISO Certification for Districts' quality system management on public administration has been attained for the first cycle (2009-2012). Because the District People Committees recognized the effectiveness of this system, they already submitted for the second cycle of quality system management certification as standards of TCVN ISO 9001:2008.

Relevance

The specific object of the project that is to improve the institutional and human capacities, the organizational set-up and the performance of the relevant local governments in the field of development planning and budgeting and public service delivery is very much in line with the grass-root democracy regulations and the national programs which are the Vietnam CPRGS, PAR reform (2006-2010 and 2011-2016) which emphasized the needs of institutional and human capacities improvement for reform.

3. SUMMARY OF THE PROJECT IMPLEMENTATION

1. If necessary, describe the Specific objectives and the Intermediate results of the project, as mentioned in the project document, as well as the implemented changes (when, how and why).

General objective:

To promote pro-poor socio-economic development and poverty reduction through public administration reform at the provincial, district and communal levels.

Specific objective

To improve the institutional and human capacities, the organizational set-up and the performances of the relevant local governments in the fields of development planning and budgeting and public service delivery

Intermediate results:

Result 1: Improvement of the planning and budgeting process and system at the provincial, district and commune level

Result-area 2 : Improvement of the local administrative and socio-economic service delivery systems

Result 3: Improvement of the capacity of training institutions in providing PAR and project-related training

Result-area 4: Dissemination of the lessons learned from the project

2. To which extent was the specific objective of the project reached, according to the accepted indicators?

If judged purely from project inputs and outputs angle, the project has been quite efficient in its implementation. Project's financial progress and physical achievements have been quite satisfactory for a project of this nature.

Specific objective

To improve the institutional and human capacities, the organizational set-up and the performances of the relevant local governments in the fields of development planning and budgeting and public service delivery

Log Frame indicators:

Local government's ability to integrate poverty reduction and growth into planning and budgeting and to deliver services efficiently and effectively in their connection

To do this in a broad based participatory manner and with a focus on outcomes and monitorable results involving the users and especially the poor

All six pilot communes applied the participatory *planning and budgeting process to develop their Socio-Economic Development Plans in which poverty reduction purposes, and the public service delivery was integrated into those plans.*

Poverty rate of Hau Giang in 2005 where the project designed was 23.76%, and this rate reduced to 20,7% in 2011. In general, it can be seen that the improvement of public service delivery in the communes address the priority needs of the population and contribute to the poverty reduction, such as building rural roads, bridges, and trainings for income generation.

3. To which extent were the intermediate results of the project reached, according to the accepted indicators?

Project has implemented a number of initiatives in participatory planning & budgeting and public administration reform. Province is well on its way to adopt and mainstream number of these initiatives into regular government planning, implementation and service delivery systems.

Result Area 1: Physical and financial progress and outcomes have been quite satisfactory, 92% disbursement at the end of December 2012.

Four participatory planning and budgeting cycles have been completed in six pilot communes. Capacity building training has been delivered at the commune and district level trainings for reapplication (39 communes, and 7 districts).

A SEDP Planning Manual based on the PPB methodologies has been develop and used as a major material for all those above trainings. PPC adopted the modality of SEDP development in pilot communes to the New Rural Communes and planned to roll out to all communes in the province.

A database included of indicators of communes' SEDPs and operated via internet environment was established and is available for access. According to the steps of SEDPs process, the participation of stakeholders are various, for example, the villagers have right to choose and decide their priority needs, the commune leaders have to balance the needs among villages and feedback to the villagers. In short, planning reform is the process of changing the way of making an SEDP in a more effective way. Needs and priorities come from below in a systematic way; context, guidance and monitoring are provided by the higher levels. If the Commune plans are aligned with the overall development plans, the District and Province are not to interfere.

Result Area 2: Physical and financial progress and outcomes have been quite satisfactory, with a 99% disbursement at the end of December 2012. Main achievements in this result area include preparation of a CDF Manual, and CDF which was used as the main vehicle for commune decentralized budgeting and investment ownership. With the CDF, the communes can practice the role of project owners meanwhile most of projects had project owners from District level. Thuan Hung communes, one of six pilot communes, confidently informed that Thuan Hung commune now assigned to be project owners for 3 billion-Vietnam dong-projects from the District.

One Stop Shop model in 6 pilot communes was scaled up to 34 communes in 7 districts and town, and OSS of 5 districts among 7 districts also was supported by the project. ISO certification for three pilot districts which firstly introduced by the Project is now being applied the for a second cycle.

Result Area 3: In the first phase of the project, 2007-2010, overall progress and outcomes have remained below par due to absence of a holistic action plan and road map for the capacity building of provincial training institutions.

Hence, from the 6th Project Steering Committee, the objective of the result area 3 was adjusted, instead of the objective: "improvement of the capacity of training institutions in providing par and project-related training" as designed in the TFF, in 2012 the objective of this result area was adjusted to meet: "Improvement of the capacity of government officials in providing PAR, and project-related training". As a results, with the budget modification, disbursement rate for this area reached 100% at the end. Preliminary survey implemented after the trainings closed indicated that over 90% of trainees agreed that they were satisfied with the training contents and trainers' skills. Training courses of 13 priority topics with 52 courses were provided to 1,410 civil servants of provincial and district authorities, some topic of training can be listed below:

- ✓ Public Tender and procurement policy
- ✓ Monitoring and Evaluation
- ✓ Training of Trainer
- ✓ Monitoring and Evaluation –final evaluation
- ✓ Administrative skill
- ✓ Administrative procedure management
- ✓ Quality system according to TCVN ISO 9001:2008 and internal audit methodologies
- ✓ The methodologies to develop the annual SEDP at commune level
- ✓ SEDP database management, including data

Result Area 4: Disbursement rate of this area is about 90%. Compared with what designed in the Technical Finance File, this result seems that it did not achieve its objective. It is primarily due to wrong assumptions and expectations from a provincial pilot project that is being expected to not only inform central level policy making but also promote forums for exchange of experience and knowledge sharing with other similar projects in other provinces. This kind of lead and initiative can only come from a higher central agency like Ministry of Planning and Investment.

However, at the level of the implementation of activities, the results were quite reasonable. For instance: a website of project designed, documents and reports of the project was posted on the website; Clips introduced project achievement and piloting results by local mass media as Vietnam Television Station in Can Tho city, Television Station of Hau Giang province, and Haug Giang newspaper broadcasted; a PAR quiz competition organized in October 2012 by the DoHA with the participation of civil servants from all 7 districts/town of the province.

4. Describe the follow-up evaluation system established when the project was implemented.

The M&E activities of the project were developed based on the M&E policy of Belgian Development Agency (BTC), which are result-oriented defined at various levels. The participatory concept was also paid attention to.

The activities of project M&E involved SEDP cycles, periodic reports, observation implemented during regular field trips at communes and villages. Measurement instruments which are listed below have been implemented to collect data and information in order to value the achievement and withdraw lesson-learned of the project during project life

At provincial level:

- Project Annual Planning and Reports
- Project Steering Committee meetings, and their minutes
- Quarterly Workplans and Reports of PMU
- Minutes of meeting of PMU
- Quarterly Reports of PMU to BTC office in Hanoi
- Mission of BTC Program officer, and Finance Manager
- Monthly Workplans and Reports of project facilitators
- Monthly Financial Report
- Monthly Financial Planning
- BTC backstopping
- Evaluation for BTC performance

At District level

- Quarterly Report from Sub-PMU in which present the activities of OSS and CDF within the district.
- Auditing the maintenance of quality of OSS as TCVN ISO 9001:2000 at 03 pilot districts, which conducted by the Company named Bureau of Quality Certification.

At Commune level

- Quarterly Reports of Commune People's Committee, which are especially focus on SEDPs implementation. Their reports are based on the M&E plan including in the annual SEDPs of communes, in which indicators for activates identified in detail.
- Annual Reports of Commune People's Committee
- Regular field trip of Project Facilitators

Capacity Building for M&E

- Trainings on M&E were integrated into the SEDP training contents program. Those tasks ensure the flexible and practical of M&E aspects. These trainings created the opportunities for partners and project staff reviewed the basic concepts of M&E, develop the detail M&E matrix plans for the SEDPs, discuss and revise forms used collect information for indicators
- 02 short training courses was organized in 2012 in order to provided methods for summing up lesson-learned and final evaluation

Constraints

A Comprehensive Matrix of M&E activities, defining a baseline survey for the various target indicators was not designed when the project launched. It causes difficulties when evaluating the weight of achievement for each indicator proposed in the project log-frame.

4. COMMENTS AND ANALYSIS

1. What are the major problems and questions having influenced the project implementation and how did the project attempt to solve them?

No specific external factor influencing the relevance of the project has been identified. The only problem was personal relationship problems between the International and BTC Coordinator, and these issues finally led to the dismissal of both members, leaving the PMU without much support for a while. This is the main reason for delays in activities.

According to the recommendation of the Mission Strategy Reflection, conducted in October 2011, the BTC Coordinator position was reoriented to a more management support position. Due to this change, the province leaders take over leadership and ownership which allowed the project to adequately take off.

1,5 years of no cost extension helped the project caught up for the lost time and accomplished its objectives designed as TFF.

2. Which factors explain the differences in relation to the awaited results?

Scaling up was more complex than expected, and the objectives of scaling up was too ambitious.. PARROC planned to scale up from pilot communes to non-pilot communes in the three pilot districts and then entire the communes in the whole province. These tasks need preparation, funding conditions, staff development and technical support. Since it took the pilot provinces several cycles to master the new approach, scaling up to other areas will likely be similar. A strategic outlook towards scaling up remained absent.

PARROC devoted a separate result area, result area no. 3, to setting up capable training institutions, but both the Political School and the Community College appeared not to be suitable for this function. PARROC changed its focus towards developing trainers within the participating provincial and district offices and trained a large number of staff. But, especially in a new province with insufficient absorption capacity and a large staff turnover, the Province needs a more structured approach to the development of its civil servants.

3. Which lessons can we learn from the project experience? Please give a detailed answer on the impact and the durability of the results.

PARROC has developed a feasible approach to C-SEDP and practical tools suitable for planning reform. C-SEDP is linked with other reforms and policies. DOHA achieved sustainable results. The Provincial Department of Home Affairs actively used PARROC to increase the quality and speed of OSS and ISO improvements. Especially in the last two years of the project DOHA increased its training and technical support capacity, and took up their role as monitoring the improvements in Districts and Communes.

Result area 1 aims to achieve "Improvement of the planning and budgeting process and system at the provincial, district and commune level". However, in practical situation, 06 communes chosen to pilot the participatory planning and budgeting process are located in 03 different districts. How those six communes can impact the remaining communes, and scale up it results to the higher level as district and province. It would have implemented all communes in one or two districts, then scale up into other districts of the province, and then reaching the provincial level. This approach could lead to the improvement all 3 levels. It also needs preparation, funding conditions, staff development and technical support. Since it took the pilot provinces several cycles to master the new approach, scaling up to other areas will likely be similar. A strategic outlook towards scaling up remained absent.

The PARROC project lacked of the comprehensive M&E plan in which measurable indicators listed. In addition, A statistic for baseline value did not existed although several surveys implemented, such as One Stop Shop survey, planning status of organization survey, training need assessment.

There was specific term of references signed between the project and relevant government organizations or detailed of job description for relevant government organizations participated into the Project Management Unit. This led to the problem that the project heavily depended on the BTC Coordinator and Technical Advisor. Then, the absence of these 2 positions in 2010 caused the delay of the project.

4. According to you, how was the project perceived by the target groups?

The Ultimate beneficiaries of the project are the whole population of Hau Giang Province who benefit from improved services and participation in the decision making process in their area.

Beneficiaries show a great satisfaction about the project and the results are clearly owned in communes and districts. In the 7th Project Steering Committees, the Chair-man of Hau Giang People's Committee concluded that the PARROC project is relevant with the National and Provincial Target Objectives, and the Project supports are very effectively in both sides, funded and technical consultancy.

5. Did the follow-up evaluation or the monitoring, and the possible audits and controls have any results? How were the recommendations taken into account?

Project responses to recommendation of the Mission Strategy Reflection implemented by Mr. Rab Nawaz, and Phan Duy Toan in October 2011 have showed effective results and the internal audit of BTC in December 2011, for instance:

- The project was extended to December 2012, this extension gave the project time to completed almost activities designed in TFF, and scale up PPB principle to new rural communes, and communes in pilot districts. In 18 months of extension, the project achieved the remarkable results, 43 communes, including pilot communes, was introduced the PPB principle integrated into the commune SEDP., and 34 communes' OSSs upgraded and provided office equipment, more than 1,000 government officials was trained topics related to public administrative reforms.
- New job description for National Technical Advisor, focusing on management aspect rather than leadership aspect. This renovation mobilized the ownership and leadership of Hau Giang provincial leaders in project instruction.
- Recommendations from the internal audit of BTC in December 2011 were responded by an action plan, especially 03 quotations and public tenders for procurement.

6. Which are your recommendations for the consolidation and the appropriation of post-project period (policy to be followed or implemented, necessary national resources, make target groups aware of their responsibilities, way to apply the recommendations ...)?

- The provincial leaders continuous to follow up the promotion activities for the Decree on planning reform. The previous two years, the provincial authorities have been disseminating the project achievements and processes in the media, especially printed press and TV. Also the dialogue between pilot and non-pilot Communes started to take place. Sharing with other provinces takes place, but less often. Now that results in the pilots become more prominent, these exchanges will increase, as exemplified by the national workshop scheduled for coming month.
- OSS and interlink OSS regulations should be updated by the provincial DOHA.
- All administrative procedures should posted on website of PPC.

7. Conclusions

Though the tangible results of activities, it can be concluded the achievement of the project as following:

Relevance: PARROC remains very much relevant to national and provincial context despite delays in finalization of Planning Decree. Even without such a decree, provinces have sufficient space for adoption of decentralized planning and implementation approaches and improvement of service delivery through commune SEDPs

Efficiency: Project has been quite efficient in achieving its physical and financial targets, proving by 93% disbursement for COGEST, and 85% disbursement for overall.

Sustainability: Many of the project initiated practices and tools hold great promise in terms of sustainability because they are already in the process of large scale replication/adoption by provincial government, such as PPB, and public service delivery integrated into communes' SEDPs, and OSS operational, government official capacity improvement.

Impact: Project's has had a very positive impact in number of areas. Most important is the change in thinking and approach to PPB and PAR at all levels and PPC's resolved to adopt many of these practices and approaches under provincial budget.

National execution official	BTC execution official
Tran Thanh Lap Project Director	Pierre Dulieu Resident Representative

5. ANNEXES

Annexes
Annex 1 Results summary
Annex 2 Situation of receipts and expenses
Annex 3 Disbursement rate of the project
Annex 4 Personnel of the project
Annex 5 Subcontracting activities
Annex 6 Equipments
Annex 7 Trainings
Annex 8 Backers

ANNEX 1: RESULTS AND ACTIVITIES SUMMARY (ACCORDING TO THE LOGICAL FRAMEWORK)

Intermediate results	Indicators (foreseen or realized)	Progress
<p>IR. 1. Improvement of the planning and budgeting process and system at the provincial, district and commune level</p>	<p>Breadth of participation from stakeholders at different levels and impact of their participation on planning decisions taken</p>	<ul style="list-style-type: none"> - All relevant holders at commune level participate and contribute their opinions into the SEDPs' design and implementation. - Planning Department at district level commented and approved the SEDPs of communes - Planning and Investment Department (DPI) at provincial level monitor the process of SEDP development and implementation. As a result, this department played the main role in editing the Manual of SEDP, version 2011.
	<p>Provincial planning manual formalizing the role and responsibilities in decentralized planning notified and implemented</p>	<ul style="list-style-type: none"> - The planning manual on SEDP was completed in 2009, and the pilot communes were trained. Based on this manual to develop their SEDP 2009-2010. - After 2 years, this manual was edited in 2011 to meet the realistic facts. SEDP 2011 and 2012 were based on the edited-version.
	<p>Decentralized investment management guidelines for communes notified and implemented</p>	<ul style="list-style-type: none"> - CPCs of 06 pilot communes were approved by the PPC to be an investment owner of investment having value under 1 billion (Decision 2643/QD-UBND, dated 26/11/2008) - Guidelines for communes to estimate cost and budget disbursement as investment owner, Decision 270, date 22/2/2009, issued by the PPC
	<p>Increase the number of communes applying notified PPB process</p>	<ul style="list-style-type: none"> - The end of quarter 3/2012, the PPB process to develop the SEDPs were trained and promoted to apply 43 communes meanwhile 6 pilot communes were trained this method in 2009.

Intermediate results	Indicators (foreseen or realized)	Progress
	Increase the number of districts applying notified PPB process	- All PPB process did not applied to formulate the SEDPs of districts, but all planning department of districts were trained the PPB process, and they used this method to review and appraise the SEDPs of communes and districts, criteria for approval SEDPs are referred to the participatory and budgeting process.
IR. 2. Improvement of the local administrative and socio-economic service delivery systems	priority services identified for plan, budget allocated and service delivery	- 100% of pilot communes' SEDPs were identified priority services which calculated budgets accordingly
	CDF support for implementation mobilized and CDF approach adopted for government's own budget	TFF proposed 800.000 euro from Belgian contribution, and 100.000 euro from Vietnamese contribution. Following up the recommendation of the Mission Reflection Strategy, the PSC 5, 2011 approved to adjust up to 826.274,66 Euro. At the end of 2012, disbursement of CDF from Belgian contribution achieved 99%, and 100% from Vietnamese contribution.
	Pro poor services prioritized and delivered in an efficient manner	Pro-poor service always received priority attention, for instance sanitation and water for the poor, health care for the poor, roads and bridge construction in poor villages. All above aspects were integrated into the commune SEDPs and become one of criteria for leaders to consider and approve the SEDPs.
	Once stop shop adopted across the pilot and subsequently on province wide basis	- One stop shop of 34 communes of 7 districts/town receiving supports of the project, including upgrading offices to the higher standards, providing office equipment and furniture in accordance with Vietnamese Government recommendations.

Intermediate results	Indicators (foreseen or realized)	Progress
		<p>- In addition, training courses to provide soft skills to officials of those OSS in the whole province was organized. Around 781 public servants at provincial, district, and commune level were trained.</p>
	<p>Degree of citizen's satisfaction with quality of government services at commune and district level.</p>	<p>- Primary query indicated that the degree of citizen's satisfaction is about 70-85%, this rate will be measures scientifically in the final evaluation in Jan 2013, and supplement into this final report</p>
<p>IR. 3. Improvement of the capacity of training institutions in providing PAR and project-related training</p>	<p>Comprehensive training plan for required capacity development prepared</p> <hr/> <p>Action plan for required capacity building of provincial political school finalized and identified human and material resources provided</p>	<p>A training schedule on planning process was designed by the Training Need Assessment in 2009, and the political school in 2011. It was assumed to mobilize the trainers for those plans from relevant departments and the Political school; however those members were too busy with their main duties. Therefore, with the limited human resources and trainers time constraints, those plans could not be implemented.</p> <p>Those above led to the fact that the objective of the result area 3 has been changed from the PSC meeting no. 6, dated April 16th 2012, instead of achieving the objective: <i>"improvement of the capacity of training institutions in providing par and project-related training"</i> as designed in the TFF, the objective of this result area was adjusted to meet: <i>"Improvement of the capacity of government officials in providing PAR, and project-related training"</i></p> <p>Collaboration with the BTC Hanoi developed the capacity building plan for the year 2012 and follow up period. Trainers for training courses on management, monitoring and evaluation, trainers are out source consultants chosen by BTC Hanoi office through</p>

Intermediate results	Indicators (foreseen or realized)	Progress
		<p>public tender. Trainers for courses on local policies and regulations, such as regime for the OSS and administrative procedures are from DOHA, and Department of Administrative Procedure Management.</p> <p>In addition to three national study tours, an international study tour of climate change adaptation integrated SEDP planning to Netherlands was organized for relevant provincial management and technical staff. The theoretic & practical lessons learned from the study tour have been useful and fully responsive to the immediate and long-term need of the province, at the same time fit in the national guidance & policy framework.</p>
	<p>Number of training modules for PAR and PPB prepared for district and commune staff</p>	<p>Training courses of 13 priority topics with 52 courses were provided to 1,410 civil servants of provincial and district authorities. Post training is on-going; however preliminary results showed over 90% of trainees indicated satisfaction of the training courses. Training impact assessment will be a part of Final Evaluation scheduled in January 2013.</p>
	<p>Number of section held and number of staff trained</p>	
<p>IR.4. Dissemination of the lessons learned from the project</p>	<p>Lesson sharing plan and system developed forums identified as part of annual plan of the project</p>	<ul style="list-style-type: none"> - A planning reform knowledge sharing network was developed between the project pilot districts/communes and other localities in the country, national research institutes. - Project technical staff continues to provide input to the planning reform coordination work group at the national level, through which lesson learned from the project was shared with other donors, ministries and CIEM of MPI.

Intermediate results	Indicators (foreseen or realized)	Progress
		<ul style="list-style-type: none"> - A close collaboration with local mass media is established. PAR experience and showcases were disseminated on television and newspapers on a monthly and quarterly basis; - As an initiative of the project, a PAR quiz competition was organized by DoHA. The competition attracted the participation of local people and civil servants at the three administration level and citizens.
	<p>Regional/national and provincial workshops held for sharing of experience on improved planning and service delivery between national and provincial and among entities</p>	<p>Planning to organize after Final evaluation done, March 2013</p>

Planned activities		Progress of the activities (with comments and remarks)
IR.1. Improvement of the planning and budgeting process and system at the provincial, district and commune level		
Activity		
1.1	Clear & detailed picture of planning situation obtained	
1.1.1	Study and assess the current planning situation	A assessment a status of planning process and methodologies of departments and organizations had been made in 2009. The report indicated the planning situation of Hau Giang province's organizations and departments at 3 levels and recommended actions. Based on the those recommendation, a manual on commune SEDP was formulated.
1.2	Participatory planning materials & data available	
1.2.1	Study tours in PPB	National: A study tour to Hoa Binh province in 2010 for officials of 3 districts and 6 pilot communes In 2012, a study tour to Quang Tri province on Feb. 2012, 28 members for official of 09 new rural communes, and 7 districts/town International: To Australia to learn - An international study tour of climate change adaptation integrated SEDP to the Netherlands was organized for relevant provincial management and technical staff. The theoretic and practical lesson learned from the study tour have been useful and fully responsive to the immediate and long term need of the province, at the same time fit in the national guidance and policy framework.
1.2.1	Development of planning	A Draft Planning Manual was provided by the Planning Consultants in April 2009. Fist

Planned activities		Progress of the activities (with comments and remarks)
	manuals & organisation of training on the basis of these manuals	<p>A training courses for the Manual is organized for 6 pilot communes was organized in 2009. The Manual was helpful for pilot communes to formulate their SEDPs.</p> <p>In 2011, the above draft manual was edited by the project facilitators and the provincial department of planning (DPI) and investment. At them mean time, the project SEDP manual is being used as part of planning training curriculum of training courses which are organized either by project or DPI. The Manual is a key feature of replication strategies.</p>
1.2.3	Building up a database to support planning	<p>Hardware: Four servers, 90 desktops provided to 7 district planning-finance departments, and 74 communes.</p> <p>Software: The database is designed as a website in order to operate and access via internet, It combines the indicators of socio-economic development and new rural communes. Although the original intention had been to provide the data base for the 6 pilot communes, in fact the database was input indicators of 15 communes, including new rural communes. Database is operational and available on internet access.</p>
1.3	Training on participatory planning delivered	
1.3.1	organise PPB training for 4 target groups	<p>Participatory planning training has been completed for 43 communes (communes in pilot districts and new rural communes) with the participation of four types of stakeholders: (i) training of trainers; (ii) training of staff in planning agencies and sector staff including from the districts; (iii) staff / leaders at commune and village level (heads of villages); and (iv) mass organizations.</p> <p>An M&E and SEDP Workshop has been held in 2009. Follow up with M&E activities, 02 other courses on M&E were organized in 2012 with the participation of 87 members who are assigned to monitor and report the implementation of SEPDS</p>
1.4	Planning is used as an effective management tool	
1.4.1	implementation of the PPB methods	<p>PPB was use as a key tool to develop SEDPs of communes in pilot communes. Based on time line of work-plan, indicators in M&E tables attached with the SEDPs, those communes carried out the tasks and disabused budget. What were planned in the</p>

Planned activities		Progress of the activities (with comments and remarks)
		previous SEDPs, were the fundamental foundation to form the SEDP' report for current year. Based on the indicators, the effectiveness of activities can be assessed.
1.5	lessons learned	
1.5.1	assess the implementation	<p>The pilots of SEDP development applied the PPB principles are being assessed as part of the Midterm Review in 2009, and the Strategic Reflection Mission in 2010. Those assessments recognized that the PPB methods promoted for decentralized investment ownership (communes are owner investment) with inline with the implementation of the Grassroots Democracy Decree that provides for the establishment of a number of mechanisms for ensuring greater participation and transparency in the management of local government activities.</p> <p>To acknowledge the usefulness of the PPB tool, the Provincial DPI express its supports through the correspondence no. 552/KH&ĐT, dated 20/10/2011 which stated that the communes should put into practice PPB methodologies and SEDP process when formulating the SEDPs of communes.</p>
1.5.2	replication of the model	PPB methods were streamlined logically in the SEDP manual. As a result, in addition with 6 pilot communes, these methodologies were rolled out through the SEDPs trainings to 37 communes. The provincial authorities are planned to roll out these methodologies to all communes in the province, however, the constraint is the PPB principal and the SEDP process is not institutionalized at the Centre level yet.
IR.2. Improvement of the local administrative and socio-economic service delivery systems		
2.1	Building on phase I support to administrative service delivery	
2.1.1	assessment of OSS experience	An assessment on the implementation of One Stop Shop and the application of ISO 9001:2000 in public service delivery in Can Tho city and Hau Giang province was made. The assessment indicated what services have been integrated, how and what

Planned activities		Progress of the activities (with comments and remarks)
		<p>the benefits have been to users, including the identification of shortcomings and how these may be dealt.</p> <p>In addition, field trip visits at OSS of 9 new rural communes implemented by the PMU and DOHA in 2011 and 2012.</p> <p>Those above assessment provided practical information for PMU to orient the intervention to improve the operation of the districts, and communes' OSS,</p>
2.1.2	planning of additional administrative service improvements	<p>The quality management models according to the standards of TCVN ISO 9001:2000 were identified and the procedures to meet these standards were also set from 2009.</p> <p>Based on the success of improvement in infrastructure and operational scheme in six pilot commune OSSs. The Project Steering Committee approved the planning to upgrade working place and provide equipment, furniture to OSS of new rural communes in its 5th meeting.</p>
2.1.3	support implementation of additional admin service improvement	<p>The People's Committee of 3 pilot districts attained the Certificate for the quality management system of the public service delivery according to the TCVN ISO 9001:2000 in September 2009.</p> <p>The procedures, and quality management manual for the new cycle for these above certificates was completed in December 2012, but with new standards as TCVN ISO 9001:2008 in which all administrative procedures of the Program 30 established by the Vietnam Government have to be managed in the same system.</p> <p>The People's Committee of 3 above pilot districts will be assessed by the Vietnam Certification Center (QUACERT) in January, and approved by the Directorate for standards, methodology and quality (STAMEQ).</p> <p>The application of Informatics management at the OSS of Nga Bay town was meet the demands of the management; hardware and software provided upon request and showed the effectiveness.</p> <p>OSS offices were upgraded to a higher standard with office equipment & furniture in 34 communes of 7 districts and town. Observation from recent monitoring visits realized</p>

Planned activities		Progress of the activities (with comments and remarks)
		that the OSS service in these location were improved remarkably. Especially these OSSs meet the standards identified in the Decision no. 93/2007/QĐ-TTg, issued on June 22 nd 2006 by the Vietnam Government concerning about the operational statutes of off OSS and interlink OSSs.
2.1.4	provide training to support administrative improvement	<p>Various topics related to public administrative services were organized for civil servants of 3 levels, communes, districts, and province with the participation of 1084 members, including:</p> <ul style="list-style-type: none"> - ISO procedures, and management, including operating systems and internal audits - Official Communication skills - One stop shop's operation - Computer Skills for Officers - Public procurement procedures - Administration Procedure Control - Trainers of trainees
2.2	Socio-economic public service delivery improvement	
2.2.1	institutional appraisal of service delivery	A Public Service Delivery Appraisal has been undertaken which identifies who provides what kind of service, to whom and how (or does not) in the chosen service delivery areas and identifies shortcomings / constraints. The Midterm review assessed that the Report (Roles and Tasks of Government at all levels" is an extremely useful document.
2.2.2	study tours on PSD models	Study tour on typical and success models of OSS was organized, such as to Ba Ria Vung Tau city in 2010, to Moc Hoa District Long An Province, An Giang and Can Tho city in 2012. Those tours help the communes and district authorities an overview on OSS operational regimes.
2.2.3	develop a service delivery improvement plan in social and economic sectors.	The service delivery improvement plans were well integrated into the commune SEDPs. From 2009 up to 2012, in six pilot communes, plans to improve the public service delivery have been integrated into SEDPs of the communes. Until now 4 cycles of plans have been implemented (2009, 2010, 2011 and 2012).
2.2.4	action planning & budgeting	Participatory Rapid Appraisal meetings in order to formulate action plans and figure out

Planned activities		Progress of the activities (with comments and remarks)
	workshops	budget needs were hold in each villages. And then, to sum up and finalize the action plan at the commune level, a workshop called annual SEDP development was organized in the communes. A SEDP, considered as action and budgeting plan, was formed and endorsed in that workshop.
2.2.5	train officials invoved	Training courses on PPB, and service delivery improvement plan in social and economic sectors integrated into the SEDPs were undertaken by the project facilitators in the collaboration with the officials of planning and investment department at district and province levels.
2.2.6	establish the CDF	CDF rules were outlined in the Inception Report and approved in the second project steering committee, and the supplemental rules with detaited procedures for the use of CDF were established in Decision 270 issued by the Provincial People's committee.
2.2.7	CDF support to implementation of action plans	Communes funded CDF was chosen as analysis in the CDF manual. The CDF was disbursed according to the regulation of the Decision 270 of Hau Giang People's Committees. CDF were created as a mean to support the implementation of service delivery action plans formulated as mentioned at the item 2.2.3. Till date, 99% of Belgian contribution to the CDF was disbursed. CDF is envisaged to be further developed in the province after the completion of the project.
2.2.8	Provide technical support for PAR related issues	This activity was intended to ensure support which might include: management and institutional PAR issues arising out of follow up to implementation, such as underlying service delivery structures, staffing, their internal management and procedures etc. In fact, the facilitator visits at the communes provided supports to the communes to accomplish their SEDPs, and plans to upgrading the working places of commune OSSs. To collaborate with the officials of the provincial people's committee to design the training planning and study tour on OSS E-gate.
2.2.9	Evaluate implementation impact	The Midterm review, Strategic Reflection Mission and annual project steering committee meetings are considered as opportunities to review and to evaluate the impact of the integration of public service delivery plans into the SEDPs. Through this review, the provincial, district and commune governments showed their appreciation the value of the innovations supported by the project. An comprehensive evaluation needs to be undertaken in the final evaluation and more

Planned activities		Progress of the activities (with comments and remarks)
		experiences would be gained and this can be used as an input to consideration of acceptance of the approach by the provincial government and possibly replication in the whole province.
2.3 Replication strategy		
2.3.1	hold consultation on replication plan	In addition with 6 pilot communes, the trainings on the integration of PSD into SEDP process were rolled out through the SEDPs trainings to 37 communes.
2.3.2	provide advise for non-pilots on request	Discussion and consultancy from the Project Management Unit regularly provided via telephone, field visits and training workshops. Pilot communes also play a role as coaching members to non-pilot communes.
IR.3. Improvement of the capacity of training institutions in providing PAR and project-related training		
3.1	training areas & delivery arrangements identified	
3.1.1	conduct capacity assessment of training providers	A survey as Training Need Assessment (TNA) were conducted in 2009
3.1.2	develop training plan	A training plan was developed after the above assessment, but was not implemented accordingly to the plan of TNA. <i>Reasons: the local training institutions related to public administrative reform, for instance, the Political School has no enough human resource and time to invest to new topics of the public administrative reform and SEDP reform.</i>
3.2	training resources developed	
3.2.1	prepare training materials	The training materials were prepared accordingly to the training topics. All these materials were filed and will be handed over partners for future use.
3.2.2	train trainers	02 courses on trainers of trainees was conducted with the purpose to equip participatory training skills to officials of DoHA, and groups of core members who are in charge of training on administrative procedure control. Although the project will be

Planned activities		Progress of the activities (with comments and remarks)
		ended its life, those members still could apply the participatory training skills to trainings organized by the province.
3.2.3	support necessary IT	IT equipment, such as computers, projectors, was provided to the DoHA and the Political School as training equipment.
3.3	training delivered	<p>The objective of this result area has been changed from the PSC meeting no. 6, dated April 16th 2012, instead of the objective: "improvement of the capacity of training institutions in providing par and project-related training" as designed in the TFF, in 2012 the objective of this result area was adjusted to meet: ""Improvement of the capacity of government officials in providing PAR, and project-related training"</p> <p>Trainers for training courses on management, monitoring and evaluation, training of trainers are out source consultants which are chosen by BTC. Trainers for courses on local policies and regulation, such as regime for the OSS and administrative procedures are from DOHA, and Department of Administrative Procedure Management.</p> <p>Training courses of 12 priority topics, including topics mentioned at item 2.1.4 above were provided to 1,410 civil servants of provincial and district authorities. Post training is on-going; however preliminary results showed over 90% of trainees indicated satisfaction of the training courses. Training impact assessment is a part of Final Evaluation scheduled in January 2013.</p>
	Courses organized	
3.4.1	Sustainable training delivery	
IR.4. Dissemination of the lessons learned from the project		
4.1	prepare a Communication strategy	A communication strategy designed in 2009
4.2	establish a network between pilots	<p>A planning reform knowledge sharing network was developed between the project pilot districts, communes, and other localities in the country, as well as the national research institutes.</p> <p>Several study- tour-delegations, such as Chia Se Program funded Sweden</p>

Planned activities		Progress of the activities (with comments and remarks)
		<p>Government, PORRIS project from Nghe An, Action Aid from Eaka, Dac Lac Province, and CAPAS Project of Ninh Thuan Province visited PARROC for sharing experiences and lesson-learned.</p> <p>Project technical staff continues to provide input to the planning reform coordination work group at the national level, through which lesson-learned from the project was shared with other donors, ministries and CIEM of MPI.</p>
4.2	design web and other communication tools	<p>A website of project designed, documents and reports of the project were posted on the website.</p> <p>A close collaboration with local mass media, such as Vietnam Television Station in Can Tho city, Television Station of Hau Giang province, and Hau Giang newspaper, were established.</p> <p>A PAR quiz competition was organized in October 2012 by the DoHA. The competition attracted the participation of civil servants from all 7 districts/town of the province. The local people also came to the completion as audience.</p>
4.3	prepare best practices	Best practises were introduced to everyone through articles and clips posted on the Hau Giang newspaper and Television.
4.4	national dissemination workshop	This workshop is planned to organize after final evaluation.

ANNEX 2: EXPENSES

Budget vs Actuals (Year to Month) of VIE0403011

Project Title : **PAR extension linked to CPRGS**
 Budget Version: **E01**
 Currency : **EUR** Year to month : **31/12/2012**
 YtM : **Report includes all closed transactions until the end date of the chosen closing**

	Status	Fin Mode	Amount	Start to 2011	Expenses 2012	Total	Balance	% Exec
A IMPROVE CAPACITIES & PERFORMANCES OF LOCAL			1.551.645,85	1.116.187,95	340.656,00	1.456.843,96	94.801,89	94%
01 Improve planning system at provincial, district and			369.572,03	203.474,59	153.421,86	356.896,45	12.675,58	97%
01 Study and assessment of the current planning situation		COGES	6.143,94	6.143,94	0,00	6.143,94	0,00	100%
02 Study tours on PPB		COGES	136.518,71	37.393,98	95.590,13	132.984,11	3.534,60	97%
03 Planning manuals and organisation of trainings on the		COGES	30.299,46	30.299,46	0,00	30.299,46	0,00	100%
04 Build up a database to support planning at commune level		COGES	111.162,67	110.765,97	396,70	111.162,67	0,00	100%
05 Organise training on PPB for 5 target groups		COGES	41.447,03	13.711,39	18.594,66	32.306,05	9.140,98	78%
06 Implementation of participatory planning method		COGES	43.887,31	5.046,94	38.840,37	43.887,31	0,00	100%
07 Assessment of implementation and development of the		COGES	0,00	0,00	0,00	0,00	0,00	??%
08 Replication of the model in line with replication strategy		COGES	112,91	112,91	0,00	112,91	0,00	100%
02 Improve the service of delivery system			1.078.944,45	845.504,45	152.640,38	998.144,83	80.799,62	93%
01 Undertake assessment of province wide experience with		COGES	2.985,12	2.985,12	0,00	2.985,12	0,00	100%
02 Support planning of further improvement of administrative		COGES	100,88	100,88	0,00	100,88	0,00	100%
03 Support implementation and evaluation		COGES	180.625,06	33.773,69	76.256,20	110.029,89	70.595,17	61%
04 Provide capacity building		COGES	9.865,98	3.847,61	6.018,37	9.865,98	0,00	100%
05 Institutional appraisal of service delivery		COGES	9.109,97	9.109,97	0,00	9.109,97	0,00	100%
06 Develop a service delivery implementation plan		COGES	5.619,03	5.619,03	0,00	5.619,03	0,00	100%
07 Action planning & budgeting workshops		COGES	19.429,29	6.764,03	12.665,26	19.429,29	0,00	100%
08 Train officials involved in pilot districts and communes		COGES	19.929,92	5.521,14	14.336,63	19.857,77	72,15	100%
09 Establish CDF's rules, criteria's and procedures		COGES	203,74	203,74	0,00	203,74	0,00	100%
10 CDF support for implementation of actions plans for		COGES	826.274,66	774.090,04	42.939,92	817.029,96	9.244,70	99%
11 Technical support for implementation of service delivery		COGES	4.509,81	3.198,21	424,00	3.622,21	887,60	80%
		REGIE	550.239,42	272.332,81	113.042,47	385.375,28	164.864,14	70%
		COGEST	1.920.259,85	1.420.504,28	389.092,32	1.809.596,60	110.663,25	94%
		TOTAL	2.470.499,27	1.692.837,09	502.134,79	2.194.971,88	275.527,39	89%



Budget vs Actuals (Year to Month) of VIE0403011

Project Title : **PAR extension linked to CPRGS**

Budget Version: **E01**

Year to month : 31/12/2012

Currency : **EUR**

YtM : **Report includes all closed transactions until the end date of the chosen closing**

	Status	Fin Mode	Amount	Start to 2011	Expenses 2012	Total	Balance	% Exec
12 Evaluation implementation (annual commune performance		COGES	290,99	290,99	0,00	290,99	0,00	100%
13 Hold consultations with Districts and communes		COGES	0,00	0,00	0,00	0,00	0,00	??%
03 Improving capacity of training institutions in PAR related			65.128,45	36.240,76	28.887,69	65.128,45	0,00	100%
01 Conduct capacity assessment of local training providers		COGES	7.046,51	7.046,51	0,00	7.046,51	0,00	100%
02 Prepare materials		COGES	8.404,38	8.065,75	338,63	8.404,38	0,00	100%
03 Support necessary IT		COGES	20.437,60	20.437,60	0,00	20.437,60	0,00	100%
04 Assess the quality of training inputs		COGES	29.239,96	690,90	28.549,06	29.239,96	0,00	100%
04 Dissemination of lessons learned			38.000,92	30.968,16	5.706,07	36.674,23	1.326,69	97%
01 Communication strategy		COGES	13.393,27	13.393,27	0,00	13.393,27	0,00	100%
02 Establish network with other pilot districts and communes		COGES	3.440,95	3.440,95	0,00	3.440,95	0,00	100%
03 Web site design and networks		COGES	20.439,13	13.689,12	5.423,32	19.112,44	1.326,69	94%
04 Prepare best practices series and case studies		COGES	282,75	0,00	282,75	282,75	0,00	100%
05 Dissemination workshop (national)		COGES	444,82	444,82	0,00	444,82	0,00	100%
Z GENERAL MEANS			918.853,42	576.649,13	161.478,79	738.127,92	180.725,50	80%
01 Staff & running costs			608.016,30	482.550,47	76.218,14	558.768,61	49.247,69	92%
01 PPB & service delivery TA		REGIE	187.230,24	148.549,94	9.558,60	158.108,54	29.121,70	84%
02 BTC Coordinator		REGIE	101.329,61	76.615,87	19.760,69	96.376,56	4.953,05	95%
03 PPB & service delivery facilitators		COGES	92.164,22	70.461,64	18.334,66	88.796,30	3.367,92	96%
04 Communication expert		COGES	7.666,59	7.666,59	0,00	7.666,59	0,00	100%
05 Translator		COGES	23.741,77	23.479,04	262,73	23.741,77	0,00	100%
06 Senior Admin / accountant		COGES	41.823,43	32.460,55	7.079,55	39.540,10	2.283,33	95%
07 Secretary		COGES	15.155,23	12.243,59	2.635,19	14.878,78	276,45	98%
		REGIE	550.239,42	272.332,81	113.042,47	385.375,28	164.864,14	70%
		COGEST	1.920.259,85	1.420.504,28	389.092,32	1.809.596,60	110.663,25	94%
		TOTAL	2.470.499,27	1.692.837,09	502.134,79	2.194.971,88	275.527,39	89%



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Project Title : **PAR extension linked to CPRGS**

Budget Version: **E01**

Year to month : 31/12/2012

Currency : **EUR**

YTM : **Report includes all closed transactions until the end date of the chosen closing**

	Status	Fin Mode	Amount	Start to 2011	Expenses 2012	Total	Balance	% Exec
08 Drivers		COGES	39.858,81	31.436,61	5.810,60	37.247,21	2.611,60	93%
09 PMU staff training		COGES	15.105,17	14.020,12	1.085,05	15.105,17	0,00	100%
10 PMU communication costs		COGES	11.391,97	8.181,95	1.800,95	9.982,90	1.409,07	88%
11 Running costs vehicles		COGES	35.245,21	26.952,29	7.171,44	34.123,73	1.121,48	97%
12 PMU local travel costs		COGES	19.272,87	16.005,12	1.632,59	17.637,71	1.635,16	92%
13 Training equipment (beam,...)		COGES	2.959,16	2.959,16	0,00	2.959,16	0,00	100%
14 Consumables		COGES	15.072,02	11.518,00	1.086,09	12.604,09	2.467,93	84%
02 PMU Office equipment			49.157,55	46.931,66	1.537,47	48.469,13	688,42	99%
01 Office furnitures		COGES	593,10	493,25	99,85	593,10	0,00	100%
02 9 computers		COGES	6.241,70	4.115,66	1.437,62	5.553,28	688,42	89%
03 Printers		COGES	682,41	682,41	0,00	682,41	0,00	100%
04 Copy machines		COGES	7.249,40	7.249,40	0,00	7.249,40	0,00	100%
05 Project vehicles		COGES	33.709,57	33.709,57	0,00	33.709,57	0,00	100%
06 Motorcycle (for facilitators)		COGES	0,00	0,00	0,00	0,00	0,00	?
07 Softwares		COGES	406,10	406,10	0,00	406,10	0,00	100%
08 PMU office network		COGES	275,27	275,27	0,00	275,27	0,00	100%
03 M&E, formulation & contingencies			259.861,93	45.567,13	83.505,41	129.072,54	130.789,39	50%
01 Technical backstopping (BTC & external)		REGIE	14.729,67	6.319,58	2.784,58	9.104,16	5.625,51	62%
02 PSC meetings		REGIE	9.555,25	4.630,44	2.274,08	6.904,52	2.650,73	72%
03 Mid-term and final evaluations		REGIE	74.356,79	34.356,79	0,00	34.356,79	40.000,00	46%
04 Financial audits		REGIE	16.387,44	0,00	187,44	187,44	16.200,00	1%
05 Formulation balance		REGIE	260,32	260,32	0,00	260,32	0,00	100%
		REGIE	550.239,42	272.332,81	113.042,47	385.375,28	164.864,14	70%
		COGEST	1.920.259,85	1.420.504,28	389.092,32	1.809.596,60	110.663,25	94%
		TOTAL	2.470.499,27	1.692.837,09	502.134,79	2.194.971,88	275.527,39	89%



Budget vs Actuals (Year to Month) of VIE0403011

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Budget Version: **E01**

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ANNEX 3: DISBURSEMENT RATE OF THE PROJECT

Source of financing	Cumulated budget	Real cumulated expenses	Cumulated disbursement rate	Comments and remarks
Direct Belgian Contribution	2,470,499.27EUR	2,194,971.88EUR	89%	
Contribution of the Partner Country	250,000EUR			
Contribution of the Counterpart Funds				
Other source				

ANNEX 4: PERSONNEL OF THE PROJECT

Project Steering Committee

- Mr Tran Cong Chanh, Chair-man of Provincial People’s Committee, Chairman of Project Steering Committee (PSC);
- Mr. Pierre Dulieu – Chief Preventatives of BTC in Vietnam and Cambodia, Co-Chairman of PS
- Mr. Luong Quang Luyen, Vice Director of ICD - MOHA
- Bà Võ Hồng Anh – Specialist of Department of Foreign Economic Relations – MPI

Non-voting memberships

- Mr. Tran Thanh Lap, Vice Chairman of Provincial People Committee, Project Director;
- Mr. Vo Minh Tam – Chairman of Propaganda Department of Provincial Party, Permanent Vice Project Director
- Mr. Tran Minh Hoang – Director of Department of Finance;
- Mr. Vo Ta Thang – Director of Planning and Investment

Project Management Unit

- Mr. Tran Thanh Lap, Vice Chairman of Provincial People Committee, Project Director;
- Mr. Vo Minh Tam – Chairman of Propaganda Department of Provincial Party, Permanent Vice Project Director
- Mr. Tran Huu Nghia – Vice Director of DPI, Vice Director of PMU in charge of Planning Component;
- Mr. Tran Minh Hoang – Director of Department of Finance;
- Mr. Tran Van Quan – Deputy Director of Department of Home Affair; Vice Director of PMU in charge of Training Component;
- Ms. Nguyen Ngoc Diep, Chief accountant of Office of PPC, accountant for the Vietnam contribution of the Project;
- Ms. Lam thi Huynh Nhu, official of Office of PPC, Administrative assistant of the Project
- Ms. Pham Kim Nha, official of Office of PPC, cashier for the Vietnam contribution of the Project;

Full-time project staff

Full Name	Position	start date	resign date
Douglas C. Malcolm	Senior Technical Adviser	Jun-07	Dec-08
Ian Green	Senior Technical Adviser	Feb-09	May-10
Chiêm Thắng	BTC Coordinator	Jun-07	May-10
Huỳnh Như Hậu	Accountant	Jun-07	Jun-10
Châu Thành Yên	Secretary	Aug-07	Oct-07
Nguyễn Thúy Lam	Interpreter cum Accountant	Jul-07	Oct-07
Nguyễn Quang Thanh Tùng	Driver	Mar-08	Jul-09
Đặng Trần thị Trang Nhã	Office Manager	Feb-11	Jan-13
Nguyễn thị Thái Thanh	Secretary cum Accountant	Jan-08	Apr-13
La Hoàng Dũng	Facilitator cum Cashier	Jun-07	Dec-12
Trần Ngọc Vui	Interpreter	Nov-07	Jun-11
Lê Trường Giang	Facilitator	Aug-07	Jul-12

Full Name	Position	start date	resign date
Quách thị Ngọc Thuận	Facilitator	Feb-08	Dec-12
Đoàn Minh Cảnh	Driver	Jun-07	Apr-13
Nguyễn Phú Giang	Driver cum administrative assistant	Jul-09	Dec-12

ANNEX 5: SUBCONTRACTING ACTIVITIES AND INVITATIONS TO TENDER
(one form for each subcontracting contract)

Tendering mode:

Date of the invitation to tender:

Start date of the subcontracting contract:

Name of the subcontractor (or of the company):

Object of the contract:

Cost of the contract:

Duration of the contract:

Results:

Comments:

ANNEX 6: LIST OF THE EQUIPMENTS ACQUIRED DURING THE PROJECT

Equipment type	Quantity	Cost		Delivery date		Remarks
		Budget	Real	Budget	Real	
I. Vehicle			€ 32.169,71			
Nissan Urvan 12 seater			€ 14.519,71			
Toyota Camry 4 seater			€ 17.650,00			Handed over to PPC
II. IT equipment			6.176,86			
Desktop (Mainboard: Intel® Desktop Board D945G: Bus 1333, USB2.0, Built-in Intel® graphics media 950 + 6ch sound + Lan Intel® 100 + PCI Express 16X port; Processor Intel® Core 2 Dual E4500 (2.2Ghz-2Mb-Bus 800) + LG monitor + UPS 500VA Santak, back-up time 10-15 minutes	4		1.261,72			
Laptop Acer Aspire (CPU Pentium® Dual Core T2370 (2x1.73Ghz) 1Mb Cache/DDR-2 512MB/HDD 80GB SATA/DVD-RW SMT/LCD 14.1" XWGA Mirror/Vga up to 224MB/Fax V92+Nic 1 Gigabit+Wifi/Card reader 5.1/STV out/IEEE1394/Webcam+Bluetooth/Linux 6cell/OS Win XP Pro)	3		1.244,86			
- Desktop (Main board: Intel® Desktop Board DG31: Bus 1333, 8 x USB 2.0, Built-in Intel® graphics media 3100 + 6ch sound + Lan Intel® 1GB + 2 x DDR 800, 4 x Sata 2, ATA100, PCI Express 16X port; Processor Intel® Core Duo E5200 (2.5Ghz) - 2MB – Bus 800; Memory 1GB DDR-2 667; HDD 1000GB 7200, Sata 150 x 2; Case 2 Port USB + 2 Port Audio, 450W; Monitor 17" LCD LG/Samsung 177WSB; DVDRE Asus: CD:R 48x-W 48x-RE 32x/DVD R 20x-W 14x-RE 08x; Keyboard + Mouse scroll Misumi optical) - UPS Santak 500VA - Draytek 2820N Wireless N Accesspoint + Router ADSL2/2, 4 port LAN, VPN, NAT, Security	1		1.017,78			
Laptop Sony Vaio VGN-TT26GN	1		1.996,60			
LG LCD Monitor	1		100,96			

Equipment type	Quantity	Cost		Delivery date		Remarks
		Budget	Real	Budget	Real	
Laptop ASUS K43E, CPU 2450-i5, HDD 500Gb, DDR 4G, LCD 14	1		554,94			
III. Other equipment			12.637,27			
Filing cabinets	2		251,67			
Window XP Professional SP2	4		306,32			
Photocopy Konica Minolta Bizhub 350	1		3.002,49			
Printer Brother HL 5250DN	2		579,24			
Projector Sanyo PLC XU-88	1		1.005,33			
Screen for projector TRIPOD Toplite 70"x70"/1.78m x 1.78m	1		45,54			
Camera Sony SC T2 Ultra Slim	1		300,25			
Camcorder Sony DCR SR220E	1		512,79			
ADSL router, UPS for ADSL router	1		91,89			
Canon IX 4000 A3 color printer	1		148,84			
Screen for projector TRIPOD Dalite 84"x84"/2.13m x 2.13m	1		115,29			
Desk	1		27,71			
Ricoh photocopier Aficio MP 2000	1		4.621,03			
Electric screen for projector	1		314,19			
Projector Sony PVL CX 120	1		972,92			
Fax machine Brother 2820	1		168,05			
Filing cabinet	1		98,76			
Cutter machine	1		74,96			
Total			€ 50.983,84			

ANNEX 7: TRAININGS

National and international study tours

No.	Study tour contents	Participants	Team leaders	Timeline	Places	No. of members
1	The methodologies to develop the annual SEDP at commune level	<ul style="list-style-type: none"> ✓ Officials in charge of SEDPs at new rural communes. ✓ Officials in charge in monitoring the SEDPs of communes at the districts, and provincial level <ul style="list-style-type: none"> + Officials of Planning and Finance of districts. + Officials of DPI ✓ Officials in charge in trainings of <ul style="list-style-type: none"> - DOHA - Political school 	Vice Director of PMU – Mr. Nguyễn Ngọc Điện	1-4/02/12	Quang Tri province <ul style="list-style-type: none"> - Provincial DPI - District DPI, Hai Lang district - Hai Thuong People's Commune Committee 	29
2	Mechanism and regulations to operate OSS at district and commune level	<ul style="list-style-type: none"> - Leader and officials of DOHA - Member of PMU - Officials of the District Department of DOHA - Chairman / vice Chairman of the People's Committees of new rural communes. 	Vice Director of PMU - Trần Văn Quân	6-8/6/12	OSS of Moc Hoa District, Long An province <ul style="list-style-type: none"> - Long An DOHA - Moc Hoa district DOHA 	26
3	Mechanism and regulations to operate OSS and inter-OSS at district and commune level	<ul style="list-style-type: none"> - Chairman / vice chairman from 28 communes/wards in 3 pilot districts/town - Officials of the Department on Administrative Procedures Management 	Officers from Administrative procedure management (APM)	30-31/10/12	<ul style="list-style-type: none"> - Dong Binh Commune, Thoi Lai district, Can Tho city - My Thanh ward, Long Xuyen city, - Can Dang commune, Chau Thanh district 	27
3	Mitigation and adaptation solutions which will be integrated into the local	Leaders from Provincial Departments which are members of the Steering Committees.	Director of PMU – Mr. Trần Thành Lập	9-18/11/12	<ul style="list-style-type: none"> + The Royal Netherlands Meteorological Institute + Delft University 	17

No.	Study tour contents	Participants	Team leaders	Timeline	Places	No. of members
	SEDPs for Climate changes				+ Netherlands Water Partnership + The National research program Climate changes	

Training courses

No.	Training contents	Target trainees	Trainers	Time	Places	No. of classes	No. of trainees
1	Public Tender and procurement policy	Officers from DPI DOHA Office of PPC District DPI CPC of new rural communes a and pilot communes	Out source consultant	17-22/2/12	HCM city	03 classes 04 days/class	64
2	Monitoring and Evaluation	Officers of District DPI CPC of pilot communes and new rural communes	Out source consultant	21-24/5/12	HCM city	02 classes 02 days/class	37
3	Training of Trainer	Members are trainers of training courses on OSS, administrative skills, administrative procedures.	Out source consultant	24-31/7/12	Can Tho and Vi Thanh city	02 classes 04 days/class	47
4	Monitoring and Evaluation – final evaluation	*sub-PMU at district and commune level – 03 pilot district – 06 pilot communes * Provincial PMU	Out source consultant		Nha Trang city	02 classes 04 days/class	47
5	Administrative skill (Reported at result area 2).	Officers of OSS at districts and communes	Officer of DOHA	From 5 to 9/2012	Vi Thanh city	11 classes 2 days /class	351

No.	Training contents	Target trainees	Trainers	Time	Places	No. of classes	No. of trainees
6	Administrative procedure management (APM)	Core members of Administrative procedure management	The APM Bureau at Center level	23-24/4/12	HCM city	Participating into class of the Administrative Procedure Management Bureau at Center level	24
7	Administrative procedure management for department and members of people's committees at provincial, districts, and communes level	Members in charge of Administrative procedure management at province, district and commune level	APM department	From 5 to 9/2012	07 district and in Vi Thanh city	12 classes 2 day/class	430
8	Administrative procedure management for private enterprises and companies	Private and household enterprises	APM department and DPI	6-7/10/12	Vi Thanh city	02 classes 1 day/class	37
9	Knowledge and quality system according to TCVN ISO 9001:2008 and internal audit methodologies	Officers of department belonging to District PC of Long My, Phung Hiep and Nga Bay	Tri Viet Company	16/7/12 17/7/12 18/7/12 27-28/8/12 29-30/8/12 13-14/9/12	Long My, Phung Hiep and Nga Bay	Basic knowledge: 3 classes, 1day/class Internal audit: 3 classes, 2days/class Basic: 3 classes - 1 day /classes Audit: 2	71

No.	Training contents	Target trainees	Trainers	Time	Places	No. of classes	No. of trainees
						classes 2 day/classes	
10	The methodologies to develop the annual SEDP at commune level	Officers from 38 CPC (9 new rural communes, 3 commune in Nga Bay town, 12 communes in Phung Hiep district and 14 communes in Long My district)	Project Facilitators	Từ 4-6/2012	Vị Thanh city Long My, Phung Hiep and Nga Bay		187
11	Refresh training on SEDP database management, data entry was also implemented in this training (reported in result area 1)	Officers in charge of SEDPs at commune level	Project Facilitators	6-7/9/12	Vị Thanh city	1 classes 02 day/classes	15
12	Writing Proposal	Officers from DPI, DPC, DARD, Women UNIT, DOH, DORE	Outsource consultant	13-20/11/12	Can tho city	2 classes 04 day/class	40
13	Financial Management	Officers from Pilot districts and 9 new rural communes	Outsource consultant	24/11 – 29/11/12	Vi Thanh city	3 classes 02 day/class	72
14	Administration Procedures Controls	Officers from Pilot districts and 9 new rural communes	Outsource consultant	28/11 – 3/12/12	Vi Thanh city	3 classes 02 day/class	58
15	Public Private Partnership	Officers from DPI, DPC, DARD, DOH & DONRE	Outsource consultant	5 – 9/12/12	Vi Thanh city	3 classes 02 day/class	61
16	Operation & Maintenance of One Stop Shop Office equipment	Officers from 38 CPC (9 new rural communes, 3 commune in Nga Bay town, 12 communes in Phung Hiep district and 14 communes in Long My district)	Outsource consultant	30/11 – 4/12	Vi Thanh city	3 classes 01 day/class	125
17	Leadership skills & Human Resources Management Training	Officers from Pilot districts and 9 new rural; from DPI, DPC, DARD, DOH, DONRE	Outsource consultant	23/12 – 3/01/13	Phan Thiet City	3 classes 04 day/class	67

Training type	Country, Institution, Duration	Name or number of trained people	Dates of the trainings	Subject, content and level
Traineeship				
Scholarship				
Workshop				
Other				

ANNEX 8: BACKERS INTERVENTIONS

None