

**BTC**

**MPI**



# **RESULTS REPORT 2013**

## **INTERVENTION TECHNICAL SUPPORT UNIT**

VIE 1204511

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## Acronyms

ADB	Asian Development Bank
BTC	Belgian Technical Cooperation, the Belgian development agency
CA	Cities Alliance
CC	Climate change
GGSF	Green Growth Strategy Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HQ	Headquarter
IMHEN	Institute of Meteorology, Hydrology and Environment
ITA	International technical Advisor
IWRM	Integrated Water Resource Management
KOICA	Korea International Cooperation Agency
Lux Dev	Luxembourg Agency for Development
M&E	Monitoring and Evaluation
MPI	Ministry of Planning and Investment
OM	Own-management modality (Regie)
PM	Project Management modality (co-management)
PSC	Project Steering Committee
SECO	Swiss Economic Development Cooperation
SIWRR	Southern Institute of Water Resources Research
TOR	Terms of Reference
UDA	Urban Development Agency
UNDP	United Nations Development Programme
USAID	United States Cooperation agency
VUF	Vietnam Urban Forum
WB	World Bank
WSP	Water and Sanitation Program of the World Bank

# 1 Intervention at a glance (max. 2 pages)

## Human resource

The project started officially on August 28th, with the International Technical Assistant co-coordinator arrival. The Vietnamese coordinator and the administrator started working for the TSU under a short-term BTC contract. After completing required procedures and issuance of None-Objection letter from BTC, together with the accountant, the translator and the driver, they have officially started their contracts on January the 1<sup>st</sup> 2014, under PM modality. The project director and vice-directors from MPI, MOC and MONRE were nominated from October 03, 2013

The ITA in charge of International Capacity Development (CD) has officially started working for the program from the 1st of November. He will however be paid under the PORIS project until August 2014. The recruitment of the ITA in Management for 03 PCUs is underway. His/her mobilisation is expected for April 2014, while the recruitment procedure of the IWRM, and modelling ATI was launched in December.

Following the decision of the first Steering Committee (SC), the TSU will not recruit full time national technical assistants. Instead it will look for national consultants working on a part-time basis through framework contracts. This will allow contracting good quality profiles. In that perspective, a set of TOR were prepared. The TSU is now waiting for the green light of MPI to launch the tendering under PM.

In order to support the 3 PCUs in the writing of the Terms of Reference (TOR) of the Climate Change (CC) and hydraulic modelling (see below), some international and national consultancies were recruited under OM.

## Logistics

During the first three months, the TSU installed temporary its office at the BTC representation. After some rehabilitation works, it then moved on December 9<sup>th</sup> to its new office. The procurement for IT equipments and car will be put in action plan for 2014. The tendering plan is awaiting MPI approval. A logo for the entire program is under preparation.

## Major events

The first SC of the TSU and the official kick-off of the CC programme, including the GGSF, were organized on the 16th of October. The TSU assisted to the PSCs in Ha Tinh and Ninh Thuan. The project also supported the organization of the visit of the Belgian vice-prime Minister in Ninh Thuan on the 21st of January 2014.

## Activities

### R1. Provision of expertise

Different missions and meetings were organised with the PCUs and other stakeholders to facilitate the start of the 3 projects. They were related to the following:

1. The technical sections of the TOR of the CC downscaling modelling were completed by the end of January in coordination with the writing of the TOR of the hydraulic studies. TOR of the hydro study of Ha Tinh was completed by mid-January the one of the other two provinces will be completed by end of February. These two inter-related studies are expected to start by Q2. During the writing process the 3 PCUs were briefed about different technical concepts such as high resolution climate modelling, the statistic and dynamic modelling, the difference between hydraulic and hydrological modelling etc.
2. Some quick-win activities independent from the outcomes of the above studies were identified in Ha Tinh. The development of these activities will be further elaborated during a workshop on the development of the action plan of the 2-year study phase that will take place mid-February. Based on that example, similar interventions should be identified for the 2 other provinces.
3. A brief presentation of the approach of CD of the various actors in terms of IWRM, urban planning and CC was presented to the 3 PCUs and a draft TOR elaborated in a participatory way with the different departments of Ha Tinh. The technical section of the TOR was completed by mi-January and submitted to the consideration of the other 2 provinces for which a complete version is expected by mid-March. In parallel the TOR for the organization of a study tour in Europe was prepared and submitted to the approval of the TSU direction.
4. A mission from BTC HQ took place end of November, including a 2-days workshop, focusing on the preparation of the POM and on the description of the BTC rules and procedures. The TOR for the recruitment of a consultant to write the POM of the TSU and the GGSF, together with a standard proposal for the province level was elaborated by mid-January. The consultant should be mobilised after the Tet. The 4 POM should be approved by the second PSC of the different projects in May.

The Baseline survey and selection of indicators will be part of both technical studies, the hydro study including a socio-economic survey and the collection of a large set of data. They should be embedded within comprehensive M&E strategy that should be developed end of April with the support of BTC HQ.

## **R2. Coordination between different levels**

Various meetings were organized with UDA, IMHEN, SIWRR and HCMC University of Architecture, and with different donors such as CA ADB, WSP, WB, GIZ, USAID, KOICA, Lux Dev, UNDP and SECO, including participation to different events organised by VUF and the Donor Coordination Group for Urban Wastewater Management. Beside the effective and efficient collaboration with WSP, through the support of an expert, different potential cooperation with other donors are foreseen as follow:

- GIZ the drainage coastal cities project: joint events such as training and seminars;
- ADB and CA: coordination on urban planning and financing of outcomes of CC action plan of Ha Tinh;
- WB and SECO: co-financing of the outcomes of the CC action plan of Ninh Thuan;

- UNDP, USAID, KOICA, Lux Dev and SECO, potential collaboration with the GGSEF.

It was further agreed that the TSU contribution to VUF (20,000EUR) will be used for the recruitment and the salary of a national coordinator working part-time for 18 months. The administrative modalities of this collaboration are under discussion with MPI and UDA.

### R3. Knowledge management

No specific intervention has been developed with regard to this result.

#### 1.1 Intervention form

<b>Intervention title</b>	<b>Technical Support Unit (TSU) of the program "water management and urban development in relation to climate change in the provinces of Ha Tinh, Ninh Thuan and Binh Thuan</b>
<b>Intervention code</b>	<b>VIE 1204511</b>
<b>Location</b>	<b>Hanoi</b>
<b>Total budget</b>	<b>4 mi EUR</b>
<b>Partner Institution</b>	<b>MPI</b>
<b>Start date Specific Agreement</b>	
<b>Date intervention start /Opening steering committee</b>	16 October 2013
<b>Planned end date of execution period</b>	September 2019
<b>End date Specific Agreement</b>	
<b>Target groups</b>	3 PCU
<b>Impact<sup>1</sup></b>	All Provincial People's Committee members understand how CC affects their areas of management and decision-making responsibility
<b>Outcome</b>	The institutional capacity of the provincial institutions responsible for water management and spatial planning has improved, in terms of CC preparedness, by the end of the project
<b>Outputs</b>	Timely and appropriately expertise is provided in a more effectively and efficiently provided to the provinces of Ha Tinh, Ninh Thuan and Binh Thuan
	Co-ordination between central and provincial level is strengthened Knowledge management of the experiences is assured
<b>Year covered by the report</b>	<b>Q4-2013</b>

<sup>1</sup> Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

## 1.2 Budget execution (\*)

	Budget	Expenditure		Balance	Disbursement rate at the end of year n
		Previous years	Year covered by report (n)		
<b>Total</b>		2013:	99,105.70	3,900,894.30	2%
<b>Output 1</b>			90,439.99	2,819,5000.01	3%
<b>Output 2</b>				0	
<b>Output 3</b>				0	

(\*) by BTC

## 1.3 Self-assessment performance

### 1.3.1 Relevance

	Performance
<p><b>Relevance</b></p> <p>The program is very relevant as both CC and GG are very high on the political agenda of Vietnam, both in terms of adaptation and mitigation. After central level, the provinces have to develop a CC adaption as well as a green growth action plan. The present intervention logic is still holding true</p>	A

### 1.3.2 Effectiveness

	Performance
<p><b>Effectiveness</b></p> <p>The degree to which the specific objective will be achieved is difficult to assess by now, the program having just started. The process of writing the TOR of the technical studies (CC and hydro modelling) has raised the general level of understanding of the PCUs. This is still needed for the technical departments. Difference have been noticed between the 3 provinces as follow:</p> <ul style="list-style-type: none"> <li>- Authorities in Ha Tinh understand well about the program, actively support and coordinate with TSU and PCUs of related provinces</li> <li>- Authorities in Binh Thuan still need to invest in their understanding of the topics. They are keen to collaborate and eager for support</li> <li>- Authorities in Ninh Thuan have generally a good understanding of the issue and are active but need to communicate more with TSU</li> </ul>	B



### 1.3.3 Efficiency

	Performance
<p><b>Efficiency</b> The degree to which the resources have been converted into results in an economical way varies very much from regime to co-management.</p> <p>3 consultancy contracts have been awarded in own management. They have been used for the writing of complex and highly technical TOR of the CC and hydro modelling. Although some delays occurred, they results are promising.</p>	C


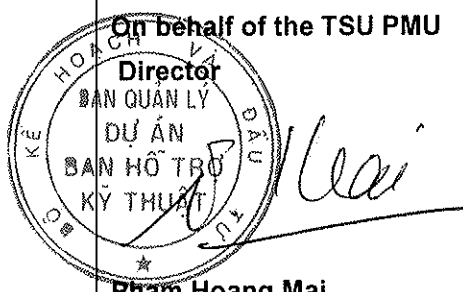
### 1.3.4 Potential sustainability

	Performance
<p><b>Potential sustainability</b> Too early to be evaluated</p>	

## 1.4 Conclusions

The start of the programme is slow, for 4 main reasons:

- The institutional complexity of the programme, and the necessity to develop operational working relationship between the PCU and the TSU;
- The complexity of the institutional set up of the TSU, with a direction that should be made of several members coming from different ministries that are far away from the daily management of the project;
- TFF needs to be revised and supplemented with several technical terms (measures to recruit technical staff, revise/supplement several consultants/technical assistance, etc)
- The communication and working mechanism between ITA co-coordinator and TSU PMU has been not formulated yet.

<p><b>Resident Representative</b> <b>BTC Vietnam</b></p>  <p><b>Alain Devaux</b></p>	<p><b>On behalf of the TSU PMU</b></p>  <p><b>Director</b> BAN QUẢN LÝ DỰ ÁN BAN HỖ TRỢ KỸ THUẬT</p> <p><b>Phạm Hoàng Mai</b></p>
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## 2 Results Monitoring<sup>2</sup>

### 2.1 Evolution of the context

#### 2.1.1 General context

#### 2.1.2 Institutional context

The institutional set up of the program is rather complex, resulting from a compromise between the stakeholders during the formulation. Challenges are arising at 3 levels, between the TSU and the province level, between the coordination of the TSU and its direction and between the 3 main related ministries, MPI, MOC and MONRE.

- In order to increase its cost-efficiency, the technical expertise was placed outside of the province project intervention and placed at the national level, as to facilitate the sharing between the 3 projects and the anchorage with the central level. An harmonious working relationship based on a TSU technical support to autonomous PCU still needs to be developed.
- At the level of the TSU, the key challenge will be to develop a good communication system between the coordination level, in charge of the daily project management, and the project direction.
- At trans-ministerial level, the deputy directors of the TSU that should come from MONRE and MOC have been designated. Other channels of communication should therefore be developed with these 2 ministries in the future.

#### 2.1.3 Management context: execution modalities

The inception phase of the project is slow, the TSU having to develop operational working relationship with the various stakeholders.

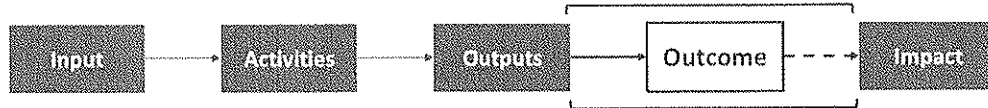
#### 2.1.4 Harmo context

The donor community is looking for harmonisation and coordination in a field involving a large number of actors and issues, climate change being trans-sectoral. The set up of a comprehensive strategy implies cross-ministries cooperation, that is particularly challenging. Until a more formal coordination system is put in place, informal donor coordination meetings have taken place in addition to individual donor information exchange meetings..

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<sup>2</sup> Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

## 2.2 Performance outcome



### 2.2.1 Progress of indicators<sup>3</sup>

The M&E strategy of the program being not defined yet (expected for Q2), the following tables could not be filled by now. This will only be possible after the completion of a series of activities as follow:

- The recruitment of the staff (at PCU and TSU levels) in charge of the M&E;
- the M&E training provided by a BTC-HQ mission together with an international expert scheduled in end of april 2014 and the definition of the related strategy;
- The identification of indicators and the related baseline study (to be completed within the framework of larger studies).

Outcome <sup>4</sup> :					
Indicators <sup>5</sup>	Baseline value <sup>6</sup>	Value year N-1 <sup>7</sup>	Value year N <sup>8</sup>	Target year N <sup>9</sup>	End Target <sup>10</sup>

### 2.2.2 Analysis of progress made

Analyse the progress made towards the achievement of the outcome. This analysis needs to describe following elements: what is the progress made towards the achievement of the outcome? Are outputs (still) leading to the change process envisaged (the change process is taking place)? Issues that arose, influencing factors (positive or negative)? Unexpected results?

These elements need to enable the reader to understand if and how the change process

<sup>3</sup> You can use the table provided, or you can replace it by your own monitoring matrix format. Add/delete columns according to the context (some interventions will need to add columns for previous years while other – new - interventions will not have a value for the previous year).

<sup>4</sup> Use the formulation of the outcome as mentioned in the logical framework (TFF)

<sup>5</sup> Use the indicators as shown in the logical framework (from TFF or last version of logical framework)

<sup>6</sup> The value of the indicator at time 0. Refers to the value of the indicators at the beginning of the intervention (baseline)

<sup>7</sup> The achieved value of the indicator at the end of year N-1

<sup>8</sup> The achieved value of the indicator at the end of year N. If the value has not changed since the baseline or since the previous year, this value should be repeated.

<sup>9</sup> The planned target at the end of year N

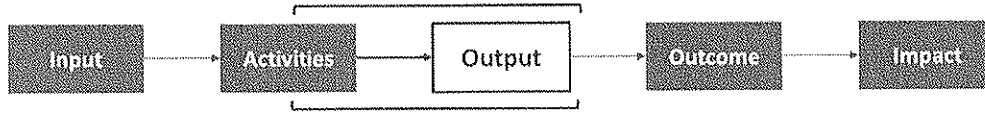
<sup>10</sup> The target value at the end of the intervention

*intended by the intervention is taking place.*

### **2.2.3 Potential Impact**

Describe how likely it is that the Outcome can and will contribute to the impact as (pre)supposed (during formulation or as expected from baseline data). It should thus be assessed whether this part of the intervention logic is still valid. If indicators have been set in the TFF or Baseline, please add these values as an illustration of the potential impact.

## 2.3 Performance output 1<sup>11</sup>



### 2.3.1 Progress of indicators

The M&E strategy of the program being not defined yet (expected for Q2), the following tables could not be filled by now. This will only be possible after the completion of a series of activities as follow:

- The recruitment of the staff (at PCU and TSU levels) in charge of the M&E;
- the M&E training provided by a BTC-HQ mission together with an international expert scheduled in end of april 2014 and the definition of the related strategy;
- The identification of indicators and the related baseline study (to be completed within the framework of larger studies).

Output 1:					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target

<sup>11</sup> The template accommodates up to 3 Outputs (chapters 2.2, 2.3, 2.4). If the intervention has more outputs, simply copy and paste additional output chapters. If the intervention has less than 3 outputs, simply delete the unnecessary chapters. As for the outcome level, you may also replace this table by the intervention's own format (e.g. from your operational monitoring tool)

### 2.3.2 Progress of main activities

Progress of <u>main</u> activities <sup>12</sup>	Progress:			
	A	B	C	D
1				
2				
3				
4				
5				

### 2.3.3 Analysis of progress made

*Analyse the progress made towards the achievement of this output. The analysis needs to describe following elements: progress made towards the achievement of the output, are activities still leading to the intended output, issues that arose, influencing factors (positive or negative), unexpected results (positive or negative). These elements need to enable the reader to understand if and how the outputs are going to be achieved.*

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<sup>12</sup> A: The activities are ahead of schedule  
 B: The activities are on schedule  
 C: The activities are delayed, corrective measures are required.  
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

## 2.4 Performance output 2

### 2.4.1 Progress of indicators

Output 1:					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target

### 2.4.2 Progress of main activities

Progress of <u>main</u> activities <sup>13</sup>	Progress:			
	A	B	C	D
1				
2				
3				
4				
5				

### 2.4.3 Analysis of progress made

Analyse the progress made towards the achievement of this output. The analysis needs to describe following elements: progress made towards the achievement of the output, are activities still leading to the intended output, issues that arose, influencing factors (positive or negative), unexpected results (positive or negative). These elements need to enable the reader to understand if and how the outputs are going to be achieved.

<sup>13</sup> A: The activities are ahead of schedule  
 B: The activities are on schedule  
 C: The activities are delayed, corrective measures are required.  
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

## 2.5 Performance output 3<sup>14</sup>

### 2.5.1 Progress of indicators

Output 1:					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target

### 2.5.2 Progress of main activities

Progress of <u>main</u> activities <sup>15</sup>	Progress:			
	A	B	C	D
1				
2				
3				
4				
5				

### 2.5.3 Analysis of progress made

Analyse the progress made towards the achievement of this output. The analysis needs to describe following elements: progress made towards the achievement of the output, are activities still leading to the intended output, issues that arose, influencing factors (positive or negative), unexpected results (positive or negative). These elements need to enable the reader to understand if and how the outputs are going to be achieved.

<sup>14</sup> If the Logical Framework contains more than three Outputs, copy-paste the 2.4 chapter and create 2.6 for Output 4 , 2.7 for Output 5, etc.

<sup>15</sup> A: The activities are ahead of schedule  
 B: The activities are on schedule  
 C: The activities are delayed, corrective measures are required.  
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.



## **2.6 Transversal Themes**

### **2.6.1 Gender**

Gender has been taken into account in the TOR of the hydro studies, especially the socio-economic survey that include a gender dimension.

### **2.6.2 Environment**

Environment is the key transversal theme of the programme, its aim being to promote sustainable urban development and more resilient cities.

### **2.6.3 Other**

## 2.7 Risk management

Update your risk management matrix on the basis of the analysis made. If a risk is attributed with a C or D score, detail the measures that have been taken/will be taken and indicate the person/factor responsible. For details on risks and the analysis of risks: see MoRe Results Guide.<sup>16</sup>

Risk identification			Risk analysis			Risk treatment			Follow-up of risk	
Description of Risk	Period of identification	Risk category	Probability	Potential Impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Unclear distribution of roles and mandates			Medium	Medium	M	POM writing expected by Q2	TSU	May		
The coordination between the TSU and the provincial project activities is lacking			medium	medium	M	Increased number of coordination meeting	TSU	Start after Tet	Series of WS scheduled during second half of February	
Availability of TSU director			medium	medium	M	Development an operational and efficient information and communication system	TSU		On-going	

<sup>16</sup> Like for the monitoring matrix (indicators), you can use this template, or you can replace it by your own format (e.g. from your operational monitoring), as long as it provides the same information.

### 3 Steering and Learning

#### 3.1 Strategic re-orientations

*Describe the strategic re-orientations for the next years (if applicable). On the basis of the analysis made, what will the intervention do differently next year in order to achieve its objectives.*

#### 3.2 Recommendations

*On the basis of the strategic re-orientations described above, formulate recommendations (actions to be taken /decisions to be taken). This is the operationalisation of chapter 3.1 (strategic re-orientations) and should – amongst others – include the decisions to be made by the steering committee.*

<b>Recommendations</b>	<b>Actor</b>	<b>Deadline</b>
<i>Increase the mandate of the VN coordinator</i>	<i>MPI</i>	<i>2nd PSC</i>

#### 3.3 Lessons Learned

*Capture important Lessons Learned from the intervention's experience in the period covered by the report. Lessons Learned are new insights that must remain in the institutional memory of BTC and partners. The lessons learned can be drawn from activities, outputs, outcome (or a combination of levels or any other aspect of the intervention and its environment).*

<b>Lessons learned</b>	<b>Target audience</b>
The main activities to launch at the project start should be in own-management as to speed up the process. The VN partner could still sign the different documents as witness. BTC should strongly defend this position in front of DGD	BTC HQ

## 4 Annexes

### 4.1 Quality criteria

For each of the criteria (Relevance, Efficiency, Effectiveness and Potential Sustainability) a number of sub-criteria and statements about those sub-criteria have been formulated. By choosing the statement that fits your intervention best (add an 'X' to select a statement), you can calculate the total score for that specific criterion (see below for calculation instructions).

<b>1. RELEVANCE: The degree to which the intervention is in line with local and national policies and priorities as well as with the expectations of the beneficiaries</b>				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>				
<b>Assessment RELEVANCE: total score</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<b>1.1 What is the present level of relevance of the intervention?</b>				
...	<b>A</b>	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.		
...	<b>B</b>	Still fits well in national policies and Belgian strategy (without always being explicit), reasonably compatible with aid effectiveness commitments, relevant to target group's needs.		
...	<b>C</b>	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.		
...	<b>D</b>	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.		
<b>1.2 As presently designed, is the intervention logic still holding true?</b>				
	<b>A</b>	Clear and well-structured intervention logic; feasible and consistent vertical logic of objectives; adequate indicators; Risks and Assumptions clearly identified and managed; exit strategy in place (if applicable).		
	<b>B</b>	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.		
	<b>C</b>	Problems with intervention logic may affect performance of intervention and capacity to monitor and evaluate progress; improvements necessary.		
	<b>D</b>	Intervention logic is faulty and requires major revision for the intervention to have a chance of success.		

<b>2. EFFICIENCY OF IMPLEMENTATION TO DATE: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into results in an economical way</b>				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least two 'A', no 'C' or 'D' = A; Two times 'B', no 'C' or 'D' = B; at least one 'C', no 'D' = C; at least one 'D' = D</i>				
<b>Assessment EFFICIENCY : total score</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<b>2.1 How well are inputs (financial, HR, goods &amp; equipment) managed?</b>				
	<b>A</b>	All inputs are available on time and within budget.		

B	Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.
C	Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.
D	Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.
<b>2.2 How well is the implementation of activities managed?</b>	
A	Activities implemented on schedule
B	Most activities are on schedule. Delays exist, but do not harm the delivery of outputs
C	Activities are delayed. Corrections are necessary to deliver without too much delay.
D	Serious delay. Outputs will not be delivered unless major changes in planning.
<b>2.3 How well are outputs achieved?</b>	
A	All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
B	Output delivery is and will most likely be according to plan, but there is room for improvement in terms of quality, coverage and timing.
C	Some output are/will be not delivered on time or with good quality. Adjustments are necessary.
D	Quality and delivery of outputs has and most likely will have serious deficiencies. Major adjustments are needed to ensure that at least the key outputs are delivered on time.

<b>3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N</b>				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>				
<b>Assessment EFFECTIVENESS : total score</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<b>3.1 As presently implemented what is the likelihood of the outcome to be achieved?</b>				
A	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.			
B	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.			
C	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.			
D	The intervention will not achieve its outcome unless major, fundamental measures are taken.			
<b>3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?</b>				
A	The intervention is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions are managed in a proactive manner.			
B	The intervention is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.			

C	The intervention has not entirely succeeded in adapting its strategies to changing external conditions in a timely or adequate manner. Risk management has been rather static. An important change in strategies is necessary in order to ensure the intervention can achieve its outcome.
D	The intervention has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.

**4. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).**

*In order to calculate the total score for this quality criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A ; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C ; At least one 'D' = D*

Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D

**4.1 Financial/economic viability?**

A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.
B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.
C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.
D	Financial/economic sustainability is very questionable unless major changes are made.

**4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?**

A	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.
B	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.
C	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.
D	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.

**4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?**

A	Policy and institutions have been highly supportive of intervention and will continue to be so.
B	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.
C	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.
D	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.

**4.4 How well is the intervention contributing to institutional and management capacity?**

A	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).
B	Intervention management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.

C	Intervention relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.
H	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.

## 4.2 Decisions taken by the steering committee and follow-up

Provide an overview of the important strategic decisions taken by the steering committee and the follow-up of those decisions<sup>17</sup>.

Decision to take			ACTION				Follow-up		Status
Decision to take	Period of identification	Timing	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
Replacement of full-time National technical assistants by national part-time consultants as to attract good quality profile					TOR ready, waiting for partner's approval			pending	

<sup>17</sup> You can use the table of this template, or you can replace it by your own format (e.g. from your operational monitoring), as long as it provides the same information.



### 4.3 Updated Logical framework

Include the updated logical framework *if it underwent important changes in the last 12 months, or if this Results Report proposes a new and updated Logical Framework. Important changes are: changes in the formulation of results, new indicators, changed indicators or deleted indicators.*

### 4.4 MoRe Results at a glance

Logical framework's results or indicators modified in last 12 months?	
Baseline Report registered on PIT?	
Planning MTR (registration of report)	mm/yyyy (estimate)
Planning ETR (registration of report)	mm/yyyy (estimate)
Backstopping missions since 01/01/2012	

### 4.5 "Budget versus current (y – m)" Report

*Provide "Budget versus current (y – m)" Report (this can be annexed to this document and doesn't have to be included in the report as such.)*

### 4.6 Communication resources

*In this optional annex, interventions should mention any material (papers, books, video, etc.) on the effects of the intervention on the beneficiaries that is available, including studies, capitalisation reports or (scientific) publications. Material that uses methods that focuses on the beneficiaries is highly appreciated ("story telling"...).*