



BTC



RESULTS REPORT 2015

CAPACITY DEVELOPMENT FOR THE PLANNING REFORM (CDPR) VIETNAM

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ACRONYMS	4
1 INTERVENTION AT A GLANCE (MAX. 2 PAGES).....	5
1.1 INTERVENTION FORM.....	5
1.2 BUDGET EXECUTION.....	6
1.3 SELF-ASSESSMENT PERFORMANCE	6
1.3.1 <i>Relevance</i>	6
1.3.2 <i>Effectiveness</i>	7
1.3.3 <i>Efficiency</i>	8
1.3.4 <i>Potential sustainability</i>	8
2 IMPLEMENTATION STATUS	9
2.1 CONCLUSIONS	9
3 RESULTS MONITORING.....	11
3.1 EVOLUTION OF THE CONTEXT.....	11
3.1.1 <i>General context</i>	11
3.1.2 <i>Institutional context</i>	12
3.1.3 <i>Management context: execution modalities</i>	13
3.1.4 <i>Harmo context</i>	13
3.2 PERFORMANCE OUTCOME.....	13
3.2.1 <i>Progress of indicators</i>	13
3.2.2 <i>Analysis of progress made</i>	14
3.2.3 <i>Potential Impact</i>	14
3.3 PERFORMANCE OUTPUT 1	15
3.3.1 <i>Progress of indicators</i>	15
3.3.2 <i>Progress of main activities</i>	16
3.3.3 <i>Analysis of progress made</i>	16
3.4 PERFORMANCE OUTPUT 2.....	17
3.4.1 <i>Progress of indicators</i>	17
3.4.2 <i>Progress of main activities</i>	17
3.4.3 <i>Analysis of progress made</i>	17
3.5 PERFORMANCE OUTPUT 3.....	19
3.5.1 <i>Progress of indicators</i>	19
3.5.2 <i>Progress of main activities</i>	19
3.5.3 <i>Analysis of progress made</i>	20
3.6 PERFORMANCE OUTPUT 4.....	21
3.6.1 <i>Progress of indicators</i>	21
3.6.2 <i>Progress of main activities</i>	21
3.6.3 <i>Analysis of progress made</i>	21
3.7 RISK MANAGEMENT	22
4 STEERING AND LEARNING	26
4.1 STRATEGIC RE-ORIENTATIONS.....	26
4.2 RECOMMENDATIONS.....	26
4.3 LESSONS LEARNED	26

5	ANNEXES	27
5.1	QUALITY CRITERIA	27
5.2	DECISIONS TAKEN BY THE STEERING COMMITTEE AND FOLLOW-UP	30
5.3	UPDATED LOGICAL FRAMEWORK.....	32
5.4	MORE RESULTS AT A GLANCE	40
5.5	“BUDGET VERSUS CURRENT (Y – M)” REPORT.....	42

Acronyms

BTC	Belgian Technical Cooperation, the Belgian development agency
DNEI	Department of national Economic issues
M&E	Monitoring and Evaluation
PIL	Public Investment Law
CD	Capacity Development
ITA	International Technical Adviser
MTIP	Medium term Investment Plan
SEDP	Socio Economic Development Plan
PAPI	Provincial Public Administration and Governance Index
PCU	Provincial Competitiveness Index
MPI	Ministry of Planning & Investment
IR	Impact Risk
OR	Outcome Risk
RR	Result Risk

1 Intervention at a glance (max. 2 pages)

1.1 Intervention form

Title of the intervention	Support to Capacity Development for the Planning Reform
Intervention number	NN 3013832
Navision Code BTC	VIE 12 048 11
Partner Institution	Ministry of Planning and Investment (MPI), Department of National Economic Issues (DNEI)
Duration of the intervention	48 months (Validity of Specific Agreement 60 months)
Start of the intervention	2014
Vietnamese Contribution	300,000 EUR
Belgian Contribution	4,000,000EUR
Sector DAC code	15110
Brief description of the intervention	The project shall focus on the strengthening of the capacity of central level, provincial and some selected local authorities in the preparation, monitoring and evaluation of plan and budgeting through an improved legal framework, training of trainers, training of selected central ministries and key planning staff at provincial level, continued learning and sharing information on international planning experiences and best practices, as well as more in depth capacity building activities for selected sub provincial authorities.
General Objective	To improve the preparation and implementation of the Socio-economic Development Plan through improved planning and budgeting for pro-poor and pro-growth policies and interventions
Specific Objective	To strengthen the capacity of (selected) national and sub national governments in improved planning and budgeting

Results	<p>R1. The legal framework for the planning reform is improved</p> <p>R2. The capacity of MPI to support capacity development of sub-national authorities in the area of planning and M&E is strengthened</p> <p>R3. The capacity of provincial authorities and line ministries to develop, adopt and implement improved planning and M&E systems is strengthened</p> <p>R4. The capacity of selected local (districts+ communes) authorities to develop, adopt and implement improved planning and M&E systems is increased</p>
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1.2 Budget execution

	Budget	Expenditure		Total	Disbursement rate at the end of year 2015
		2014	2015		
Total	4,000,000	268,940	851,817	1,120,757	28%
Output 1	358,000	89,441	158,719	248,160	69%
Output 2	545,000	8,721	117,628	126,349	23%
Output 3	845,000	36,999	257,072	294,071	35%
Output 4	481,500	0	0	0	0%
General means	1,691,240	133,779	318,398	452,177	27%
Contingencies	79.260				

1.3 Self-assessment performance

1.3.1 Relevance

	Performance
Relevance	B

The Vietnamese planning system has continuously evolved over the last decades to adapt to a market economy and to a state increasingly involved in public services delivery and less in economic implementation. Several positive incremental changes have been launched. The primary responsibility for detailed preparation of plans has been shifted to spending agencies (Provinces and line Ministries) while MPI and MoF provide general orientations and budget constraints. Since 2003, substantial planning responsibilities

have been devolved to local authorities including Districts and Communes. This has considerably shifted the former top-down approach to a more bottom-up approach integrated in the SEDP. However a legal framework clarifying the scope, principles and broad timeframe of the intended reforms remained to be adopted. The move from top-down to more bottom-up planning and the attempts to make planning more participatory and better results-oriented, however, continued to take place within a system of hierarchical subordination and vertical integration of plans at all level inherited from the pre-Doi Moi days. The recent advance of decentralization reforms, inevitably produces tensions with that model. In the decentralized environment in which the SEDP is now prepared, formal hierarchical controls should gradually be complemented by inter-governmental consultations and negotiations mechanisms that fully recognize that the country's planning system is moving towards a multi-level one and that the role of sub-national authorities is both to "localize" central policies and autonomously develop and implement their "own" policies. In turn, this growing autonomy at the local level needs to be accompanied by a robust system of central state support and supervision.

In the aftermath of the financial crisis, the GoV focused on the reform of the Public Investment. Indeed, the impact of public investment on the GDP was going down due to reduced effectiveness. The link between public investment and GDP was weakened by reduced efficiency of Public Investment management (PIM). Increasing the efficiency of Public Investment to increase the impact on growth became a top priority for the GoV and more specifically for MPI. While 2013 and 2014 was focused on a complete reform of public investment management and preparation of the first Public Investment Law, 2015 focused on the implementation of the new Public Investment Law and on the preparation of 2016-2020 SEDP. Besides supporting MPI in the preparation of the implementation decree for the PIL and SEDP 2016-2020, the project also initiated an important training programmes for provinces in the implementation of the new law and of the medium term investment plan (MTIP).

1.3.2 Effectiveness

	Performance
Effectiveness	B

With the approval of the first Public Investment Law and the preparation of the decrees on the implementation of the law and of the Medium term investment plan, an important part of result 1 has been achieved. In addition, the project has focused on the training of provinces and line ministries on the new PIL and on the preparation of MTIP making a good headway of result 3. While there is no doubt that the new public investment framework will pave the way for the SEDP reform, works remain to be done on the SEDP reform. Much works remain to be done to make SEDP preparation more strategic, participatory, and result-based. A SEDP decree is still expected to define and harmonise SEDP processes within line ministries and among local authorities.

1.3.3 Efficiency

	Performance
Efficiency	B

The project is making good progress towards strengthening the capacity of national and subnational in improving Public Investment management and medium term investment plan. Public Investment represents a large part of the SEDP.

As far as the project stands now, prospective efficiency can be scored at B.

1.3.4 Potential sustainability

	Performance
Potential sustainability	B

The PMU is very well linked and integrated within the MPI/DNEI thereby increasing the sustainability prospects. As stated above, the presence of former DNEI director within the PMU increases this integration.

Sustainability is ensured through the full ownership of the intervention through the NEX modality.

2 Implementation status

After 19 months of operations (out of 48), the CDPR has achieved the following results:


- The legal framework of Public Investment has benefited from the first Public Investment Law of Vietnam; prepared with the support of the CDPR. The PIL became effective in January 2015. The CDPR supported many consultation workshops for the finalization of the law as well as training for its implementation. The Law creates a complete legal framework for the management of the entire public investment process, from investment decision, capital source verification to project implementation, monitoring and evaluation
- Support the preparation of the decree 77/2015/ND-CP on instructions for the Medium Term Investment Plan (MTIP).
Support MPI in formulation of decree 136/2015/ND-CP on implementation instruction for the Law on Public Investment.
Support MPI in drafting directive for SEDP 2016-2020 and for MTIP for 2016-2020.
Support MPI in formulation of many other guiding documents on public investment management.
- Organize training workshops for the 63 provinces of Vietnam in the preparation of the MTIP 2016-2020.
- Support the preparation of Decision no.40/2015/QD-TTg on the principles and criteria of allocating capital budget funded by State budget for the 2016-2020 period.
- Overall capacity assessment of the 63 provinces on PIL and MTIP implementation (through questionnaires) + capacity assessment of the five pilot provinces (ongoing)
- Preparation and regular update of a project website containing all information's related to the PIL and MTIP for local authorities and line ministries.
<http://www.cdpr.org.vn/index.php/vi/>
- The project overall expenditures as of 31/12/2015 amount to 1,120,757 EUR which gives an execution rate of 28 %.

2.1 Conclusions

- The CDPR has been quite active and many activities have been implemented in the first 19 months of ac. The most tangible result is the issuance of the Law on Public Investment which can be considered a revolution in the management of public investment in Vietnam. The PIL was the priority of the Government of Vietnam to improve efficiency in public investment management. In addition, the development of a medium-term investment plan will enable ministries, sectors, and localities to create strong links between public investment plans and the budget (public investment allocations). This is an important element to improve planning as it provides line ministries and sub national authorities with clear

budget allocations from which to prioritize. This has certainly helped to make investment plans more resources-linked.

- While there is no doubt that the new public investment framework will pave the way for the SEDP reform, works remain to be done on the SEDP reform. Works remain to be done to make SEDP preparation more strategic, participatory, and result-based. A SEDP decree is still expected to define and harmonise SEDP processes within line ministries and among local authorities..
- The CDPR has been very active in organising both consultation workshops on the Public Investment and trainings on the implementation of the new regulatory framework. Many workshops have been organised with provincial authorities and line ministries. The capacity development for selected (2-3) line ministries was expanded to cover all line ministries in a classical training approach. There is not enough funds for training while the needs remain important.

National execution official	BTC execution official
	

Alain Devaux
Resident Representative
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3 Results Monitoring¹

3.1 Evolution of the context

3.1.1 General context¹

Vietnam's shift from a centrally planned to a market economy has transformed the country from one of the poorest in the world into a lower middle-income country. Vietnam is a development success story. Political and economic reforms (Doi Moi) launched in 1986 have transformed the country from one of the poorest in the world, with per capita income around \$100, to lower middle income status within a quarter of a century with per capita income of over \$2,000 by the end of 2014.

Vietnam has also made remarkable progress in reducing poverty. Using the \$1.90 2011 PPP line, the fraction of people living in extreme poverty dropped from over 50% in the early 1990s to 3% today. Concerns about poverty are increasingly focused on the 15% of the population who are members of ethnic minority groups. These groups account for more than half the poor, and progress on ethnic minority poverty reduction has slowed.

Vietnam's growth rate averaged 6.4% per year in the 2000s, but begun to slow in the wake of the global financial and economic crisis. However, driven by strengthening domestic demand, GDP has accelerated to 6.3% during the first half of 2015, the fastest first-half-of-the-year growth rate in the past five years. Vietnam has managed to improve macroeconomic stability, with the consumer price index rising only 0.6% year-on-year in August 2015, down from 4.3% a year earlier.

According to a recent report co-published by the Government of Vietnam and the United Nations in September 2015, Vietnam has completed a number of MDGs and targets such as (i) eradicate extreme poverty and hunger, (ii) achieve universal primary education, (iii) promote gender equality in education and it has achieved certain health-related indicators such as reducing the maternal mortality ratio and the child mortality ratio. The country also achieved the target for malaria and tuberculosis control as well as combating the HIV/AIDS prevalence rate and is on the way towards reaching the targets for universal access to reproductive health services and improving maternal health.

The Socio-Economic Development Strategy (SEDS) 2011-2020 gives attention to structural reforms, environmental sustainability, social equity, and emerging issues of macroeconomic stability. It defines three "breakthrough areas": (i) promoting human resources/skills development (particularly skills for modern industry and innovation), (ii) improving market institutions, and (iii) infrastructure development.

The five-year Socio-Economic Development Plan (SEDP 2011-2015) elaborated objectives for the first five years of the SEDP including high quality and sustainable

¹ Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

economic growth, improved living standards of ethnic minority populations, strengthened environmental protection; and mitigation and prevention of the adverse impacts of climate change. In addition to the elaboration of three SEDS breakthrough areas, the SEDP 2011-2015 identified three critical restructuring areas – the banking sector, state-owned enterprises (SOEs) and public investment that are needed to achieve these objectives. However, a recent draft of the SEDP 2016-20 acknowledges the slow progress of the reform priorities of the SEDP 2011-215 and emphasizes the need to accelerate these reforms in 2016-2020 to achieve the targets set in the 10-year strategy. This draft SEDP 2016-20 also acknowledges the challenges and opportunities associated with further deepening of economic integration since almost all tariff lines will be zero by 2020 and emphasizes the proactive integration and macroeconomic stability as other important objectives of the next five years.

3.1.2 Institutional context

One of the major changes of the institutional framework since the formulation is the finalisation and the approval of the Public Investment Law (PIL) by the National Assembly in June 2014. The PIL addresses many shortfalls in the PIM in Vietnam and will help improve spending in public investments. The new law sets out specific regulations, from developing plans to assessing and approving investment projects, thus promoting management and ensuring transparency in the use of State resources, as well as enhancing anti-corruption efforts and financial caution in investment and construction. It clarifies roles and responsibilities between the various agencies and level of governments and defines the appraisal process, crucial initial step towards deciding the suitability and efficiency of public investment projects and programmes in line with the Party and State's targets, visions, planning, and development policy. Last but not least, the Law specifies programs and projects that are subject to community supervision. Vietnam Fatherland Front committees will organize the supervision. The Law also specifies the order, procedures and process of investment supervision.

The PIL also sets the framework for setting public investment in a medium term perspective by establishing the preparation of medium term public investment plan (MDIP). The MDIP more clearly links Public investment planning with budget.

The MTIP is part of the SEDP. The PIL consequently set the way for the preparation of the SEDP 2016-2020.

In June 2015, the National Assembly also adopted a new State Budget Law that will help to further modernize the State Budget system and enable it to meet the development challenges of a Middle-Income Vietnam. This include increasing budget transparency, bringing spending decisions closer to people providing more opportunity to reflect local choices and preferences in budget allocations, bringing more discipline in implementing approved spending plans and consolidating reporting on all activities of the public sector so that the government, the National Assembly and citizens have a fuller picture of fiscal policy.

2015 has been the year for the preparation of the next 5-year socio-economic development plan (2016-2020). It implied numerous briefings/trainings for the local authorities and the line ministries to adopt the new PIL modalities as well as to prepare the 5 years MTIP and SEDP. The CDPR was instrumental in support MPI in this endeavor.

3.1.3 Management context: execution modalities

Like the previous project, the CDPR is implemented in National Execution Modality (NEX). The SPR was the first project of Belgium bilateral aid in Vietnam to be managed in NEX. The CDPR PMU consequently has a long experience in managing NEX project.

The MPI/DNEI has full ownership of the project.

3.1.4 Harmo context

The CDPR project builds upon more than a decade of support to the planning system both at central and decentralized level. As many as 30 provinces have undertaken planning reform initiatives, especially at commune's levels and for some at the district level. Some have even institutionalized the local planning processes for the communes and districts. Many development partners have had projects supporting the planning reform or grassroots democracy which impact on the local planning and budgeting process.

The stocktaking of SEDP pilot activities in provinces and line ministries (MARD) did not take place. Lessons learned from those planning reform experiments were already known to MPI.

3.2 Performance outcome



3.2.1 Progress of indicators²

Outcome: The Planning and budgeting capacity at national and sub-national level is improved					
	Baseline value	Value year N-1	Value year N	Target year N	End Target
Ind. O-1: Linkage level between planning and budgeting in local SEDPs	The implementation of the MTIP provide projections of total revenue, spending and borrowing over the SEDP period. The MDIP is based on the SEDP. It enables the government and the public to estimate the cost and affordability of its development plans.				
Ind. O-2: Participatory level of local people and civil society in designing and implementing sub national SEDPs	The new PIL provides the framework for				

² Indicators have been updated on the basis of the baseline survey

	community consultation in public investment projects
Ind O-3: Satisfaction level of sub national staff to MPI's technical supports	Not yet measured. This will come out of the baseline survey. Post training workshop evaluation reveal satisfaction of the participants on the training.
Ind O-4: Satisfaction level of sub national staff to MPI's legal supports	

3.2.2 Analysis of progress made

The NA approval of the Public Investment Law in June 2014 and the MTIP are important stepping stones for the planning reform. It consequently set the direction for the planning decree. It provides the CDPR with the basis for the capacity development of local authorities and LM. This will be complemented by the capacity development plan currently under preparation.

3.2.3 Potential Impact

While it is too early to assess the progress of the intervention towards the outcome only 8 months in the implementation of the project, the passing of the new Public investment law and the adoption of the medium Investment plan is quite a revolution and Vietnam and pave the way for improving the efficiency of public investment in Vietnam thereby contributing to stimulating and improving economic growth.

3.3 Performance output 1



3.3.1 Progress of indicators³

Output 1: The legal framework for the planning reform is improved					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
Ind. 1-1: Public investment law is passed by NA					The PIL was passed by the National Assembly in 2014 and became effective in January 2015
Ind 1-2: Decree on mid-term and annual public investment planning is issued by the government					Decree 77/2015/ND-CP on instructions for the Medium Term Investment Plan (MTIP) passed.
Ind 1-3: Decree to guide some articles of PIL is issued by the government					Decree 136/2015/ND-CP on implementation instruction for the Law on Public Investment
Ind. 1-4: At least 03 guidelines to implement PIL are issued by MPI					
Ind. 1.5 : Decree to guide SED planning is issued by the government					Drafting directive for SEDP 2016-2020 and for MTIP for 2016-2020
Ind. 1.6 : MPI's circular to guide decree on SED planning is issued					Decision no. 40/2015/QD-TTg on the principles and criteria of allocating capital budget funded by State budget for the 2016-2020 period
Ind. 1.7 : Degree of national leadership of MPI in strategically orienting the planning reform process.					
Ind. 1.8 : Degree of the implementation in "new method" based designs and M&E activities for subnational SEDPs proposed by the project					Not yet monitored

³ Indicators have been updated on the basis of the baseline survey

3.3.2 Progress of main activities

Progress of <u>main</u> activities ⁴	Progress:			
	A	B	C	D
1. Support drafting of required legal and regulatory instruments	X			
2. Support the elaboration of MPI circular(s) and guidelines on improved central and decentralised planning process		X		
3. MPI circular(s) on incentives for local development and resources mobilization		X		
4. Identify, facilitate the alignment of external initiatives with the revised legal framework and guidelines				
5. Review and update the planning reform circulars/guidelines based on lessons learned from implementation		X		

3.3.3 Analysis of progress made

The project has supported MPI in the finalisation of the Public Investment Law that was approved by the NA in June 2014. This was a long awaited legislation to improve the efficiency of public investment.

The CDPR subsequently supported MPI in drafting the instructions for the preparation of the SEDP 2016-2020 and the preparation of the medium term public Investment Plan for 2016-2020.

The project will then support the preparation of the new planning degree.

⁴ 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.

3.4 Performance output 2

3.4.1 Progress of indicators⁵

Output 2 : The capacity of MPI to support capacity development of sub national authorities in the area of planning and M&E is strengthened					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
Ind 2-1: 1 The number of training courses provided by the project for MPI staffs			1		
Ind 2-2: The number of MPI staffs to be trained by the project			45		
Ind 2-3: Website is regularly updated	http://www.cdpr.org.vn/index.php/vi/				
Ind 2-4: Helpline for provincial policy makers and planners is online			yes		

3.4.2 Progress of main activities

Progress of <u>main</u> activities ⁶	Progress:			
	A	B	C	D
1 Develop a CD strategy in the area of planning and M&E		B		
2. Organize a capitalization exercise of CD support in the area of planning	cancelled			
3. Carry out an assessment of individual CD needs for the planning reform		B		
4. Strengthen the MPI organisation for training and support to individual capacity development of sub-national authorities		B		
5. Create a core group of skilled planners/facilitators within MPI		B		

3.4.3 Analysis of progress made

Individual capacity assessment has been undertaken through surveys sent to the targeted provinces. The 5 concentration provinces have been selected based on on site surveys and approved by the PSC. The organisational capacity assessment and the

⁵ Indicators have been updated based on the baseline survey

⁶ 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.

preparation of the capacity development plan for the 5 concentration provinces started in Q4, 2015.

Instructions for the implementation of the Law on public Investment have been prepared and this activity has contributed to create a core group of planners inside MPI.

The workshop was held to capitalise on SEDP and public investment plan for 2016.

Guidelines and instructions for the implementation of the PIL and formulating the medium term investment plan 2016-2020 have been posted on the project website.

The DNEI staff have continued providing instructions, support and answer questions from ministries and sub-national authorities on PIL, MTIP 2016-2020 implementation.

3.5 Performance output 3

3.5.1 Progress of indicators⁷

Output 3: The capacity of provincial authorities to develop, adopt and implement improved planning, and M&E systems is increased					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
Ind 3-1 : The number of training courses provided by the project for provincial authorities			5		
Ind 3-2: The number of training courses provided by the project for line ministries		About 500 planning and public investment managing staff were trained on PIL and MTIP implementation in 2015			
Ind 3-3: The number of provincial authorities staffs to be trained by the project					
Ind 3-4 : Publication of Provincial Planning Manual	Not available yet				
Ind 3-5: Ratio of provincial planning staffs who meet the requirement ⁸ of provincial planning reforms					
Ind 3-6: Number of relevant provincial administration staff using their new skills to <i>provide guidance</i> to districts and communes regarding SEDP planning & implementation process.					
Ind 3.7 : Satisfaction survey of provincial authorities with the capacity development developed by the project					Project post training survey

3.5.2 Progress of main activities

Progress of <u>main</u> activities ⁹	Progress:			
	A	B	C	D
Draft Technical Manuals and Training Materials for national provincial and local planning		B		

⁷ Indicators updated based on the draft baseline survey

⁸ This includes the adoption of methods and techniques that would make the planning practice of all public sector agencies *strategic, participatory, resources-linked* and *result-oriented*, and establish an appropriate monitoring and evaluation (M&E) systems

⁹ 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.

1. Provide basic training to sub-national administrations staff on strategic planning and multi-year investment programming	A			
2. Provide support to a comprehensive CD strategy for planning improvement in selected provinces(5)		B		
3. Establish a mechanism for better regional integration of provincial plans	cancelled			
4. Provide basic training to national administrations staff on strategic planning and multi-year investment programming	A			
5. Develop a core group of skilled planners / facilitators in selected Ministries	B			
6. Support a CD strategy for improved national SED planning in (2) selected Line Ministries	B			

3.5.3 Analysis of progress made

The project has supported MPI in holding workshops to provide instructions for ministries and sub national authorities in formulating the 5 years medium term investment plan and the public investment plan for 2016-2020. Four workshops were held in Ha noi, Ho Chi Minh for ministries and 63 provinces.

From May to early July, 2015 the project has provided basic training to subnational authorities on instructing for the Public Investment Law and for formulating the 5 year MDIP 2016-2020 and appraising public investment projects. In total about 500 planning and public investment managing staff were trained

3.6 Performance output 4

3.6.1 Progress of indicators

Output 3: The capacity of selected local (districts+ communes) authorities to develop, adopt and implement improved planning and M&E systems is increased					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
Ind 4-1: Number of relevant district staff having basic knowledge in SEDP planning and implementation process.					Activities for results 4 have not yet started and are scheduled to start in Q2 2016
Ind 4-2: Number of relevant commune staff having basic knowledge in SEDP planning and implementation process					
Ind 4-3 : Degree of implementation of the CD strategy developed with pilot DS & communes					

3.6.2 Progress of main activities

Progress of <u>main</u> activities ¹⁰	Progress:			
	A	B	C	D
1. Support a CD strategy for improved local development planning in a number of sub-provincial authorities				
2. Support a Pilot experiment for integration of physical plans and socio economic plans (Spatial Development Frameworks) and related guidelines	This activity will not be implemented			

3.6.3 Analysis of progress made

No activities for this result have yet been initiated

¹⁰ 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.

3.7 Risk management

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Responsible	Deadline	Progress	Status
IR1 : Lack of political incentives to sustain the planning reform beyond the public investment part	Formulation	DEV	Medium	High	High Risk	Policy dialogue, supported by analytical and advisory activities	Embassy		Not yet done by embassy	
						<i>Insert a line here</i>				
OR1 : The adoption of a strategy and legal framework for reform is delayed or abandoned,	formulation	DEV	Medium	Medium	medium Risk	Policy dialogue	embassy		PIL and MTIP 2016-2020 has been implemented. A SEDP degree remain to be prepared. Not clear whether still a priority	
						Regular and formal requests for MPI feed-back to guide the program formulation	BTC			
						<i>Insert a line here</i>				
OR2: The planning regulatory framework display the current planning practices rather a new multilevel, strategic, participatory, result-based, resources-based	Execution	DEV	medium	medium	medium Risk	This risk has increased with the cancellation of activity A 2. 2 : Lessons learned and capitalisation of decentralised planning pilots in Vietnam and elsewhere. The impact of PIL and MTIP on SEDP planning has to be defined.	PMU			

approach										
OR3: The capitalization exercise of current CD initiatives for improved sub-national planning is not conducted	Formulation	DEV	Medium	Medium	High-risk	Insert a line here				
						Risk confirmed				
						MPI still favors a top down training approach				
						Insert a line here				
OR4: Measures to strengthen MPI support & supervision roles are not adopted	Formulation	DEV	Low	Medium	Low Risk	Insert a line here				
OR5: Effective MPI guidance to sub-national authorities is not issued	Formulation	DEV	Medium	low	low Risk	Insert a line here			MPI has issued instructions for PIL and MTIP 2016-2020 implementation	
OR6 : A mechanism for regional integration of provincial plans, is not adopted	Formulation	DEV	High	Low	Medium Risk	Happened			Activity cancelled	
						Insert a line here				
RR1 : Other immediate demands on MPI divert attention from the further development of a national strategy and implementation program	Formulation	OPS	low	low	Low risks	Sound M&E system, technical monitoring and advise regular meetings by the Steering Committee, and policy dialogue			MPI very committed to implementation of PIL/MTIP2016-2020 and subnational authorities training	
RR2 : The alignment of aid proves	Formula	OPS	High	Low	Medi				Very few donors left	

to be beyond the actual capacity of development partners	tion				um Risk				for planning reform at subnational level. Very likely that provinces will implement MPI instructions on PIL and MTIP. New SEDP approach still to be developed
						<i>Insert a line here</i>			
RR3 : short term International technical assistance proves to be inadequate, or ineffective	Formulation	OPS	Low	Medium	Low Risk	Short term experts on CD not mobilized. MPI initiated the capacity assessment and plan preparation without international CD input			
						<i>Insert a line here</i>			
RR4 : The quality of services by domestic training institutions is below the level required	Formulation	OPS	Medium	Medium	Medium Risk	A training of trainers (TOT) approach			
						Open selection process of training institutions (e.g. not restricted to specific in-province institutions)			
						<i>Insert a line here</i>			
RR5 : the CD approach remains focused on central supply driven training for individual skills and not on organisational and institutional level	Formulation	DEV	Medium	Medium	Medium Risk	The start of the Capacity assessment without international CD expertise run the risk of a top down individual training approach			
RR6: Inter-governmental	Formula		Low	Low	Low	<i>Insert a line here</i>			

coordination required to pilot the SDF, is not achieved.	tion				Risk				
RR : The local fund aimed at testing new planning approaches at the district and communes level is used for horizontal training of subnational authorities on PIL	execution	dev	medium	high	high	Policy dialogue			The need for training funds for subnational authorities on PIL and MDIP may imply that MI will use the LDF budget line for training
RR : The project results remain focused on public investment and do not change the planning process	execution	dev	medium	high	high	Policy dialogue between Embassy and MPI management			
RR : execution rate slightly under target	exe	fin	medium	medium	medium	raised during PSC : timely implementation of 2016 plan will bring the project back on track.			
RR7 : Capacities at the local level are not sufficient enough to effectively implement the pilot experiment of 'integrated local planning practices' at District level	Formulation		Low	Medium	Low Risk	<i>Insert a line here</i>			
						An organizational assessment is done for the district selected for the pilot experiment Rely on BTC positive experiences in Nghe An (see stocktaking note) and Hau Giang.			

4 Steering and Learning

4.1 Strategic re-orientations

The emphasize of the GoV and of MPI on improving the public Investment effectiveness (contribution and impact of public investment on growth) relinquish the SEDP reform to a secondary type of priority. It is yet unclear how much emphasise on the SEDP reform the CDPR will have.

On the capacity building side, the project has undertaken training needs assessment and the capacity assessment is currently being carried out. The emphasis will remain on training as many provincial and sub provincial authorities as possible on the new public investment management approach. MPI will therefore increase the budget on training of the project and is looking for supplementary funding to expand the training beyond the project scope.

4.2 Recommendations

Recommendations	Actor	Deadline
Ensure regular meetings of the PSC to ensure that the project is implemented as planned	MPI/BTC/PMU	regular
Policy dialogue between Embassy and MPI leadership on strategic direction of the planning reform	Embassy with support from BTC	Q2 2016

4.3 Lessons Learned

Lessons learned	Target audience
Coordinate with state agencies at all level in formulating SEDP, MDIP and ensure that the project activities go in the right direction and support the economic transition of the GoV	
Coordinate with representatives of the donors (BTC and Embassy) to effectively implement the project	

5 Annexes

5.1 Quality criteria

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				
<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>				
Assessment RELEVANCE: total score	A	B	C	D
		B		
1.1 What is the present level of relevance of the intervention?				
	A	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.		
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.		
	C	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.		
	D	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.		
1.2 As presently designed, is the intervention logic still holding true?				
	A	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	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.		
	C	Problems with intervention logic may affect performance of intervention and capacity to monitor and evaluate progress; improvements necessary.		
	D	Intervention logic is faulty and requires major revision for the intervention to have a chance of success.		

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				
<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>				
Assessment EFFICIENCY : total score	A	B	C	D
		B		
2.1 How well are inputs (financial, HR, goods & equipment) managed?				
	A	All inputs are available on time and within budget.		
B	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.
2.2 How well is the implementation of activities managed?		
	A	Activities implemented on schedule
B	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.
2.3 How well are outputs achieved?		
	A	All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
B	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.

3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N				
<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>				
Assessment EFFECTIVENESS : total score	A	B	C	D
		B		
3.1 As presently implemented what is the likelihood of the outcome to be achieved?				
	A	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.		
B	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.		
3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?				
	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	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).				
<i>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</i>				
Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D
		B		
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	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	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	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	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.		
	D	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.		

5.2 Decisions taken by the steering committee and follow-up

Decision to take					Action			Follow-up	
Decision to take	Period of identification	Timing	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
In the event that there are differences between the VN and EN version of the SA, the English version stands and the VN version shall be amended accordingly				PMU	Adapt the VN version of the SA	PMU			done
Changes to the TFF must be approved by the co-chairs of the PSC									done
The formulation of an OWP is necessary and shall be submitted to the PSC									done
If VAT exemption is not possible from supplier, the project can pay VAT and get reimbursed									done
The project shall obtain approval from the donors to use interest generated from account									done

Decision to take					Action			Follow-up	
Decision to take	Period of identification	Timing	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
Baseline report needs to be finalised by the end of January 2016	Dec 2015				PMU				
Ensure timely implementation of plan 2016 to increase execution rate	Dec 2015				PMU				
project car will not be purchased and funds move to training	Dec 2015				PMU				

5.3 Updated Logical framework

The logical framework is currently being updated as part of the baseline survey. The draft revised baseline is here being presented.

Results/Indicators	Baseline Value (2014)	Final target value	2014	2015	2016	2017	2018	Unit	Source of verification	Frequency of data collection	Start-end measure - ments	Responsible for data collection	Responsible for consolidation
IMPACT (I): To improve the preparation and implementation of the socio-economic development plan through improved planning and budgeting for pro-poor and pro-growth policies and interventions													
I.1 GDP growth rate	5.98%	6.5-7% ¹¹	5.98%	6.5%	6.7%	6.5-7%	6.5-7%	%	GSO Statistical Year Book	Annually	2014-2018	Project (M&E staff)	Project
I.2 Poverty rate	8.4%	3.5-4% ¹²	8.4%	7%	5.5-6%	4.5-5%	3.5-4%	%	GSO Statistical Year Book	Annually	2014-2018	Project (M&E staff)	Project
I.3 The number of approved public investment project	2371		2371	864				Project	MPI M&E system for public investment	Annually	2014-2018	Project (M&E staff)	Project

¹¹ From 5 year SEDP of 2016 – 2020

¹² From 5 year SEDP of 2016 – 2020

Results/Indicators	Baseline Value (2016)	Final target value	2016	2017	2018	Unit	Source of verification	Frequency of data collection	Start-end measure - ments	Responsible for data collection	Responsible for consolidation
OUTCOME (OC): To strengthen the capacity of (selected) national and sub-national governments in improved planning and budgeting											
II.1 Linkage level between planning and budgeting in local SEDPs						Linkage level ¹³	Project final M&E reports	Annually	2016-2018	Project (M&E staff and technical advisory staff)	Project
II.2 Participatory level of local people and civil society in designing and implementing sub national SEDPs						Participatory level ¹⁴	Project final M&E reports	Annually	2016-2018	Project (M&E staff and technical advisory staff)	Project
II.3 Satisfaction level of sub national staff to MPI's technical supports						Satisfaction level to MPI's technical supports ¹⁵	Project final M&E reports	Annually	2016-2018	Project (M&E staff and technical advisory staff)	Project
II.4 Satisfaction level of sub national staff to MPI's legal supports						Satisfaction level ¹⁶ to MPI's legal supports	Project final M&E reports	Annually	2016-2018	Project (M&E staff and technical advisory staff)	Project

¹³ 5 levels: 1. Very not linked, 2. Not linked, 3. On average, 4. Linked, 5. Very linked

¹⁴ 5 levels: 1. Very limited, 2. Limited, 3. On average, 4. Relatively Participatory, 5. Very participatory

¹⁵ 5 levels: 1. Very not promptly; 2. Not promptly, 3. On average, 4. Relatively promptly, 5. Very promptly

¹⁶ 5 levels: 1. Very not sufficient; 2. Not sufficient, 3. On average, 4. Relatively sufficient, 5. Very sufficient

II.5 Satisfaction level of sub national staffs to the M&E system introduced by the project								Satisfaction level ¹⁷	Project final M&E reports	Annually	2016-2018	Project (M&E staff and technical advisory staff)	Project
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Results/Indicators	Baseline Value (2014)	Final target value	2014	2015	2016	2017	2018	Unit	Source of verification	Frequency of data collection	Start-end measure - ments	Responsible for data collection	Responsible for consolidation
OUTPUT 1 (OP1): The legal framework for the planning reform is improved													
III.1 Public investment law is passed by NA	0	1	1	1	1	1	1	Law	Project M&E reports	Once	2014-2018	Project (M&E staff)	Project
III.2 The number of newly started public investment project	1191		1191	941				Project	MPI M&E system for public investment	Annually	2014-2018	Project (M&E staff)	Project
III.3 Decree on mid-term and annual public investment planning is issued by the government	0	1	0	1	1	1	1	Decree	Project M&E reports	Once	2014-2018	Project (M&E staff)	Project
III.4 Decree to guide some articles of PIL is issued by the	0	1	0	0	1	1	1	Decree	Project annual	Once	2014-2018	Project (M&E)	Project

¹⁷ 5 levels: 1. Very not satisfied; 2. Not satisfied, 3. On average, 4. Relatively satisfied, 5. Very satisfied

government									M&E reports			staff)	
III.5 At least 03 guidelines to implement PIL are issued by MPI	0	3	0	3	3	3	3	Guidelines	Project annual M&E reports	Annually	2014-2018	Project (M&E staff)	Project
III.6 Decree to guide SED planning is issued by the government	0	1	0	0	1	1	1	Decree	Project annual M&E reports	Once	2014-2018	Project (M&E staff)	Project
III.7 MPI's circular to guide decree on SED planning is issued	0	1	0	0	0	1	1	Circular	Project annual M&E reports	Once	2014-2018	Project (M&E staff)	Project
III.8 Degree of national leadership of MPI in strategically orienting the planning reform process.	1	3	1	1	2	3	3	Degree ¹⁸	Project annual M&E reports	Annually	2014-2018	Project (M&E staff)	Project
III.9 Degree of the implementation in "new method" based designs and M&E	(2016)							Degree ¹⁹	Project final M&E reports	Every 2 Years	2016-2018	Project (M&E staff and	Project

¹⁸ Level 1: Drafting SED planning reform guidelines; Level 2: Submit the government to pass; Level 3: Support the implementation process at national and subnational levels

¹⁹ Level 1: Not implemented; Level 2: Implemented in several areas; 3. Widely implemented.

activities for subnational SEDPs proposed by the project													technical advisory staff)	
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Results/Indicators	Baseline Value (2014)	Final target value	2014	2015	2016	2017	2018	Unit	Source of verification	Frequency of data collection	Start-end measurements	Responsible for data collection	Responsible for consolidation
OUTPUT 2 (OP2): The capacity of MPI to support capacity development of sub-national authorities in the area of planning and M&E systems is strengthened													
IV.1 The number of training course provided by the project for MPI staffs								(cumulated number of training courses)	Training final report/minutes	Annually	2014-2018	M&E Staff	Project
IV.2 The number of MPI staff to be trained by the project								(cumulated number of participants)	Training final report/minutes	Annually	2014-2018	M&E Staff	Project
IV.3 Website is regularly updated	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes/No	Online Website	Quarterly	2014-2018	M&E Staff	Project
IV. 4 Helpline for provincial policy makers and planners is online	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes/No	Online Helpline	Quarterly	2014-2018	M&E Staff	Project

IV.5 Satisfaction level of sub national staffs to website and helpline supports by MPI									Satisfaction level ²⁰	Project final M&E reports	Annually	2014-2018	Project (M&E staff and technical advisory staff)	Project
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Results/Indicators	Baseline Value (2014)	Final target value	2014	2015	2016	2017	2018	Unit	Source of verification	Frequency of data collection	Start-end measurements	Responsible for data collection	Responsible for consolidation
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OUTPUT 3 (OP3): The capacity of provincial authorities and 2-3 line ministries to develop, adopt and implement improved planning, and M&E systems is increased

V.1 The number of training course provided by the project for provincial authorities								(cumulated number of training courses)	Training final report/minutes	Annually	2014-2018	M&E Staff	Project
V.2 The number of training course provided by the project for line ministries								(cumulated number of training courses)	Training final report/minutes	Annually	2014-2018	M&E Staff	Project
V.3 The number of provincial authorities staffs trained by the project								(cumulated number of participant)	Training final report/minutes	Annually	2014-2018	M&E Staff	Project

²⁰ 5 levels: 1. Very not satisfied; 2. Not satisfied, 3. On average, 4. Relatively satisfied, 5. Very satisfied

								s)					
V.4 The number of line ministries staff trained by the project								(cumulated number of participants)	Training final report/minutes	Annually	2014-2018	M&E Staff	Project
V.5 Publication of Provincial Planning Manual on new planning approach	0	1	0	0	1	1	1	Published Manual	Project files; project M&E reports	Annually	2016-2018	M&E staff	Project
V.6 Ratio of provincial planning staffs who meet the requirement ²¹ of provincial planning reforms	(2016)							%	Project M&E reports	Annually	2016-2018	Project (M&E staff and technical advisory staff)	Project
V.7 Satisfaction level of provincial planning staffs for local SEDPs that require to be strategic, participatory, resources-linked, result-oriented and establishing an appropriate monitoring and evaluation (M&E) system	(2016)							Satisfaction level ²²	Project final M&E reports	Annually	2016-2018	Project (M&E staff and technical advisory staff)	Project

²¹ This includes the adoption of methods and techniques that would make the planning practice of all public sector agencies *strategic, participatory, resources-linked* and *result-oriented*, and establish an appropriate monitoring and evaluation (M&E) systems

²² 5 levels: 1. Very not satisfied; 2. Not satisfied, 3. On average, 4. Relatively satisfied, 5. Very satisfied

Results/Indicators	Baseline Value (2016)	Final target value	2014	2015	2016	2017	2018	Unit	Source of verification	Frequency of data collection	Start-end measure - ments	Responsible for data collection	Responsible for consolidation
OUTPUT 4(OP4): The capacity of selected local (districts and communes) authorities to develop, adopt and implement improved planning and M&E systems is increased													
VI.1 The number of training course provided by the project for sub provincial authorities								(cumulated number of training courses)	Training final report/minutes	Annually	2014-2018	M&E Staff	Project
VI.2 The number of sub provincial authorities staff to be trained by the project								(cumulated number of participants)	Training final report/minutes	Annually	2014-2018	M&E Staff	Project
VI.3 Publication of sub Provincial Planning Manual	0	1	0	0	0	1	1	Published Manual	Project files; project M&E reports	Annually	2016-2018	M&E staff	Project
VI.4 Ratio of sub-provincial planning staffs who meet the requirement ²³ of sub-provincial planning reforms	(2016)							%	Project M&E reports	Annually	2016-2018	Project (M&E staff and technical advisory)	Project

²³ This includes to the adoption of methods and techniques that would make the planning practice of all public sector agencies *strategic, participatory, resources-linked* and *result-oriented*, and establish an appropriate monitoring and evaluation (M&E) systems

												staff)	
V.5 Sub provincial authorities design and implement strategic, participatory, resources-linked, result-oriented SEDPs	No (2016)	Yes			No	Yes	Yes/No	Project M&E reports	Annually	2016-2018	Project (M&E staff and technical advisory staff)	Project	

5.4 MoRe Results at a glance

Logical framework's results or indicators modified in last 12 months?	Yes on the basis of the baseline survey
Baseline Report registered on PIT?	no
Planning MTR (registration of report)	June 2016
Planning ETR (registration of report)	May 2018
Backstopping missions since April 2014	no

5.5 “Budget versus current (y – m)” Report

ACTIVITIES			Mode of Execution	Budget total according to the TFF	Approved OWP	Cumulative from project start to 31.12.2015	Budget remaining of Suggested adjusted OWP	2016 Plan	
			TOTAL	4,000,000	4,000,000	1,120,757	2,879,243	1,250,000	
			BTC managed	1,129,260	1,129,260	262,472	866,788	325,000	
			NEX	2,870,740	2,870,740	858,285	2,012,455	925,000	
A			RESULTS		2,229,500	2,170,500	668,580	1,521,920	692,131
<i>R</i>	<i>01</i>		<i>Legal framework developed and updated</i>		<i>358,000</i>	<i>498,000</i>	<i>248,160</i>	<i>219,840</i>	<i>117,801</i>
A	01	01	Draft required legal and regulatory instruments	NEX	100,000	260,000	175,421	84,579	44,579

A	01	02	Issue MPI's circular(s) on national and sub-national planning	NEX	110,000	110,000	30,026	79,974	38,020
A	01	03	Issue MPI's circular(s) on incentives to improved planning	NEX	28,000	28,000	13,136	14,864	14,864
A	01	04	Workshops, seminars on monitoring alignment initiatives	NEX	60,000	60,000	9,915	20,085	10,000
A	01	05	Review and update the planning guidelines based on lessons	NEX	60,000	40,000	19,662	20,338	10,338
R	02		<i>Increased capacity of MPI to support CD of sub-national authorities</i>		545,000	487,000	126,349	330,651	172,438
A	02	01	Develop shared understanding on support to CD	NEX	50,000	50,000	29,872	20,128	20,128
A	02	02	Carry out Capitalization Study on CD initiatives	NEX	70,000	45,000	5,954	9,046	9,046
A	02	03	Assessment on CD needs	NEX	36,000	36,000	12,736	23,264	23,264
A	02	04	Strengthen the MPI's current system of support to individual CD	NEX	206,000	206,000	42,428	163,572	70,000

A	02	05	Create core group of skilled planners in MPI	NEX	183,000	150,000	35,359	114,641	50,000
R	03		<i>Increased capacity of provincial authorities and line Ministries to adopt improved planning</i>		845,000	754,000	294,071	539,929	250,392
A	03	01	Draft technical guidelines & manuals	NEX	96,000	90,000	35,029	54,971	25,434
A	03	02	Basic Training to Sub-national staff	NEX	159,000	159,000	159,000	80,000	40,000
A	03	03	Embedded Capacity Building in 5 provinces	NEX	270,000	260,000	-	260,000	120,000
A	03	04	Support to Regional Integration Mechanism	NEX	59,000	20,000	-	20,000	0
A	03	05	Basic Training of key Ministries staff	NEX	53,000	53,000	50,867	2,133	2,133
A	03	06	Core skilled planners/facilitators	NEX	52,000	52,000	42,763	9,237	9,237
A	03	07	Develop CD strategy in selected Ministries	NEX	156,000	120,000	6,412	113,588	53,588

R	04		<i>Increased capacity of selected local authorities to adopt the improved planning and M&E system</i>		481,500	431,500	0	431,500	151,500
A	04	01	CD strategy for improved planning in one district	NEX	431,500	431,500	-	431,500	151,500
A	04	02	Support the integration of SED and SDF	NEX	50,000		-	-	
X			CONTINGENCIES		79,260	79,260	-	79,260	-
X	01		<i>CONTINGENCIES</i>		79,260	79,260	-	79,260	-
X	01	1	<i>Contingencies (NEX)</i>		60,000	60,000	-	60,000	-
X	01	02	Contingencies (BTC-managed)	<i>BTC-managed</i>	19,260	19,260	-	19,260	-
Z			GENERAL MEANS		1,691,240	1,750,240	452,177	1,278,063	557,869
Z	01		<i>Human resources</i>		<i>1,067,040</i>	<i>1,106,793</i>	<i>404,061</i>	<i>702,732</i>	<i>302,356</i>
Z	01	01	International Technical Assistance	<i>BTC-managed</i>	720,000	720,000	262,460	457,540	180,000
Z	01	02	PMU staff	NEX	347,040	386,793	141,601	245,192	122,356
			+ Program coordinator	NEX	120,000	110,000	39,653	70,347	40,000

			+ Junior expert on planning & M&E	NEX	72,000	72,000	32,464	39,536	24,960
			+ Financial officer	NEX	72,000	40,796	17,438	23,358	13,783
			+ Administration assistant	NEX		19,523	7,383	12,140	5,836
			+ Accountant - Cashier	NEX	27,840	22,478	7,709	14,769	4,716
			+ Accounting assistant	NEX		19,900	4,870	15,030	6,396
			+ Website administrator	NEX		15,900	4,365	11,535	5,597
			+ Secretary	NEX	21,600	23,098	9,191	13,907	7,275
			+ Translator/Interpreter	NEX	33,600	20,443	6,899	13,544	6,076
			+ Driver	NEX		42,655	11,629	31,026	7,716
Z	02		Investments		37,000	80,296	32,143	28,153	15,000
Z	02	01	Office facilities	NEX	17,000	60,296	32,143	28,153	15,000
Z	02	02	Car	NEX	20,000	20,000	-	-	0
Z	03		Operational expenditures		237,200	213,151	15,973	197,178	105,513
Z	03	01	+ Operational costs for technical assistance modalities	<i>BTC-managed</i>	40,000	40,000	12	39,988	10,000
			+ Operational costs for ITA (communication, ad hoc translation, etc.)	BTC-managed	40,000	40,000	12	39,988	10,000
Z	03	02	Other operating expenditures	NEX	197,200	173,151	15,961	157,190	95,513
			+ Vehicle operating costs	NEX	9,600	18,451	6,911	11,540	3,988

			+ National transportation costs	NEX	36,000	20,275	1,639	18,636	5,000
			+ International missions, regional study tours, etc.	NEX	100,000	95,425	-	95,425	75,425
			+ Consumables & other operational costs	NEX	36,000	36,000	7,123	28,877	10,000
			+ Bank costs	NEX	1,200	1,000	288	712	300
			+ Telecommunications	NEX	14,400	2,000	-	2,000	800
Z	04		Monitoring, Evaluation and Auditing		350,000	350,000	-	350,000	135,000
Z	04	01	Monitoring and backstopping (technical)	<i>BTC-managed</i>	268,000	268,000	-	268,000	100,000
			+ Technical Backstopping and Monitoring by BTC headquarter	BTC-managed	32,000	32,000	-	32,000	10,000
			+ International consultants (technical backstopping)	BTC-managed	140,000	140,000	-	140,000	50,000
			+ Other international expertise	BTC-managed	96,000	96,000	-	96,000	40,000
Z	04	02	Evaluation	<i>BTC-managed</i>	50,000	50,000	-	50,000	25,000
			+ Mid-Term and Final Evaluation	BTC-managed	50,000	50,000	-	50,000	25,000

Z	04	03	Auditing	<i>BTC-managed</i>	32,000	32,000	-	32,000	10,000
			+ External Auditing	<i>BTC-managed</i>	32,000	32,000	-	32,000	10,000
				TOTAL	4,000,000	4,000,000	1,120,757	2,879,243	1,250,000
				BTC-managed	1,129,260	1,129,260	262,472	866,788	325,000
				NEX	2,870,740	2,870,740	858,285	2,012,455	925,000

ⁱ World Bank, Vietnam Context, October 2015 in <http://www.worldbank.org/en/country/vietnam/overview>