



**PUBLIC ADMINISTRATION REFORM AND ROLL OUT OF CPRGS IN  
HAU GIANG PROVINCE**

**PARROC - VIE 04 030 11**

**ANNUAL REPORT**

**2009**

## Table of contents

<b>1</b>	<b>Project sheet .....</b>	<b>4</b>
<b>2</b>	<b>Brief factual overview.....</b>	<b>5</b>
<b>3</b>	<b>Overview of activity planning.....</b>	<b>8</b>
	3.1 <i>Overview of completed activity.....</i>	8
	3.2 <i>Analysis of activity planning.....</i>	14
<b>4</b>	<b>Financial overview .....</b>	<b>15</b>
	4.1 <i>Overview of expenditure versus financial planning.....</i>	15
	4.2 <i>Analysis of financial planning .....</i>	16
<b>5</b>	<b>Monitoring of the indicators .....</b>	<b>17</b>
	5.1 <i>Specific objective .....</i>	17
	5.2 <i>Results.....</i>	17
	5.3 <i>Indicator evolution (chart).....</i>	23
<b>6</b>	<b>Assessment of monitoring criteria.....</b>	<b>24</b>
	6.1 <i>Efficiency.....</i>	24
	6.2 <i>Suitability.....</i>	24
	6.3 <i>Sustainability.....</i>	25
<b>7</b>	<b>Measures and recommendations .....</b>	<b>26</b>
	7.1 <i>Overview of the assessment criteria .....</i>	26
	7.2 <i>Recommendations .....</i>	28
<b>8</b>	<b>Planning for the upcoming year (Year 2009) .....</b>	<b>30</b>
	8.1 <i>Activity planning year 2009.....</i>	30
	8.2 <i>Financial planning year 2009.....</i>	30
<b>9</b>	<b>Conclusions.....</b>	<b>31</b>
	9.1 <i>Activities and Finance.....</i>	31
	9.2 <i>Monitoring criteria .....</i>	31
	9.2.1 <i>Efficiency – as section 6 .....</i>	32
	9.2.2 <i>Suitability – as section 6 .....</i>	32
	9.2.3 <i>Sustainability – as section 6.....</i>	32
	9.3 <i>Advice of the JLCB on the recommendations .....</i>	32
	9.3.1 <i>Recommendations on activity planning.....</i>	32
	9.3.2 <i>Recommendations on financial planning.....</i>	32
	9.3.3 <i>Recommendations on Logical Framework .....</i>	32
	9.3.4 <i>Other recommendations .....</i>	32

<b>10</b>	<b>Annexes .....</b>	<b>33</b>
	<i>10.1 Tracking Gantt view / Activities.....</i>	<i>33</i>
	<i>10.2 Baseline report / Activities (AdeptTracker).....</i>	<i>33</i>
	<i>10.3 Measuring indicators.....</i>	<i>33</i>
	<i>10.4 Checklist efficiency .....</i>	<i>33</i>
	<i>10.5 Checklist effectiveness .....</i>	<i>33</i>
	<i>10.6 Checklist sustainability.....</i>	<i>33</i>
	<i>10.7 Input in PIT.....</i>	<i>33</i>
	<i>10.8 Logical framework year.....</i>	<i>33</i>
	<i>10.9 Overview public contracts .....</i>	<i>33</i>

# 1 PROJECT SHEET

Reference documents	<ul style="list-style-type: none"><li>• SA and TFF signed on 18<sup>th</sup> June 2007</li><li>• Inception Report approved on 11<sup>th</sup> June 2008</li><li>• Progress Report approved by 3<sup>rd</sup> PSC on 11/12/09</li></ul>
Timeframe	4 years (1/7/2007 - 30/06/2011)
Result-areas	<ol style="list-style-type: none"><li>1. Improvement of the planning and budgeting process and system at the provincial, district and commune level.</li><li>2. Improvement of the local administrative and socio-economic service delivery systems.</li><li>3. Improvement of the capacity of training institutions in providing PAR and project-related training.</li><li>4. Dissemination of the lessons learned from the project.</li></ol>
Geographical location	Hau Giang Province – Viet Nam
Target beneficiary	The ultimate beneficiaries of the project are the whole population of Hau Giang Province who benefit from improved services delivery and participation in the decision making process in their areas.
Total Budget	2,750,000 Euro Belgian Contribution: 2,500,000 Euro Vietnamese Contribution: 250,000 Euro
Key contacts	Mr. Tran Thanh Lap, Project Director Mr. Chiem Thang – BTC Coordinator <a href="mailto:spar@pmail.vnn.vn">spar@pmail.vnn.vn</a> ; <a href="mailto:cchc@haugiang.gov.vn">cchc@haugiang.gov.vn</a>
Partner institution	People's Committee of Hau Giang Province

## 2 BRIEF FACTUAL OVERVIEW

### Major contextual changes

Although the national economy continues to be oriented as a socialist market economy, progress with the economic transition and GDP growth have been slowed in the review period by the impact of the international financial crisis. There is also increasing acceptance of the evidence that climate change will have significant impacts in the Mekong Delta. Although it is not currently clear how far the international financial crisis has impacted the provincial economy it is clear that the provincial government's socio-economic planning processes need to be responsive to such changes. Similarly the planning processes need to be able to absorb and respond to climate change projections and other unforeseeable circumstances.

In the review period the GoV has introduced a New Rural Development Strategy which acknowledges a number of weaknesses in the Agriculture and Rural Development Sector ARD which constrain sector performance. These include lack of sustainability, competitiveness, and capacity building that has limited the ability of the sector to respond to opportunities and consolidate the orientation to a market economy. In the new Strategy the GoV acknowledges that some ARD sector policies have been ill-founded and have contributed to lower levels of investment in the sector than was originally anticipated. Objectives of the new Strategy which are particularly relevant for Hau Giang include: (i) agricultural development is to be integrated with the development of industries, services and rural based occupations to address rural unemployment and to increase incomes of rural residents by as much as 2.5 times that of current levels; (ii) the agricultural workforce should account for about 30% of the total workforce, 50% of which will be trained. About 50% of all communes shall achieve 'new rural standards' status; (iii) prioritize rural infrastructure serving the dual objective of social and economic development; (iv) improve livelihoods, address sustainable poverty alleviation; improve political awareness and social position for the rural inhabitants to facilitate their participation in industrialization and modernization.

As noted in the Annual Report of 2008, at the time of writing the TFF it was expected that a new Law on SEDP planning would be formulated and approved during the early part of the implementation of the project. It had been expected that the project would subsequently work very closely with the MPI on piloting the measures being introduced by the new Law.

It has been decided by GoV that the formulation and promulgation of a new Law on SEDP planning will be postponed for some years for various procedural reasons. In the meantime a Prime Minister's Decree on SEDP planning is being formulated and it is understood<sup>1</sup> that a first draft has been prepared and consultations are expected around the turn of the year. The Decree will not have the power of a Law, especially with regard to coordination with other relevant laws (and especially those concerning budgeting processes). Formulation of the Decree may be enriched by inclusion of lessons learned from commune level SEDP formulation and implementation in Hau Giang and from other provinces which have been undertaking similar innovative SEDP reforms. Implementation of the Decree could be piloted in Hau Giang which has demonstrated that it is a province which is willing to be innovative in socio-economic development planning and budgeting.

---

<sup>1</sup> Information from MPI in mid-November 2009 at the time of initial drafting of this Report

## Changes within the project itself

A part-time International Senior Technical Adviser (STA), Ian V. Green, was appointed with effect from March 30<sup>th</sup> 2009. It was intended that the STA would provide short-term inputs with timing of these inputs oriented to providing technical expertise when it is needed<sup>2</sup>. It was agreed that the new STA would lead the Mid-term Review of the project which was scheduled for mid-2009 and this work was completed and the Mid-term Review was presented and agreed at the June 2009 PSC.

The conclusions of the Mid-term Review have contributed to the re-shaping of the overall work-plan of the project for the balance of the project period and to the formulation of a proposal to deploy unused project funds in an additional period of support to the provincial government between January 2012 and June 2012. This proposal is presented in a separate document. Key changes within the project which have emerged through the year include:

1. It was the original intention in the TFF that PARROC would support roll-out the experience gained in commune SEDP and budget preparation to more communes in the period 2010-2011. It was also intended that in its last two years PARROC would provide more support to district and provincial level SEDP and PSD. The TFF does not explicitly mention 5-year SEDPs but it is the case that the communes, districts and province will be preparing their 2011-2015 SEDPs between now and the end of 2010. To date PARROC has provided no support to 5-year plan preparation. It has been agreed by PMU that the project will provide support to 5-year plan preparation in the three pilot districts and 6 pilot communes in 2010 as well as in the provincial government through the PAR and economic development initiative (see above).
2. Although the project makes a small contribution to economic development and poverty reduction as planned, it has been agreed by the PSC that more could be achieved with more focused support. The link between PAR and economic development will be adequately spelt out and more attention to this will address DARD's expressed concern about the lack of an adequate rural development strategy in the province which coordinates and integrates the inputs of concerned agencies. This initiative will help the project to achieve the overall project objective in the balance of the project.
3. A review has been made of the logical framework of the project with a view to increasing its effectiveness as a management tool and in particular to ensure that the project can be monitored more in terms of its effectiveness in achieving results. To date monitoring has tended to be focused on reporting on delivery of inputs and completion of activities. This is an important development as the project moves into its 3<sup>rd</sup> commune SEDP support cycle and its replication stage.
4. The use of the revised logical framework has also led to the beginning of a dialogue between the project and the provincial government about the ownership of the project. It is proposed by the STA that as the innovations of the project continue to be consolidated (including alignment with GoV measures like the Decree and the New Rural Development Strategy) the provincial government should assume ownership of project activities. The case of Result Area 4 for example has been raised – current Result Area 4 activities mostly comprise project staff reporting on project activities. It is proposed that future Result Area 4 activities should provide support to the provincial government on communications between the provincial government and the population of the province and stakeholders in provincial development and management.

---

<sup>2</sup> Recommendations in respect of the STA's inputs are made in Section 9.3.4

5. Ownership of the project's initiatives will be facilitated by the process of discussing these initiatives with other provinces which are implementing similar initiatives. This process has continued in 2009 and is proving a very valuable tool for capacity building at all levels.

### 3 OVERVIEW OF ACTIVITY PLANNING

Key activities which have been undertaken in the review period are marked in **yellow**.

#### 3.1 Overview of completed activity

Result-Areas / Key activities	No.	Remarks
<b>Preparation/Inception activities</b>		
To establish the PMU and appoint local staff for key positions in the PMU	P.1	Completed
To recruit the BTC Coordinator	P.2	Completed
To recruit other full time supported staffs for the PMU	P.3	Completed
To recruit the STA	P.4	
o For the first consecutive 6 months	P.4.1	Completed
o For the remaining project life-time (part-time inputs)	P.4.2	Completed
To prepare PMU offices	P.5	Completed
To establish the PSC	P.6	Completed
To set up the cross-sectoral Task Force	P.7	Completed
To set up Sub-PMUs	P.8	Completed
To prepare the PMU organisational and operational regulations	P.9	Completed
To draft the Project Management Manual	P.10	Completed
To enhance the PMU capacity	P.11	
o LFA and teambuilding for PMU, Task Force and SPMUs	P.11.1	Completed
o Training in administrative and professional skills	P.11.5	In progress
To procure project vehicles	P.12	Completed
To purchase office equipment and LAN	P.13	Completed
Project Inception Report	P.14	Completed
To organise the start up workshop	P.15	Completed
To organise biannual PSC Meetings	P.16	4 <sup>th</sup> PSC Meeting in January 2010 (postponed from December 2009)



Financial audits (upon requested by PSC)	P.17	Not requested
Mid-term review	P.18	Completed and presented to 3 <sup>rd</sup> PSC in June 2009
Final evaluation	P.19	April-May 2011 (Possibly to be completed in April – May 2012 if extension proposal accepted by 4 <sup>th</sup> PSC)
<b>Improvement of the Planning and Budgeting process and system at provincial, district and Commune/town levels</b>	<b>1</b>	
<b>Clear and detailed picture of planning situation obtained</b>	<b>1.1</b>	Completed
Study and assessment of the current planning situation	1.1.1	Completed
Recruit planning consultants	1.1.1.a	completed
Assess current planning situation	1.1.1.b	completed
Report on current planning situation	1.1.1.c	Completed
Recommendations for future actions	1.1.1.d	completed
<b>Participatory planning materials and data available</b>	<b>1.2</b>	
Study visits to relevant projects and central institutions for experiences and lessons learned	1.2.1	
National study visits for experiences and lessons learned	1.2.1.a	Ongoing
International study visit to developed countries	1.2.1.b	Study Visit Completed in December 2009
Development of planning manuals and organisation of training on the basis of these manuals	1.2.2	In progress
Define new methodology for calculating the plan targets	1.2.2.a	In progress
Draw up planning manual including planning process	1.2.2.b	In progress
Issue legal document on new planning process	1.2.2.c	In progress
Organise training based on the planning manual and in accordance with the replication strategy (1.5)	1.2.2.d	In progress
Build up data base to support planning at commune/town level by introducing PRA in pilot communes	1.2.3	In progress
Carry out PRA	1.2.3.a	Completed
Recruit national IT experts (database software contract)	1.2.3.b	Completed
Build up software of database system including training	1.2.3.c	In progress
Equip hardware of database system accordingly to software	1.2.3.d	In progress
<b>Training on participative planning delivered to key stakeholders</b>	<b>1.3</b>	Completed
Organise PPB training	1.3.1	Completed

Training of trainers	1.3.1.a	Completed
<b>Planning is used as an effective Management Tool</b>	<b>1.4</b>	
Carry out PRA	1.4.1.a	Completed
Recruitment of consultant for M&E and action plan	1.4.1.b	Completed
Action Planning workshop incl. M&E	1.4.1.c	Completed
Develop M&E System and training	1.4.1.d	Completed
M&E of the implementation of SEDPs 2009 of 6 pilot communes	1.4.2	Completed
Monitor the implementation of SEDPs 2009 of 6 pilot communes	1.4.2.a	Regularly
Evaluate the implementation of SEDPs 2009 of 6 pilot communes	1.4.2.b	Quarterly
<b>Lessons drawn and incorporated into replication strategy for whole Province</b>	<b>1.5</b>	
Assess the implementation and develop the next phase design	1.5.1	Completed and to be presented to 5 <sup>th</sup> PSC
Replicate the model in line with the replication strategy designed	1.5.2	January 2010 onwards
<b>Improvement of the local administrative and socio-economic service delivery</b>	<b>2</b>	
<b>Building on/completing phase 1 administrative service delivery</b>	<b>2.1</b>	
Assessment of OSS experience in Hau Giang Province	2.1.1	Completed
Recruit PSD Consultant (s)	2.1.1.a	Completed
Carry out assessment	2.1.1.b	Completed
Assessment Report of OSS experience produced	2.1.1.c	Completed
Recommendations for future actions	2.1.1.d	Completed
Support preparation of additional administrative service improvements	2.1.2	Completed
Recruit ISO consultants	2.1.2.a	Completed
Prepare models for implementation	2.1.2.b	Completed
Support implementation of additional administrative service improvements in pilot districts (Phung Hiep, Nga Bay, Long My)	2.1.3	
Establish documentation system	2.1.3.a	Completed
Support IT application (hardware and software)	2.1.3.b	Completed
Operate the established system	2.1.3.c	Completed
Internal audit for 1 <sup>st</sup> time	2.1.3.d	Completed
Correct the non-conformities	2.1.3.e	Completed
Internal audit for 2 <sup>nd</sup> time	2.1.3.f	Completed
Correct the non-conformities (2 <sup>nd</sup> time)	2.1.3.g	Completed
Internal audit for 3 <sup>rd</sup> time	2.1.3.h	Completed
Independent evaluation of a certified organisation	2.1.3.i	Completed
Provide related training and capacity building for 3 selected districts for ISO application	2.1.4	

Train on setting up ISO 9001:2000 documentation system	2.1.4.a	Completed
Train on operating the system	2.1.4.b	Completed
Train on internal audits	2.1.4.c	Completed
Train on corrective actions	2.1.4.d	Completed
Train on communication with the evaluation mission for certification	2.1.4.e	Completed
Train on sustainable maintaining the system	2.1.4.f	In progress
<b>Piloting approaches to social and economic PSD at sub-provincial level</b>	<b>2.2</b>	
Institutional appraisal of service delivery	2.2.1	Completed
Recruit PSD consultant	2.2.1.a	Completed
Organise appraisal	2.2.1.b	Completed
Report of PSD appraisal	2.2.1.c	Completed
Recommendations for future actions	2.2.1.d	Completed
Study tours to interesting models of socio-economic PSD	2.2.2	
National study visits to good PSD models	2.2.2.a	In progress
International study visit to developed countries	2.2.2.b	Study Visit Completed in December 2009
With the relevant Provincial and District authorities, develop a service delivery improvement plan in social and economic sectors	2.2.3	Completed
Recruit consultant	2.2.3.a	Completed
Continue review and improve the 6 commune SEDPs 2009	2.2.3.b	Completed
Action Planning and budgeting workshops	2.2.4	
Recruit consultant	2.2.4.a	Completed
Cost estimation in details for each activity of the 6 commune SEDPs	2.2.4.b	In progress
Train officials in the 2 pilot districts/town and their constituent communes pilots	2.2.5	
Recruit consultants	2.2.5.a	Completed
Carry out TNA	2.2.5.b	Completed
Prepare training programme	2.2.5.c	Completed
Carry out training	2.2.5.d	Completed
Establish CDF rules and criteria	2.2.6	Completed
Supplement rules and procedures for budget balancing	2.2.6.a	Completed
CDF support to implementation of actions plans for service delivery in key areas	2.2.7	In progress
Related technical support for PAR issues arising out of management of implementation of service delivery action plans	2.2.8	In progress
Evaluate implementation impact (annual Communal performance assessment) and develop models for replication	2.2.9	Ongoing
<b>Replication strategy for dissemination of pilots through the Province</b>	<b>2.3</b>	

Hold a series of consultations/ workshops with target Districts and Communes, their respective technical/sectoral departments and other key stakeholders in and users of services	2.3.1	Ongoing
Provide advice, as required to, replication	2.3.2	Ongoing
<b>Improvement of the capacity of training institutions in providing PAR and project related training</b>	<b>3</b>	
<b>Training areas and delivery arrangements identified</b>	<b>3.1</b>	
Conduct capacity assessment of local training providers	3.1.1	Completed
Recruit training consultant	3.1.1.a	Completed
Assess the capacity of local training providers	3.1.1.b	Completed
Report on capacity of local training providers	3.1.1.c	Completed
Develop training plan	3.1.2	Completed
<b>Training resources developed</b>	<b>3.2</b>	
Prepare training materials	3.2.1	Completed
Train trainers	3.2.2	Completed
Train trainers on new methodology	3.2.2.a	Completed
Technical support to local trainers on training methods	3.2.2.b	Completed
Support necessary IT	3.2.3	Completed
<b>Training related to participatory planning and improved PSD delivered</b>	<b>3.3</b>	
Series of training courses in the two principal project areas for leaders, technical staff and mass organisations, in accordance with the training plan.	3.3.1	Completed
<b>Sustainable training delivery</b>	<b>3.4</b>	
Assess local training institution capacity building for sustainable results	3.4.1	Completed
Continue support to local training providers for sustainable results	3.4.2	Ongoing
<b>Dissemination of lessons learned from the Project</b>	<b>4</b>	
<b>Prepare a communication strategy for the dissemination of lessons learned</b>	<b>4.1</b>	
Recruit the communication consultants	4.1.1	Completed
Draw up communication and public awareness strategy	4.1.2	Completed but agreed that operationalization is necessary
<b>Establish a network between pilot Districts/Communes as proposed in the communication strategy</b>	<b>4.2</b>	In progress
<b>Design web and develop other communication tools as proposed in the communication strategy</b>	<b>4.3</b>	
Organise relevant training courses	4.3.1	Periodically
Maintain and improve the project web-pages	4.3.2	Regularly
Publish project quarterly newsletters	4.3.3	Quarterly
Develop other communication tools and some awareness activity	4.3.4	
<b>Prepare best practice cases studies for publication/distribution</b>	<b>4.4</b>	Ongoing

<b>National workshop for experience sharing with other Provinces/ donor projects in new approaches for service delivery</b>	<b>4.5</b>	
1 <sup>st</sup> workshop	4.5.1	2010
2 <sup>nd</sup> workshop	4.5.2	2011
3 <sup>rd</sup> workshop	4.5.3	Possible Final Workshop in 2012

## 3.2 Analysis of activity planning

Activities which have been completed in the period are marked in yellow in the preceding table. In Result Area 1 activities have focused on implementation of the pilot commune SEDPs based on the plans produced in 2008 and this has included periodic monitoring of progress. At the same time support has been provided for the preparation of the 2010 pilot commune SEDPs. Associated activities have included continued refinement of the Planning Manual and provision of training. Support has also continued to establish planning indicators systems and associated planning data base. Very importantly there has been renewed effort to discuss the planning reform initiatives with other provinces implementing similar initiatives. Progress with refinement of Planning Manuals and associated technical content (including the establishment of the data base system) has been made although not as quickly as planned. Implementation M&E has been conducted thoroughly and on time. The delayed International Study Visit was undertaken in December 2009.

In Result Area 2 the 3 pilot districts were provided with support to gain ISO accreditation with extensive training support. This work was well managed and the accreditation was achieved with no significant delay. The Study Visits mentioned above have included assessments of experience with approaches to social and economic public services delivery at sub-provincial level. These much delayed Visits

Although there a range of activities have been undertaken in Result Area 3 there have been problems with the commitment of the Political School to the envisioned new role as training service provider for planning and public service delivery reform. In Result Area 4 work has continued with production of project communication tools. In the course of the year a debate has emerged on the sustainability of the activities in this Result Area (see following section).

As a result of the recommendations of the MTE and subsequent agreements to focus on medium term planning in 2010 in the pilot districts and communes additional activities have been undertaken to prepare for these. The additional activities include preparation of the proposal for the use of the anticipated balance of project funds.

## 4 FINANCIAL OVERVIEW

### 4.1 Overview of expenditure versus financial planning

EXPENDITURE VS FINANCIAL PLANNING 2009					
Belgian Contribution					
					Unit: Euro
Budget Code	Description	Forecast 2009	Structure	Actual Expense 2009	% Execution
<b>Part A</b>	<b>Improve capacities and performances of local gov.</b>	<b>740,410.00</b>	<b>80.81%</b>	<b>506,410.85</b>	<b>68.40%</b>
<b>Result 1</b>	<b>Improve planning system</b>	<b>173,500.00</b>	<b>18.94%</b>	<b>60,093.25</b>	<b>34.64%</b>
A/01/04/COG	Building up database	110,000.00	12.01%	6,499.98	5.91%
<b>Result 2</b>	<b>Improve the service of delivery system</b>	<b>494,910.00</b>	<b>54.02%</b>	<b>420,718.89</b>	<b>85.01%</b>
A/02/10/COG	CDF support for implementation of action plans	408,000.00	44.53%	382,310.11	93.70%
<b>Result 3</b>	<b>Improving capacity of training institutions</b>	<b>52,000.00</b>	<b>5.68%</b>	<b>23,412.32</b>	<b>45.02%</b>
<b>Result 4</b>	<b>Lesson dissemination</b>	<b>20,000.00</b>	<b>2.18%</b>	<b>2,186.39</b>	<b>10.93%</b>
<b>Part 2</b>	<b>General means</b>	<b>175,770.00</b>	<b>19.19%</b>	<b>149,014.34</b>	<b>84.78%</b>
<b>Result 1</b>	<b>Staff &amp; running cost</b>	<b>140,770.00</b>	<b>15.36%</b>	<b>140,926.83</b>	<b>100.11%</b>
Z/01/01/REG	PPB & service delivery TA	60,000.00	6.55%	52,312.28	87.19%
<b>Result 2</b>	<b>PMU office equipment</b>	<b>4,000.00</b>	<b>0.44%</b>	<b>813.74</b>	<b>20.34%</b>
<b>Result 3</b>	<b>M&amp;E, formulation &amp; contingencies</b>	<b>31,000.00</b>	<b>3.38%</b>	<b>7,273.77</b>	<b>23.46%</b>
Z/03/03/REG	Mid-term & final evaluations	20,000.00	2.18%	4,980.49	24.90%
<b>Sub-Total</b>	<b>BTC own management (REG)</b>	<b>112,200.00</b>	<b>12.25%</b>	<b>81,670.56</b>	<b>72.79%</b>
	<b>Co-management (COG)</b>	<b>803,980.00</b>	<b>87.75%</b>	<b>573,754.63</b>	<b>71.36%</b>
<b>Total</b>		<b>916,180.00</b>	<b>100.00%</b>	<b>655,425.19</b>	<b>71.54%</b>

## 4.2 Analysis of financial planning

### **Explanation of the 2009 financial plan**

Total forecast of 2009 is 916,180 Euro, of which BTC owned management budget lines (REG) are 112,200 Euro, made up 12.25%; co-management budget lines (COG) is 803,980 Euro, made up 87.75%.

Budget for key activities directly relating to project objectives (Part A) is 740,410 Euro, made up 80.81%; of which a major share is allocated for Result 1 (€173,500 Euro; 18.94%) and Result 2 (€494.910 Euro; 54.02%).

Particularly, the CDF occupies 408,000 Euro, made up 44.53% of the total project budget for 2009.

### **Analysis of disbursement in 2009**

Total expenditure of 2009 is 655.425,19 Euro, made up 71.54% in compare with the forecast of 2009.

Disbursement rate of BTC owned management budget lines (REG) is 72.79%. The short percentage is created mainly by delaying in mobilization of the International Senior technical Adviser (STA) and the amount saved from using the initial input of the STA for the Mid-term Review instead of employing another international consultant for this mission.

Disbursement rate of co-management budget lines (COG) is 71.36%. The main reason justifying for its shortage is the trouble in finding a qualified contractor to provide and install the database hardware.



## 5 MONITORING OF THE INDICATORS

This revision of the logical framework has led to the design and implementation of an initial results-based year-end project evaluation. The evaluation was not as comprehensive as intended but lessons learned will be deployed in the next evaluation in 2010 which will be a more thorough demonstration of results-based monitoring.

The revised logical framework has been used as a basis for formulating the work plan of the project 2010-2011 and for the formulation of the proposal for the additional 6-month period of support to the provincial government. The revised logical framework is attached as **Annex 10.1**. The monitoring results of the project's indicators which are set out below are based on the revised logical framework.

### 5.1 Specific objective (i.e. Impact)<sup>3</sup>

***Pro-poor socio-economic development and poverty reduction through public administration reform at the provincial, district and commune levels.***

Impact indicators have been introduced into the revised Logical Framework. Annual targets against the indicators have not yet been set (for the balance of the project) and in the course of 2010 and 2011 proxy baselines will be established and data for indicators performance assessment identified. This work will be linked to (and will possibly enhance) the provincial government's processes for medium term and annual SEDP M&E.

The impact of the project will not be achieved exclusively as a result of project initiatives.

### 5.2 (Purpose)

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

Purpose indicators have been introduced into the revised Logical Framework. Annual targets against the indicators have not yet been set (for the balance of the project) and in the course of 2010 and 2011 proxy baselines will be established and data for indicators performance assessment identified. This work will be linked to (and will possibly enhance) the provincial government's processes for medium term and annual SEDP M&E.

The purpose of the project will not be achieved exclusively as a result of project initiatives.

### 5.3 (a) Result Areas (i.e. Outcomes)

***Outcome 1 Improved planning and budgeting process and systems at the provincial, district and commune levels.***

Outcome 1 indicators have been identified and Output indicators (i.e. Sub-result areas) revised as necessary. Annual targets against the indicators have been identified but need to be agreed within the provincial government.

---

<sup>3</sup> The term in parenthesis is the more commonly used "results-based management" term.

Indicator	.... ratio of actual progress to forecast progress is ...	.... the risk is .....
<b>Outcomes</b>		
Breadth of participation from stakeholders at different levels and impact of their participation on planning decisions taken.	50%	<i>medium</i>
Improvement of planning methods as evidenced by quality of plan documents and data used	50%	<i>medium</i>
<b>Outputs</b>		
Degree of prioritization achieved	70%	<i>low</i>
Rate of integration of plans into budget system	40%	<i>high</i>
Quality of indicators for monitoring	50%	<i>medium</i>
Use of indicators for monitoring	50%	<i>medium</i>
Extent monitoring identifies implementation bottlenecks	50%	<i>medium</i>
Adoption of replication plan for pilots	60%	<i>medium</i>
Are partner institutions participating actively	50%	<i>medium</i>
Are resources and capacities available for maintenance and reproduction of the results	30%	<i>high</i>
Are partner institutions taking necessary steps to take over the project	30%	<i>high</i>
Is the project providing institutional training for partner institutions	40%	<i>high</i>
Is trained personnel staying in position	50%	<i>medium</i>
Is the project providing capacity building for organisations regarding management systems, process management, transfer of knowledge and networking	50%	<i>medium</i>
Is the project providing necessary capacity building for individuals regarding transfer of knowledge, exchange of experiences, exchange of values, empowerment and networking	50%	<i>medium</i>
Is the project supported by political institutions, partner institutions, civil society institutions	30%	<i>high</i>
Are aid modalities strengthening sustainability	30%	<i>high</i>
Are the execution modalities strengthening sustainability	30%	<i>high</i>
Is the project contributing to sustainability in terms of political, social, institutional, organisational, cultural, economic and technical dimensions	40%	<i>high</i>

### Outcome 1-notes

To date the project has supported two cycles of commune level SEDP and budget preparation in 6 pilot communes, one cycle of SEDP implementation in the pilot communes and associated improvements in local administrative and socio-economic service delivery.

The project has also supported the improvement of training institutions in providing PAR and is now beginning to disseminate experience.

Although the SEDPs prepared by the pilot communes are judged to be of a higher standard than the SEDPs prepared in 2008, the communes and their 3 districts will need more time to consolidate their skills, including the incorporation of additional features of the new planning approach as they come on-stream (the planning data base for example). Other lessons learned include<sup>4</sup>:

- (i) The draft manual on commune SEDP planning and implementation procedures needs to be improved;
- (ii) The planning indicators are still inadequate and need to be refined;
- (iii) The revised manual (including indicators) could be approved by the PPC so that it can be used officially and widely disseminated to other communes or wards in the pilot districts and subsequently the entire province;
- (iv) When the manual is approved, the planning and budgeting procedures of the new approach could be legalized by the provincial government. The relevant departments of the Ministry of Planning and Investment (MPI) could be invited to help the PPC with this;
- (v) It is now clear that SEDP planning can be undertaken effectively at commune level, however, the responsibility for commune planning still lies with a part-time commune official who is in charge of statistics and administration. To consolidate the local planning capacity there will need to be more human resources available at commune level. With the involvement of the Ministry of Home Affairs, PARROC could support a demonstration / pilot of using a full-time planning official at commune level, possibly in the 6 pilot communes;

### **Outcome 2 Improved local administrative and socio-economic service delivery**

Outcome 2 indicators have been identified and Output indicators (i.e. Sub-result areas) revised as necessary. Annual targets against the indicators have been identified but need to be agreed within the provincial government.

Indicator	... ration of actual progress to forecast progress is ...	... the risk is .....
<b>Outcomes</b>		
Organizational arrangements and skills availability confirmed to ensure priority services identified in local plans and budgets	50%	medium
Organizational arrangements and skills availability confirmed to ensure key pro-poor related services delivered to users on-time in cost-effective manner.	50%	medium
<b>Outputs</b>		
Key constraints identified and measures adopted in action plans	30%	high
CDF support for implementation mobilized	100%	low
User feedback mechanisms providing usable data for further service improvement.	30%	high

<sup>4</sup> These are based on the review of the preparation and implementation of the 1<sup>st</sup> round of commune SEDPs (2008/9) and the review of the preparation of the 2<sup>nd</sup> round of commune SEDPs (2009/2010). Many of these cited lessons learned have been identified by Dr.Do Kim Chung and his team.

Beneficiaries are satisfied with improved service delivery	70%	low
Is PSD responding to the problems of beneficiaries and priorities of beneficiaries	60%	medium
Are partner institutions participating actively	50%	medium
Are resources and capacities available for maintenance and reproduction of the results	30%	high
Are partner institutions taking necessary steps to take over the project	30%	high
Is the project providing institutional training for partner institutions	50%	medium
Is trained personnel staying in position		
Is the project providing capacity building for organisations regarding management systems, process management, transfer of knowledge and networking	50%	medium
Is the project providing necessary capacity building for individuals regarding transfer of knowledge, exchange of experiences, exchange of values, empowerment and networking	50%	medium
Is the project supported by political institutions, partner institutions, civil society institutions	50%	medium
Are aid modalities strengthening sustainability	30%	high
Are the execution modalities strengthening sustainability	30%	high
Is the project contributing to sustainability in terms of political, social, institutional, organisational, cultural, economic and technical dimensions	30%	high

### Outcome 2 - notes

CDF funding which has been used to promote the new SEDP and budget process is almost exhausted and new communes beginning to use the new planning approach will not have the benefit or incentive of the CDF. Other incentives may be required and need to be identified. In addition the provincial and district governments will need to be able to support the commune level planning process with timely and clear information on budget allocations for example.

### **Outcome 3 Improved capacity of training institutions in providing PAR and project related training**

Outcome 2 indicators have been identified and Output indicators (i.e. Sub-result areas) revised as necessary. Annual targets against the indicators have been identified but need to be agreed within the provincial government.

Indicator	... ration of actual progress to forecast progress is ...	.... the risk is .....
<b>Outcomes</b>		
Organizational arrangements and skills availability confirmed to	50%	medium

ensure sustainable training programs in SEDP plan preparation and implementation and pro-poor PSD.		
<b>Outputs</b>		
Training plan in place incorporating needs assessment and resource requirements	70%	<i>low</i>
Local providers endowed with training resources and materials to conduct quality training on a continuing basis	40%	<i>high</i>
Are beneficiaries (i.e. service providers) satisfied with training delivered through local provider	50%	<i>medium</i>
Is the training provided responsive to beneficiary needs and priorities	50%	<i>medium</i>
Are partner institutions participating actively	40%	<i>high</i>
Are resources and capacities available for maintenance and reproduction of the results	30%	<i>high</i>
Are partner institutions taking necessary steps to take over the project	30%	<i>high</i>
Is the project providing institutional training for partner institutions	40%	<i>high</i>
Is trained personnel staying in position		
Is the project providing capacity building for training organisations regarding management systems, process management, transfer of knowledge and networking	50%	<i>medium</i>
Is the project providing necessary capacity building for individuals in training organisations regarding transfer of knowledge, exchange of experiences, exchange of values, empowerment and networking	50%	<i>medium</i>
Is the need for planning and PSD training and a core training provider recognised by political institutions, partner institutions, civil society institutions	50%	<i>medium</i>
Are aid modalities strengthening sustainability	30%	<i>high</i>
Are the execution modalities strengthening sustainability	30%	<i>high</i>
Is the training contributing to sustainability in terms of political, social, institutional, organisational, cultural, economic and technical dimensions	40%	<i>high</i>

### Outcome 3 - notes

Establishment of a SEDP training resource is crucial if the new approach to planning is to be sustained. To facilitate a role for the Political School, SEDP related training could be added to the proscribed functions of the political School. The creation of a specialized department within the Political School would be helpful along with intensive training of the staff allocated to that department;

### Outcome 4 Dissemination of lessons learned from the project

Outcome 2 indicators have been identified and Output indicators (i.e. Sub-result areas) revised as necessary. Annual targets against the indicators have been identified but need to be agreed within the provincial government.

Indicator	.... ration of actual progress to forecast progress is ...	.... the risk is .....
<b>Outcomes</b>		
Provincial government capacity for communication with stakeholders on plan preparation and implementation and PSD	50%	medium
<b>Outputs</b>		
Communication Strategy in place	70%	low
Network established between pilots (in other provinces and linking with central government)	40%	high
Web site and other communication tools designed	70%	low
Best practices identified and communicated	n/a	n/a
National dissemination workshop (s) undertaken	n/a	n/a
Beneficiaries are satisfied with communications	40%	high
Is the project responding to the problems of beneficiaries and priorities of beneficiaries	40%	high
Are partner institutions participating actively	50%	medium
Are resources and capacities available for maintenance and reproduction of the results	30%	high
Are partner institutions taking necessary steps to take over the activities	30%	high
Is the project providing institutional training for partner institutions	40%	high
Is trained personnel staying in position		
Is the project providing capacity building for organisations regarding communications	40%	high
Is the project providing necessary capacity building for individuals regarding communications	40%	high
Is the project communications strategy supported by political institutions, partner institutions, civil society institutions	40%	high
Are aid modalities strengthening sustainability	30%	high
Are the execution modalities strengthening sustainability	30%	high
Is the project contributing to sustainability through the communications activities	30%	high

#### Outcome 4 - notes

- (i) To rationalize the communications activities of the project a Communication Strategy was prepared in July 2008. In the course of the project's Mid-term

Evaluation (June/July 2009) a review was made of the Strategy and it was noted that the Strategy was comprehensive and with many good initiatives but that the Strategy also needs to be focused on key initiatives and that Strategy implementation needs to be guided with an implementation action plan. The Mid – term Review also benefited from the comments of the BTC Communications Specialist who also commented that the Communications Strategy needed to be reviewed with emphasis on: (i) re-definition of the needs for the Strategy; (ii) definition of what could be done, including making current information more coherent through one main message, prioritization of information, showing results and initiating synergies with other projects including BTC projects.

- (ii) It was also noted that the experience of the overall project with bottom-up SEDP planning and with associated public service delivery could be particularly useful at this time (mid-2009 – mid-2010). In this period MPI will be completing its revision of the SEDP formulation process at all levels of government and the next medium term (2011-2015) SEDPs will be prepared at national and sub-national levels of government and lessons learned from pilot projects such as the project in Hau Giang could be useful. Another specific recommendation made in the Mid-term Evaluation was that current communications need to be more coherent through one main message – for example the project name is meaningless to most people and a communications theme might be devised which characterizes the reforms being undertaken in Hau Giang.
- (iii) There is concern that as the project is now half way through its implementation period the Communications Strategy should be more oriented to the provincial government than to the project. Rather than enhance the project's communications it may be better to work with the provincial government to define what kind of communications strategy the provincial government could develop to ensure that people living in the province can more fully participate in service delivery improvements.

## 5.4 Indicator evolution

Please refer to Annex 10.8 which presents the revised Logical Framework and the Logical Framework applied annually over the balance of the project (assumed to be until 2012).

## 6 ASSESSMENT OF MONITORING CRITERIA

### 6.1 Efficiency

<b>Timeliness of results</b>	
Are activities being completed on time?	There are delays including delays because of dual financial administration
Is there any delay which might affect whether the results are achieved?	No, although urgent attention is needed to ensure a start to the PAR-EP initiative early in 2010
<b>Use of resources in completing activities</b>	
Could resources be better utilised?	Not enough attention is being given to sustainability
How high is the quality of the activities?	High – very good quality consultant support has been obtained.
Has the organisation model for the project been a positive one?	To date, yes. But for the future, as more attention is given to sustainability, no. Attention could be given to adapting the model for the final 2+ years of the project
Could activities be carried out more efficiently?	Dual financial management is inefficient.
<b>Progress in achieving results indicators</b>	
To what extent have results indicators been achieved?	To date good results have been achieved in the pilot districts and communes but the project needs to provide support to a wider distribution of the benefits of planning reform and PSD delivery
Are the activities contributing to the planned results?	Yes
Could the project be made more efficient and if so how?	Yes – with closer integration of the project with participating stakeholders and more provincial government ownership.

### 6.2 Suitability

<b>Level of progress as regards indicators for the Specific Objective</b>	
What progress has been made in terms of the indicators for the Specific Objective?	Uncertain at this stage
Are the results contributing to the Specific Objective?	Uncertain at this stage
Can the suitability of the project be improved and if so how?	Yes – with closer integration of the project with participating stakeholders and more provincial government ownership.
<b>Other factors affecting the Specific Objective</b>	



Are external factors affecting the Specific Objective?	Yes
Are there any positive or negative side effects?	Both
<b>Target groups' satisfaction with the results</b>	
What kind of target groups are involved?	In the pilot communes a wide range of beneficiaries are involved, including poor households and women
Do the target groups have access to the results achieved?	MTE evaluation which included detailed discussions with target groups suggested that target groups do have access. This needs to be monitored annually.
Do the target groups use the results?	This will be monitored in 2010
Does the project respond to their problems and priorities?	There is clear evidence (the plans themselves) that SEDP budget priorities have become more responsive to target group needs.

### 6.3 Sustainability

<b>Development processes brought about by the project</b>	
Have development processes been launched in any of the following fields: political, cultural, social, economic, technical, organisational or institutional)?	Some, but not all.
Is the project rooted in local institutions?	Not adequately
Is there are a plan to integrate the project within the partner institution?	Yes, but it is not explicit enough
<b>Responsibilities of the various partners</b>	
Is the partner institution involved in carrying out the project?	Yes, but not adequately
Is the partner institution preparing to take over management of the project?	Not yet
Are the partners fulfilling their obligations?	Yes, as requested to date, but more is needed as the project enters it's final phases
<b>Preconditions for sustainability</b>	
Are resources available to continue the project once it has been completed?	No
Are there any plans for institutional training for the partner institution?	Yes, but the service delivery institution is not yet adequately prepared
Are efforts being made to consolidate skills (capacity-building)?	Yes, but more intensive effort is needed
<b>Project framework</b>	
Is the project governed by conditions imposed by the donor?	The dual financial administration is a problem
Is the principle of untied aid being respected?	Yes

Is the implementation framework conducive to sustainability?	No – the project is being implemented as a classic project and is not adequately integrated into the provincial government with provincial government leadership and ownership
Is the aid framework conducive to sustainability?	No – at this stage more ownership by the provincial government is required

## 7 MEASURES AND RECOMMENDATIONS

The selected Assessment level is shown in **yellow**.

### 7.1 Overview of the assessment criteria

#### Result Area 1 (Outcome 1)

Code	The project ...	Measures
A	is: <ul style="list-style-type: none"> <li>• efficient</li> <li>• suitable</li> <li>• sustainable</li> </ul>	The action taken thus far should continue
B	is: <ul style="list-style-type: none"> <li>• efficient</li> <li>• suitable</li> <li>• sustainable</li> </ul>	Further action must be taken
C	could be more: <ul style="list-style-type: none"> <li>• efficient</li> <li>• suitable</li> <li>• sustainable</li> </ul>	Measures are recommended: Indicate clearly what specific measures are recommended
D	is not: <ul style="list-style-type: none"> <li>• efficient</li> <li>• suitable</li> <li>• sustainable</li> </ul>	Measures are required: Indicate clearly what specific measures are required
NA	Not applicable	Explain why the criteria in question have not been assessed.

#### Result Area 2 (Outcome 2)

Code	The project ...	Measures
A	is: <ul style="list-style-type: none"> <li>• efficient</li> <li>• suitable</li> <li>• sustainable</li> </ul>	The action taken thus far should continue
B	is: <ul style="list-style-type: none"> <li>• efficient</li> <li>• suitable</li> <li>• sustainable</li> </ul>	Further action must be taken
C	could be more: <ul style="list-style-type: none"> <li>• efficient</li> <li>• suitable</li> <li>• sustainable</li> </ul>	Measures are recommended: Indicate clearly what specific measures are recommended

D	is not: <ul style="list-style-type: none"> <li>• efficient</li> <li>• suitable</li> <li>• sustainable</li> </ul>	Measures are required: Indicate clearly what specific measures are required
NA	Not applicable	Explain why the criteria in question have not been assessed.

**Result Area 3 (Outcome 3)**

Code	The project ...	Measures
A	is: <ul style="list-style-type: none"> <li>• efficient</li> <li>• suitable</li> <li>• sustainable</li> </ul>	The action taken thus far should continue
B	is: <ul style="list-style-type: none"> <li>• efficient</li> <li>• suitable</li> <li>• sustainable</li> </ul>	Further action must be taken
C	could be more: <ul style="list-style-type: none"> <li>• efficient</li> <li>• suitable</li> <li>• sustainable</li> </ul>	Measures are recommended: Indicate clearly what specific measures are recommended
D	is not: <ul style="list-style-type: none"> <li>• efficient</li> <li>• suitable</li> <li>• sustainable</li> </ul>	Measures are required: An institutional base for the core training resource for SEDP plan preparation and implementation and PSD needs to be consolidated in the Political School or in another suitable institution without delay.
NA	Not applicable	Explain why the criteria in question have not been assessed.

**Result Area 4 (Outcome 4)**

Code	The project ...	Measures
A	is: <ul style="list-style-type: none"> <li>• efficient</li> <li>• suitable</li> <li>• sustainable</li> </ul>	The action taken thus far should continue
B	is: <ul style="list-style-type: none"> <li>• efficient</li> <li>• suitable</li> <li>• sustainable</li> </ul>	Further action must be taken
C	could be more: <ul style="list-style-type: none"> <li>• efficient</li> <li>• suitable</li> <li>• sustainable</li> </ul>	Measures are recommended: Agreement is urgently needed on the scope of this Result Area (Outcome): it is recommended that activities focus on consolidating the capacity of the provincial government to communicate effectively with stakeholders in the province on issues concerning SEDP plan preparation and implementation and PSD.
D	is not: <ul style="list-style-type: none"> <li>• efficient</li> <li>• suitable</li> <li>• sustainable</li> </ul>	Measures are required: Indicate clearly what specific measures are required
NA	Not applicable	Explain why the criteria in question have not been assessed.

## 7.2 Recommendations

### Result Area 1 (Outcome 1)

Field	Changes in terms of ...	
Operations	Additional activities needed  Results / indicators	<ul style="list-style-type: none"> <li>- 5-year planning</li> <li>- Associated Manuals and training</li> <li>- Staged replication to other communes from 2011</li> <li>- PAR/ Economic Planning to be introduced into provincial level 5-year plan</li> <li>- Possible alignment with new Planning Decree will be required</li> </ul> <ul style="list-style-type: none"> <li>- Continued refinement needed</li> </ul>
Finance	finances	
Organisation	personnel  management	<ul style="list-style-type: none"> <li>- Training needed for each new activity</li> <li>- District management of 5-year plan process and management of commune SEDP preparation and implementation (especially with roll-out) needs to be strengthened</li> </ul>
Institutions	stakeholders, partners, etc.	<ul style="list-style-type: none"> <li>- Broader base of stakeholders required to ensure sustainability</li> </ul>

### Result Area 2 (Outcome 2)

Field	Changes in terms of ...	
Operations	activities	<ul style="list-style-type: none"> <li>- close CDF operations</li> </ul>
Finance	Finances	<ul style="list-style-type: none"> <li>- commune budget preparation procedure needs to be revised to ensure revised SEDP planning can be continued after exhaustion of CDF funds</li> </ul>
Organisation	personnel management organisational structure	
Institutions	stakeholders, partners, etc.	

### Result Area 3 (Outcome 3)

Field	Changes in terms of ...	
Operations	activities results	

	indicators	
Finance	finances	
Organisation	personnel management organisational structure	- An early decision needs to be made on the continuation of support to the Political School as the core training resource for SEDP plan preparation and implementation and PSD. If it is not possible to continue with the Political School another base needs to be identified (DPI ?).
Institutions	stakeholders, partners, etc.	

#### Result Area 4 (Outcome 4)

Field	Changes in terms of ...	
Operations	activities  results indicators	- Recommended that support is provided to the provincial government to communicate effectively with SEDP plan preparation and implementation and PSD stakeholders  - Anticipated results and indicators will need to be modified
Finance	finances	
Organisation	personnel management organisational structure	
Institutions	stakeholders, partners, etc.	- A broad partnership with local and regional media is to be encouraged

#### Additional recommendation

##### **STA timing / work approach**

The STA is contracted to provide support to Hau Giang province on a half-time basis, with 12 months services over 24 months. It is still not clear how it is best to provide the services and over the past months various models for providing the services have been attempted. It is recommended that the provision of the services is kept very flexible but PMU meetings every other month should be held which the STA will attend and contribute to. It is important that the time of the STA is used effectively and the STA will ensure availability in Hau Giang for key meetings with provincial, district and commune personnel and other stakeholders.

## 8 PLANNING FOR THE UPCOMING YEAR (YEAR 2010)

### 8.1 Activity planning year 2010 – 2011/2

Ref. No.	KEY ACTIVITIES FROM 2010 TO JUN 2012	4 year program will end in Q2 2011								Specific Agreement allows possibility of 60 month project	
		2010				2011				2012	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
	<b>Result Area #1</b>										
	<b>Sub-result Area 1.2: Participatory planning materials and data available</b>										
1.2.1.a	National study visits (continued and combined with Result Area #2)										
1.2.2.e	Refinement of annual commune planning manual (continued with 6 pilot communes)										
1.2.2.f	Annual planning manual for district level (started at Nga Bay Town)										
1.2.2.g	5-year planning manuals for 6 pilot communes and 3 districts										
1.2.2.h	Provincial 5-year SEDP improvement (rural development/ economic planning/ PAR)										
1.2.2.i	Support to institutionalisation of planning manuals										
1.2.3.c	Build up software of database system including training (continued)										
1.2.3.e	Continue support to consolidate planning data-base (annual and 5-yr SEDPs)										
	<b>Sub-result Area 1.3: Training delivered to key stakeholders</b>										
1.3.2	Training based on planning manuals										
	<b>Sub-result Area 1.4: Planning is used as an effective Management Tool</b>										
1.4.3	Strengthen M&E system of 5-year and annual SEDPs including indicators and targets										
	<b>Sub-result Area 1.5: Lessons drawn and incorporated into replication strategy for whole Province</b>										
1.5.1.a	Assess the implementation (6 pilot communes) and develop the next phase design										
1.5.1.b	Assess the implementation of Nga Bay Town (commune and district) and develop the next										
1.5.2.a	Replicate the model to all communes in Nga Bay Town										
1.5.2.b	Replicate the model to 2 remaining districts (commune and district levels)										
	<b>Result Area # 2</b>										
	<b>Sub-result Area 2.1: Building on/completing phase 1 administrative service delivery</b>										
2.1.3.b	Support IT application (hardware and software) in 3 pilot districts										
2.1.4.h	Capacity building for computerisation of OSS in 3 pilot districts										
	<b>Sub-result Area 2.2: Piloting approaches to social and economic PSD at sub-provincial level</b>										
2.2.4.c	Preparation of 5-year and annual SEDPs										
2.2.5	Train officials in implementation of their SEDPs										
2.2.7	CDF support to 6 pilot commune SEDPs										
2.2.8	Technical support during implementation of SEDPs										
	<b>Result Area # 3</b>										
	<b>Sub-result Area 3.1: Training areas and delivery arrangements identified</b>										
3.1.2	Overall Training Plan from 2010 to mid-2012										
	<b>Sub-result Area 3.2: Training resources developed</b>										
3.2.1	Prepare training materials (including training manuals) (continued)										
3.2.2	Training of Trainers (continued)										
3.2.3	Support necessary IT (continued)										
	<b>Sub-result Area 3.3: Training related to participatory planning and improved PSD delivered</b>										
3.3.1	Series of training courses conducted by local training institutions (continued)										
	<b>Sub-result Area 3.4: Sustainable training delivery</b>										
3.4.1	Assess local training institution capacity building for sustainable results										
3.4.2	Continue support to local training providers for sustainable results										
	<b>Result Area # 4</b>										
	<b>4.1: Communications Strategy</b>										
4.1.3	Improve the Communication Strategy with an Action Plan										
	<b>4.2: Establish network of pilots</b>										
4.2.1	Operationalise the revised communication strategy										
4.2.2	Receiving of study visits from other projects/provinces										
	<b>4.3: Web design and other communication tools</b>										
4.3.2	Maintain and improve the project web-pages										
4.3.3	Publish project quarterly newsletters										
	<b>4.4: Prepare best practice cases studies for publication/distribution</b>										
4.4.1	Prepare case studies and best practices, and illustrated by video clips										
	<b>4.5: National workshops for experience sharing</b>										
4.5.1	National Dissemination Workshops										
P.19	<b>Final evaluation</b>										
	<b>PROJECT COMPLETION AT 48 MONTHS</b>										
	<b>PROJECT COMPLETION AT 60 MONTHS</b>										

### 8.2 Financial planning year 2010

FINANCIAL PLANNING YEAR 2010						
Belgian Contribution						
						Unit: EURO
Budget Code	Description	Q1 - 2010	Q2 - 2010	Q3 - 2010	Q4 - 2010	Total 2010
<b>Part A</b>	<b>Improve capacities and performances of local gov.</b>	<b>245,000.00</b>	<b>184,000.00</b>	<b>139,000.00</b>	<b>80,000.00</b>	<b>648,000.00</b>
<b>Result 1</b>	<b>Improve planning system</b>	<b>111,000.00</b>	<b>43,000.00</b>	<b>18,000.00</b>	<b>10,000.00</b>	<b>182,000.00</b>
A/01/04/COG	Building up database	83,000.00	11,000.00	-	-	94,000.00
<b>Result 2</b>	<b>Improve the service of delivery system</b>	<b>97,000.00</b>	<b>107,000.00</b>	<b>107,000.00</b>	<b>56,000.00</b>	<b>367,000.00</b>
A/02/10/COG	CDF support for implementation of action plans	90,000.00	90,000.00	90,000.00	50,000.00	320,000.00
<b>Result 3</b>	<b>Improving capacity of training institutions</b>	<b>20,000.00</b>	<b>12,000.00</b>	<b>2,000.00</b>	<b>2,000.00</b>	<b>36,000.00</b>
<b>Result 4</b>	<b>Lesson dissemination</b>	<b>17,000.00</b>	<b>22,000.00</b>	<b>12,000.00</b>	<b>12,000.00</b>	<b>63,000.00</b>
<b>Part 2</b>	<b>General means</b>	<b>45,140.00</b>	<b>39,450.00</b>	<b>40,450.00</b>	<b>39,450.00</b>	<b>164,490.00</b>
<b>Result 1</b>	<b>Staff &amp; running cost</b>	<b>43,140.00</b>	<b>38,450.00</b>	<b>38,450.00</b>	<b>38,450.00</b>	<b>158,490.00</b>
Z/01/01/REG	PPB & service delivery TA	15,000.00	15,000.00	15,000.00	15,000.00	60,000.00
<b>Result 2</b>	<b>PMU office equipment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Result 3</b>	<b>M&amp;E, formulation &amp; contingencies</b>	<b>2,000.00</b>	<b>1,000.00</b>	<b>2,000.00</b>	<b>1,000.00</b>	<b>6,000.00</b>
<b>Sub-Total</b>	<b>BTC own management (REG)</b>	<b>23,350.00</b>	<b>20,950.00</b>	<b>21,950.00</b>	<b>20,950.00</b>	<b>87,200.00</b>
	<b>Co-management (COG)</b>	<b>266,790.00</b>	<b>202,500.00</b>	<b>157,500.00</b>	<b>98,500.00</b>	<b>725,290.00</b>
<b>Total</b>		<b>290,140.00</b>	<b>223,450.00</b>	<b>179,450.00</b>	<b>119,450.00</b>	<b>812,490.00</b>

## 9 CONCLUSIONS

### 9.1 Activities and Finance

To better enable achievement of the project objectives (Impact, Purpose and Outcomes) additional activities are proposed:

- (i) Support to 5-year SEDP planning in the pilot Districts and Communes (including associated tasks i.e. Planning Manual revision, data-base consolidation)
- (ii) Roll-out to all communes in Nga Bay town of annual SEDP preparation and implementation process (from 2011) and design roll-out strategy for other Districts
- (iii) Roll-out effectiveness will be enhanced if the project period is extended into 2012 with the use of uncommitted balances (see separate Proposal).
- (iv) Support ARD sector input to provincial 5-year plan preparation
- (v) Close CDF operations when appropriate
- (vi) Overall provincial government ownership is increased including, but not limited to, Result Area (Outcome) 4.

### 9.2 Monitoring criteria

#### 9.2.1 Efficiency – as section 6

#### 9.2.2 Suitability – as section 6

#### 9.2.3 Sustainability – as section 6

### 9.3 Advice of the JLCB on the recommendations

#### 9.3.1 Recommendations on activity planning

It was the original intention in the TFF that PARROC would support roll-out the experience gained in commune SEDP and budget preparation to more communes in the period 2010-2011. It was also intended that in its last two years PARROC would provide more support to district and provincial level SEDP and PSD. The TFF does not explicitly mention 5-year SEDPs but it is the case that the communes, districts and province will be preparing their 2011-2015 SEDPs between now and the end of 2010. To date PARROC has provided no support to 5-year plan preparation while in principle the 5-year SEDPs are very important and operationalised through annual SEDPs.

It is recommended that the project supports preparation of 5-year SEDPs in the pilot districts and communes in 2010. In 2011 roll-out of annual SEDP preparation to a larger number of communes could begin, although this roll-out would be prepared in 2010.

#### 9.3.2 Recommendations on financial planning

Roll-out effectiveness will be enhanced if the project period is extended into 2012 with the use of uncommitted balances (see separate Proposal).

#### 9.3.3 Recommendations on Logical Framework

The project Logical Framework has been revised and is presented in Annex 10.8

#### 9.3.4 Other recommendations

*STA inputs* - the STA is contracted to provide support to Hau Giang province on a half-time basis, with 12 months services over 24 months. It is still not clear how it is best to provide the services and over the past months various models for providing the services have been attempted. It is recommended that the provision of the services is kept very flexible but PMU meetings every other month should be held which the STA will attend and contribute to. It is important that the time of the STA is used effectively and the STA will ensure availability in Hau Giang for key meetings with provincial, district and commune personnel and other stakeholders.



## 10 ANNEXES

- 10.1 Tracking Gantt view / Activities
- 10.2 Baseline report / Activities (AdeptTracker)
- 10.3 Measuring indicators
- 10.4 Checklist efficiency
- 10.5 Checklist effectiveness
- 10.6 Checklist sustainability
- 10.7 Input in PIT
- 10.8 Logical framework year
- 10.9 Overview public contracts