



CTB

ANNUAL REPORT 2011

PROJECT VIE0403011

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

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Acronyms

<List all acronyms used in the Annual Report (alphabetically; see examples below)>

BTC	Belgian Technical Cooperation
CDF	Commune Development Fund
CPC	Commune People's Committee
DOHA	Department of Home Affairs
DPI	Department of Planning and Investment
DSC	District People's Committee
M&E	Monitoring and Evaluation
MPI	Ministry of Planning and Investment
OSS	One Stop Shop
PAR	Participatory Administrative Reform
PPB	Participatory Planning and Budgeting
PPC	Provincial People's Committee
PRA	Participatory Rapid Appraisal
PSD	Public Service Delivery
SEDP	Socio-Economic Development Plan
SMCL	Structure mixte de concertation locale
TA	Technical Adviser
TFF	Technical Finance File

1 Project form

Project name	Public Administration Reform and Roll out of CPRGS in Hau Giang Province (PARROC)
Project Code	VIE0403011
Location	Hau Giang Province
Budget	€ 2,750,000, in which Belgian contribution: € 2,500,000 Provincial contribution: € 250,000
Key persons	Mr. Tran Thanh Lap – Project Director Mr. Vo Minh Tam – Project – Deputy Director Ms. Dang Tran thi Trang Nha – Project Office Manager
Partner Institution	The People's Committee of Hau Giang Province
Date of implementation Agreement	18 th June 2007
Duration (months)	66 months including no cost extension period
Target groups	Local government (provincial, district and commune level)
Global Objective	To promote pro-poor socio-economic development and poverty reduction through public administration reform at the provincial, district and communal levels
Specific Objective	To improve the institutional and human capacities, the organizational set-up and the performances of the relevant local governments in the fields of development planning and budgeting and public service delivery.
Results	<p>Result area 1: Improvement of the planning and budgeting process and system at the provincial, district and commune level</p> <p>Result area 2: Improvement of the local administrative and socio-economic service delivery systems</p> <p>Result area 3: Improvement of the capacity of training institutions in providing PAR and project-related training</p> <p>Result-area 4: Dissemination of the lessons learned from the project</p>

2 Summary

2.1 Analysis of the intervention

Intervention logic	Efficiency	Effectiveness	Sustainability
Specific objective: To improve the institutional and human capacities, the organizational set-up and the performances of the relevant local governments in the fields of development planning and budgeting and public service delivery	B	B	C
Result 1 Improvement of the planning and budgeting process and system at the provincial, district and commune level	B	B	C
Result 2 Improvement of the local administrative and socio-economic service delivery systems	B	B	B
Result 3 Improvement of the capacity of training institutions in providing PAR and project-related training	B	B	C
Result-area 4: Dissemination of the lessons learned from the project	C	C	C

Budget	Expenditure per year					Total expenses as of 31/12/2011	Balance of the budget	Execution rate (%)
	2007	2008	2009	2010	2011			
2,470,499.26	50,367.69	243,181.39	655,425.18	497,023.87	246.838,94	1,692,837.10	777,662.16	69%

2.2 Key elements

Specific Objective	Comment
Result 1 : Improvement of the planning and budgeting process and system at the provincial, district and commune level	<ul style="list-style-type: none"> - The third participatory planning and budgeting cycles (the SEDPs) have been completed in six pilot communes. - CDF was used as the main vehicle for decentralized budgeting and investment ownership. The CDF has played a very positive role, and provided not only a strong incentive, but also a very suitable demonstration platform. The activities implemented by CDF have been managed rather efficiently and supporting basic needs of the communities of the six pilot communes. - A SEDP Planning Manual has been completed and was used as a key training material in training courses on SEDPs. - To start the reapplication of planning modality, the training courses on SEDP developing by the

	<p>participatory methods are organized for new rural communes and communes in pilot districts.</p> <p>- To build-up the planning database, deskstops are fully provided to 74 communes and 07 districts/towns of Hau Giang provide.</p>
<p>Result-area 2 : Improvement of the local administrative and socio-economic service delivery systems</p>	<p>- The procedures of TCVN ISO 9001:200 applied to OSS in 03 offices of District People's Committee were followed strictly. The documents and material systems were updated according to the government laws; individuals/organization did not receive any serious complaints on the quality of the fields applied ISO from the customers.</p> <p>- One Stop Shop model in 6 pilot communes which is now being scaled up to new rural communes in the province.</p> <p>- Public service delivery of six pilot communes are really improved by CDF which focus on pro-poor investment. Rural roads, bridge, water and sanitation are much better through CDF investment.</p> <p>- Training courses to enhance capacities of civil servants of Communes' OSS are met the needs of participants; 82 officials are trained and 86,11% of participants said that they met their needs when joining the courses</p>
<p>Result 3 : Improvement of the capacity of training institutions in providing PAR and project-related training</p>	<p>Since the local training organisations, for instance the political school, have insufficient human resources and time to invest into the new training fields, most of training courses which were organized for government officials were conducted by the project staff or the Department of Home Affair on an ad hoc basis. This however, is not an alternative to reaching result area 3. Trainings were taken place from Sept 2011 when the project returned to dynamic state, in total 9 classes held with the participation of 349 trainees.</p>
<p>Result-area 4 : Dissemination of the lessons learned from the project</p>	<p>It remains the weakest of all project components and outcomes/impacts.</p> <p>The experiences of the project's activities and other provincial organizations are disseminated by articles posted on Hau Giang newspaper, website of Hau Giang newspapers and project's website. There also a linkage with PORRIS project and Chia Se Program funded by Sweden Government. However, the expectation to the project's outcomes with a policy regulation at the central level is overly ambitious</p>

	target, which experiences of the project can be not only inform to the central level policy making but also to promote forums for exchange of experience and knowledge sharing with pother similar projects in other provinces. This kind of lead and initiative can only come from a higher central agency like MPI.
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2.3 Key Risks

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Legal and Institutional risks				
The project may not be relevant to National and local Planning and budgeting and PAR Reform Agenda. because The promulgation of the planning decree from the Ministry of Planning and Investment, which is the key supporting development for PARROC will continuously be delayed	High	-The project's linkages to national policy formulation have remained weak. -The promulgation of provincial decision will be a key legal framework for PARROC promote and apply new approach in SEDPs development in 03 pilot districts and new rural communes.	High	B
Leaders of the province are too busy with their own schedules and spend less time to the project.	Medium	The expectation to increase the participatory and ownership as well as the role of decision makers from the province of the provincial, and district institutional cannot be met as recommendation of the Strategic Reflection Mission.	Medium	A
Operational risk				
High rate of staff turning-over	Medium	The project is in the last year of implementation, the employers may terminate their labour contract for other jobs before the project officially ended, therefore, this will cause work-overload for whom will be stay and impact to the progress of the project	Medium	B
The enthusiasm in participation of local officials and authorities reduced in the last year of the project	High	Budget supported from the project to local partners, especially CDF, is less than previous years; this may lead to the decrease	Medium	B

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
		of enthusiasm from the partner staff. Reapplication progress can be slower than expectation.		
Difficulty to find proper consultants on participatory planning and budgeting, and Public Administrative Reform	Medium	Reapplication progress can be slower than expectation	Medium	B
Political risk				
Eurozone crisis become more serious	Medium	Fund for the budget may be granted. A result the project cannot be operated	Medium	

2.4 Key lessons learned and recommendations

Result area 1 says: *"Improvement of the planning and budgeting process and system at the provincial, district and commune level"*. However, in practical situation, communes chosen to pilot the methodologies on planning and budgeting are located in 03 different districts. In addition, the planning and budgeting process is piloted at commune level only, this lead to the difficulties to reach the outcome which aims to achieve the *improvement of the planning and budgeting process and system at the provincial, district in this extension period*. If there will another change to implement the similar PAR, it should be done entire one or two districts, then scale up into other districts of the province, and then reaching the provincial level. This way could lead to the improvement all 3 levels.

The expected outcome of result area 3 aims at the building up of institutional training capacity to continue training in participatory planning and service delivery on a sustainable basis. However, this expected outcome scoped with practical challenges causing the low performance of the result area 3. First, the tools to develop the SEDP of commune are logframe and grant charts, including building up a set of indicators. Those tools are not new in countries used to implement development project, but those ones are very strange in Hau Giang province, especially the trainers in local training institutions. Second, training courses organized to provide knowledge and skills on those above concepts but all knowledge provided are only in theory, it should take time for trainers to practise, to absorb and then to train to other members. But, trainers of local training institutions are too busy with their own training schedules in their schools, and they have no time to join field trips to practise or to gain practical experiences. Consequently, those trainers cannot give practical guidance to trainees who are willing to learn how to develop SEDP in practical situation instead of theory only. It is recommend that the outcome of result area 3 had better focus on improvement of capacity of related stakeholders, for instance provincial and district DPI, DoHA, in providing training on PRA and project-related training instead of focusing on improvement of the capacity of training institutions.

For the outcomes and impact of result area 4, which expect the project can be linked to the central level and its experiences can be contributed to the central policy formulation on PPB and PAR could not be achieved. The reason lies in the very nature of central-provincial relationship which still remains largely top-down. Expecting a small pilot project in a province to engage the big central level ministries in sharing of experience and adoption of this experience into central level policy formulation was a bit ambitious. A better option would have been to give a more effective coordinating and hand-holding

role to other project of BTC at MPI level.

For the projects on PAR which is similar project, a systematic indicators detailed the qualitative indicators into quantitative indicators, especially presenting the base line value and end target, to follow up and access the results and impacts achieved is curtail tool which should be included in the TFF or in the first year annual report, and this indicator matrix can be adjust to match with practical activities during implementation.

3 Analysis of the intervention

3.1 Context

3.1.1 Evolution of the context

The PARROC in Hau Giang was signed its Specific Agreement on June 18th /2007, with an effective start on 01/07/2007 planned completion in July 2011. The Mid Term Evaluation was implemented in 2009. The project achieved quite good results during the first three years. However, the perceptible differences over the sustainability of project intervention among STA, BTC Coordinator and the Provincial leaders have appeared. The fact that the STA and BTC resigned led the project into the period of uncertainty during 2011, and beginning of 2011. A Steering Committee Meeting held on 11th May 2011 is considered as a resumed-point of the project.

Both Strategic Reflection Mission implemented in November 2010, and BTC Performance Evaluation conducted in November 2011 reflected that the project is very much relevant with the National goal on public administrative reform. Moreover, the project has achieved robust results through a number of initiatives in participatory planning and budgeting and public service delivery. In fact, time for project operation in 2011 has only seven (7) months for implementation because all project activities could only be resumed after the Steering Committee Meeting which was held on 11th May 2011. With only seven (07) months of operation, the activities conducted are really remarkable, which solve shortcoming issues happened in 2010 in order that the project can be put on track again and then reapplication activities can be conducted, which are to roll out modality of SEDPs and OSS applied in 6 pilot communes to new rural communes, to provide trainings to enhance knowledge, and skills of local civil servants on the following topics: 1) participatory planning and budgeting, 2) data entrance and export when using planning database system, 3) procedures applied at Communes' OSS, 4) computer techniques.

Thanks to the extension period until December 2012, the Hau Giang province can show its commitment toward the application of methodologies on participatory planning and budgeting when develop the SEDPs, and the sustainability of the investment on OSS of districts and communes can be reflected more clearly through the satisfactory of the officials and communities. Recommendations of the Strategic Reflection Mission implemented in November 2010 are guidelines for the project team to be on trace and speed up the progress of the project. The most important matter is miss-understanding and miss-communication between BTC and the PPC no longer occur after the project resumed.

3.1.2 Institutional Anchoring

Score: (Very Appropriate, Appropriate, Not appropriate, Not appropriate at all)

It cannot indicate strongly that the project institutional structure is appropriate, and it is not accurate to grade this one is not appropriate, it can be classify that the structure have been tried to be functional, but this is not fully appropriate, because the project director board works part-time only, and those member keep very important responsibilities in the province, so they cannot help much time to spend for the project. The fact that the Provincial People's Committee issued the decision which assigned the Provincial Departments to take responsibilities in project tasks has only improved a bit the condition

that the PMU's structure is pretty thin.

3.1.3 Execution Modalities

Score: (Very Appropriate, Appropriate, Not appropriate, Not appropriate at all)

The initiatives of CDF activities which integrated into the commune's SEDP, disburse according to the national budget procedures, and manage by the Commune People's Committee have achieved results appear firmly anchored into the planning structure. These results also reveal that the members in the Commune People's Committee can formulate their own planning and implement those planning in proper direction.

Besides, PMU members the project established a management system combining of part-time working members, from communes to province, including sub-project manage unit at communes, districts, a provincial task-force team, but the turn-over ratio of those members was rather high, and they have less time to implement and monitor the project activities closely due to they also too busy with their governmental responsibilities.

The PMU would have assigned M&E position to set up a comprehensive indicator scheme to monitor project activities accordingly and analysis impacts of activities implemented.

In brief, the execution modalities which is established is rather appropriate, and this should follow strictly when practise to make the modalities appropriate.

3.1.4 Harmo-dynamics

Project intervention actually brought tangible benefits to the communities. Beneficiaries show a great satisfaction about the project and the results are clearly owned in the pilot communes and districts. Therefore, the authorities at communes and districts level contributed actively to the activities of CDF and OSS. For example, the OSS at 03 pilot districts actively planned to add more fields to the next round of ISO 9001:2008, the OSS of Hiep Thanh were upgraded by national budget in order to improve their service to communities. In addition, 06 pilot communes are active promoters of participatory planning and budgeting to new rural communes.

3.2 Specific objective

3.2.1 Indicators

Specific objective: To improve the institutional and human capacities, the organizational set-up and the performance of the relevant local governments in the field of development planning and budgeting and public service delivery						
Indicators (in logframe of the TFF)	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
Local governments' ability to integrate poverty reduction and growth into planning and budgeting and to delivery services efficiently and effectively						- No baseline value and end target set in TFF - Indicators which were set in the TFF cannot be

To do this in a broad-based participatory manner and with a focus and outcomes and monitorable results involving the user and especially the poor						TFF cannot be measure without survey, then, there is no survey to measure these indicators this year. Will be further evaluation in the Final Evaluation implemented
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3.2.2 Analysis of progress made

Even though there were SMART indicators set for the specific objective. In 2012, the provincial authorities in Hau Giang showed their perceived that the project is an opportunity to contribute to the development of the province and presented their commitments towards planning and budgeting process through their policies: 1) the PPC's approval letter to permit the application of the participatory planning & budgeting process in 3 pilot districts and new rural communes; 2) the decision no. 1393 dated 1st September 2011 issued by the PPC to assign tasks in implementing administrative reforms to line departments within the province. The following aspects strongly contributed to the achievement of the specific objective.

Community Development Fund: *the use of the CDF during the pilot implementation phase strongly incentivises the beneficiaries to work towards the provision of tangible results. Public Service Delivery in the communes was deeply improved with the supports of CDF. Eight (08) fields of public services invested are integrated into Socio-Economic Development Plan of the communes which are designed through steps of the participatory planning and budgeting process. The idea of pilot followed by replication is a good way to develop PAR. The demonstration in the pilot communes is so clearly positive that it would automatically convince fully the other communes to follow the same process. The pilot communes benefitted from the CDF which is a strong incentive to introduce and apply new methods, but the replication to other communes that would benefit at best from a much smaller budget incentive may not be easy. At the meantime, the Hau Giang province is mobilizing its resources to build up new rural communes. The tools which were introduced by the Provincial Department of Agricultural and Rural Development (DARD) to design the five-years strategy proposal for new rural communes are also pressed the participatory tools, which have also been used to develop annual SEDPs by the PARROC. As a result, the project can take this advantageous point to help the communes to break down the communes' five year new rural strategy into annual SEDPs, and budget for SEDPs will be focus on National and Provincial budget instead of supports from the PARROC project.*

One stop shops: *expressed their effectiveness to serve the community which indicates by the community satisfactory ratio, usually higher than 80% both in the districts and communes. OSS of 03 pilot districts were the ones in the provinces achieved the certificates on TCVN ISO 9001: 2000 in 2009, and they can still maintain their standards. Now all 07 OSS of districts/town obtained this certificate. It can be proud that the PARROC is a pioneer to implement the instruction of the Central Government to apply the quality standards of ISSO to public admiration aspects. The PPC also valued the supports of PARROC to the Communes' OSS, hence, the PPC suggested the project shared its resources to support the OSS in the new rural communes, especially training courses. Primary supports of the project toward those communes, upgrading working house, training courses, were met the expectation of the communes. They were highly appreciated the participatory practises introduced to the communes during the tasks implemented.*

Capacity Building: The delivery of capacity building on PPB and PAR by the project is constrained by lacking of a comprehensive training program. Most of the courses organized were only focused on practical topics which were being used in the activities implemented. There are no such training courses which provide basic knowledge on development aspect. However, in 2011 the project have made the differences on training organization, which use the internal resources instead of hiring consultants from another provinces, the project facilitators and taskforce members from DoHA are trainers. The project facilitators are key factors to replicate the modality of participatory planning and budgeting within the pilot districts and spreading to new rural communes.

Last BTC performance evaluation conducted in December 2011 indicated the results obtained through the project, even if still modest, are undoubtedly contributing to the partial achievement of the specific objective of the project, as well as to raising general awareness about the importance of PAR and the practical consequences of good planning and budgeting, and administrative service delivery, on the life of the inhabitants, but these are not measurable in an aspect of impacts. This comment is a valuable lesson-learned on Monitoring and Evaluation aspect which can be seen as a weak point of the PARROC.

3.2.3 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Legal and Institutional risks				
The project may not be relevant to National and local Planning and budgeting and PAR Reform Agenda. because The promulgation of the planning decree from the Ministry of Planning and Investment, which is the key supporting development for PARROC will continuously be delayed	High	-The project's linkages to national policy formulation have remained weak. -The promulgation of provincial decision will be a key legal framework for PARROC promote and apply new approach in SEDPs development in 03 pilot districts and new rural communes.	High	B
Leaders of the province are too busy with their own schedule and spend little time to the project.	Medium	The expectation to increase the participatory and ownership as well as the role of decision makers from the province of the provincial, and district institutional cannot be met as recommendation of the Strategic Reflection Mission	Medium	A
Operational risk				
High rate of staff turning-over	Medium	The project is in the last year of implementation, the employers may terminate their labour	Medium	B

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
		contract for other jobs before the project officially ended, therefore, this will cause work-overload for whom will be stay and impact to the progress of the project.		
Political risk				
Eurozone crisis become more serious	Medium	Fund for the budget may be granted. A result the project cannot be operated	Medium	A

3.2.4 Quality criteria

Criteria	Score	Comments
Effectiveness	B	Most of results on improvement of public service delivery and development planning, which based on the VDGs agenda, grassroot democracy, national public administration reform, can be tangible, such as rural construction, education investment, water and sanitation improvement, planning database entry, and training course organization.
Efficiency	B	The expenditures are quite compatible with the outputs produced by the project. In addition, the structure of PMU is very skeletal, however this team obtained quite considerable outcomes of rolling out the modalities of planning and OSS during past seven months of 2011, after the Project Steering Committee Meeting hold in May 2011.
Sustainability	C	The delay of promulgation on planning decree on planning from the Minister of Planning and Investment may impact on the commitments of the commune authorities on the participatory planning process. Linkage among the similar projects to PARROC for an advocacy for the decree is in need.
Relevance	B	The specific object of the project that is to improve the institutional and human capacities, the organizational set-up and the performance of the relevant local governments in the field of development planning and budgeting and public service delivery is very much in line with the national programs which are the Vietnam CPRGS, PAR reform and reform of national SEDP (2006-2010).

3.2.5 Potential Impact

Even though it is difficult to measure the impacts the specific objective due to SMART indicators, the potential impacts of the project can be recognized in the way of changing in thinking and approach to develop the Socio-Economic Development Plan at the commune, to select public service area to invest. Most important is that the concept that communes can have appropriate capacities to be owner investment can be proved through practises from CDF.

The commitment of the provincial government to issue policies and assign tasks to departments to replicate the work carried out in the pilot communes into all the other communes in the pilot districts and new rural communes are strong examples of project impact at provincial level.

The project approach on OSS strengthening also lead to visible impacts, which the project weight toward human capacities rather than only focusing on either providing equipment, or construction.

However, the delays in the previous years affects of time available for reapplication modalities piloted, and then the impacts of the project cannot be wider.

3.2.6 Recommendations

Recommendations	Source	Actor	Deadline
It could develop a systematic indicators, and adequate methodologies to measure the achievement and impact of the specific objective when conducting the ending evaluation.	3.2.1, 3.2.4, 3.2.5	BTC - Hanoi	Before project ending evaluation, estimated around quarter 4/2012

3.3 Results

3.3.1 Indicators

The log frame in the TFF wasn't set up the M&E plan with baseline value and end target, hence it caused difficulties to measure the progress through SMART indicators. The indicators in the below table are extracted from the revised logframe included the Strategic Reflection Mission Report.

Result 1: Improvement of the planning and budgeting process and system at the provincial, district and commune level						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
Breadth of participation from stakeholders at different levels and impact of their participation on planning decisions taken	No baseline survey, so Information is not available	- 100% relevant holders at commune level participate and contribute their opinions into the SEDPs' design and implementation.	- The level of participation at commune level is retained. - More involvement at the district and provincial level	- To retain the level of participation of commune stakeholders - To get more involvement from stakeholders at district and provincial level		If classify the
Provincial planning manual formalizing the role and responsibilities in decentralized planning notified and implemented		The draft planning manual on SEDP was completed	- The planning manual on SEDP is revised and used as the key material in training courses on PPB - The PPC official approved in wiring the form and process to develop SEDP of communes. - The DPI informed in writing (letter no. 552/KH-ĐT) the role of the DPI in monitoring the process of SEDP formulation of communes	Basing on the practical experiences to improve the planning manual in order that it is a good guideline for SEDP design		
Decentralized investment management guidelines for communes notified and implemented		CPC of 06 pilot communes were approved to be an investment owner of investment having value under 1 billion	As previous year			<i>As new regulation from the government, CPC which has capacity can be an investment owner of investment having value under 3 billion</i>

Increase the number of communes applying notified PPB process		06 pilot communes	15 communes notified the PPB process (including 06 pilot communes and 09 new rural communes)	Other 30 communes notified the PPB process		The PPC approval to roll out the PPB process was issued in Sept 2011, it had no enough time to roll out the PPB process to all communes of pilot districts. It is planned to speed up these activities in 2012.
Increase the number of districts applying notified PPB process						There is no discussion on applying the PPB process at district level

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

Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
priority services identified for plan, budget allocated and service delivery		100% of pilot communes' SEDPs were identified priority services which calculated budgets accordingly	The status of previous year is retained			
CDF support for implementation mobilized and CDF approach adopted for government's own budget		<i>Belgium contribution:</i> Disbursement ratio of CDF is 90.77% against 800.000 Euro (original budget)	Disbursement of CDF is 96.76% against 800,000 Euro (original budget) - and is 94% against 826.274,66 Euro (revised budget)		100% disbursement	The government did not allocate government budget as CDF adoption yet
Pro poor services prioritized and delivered in an efficient manner		100% activities for the poor from CDF prioritized to delivery in time	The status of previous year is retained			
Once stop shop adopted across the pilot and subsequently on province wide basis		One stop shop 06 pilot communes receiving supports of the project (equipment, and training course provided)	One stop shop of 09 new rural commune receiving supports of the project (working house upgraded and training course provided)	09 new rural communes		
Degree of citizen's satisfaction with quality of government services at commune and district level.		- At commune level (06 pilot commune only): 70-85%	- At commune level (06 pilot commune only): - 75%-90%			

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

Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
Comprehensive training plan for required capacity development prepared						A training schedule on planning process was designed by the political school, however with limited human resources and trainers' knowledge, this schedule could not be implemented
Action plan for required capacity building of provincial political school finalized and identified human and material resources provided						No proposal from the political school sent to the project even though the project commit to offer financial support
Number of training modules for PAR and PPB prepared for district and commune staff			01 training modules with 2 classes on PRA, and 4 modules with 7 classes on PPB			Trainings were taken place from Sept 2011 when the project returned to dynamic state. All training coursed were organized by the PMU and DoHA instead of the Political school as expectation
Number of section held and number of staff trained			In total 9 classes held with the participation of 349 trainees			

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

Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
Lesson sharing plan and system developed forums identified as part of annual plan of the project		48 issues with 48 short articles as lessoned-learned about PAR posted on Hau Giang newspaper	-24 issues with 24 short articles - 06 issues posted 12 long articles posted on special page on PRA of Hau Giang Newspaper			Hau Giang Newspaper formed a special page for PAR from July 2011, published once a month instead of short article per week
Regional/national and provincial workshops held for sharing of experience on improved planning and service delivery between national and provincial and among entities					One national workshop only	This workshop is planned to organized before the project closed

3.3.2 Evaluation of activities

Ref.	Activities (See guidelines for interpretation of scores)	Progress:				Comments (only if the value is C or D)
		A	B	C	D	
Result 1: Improvement of the planning and budgeting process and system at the provincial, district and commune level						
	Sub-result Area 1.2- Participatory planning materials and data available					
1.2.1.a	National study visits (continued and combined with Result Area # 2)			x	The typhoon occurred in Quang Tri province where planned to visit. This led to the delay of the trip	
1.2.2.e	Refinement of SEDP manual for communes		x			
1.2.3	Building up the planning database to support the SEDPs' design					
1.2.3.c	Build up software of database system including training (continued)		x			
1.2.3.c	Data entry to database system		x			
1.2.3.d	Equip hardware for the planning database - purchase Window 2008 R2	x				
	Sub-result Area 1.3 - Training delivered to key stakeholders					
1.3.2	Training based on SEDP manuals	x				
	Sub-result Area 1.4 - Planning is used as an effective Management Tool					
1.4.2.c	Supervise the implementation of SEDPs 2011 of 6 pilot communes/ward		x			
1.5.2	Support for implementation of participatory planning for all communes in the province		x			
Result 2: Improvement of the local administrative and socio-economic service delivery systems						
	Sub-result Area 2.1 –Building on/completing phase 1 administrative service delivery					
2.1.3	Support implementation and evaluation					
2.1.3.b	Support IT application (hardware and software) in 2 districts (Phung Hiep and Long My), based on lesson learned from the model at Nga Bay town					
2.1.3.j	Evaluation the Quality Control system as TCVN ISO 1900:2000 at 3 pilot districts and town - the second evaluation					
2.1.3.k	Support for upgrading OSS office building and equipment					
2.1.4	Training to improve the public service delivery					
2.1.4.h	Capacity building for computerization of OSS in 3 pilot districts			x	Nga Bay town was provided a hardware and software to manage residents' administrative application in late 2009. Phung Hiep and Long My would like to indemnity the effectiveness of this system, then they suggested to delay this activity until 2012	
2.1.4.g	Training skills for OSS staff of all 29 communes in 3 districts		x			
	Sub-result Area 2.2 Piloting approaches to social and economic PSD at district					

Ref.	Activities (See guidelines for interpretation of scores) and commune level	Progress:				Comments (only if the value is C or D)	
		A	B	C	D		
2.2.3	With the relevant provincial and district authorities, develop a service delivery improvement plan in social and economic sectors (SEDPs design)		x				
2.2.4	Supports for preparation of annual SEDP in pilot communes and non-pilot communes		x				
2.2.7	CDF support to 6 pilot commune SEDPs						
2.2.8	Technical support on public service delivery and other issues related to administration reform		x				
Result 3: Improvement of the capacity of training institutions in providing PAR and project-related training							
Sub-result Area 3.1-Training areas and delivery arrangements identified							
3.1.2	Develop the training program			x		Could not gain the supports from the Political School, because their trainers were occupied with their own teaching schedule	
Sub-result Area 3.2 - Training resources developed							
3.2.1	Prepare training materials (including training manuals) (continued)			x			
3.2.2	Training of Trainers (continued)			x			
3.2.3	Support necessary IT (continued)			x			
Sub-result Area 3.3 - Training related to participatory planning and improved PSD delivered							
3.3.1	Series of training courses conducted by local training institutions (continued)		x			But organized by the PMU and the DOHA	
Result-area 4: Dissemination of the lessons learned from the project							
Sub-result Area 4.3 - Web design and other communication tools							
4.3.2	Maintain and improve the project web-pages						
4.3.4 Develop other communication tools							
4.3.4.a	Cooperate with local & regional Newspapers to spread out lesson-learned and news on PAR		x				
4.3.4.b	Design and deliver posters to communicate on Administration Reform		x				
4.3.4.d	Organize the competition on Administration Reform				x	Lack of human resources and much busy; so ,the DoHA suggested to organize this activity in 2012	

3.3.3 Analysis of progress made

At the beginning of the project, BTC has managed the process rather than the results. Over the past 18 months this has gradually changed into a much more hands-on approach. The organisation of a Strategic reflection mission (2010) was essential to put the project back on track but making the resulting decisions earlier would have saved time and resources. However the problems in management and staffing of the project had not been flagged out in the MTR, hence there was limited scope to formalise the issues and find solutions. BTC has efficiently looked for ways to identify clearly the problem, and plays an essential moderator's role. Consequently, with all the efforts of BTC and counterparts, the project is driven back on track with the following remarkable progress.

RESULT AREA 1: Tangible for 2011 results include the Manual for SEDP; a website database including socio-economic indicators needed to develop and monitor SEDP provided

to the 74 communes of Hau Giang and 7 towns/districts; staff training in filling in the relevant data and suitable hardware for departments in communes, districts, and province; staff training in carrying out planning (SEDP) according to the new approach (participatory planning and budgeting). In the current stage, the reapplication stage, those steps are combined into seven steps. In 2011, 09 rural communes were trained. Target of the PARROC is to spread the SEDP's modality to 43 communes, and the DPI will be in charge of training other 29 communes in order that all communes of Hau Giang province can be developed SEDPs according to participatory. The DPI of Hau Giang Province shows it high commitment to this goal.

RESULT AREA 2: All the activities carried out under this result area are following the roadmap of the government, which has made the 'One-Stop Shops (OSS) for citizens' a cornerstone of their policy. PARROC has supported ISO certification of the OSS of 3 pilot districts in 2009. IT application (hardware and software) to implement OSS was provided to Nga Bay Town. The files are entered in the system and the leaders can be followed through the entire procedure. This help the leaders enable to monitor the quality of services delivery more accurately in.

A number of training courses were provided to support improvement in the delivery of administrative service to citizen through the three pilot districts. The training was well perceived and reached full attendance. A service delivery improvement plan in social and economic sectors was developed. As previous years, the CDF supported the implementation Public Service Delivery Plans in 06 pilot communes

RESULT AREA 3: Since the local training organisations, for instance the political school, have insufficient human resources and time to invest into the new training fields, most of training courses which were organized for government officials were managed by the project staff or the Department of Home Affair on an ad hoc basis. This however, is not an alternative to reaching result area 3 but at the moment there seem to be no structural alternative. Trainings were taken place from Sept 2011 when the project returned to dynamic state. All training coursed were organized by the PMU and DoHA, in total 9 classes held with the participation of 349 trainees

RESULT AREA 4: The experiences of the project's activities and other provincial organizations are disseminated by articles posted on Hau Giang newspaper, website of Hau Giang newspapers and project's website. There also a linkage with PORRIS project and Chia Se Program funded by Sweden Government. However, the expectation to the project's outcomes with a policy regulation at the central level is overly ambitious target.

Overall, positive results are obtained in planning and budgeting improvement in the pilot communes, in delivering services in the pilot districts and communes, but these are not measurable in a aspect of impacts. Result area 1 would be fully attained with the extension of the model to the other communes of the pilot districts and beyond, but this is not yet completed. Up to now, little result is obtained for the result areas 3 and 4 and their full achievement is still a tough challenges.

In addition, in many results areas, indicators supporting a results-oriented management are not in place and it cause the difficulties to assess the achievement of the project, especially to access the impact made.

3.3.4 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Legal and Institutional risks				
The project may not be relevant to National and local Planning and budgeting and PAR Reform Agenda. because The promulgation of the planning decree from the Ministry of Planning and Investment, which is the key supporting development for PARROC will continuously be delayed	High	-The project's linkages to national policy formulation have remained weak. -The promulgation of provincial decision will be a key legal framework for PARROC promote and apply new approach in SEDPs development in 03 pilot districts and new rural communes.	High	B
Leaders of the province are too busy with their own schedule and spend little time to the project.	Medium	The expectation to increase the participatory and ownership as well as the role of decision makers from the province of the provincial, and district institutional cannot be met as recommendation of the Strategic Reflection Mission	Medium	A
Operational risk				
High rate of staff turning-over	Medium	The project is in the last year of implementation, the employers may terminate their labour contract for other jobs before the project officially ended, therefore, this will cause work-overload for whom will be stay and impact to the progress of the project	Medium	B
The enthusiasm in participation of local officials and authorities reduced in the last year of the project	High	Budget supported from the project to local partners is less than previous years; this may lead to the decrease of enthusiasm from the partner staff. Reapplication progress can be slower than expectation	Medium	B
Difficulty to find proper consultants on participatory planning and budgeting, and Public Administrative Reform	Medium	Reapplication progress can be slower than expectation	Medium	B
Political risk				

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Eurozone crisis become more serious	Medium	Fund for the budget may be granted. A result the project cannot be operated	Medium	

3.3.5 Quality criteria

Criteria	Score	Comments
Effectiveness	B	Tangible result can be viewed: manual for SEDP; a website database including socio-economic indicators needed to develop and monitor SEDP provided to the 74 communes of Hau Giang and 7 towns/districts; staff training in filling in the relevant data and suitable hardware for departments in communes, districts, and province; staff training in carrying out planning (SEDP), upgrading working house of OSS at communes, etc...
Efficiency	B	In 2011, a boost has been given and plans indicate that it should be possible to implement approved activities until the end of the extension. The Communal Development Funds expenditures have been carefully planned and are going to be fully spent towards 2012, The tangible results achieved are highly relevant and in line with costs.
Sustainability	B	In the three pilot districts and the six pilot communes, results appear firmly anchored into the planning structure and there seems to be strong commitment to continue planning according to the new methodologies. Regarding support to the OSS, this is likely to be sustainable as it is a government strategic framework.

3.3.6 Budget execution

Please refer to annex 7.3

3.3.7 Recommendations

Recommendations	Source	Actor	Deadline
<i>To speed up the result Area 3, the outcome of the result should be adjusted to “improvement of the <u>training capacity of relevant stakeholders in providing PAR and project related training</u>” instead of “improvement of the <u>capacity of training institutions in providing PAR and project related training</u>”</i>	3.3, 3.3.2	PMU	
<i>A comprehensive indicator matrix should be discussed and finalized to measure the impacts of result area implementation when conducting project ending evaluation.</i>	3.3	PMU, Program officers, Consultants	Before Q4/2012

4 Transversal Themes

4.1 Gender

The concept of participatory planning, which is at the core of result area 1, has explicitly required the involvement of mass organizations at commune, district and provincial levels included Woman Union Units. Such organisations have participated in the development of SEDP since 2010 and have been able to voice requirements much more than in the past. As a result, woman households have been prioritized beneficiaries from the project (CDF funds) (e.g. WC building, clean water, milk provided for children nutrition).

4.2 Environment

Environment has been a priority area for planning, in particular water and waste water. Water and waste water have been the top two priority areas for spending the CDF, and the pilot communes have made it a key priority in their SEDP 2012.

5 Decisions taken by the JLCB and follow-up

Decisions	Source	Actor	Time of decision	Status

6 Lessons Learned

Lessons learned	Target audience
<p>Indicators supporting a results-oriented management were not set up properly, and it may be difficult to introduce them at this stage of implementation of the project, this should be done at the first year of the project</p>	<p>Director Board of PMU</p>
<p>Result area 1 says: <i>“Improvement of the planning and budgeting process and system at the provincial, district and commune level”</i>. However, in practical situation, communes chosen to pilot the methodologies on planning and budgeting are located in 03 different districts. In addition, the planning and budgeting process is piloted at commune level only, this lead to the difficulties to reach the outcome which aims to achieve the <i>improvement of the planning and budgeting process and system at the provincial, district in this extension period</i>. If there will another change to implement the similar PAR, it should be done entire one or two districts, then scale up into other districts of the province, and then reaching the provincial level. This way could lead to the improvement all 3 levels.</p>	<p>Director Board of PMU, Provincial Department of Planning and Investment</p>
<p>For the outcomes and impact of result area 4, which expect the project can be linked to the central level and its experiences can be contributed to the central policy formulation on PPB and PAR could not be achieved. The reason lies in the very nature of central-provincial relationship which still remains largely top-down. Expecting a small pilot project in a province to engage the big central level ministries in sharing of experience and adoption of this experience into central level policy formulation was a bit ambitious. A better option would have been to give a more effective coordinating and hand-holding role to other project of BTC at MPI level.</p>	<p>Director Board of PMU, Provincial Department of Planning and Investment</p>

7 Annexes

7.1 Logical framework

Hierarchy of Objectives	Key indicators of Performance	Monitoring and Evaluation	Critical Hypothesis
Development Objective	Sector Indicator	Sector Reports	
To promote pro-poor socio-economic development and promote poverty reduction through public administration reform at provincial, district and commune levels.	Macro <ul style="list-style-type: none"> Per capita income increases Poverty rate reduction Sectoral Level: <ul style="list-style-type: none"> Investment/business growth Agriculture output Employment Tax receipts 	<ul style="list-style-type: none"> MDG/VDG/CSGRP UNDP HDR WDR Income Tables UNCTAD Global Investment 	
Purpose of the Project	Indicators of Outcomes	Project Reports	From purpose to Dev. objective
To improve the institutional and human capacities, the organizational set up and the performance of local governments in the fields of development planning and public service delivery, management and monitoring	<ul style="list-style-type: none"> Local governments' ability to integrate poverty reduction and growth into planning and budgeting and to deliver services efficiently and effectively To do this in a broad-based participatory manner and with a focus on outcomes and monitorable results involving the user and especially the poor 	<ul style="list-style-type: none"> Periodic evaluations Mid term Evaluation Final Evaluation 	<ul style="list-style-type: none"> No reversal of grassroots democracy legislation and PAR Pronnulgation of New National Planning Law
Results	Indicators of Results	Reports of the Project	From Results to Purpose
RESULT 1 Improvement of planning and budgeting process and system at the provincial, district and commune level	<ul style="list-style-type: none"> Breadth of participation from stakeholders at different levels and result of their participation on planning decisions Provincial planning manual formalizing the roles and responsibilities in decentralized planning notified and implemented Decentralized investment management guidelines for communes notified and implemented Increase in number of communes applying notified annual PPB process Increase in number of districts applying notified PPB process 	<ul style="list-style-type: none"> Project plans and progress reports Ad-hoc, mid-term and final evaluations Consultants reports 	<ul style="list-style-type: none"> New Planning Manual prepared and notified at provincial level Decentralized investment guidelines for communes/ districts adopted Capacity of training institutions at provincial level improved in delivering PPB and PAR training
RESULT 2 Improvement of the local administrative and socio-economic service delivery systems	<ul style="list-style-type: none"> Priority services identified for plans, budgets allocated and services delivered CDF support for implementation mobilized and CDF approach adopted for government's own budgets Pro-poor services prioritized and delivered in an efficient manner One Stop Shop concept adopted across the pilot and subsequently on province wide basis 	<ul style="list-style-type: none"> Project quarterly and annual reports Commune and district plans Adhoc and mid-term evaluations Final evaluation 	<ul style="list-style-type: none"> CDF approach to decentralized plans and budgets adopted for provincial budgets as well

	<ul style="list-style-type: none"> Degree of citizen's satisfaction with quality of government services at commune and district level 		
RESULT 3 Improvement of capacity of training institutions in providing PAR and project related training	<ul style="list-style-type: none"> Comprehensive training plan for required capacity development prepared Action plan for required capacity building of provincial political school finalized and identified human and material resources provided Number of training modules for PAR and PPB prepared for district and commune staff Number of sessions held and number of staff trained 	<ul style="list-style-type: none"> Annual project plans Quarterly and annual project reports Adhoc evaluations 	
RESULT 4 Dissemination of lessons learned from project	<ul style="list-style-type: none"> Lesson sharing plan and systems developed/ forums identified as part of annual plans of the project Regional/national workshops held for sharing of experience on improved planning and service delivery between national and provincial and among provincial entities 	<ul style="list-style-type: none"> Project plans and budgets Project progress reports Workshop reports 	

7.2 M&E activities

7.3 Strengths of M&E activities of the project

The M&E activities underline the project are based on the participatory concept. The activities involve iterative planning cycle, for instance project logframe, periodic reports, observation implemented during regular field trips at communes and villages. To ensure of effective M&E is to make it processing at all level.

Last year, measurement instruments which are listed below have been implemented to collect data and information in order to value the achievement and withdraw lesson-learned of the project:

At provincial level:

- Project Annual Planning and Reports
- Minutes of meeting of Project Steering Committee
- Quarterly Workplans and Reports of PMU
- Minutes of meeting of PMU
- Quarterly Reports of PMU to BTC office in Hanoi
- Mission of BTC Program officer, and Finance Manager
- Monthly Workplans and Reports of project facilitators
- Monthly Financial Report
- Montly Financial Planning
- Evaluation for BTC performance (taking place in December 2011)

At District level

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

At Commune level

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

Capacity Building for M&E

Trainings on M&E were integrated into the SEDP training contents program. Those tasks ensure the flexible and practical of M&E aspects. These trainings created the opportunities for partners and project staff review the basic concepts of M&E, develop the detail M&E matrix plans for the SEDPs, discuss and revise forms used collect information for indicators

7.4 Weak of M&E activities of the project:

A Compressive Matrix of M&E activities, in which baseline value, target indicators was included, was not set when the project starting. Therefore it now is too difficult for comparison in order to evaluate the weight of achievement for each indicator proposed in the project logframe.

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

Budget vs Actuals (Year to Month, by Quarter) of VIE0403011												
Project Title :		PAR extension linked to CPRGS										
Budget Version :		C03		Year to month : 31/12/2011								
Currency :		EUR										
YiM :		Report includes all closed transactions until the end date of the closed closing										
		2011										
Status	Fin Mode	Amount	2010	Q1	Q2	Q3	Q4	Total	Total Exp.	Balance	% Exec	
A	IMPROVE CAPACITIES &	1.627.267,42	941.772,78	52.808,65	56.242,75	50.597,48	14.766,28	174.415,17	1.116.187,94	511.079,48	63%	
01	Improve planning system at	344.550,20	105.140,53	36.492,28	17.952,78	49.486,15	-5.597,14	98.334,07	203.474,59	141.075,61	58%	
	01 Study and assessment of	6.143,94	6.143,94						6.143,94	0,00	100%	
	02 Study tours on PPB	56.437,56	40.100,95				-2.705,97	-2.705,97	37.393,98	19.043,58	66%	
	03 Planning manuals and	32.759,46	20.857,94	9.440,34	1,18			9.441,52	30.259,46	2.500,00	92%	
	04 Build up a database to	128.870,20	23.866,66	27.051,94	17.951,60	47.707,89	-5.812,11	86.899,31	110.765,97	18.104,23	86%	
	05 Organise training on PPB	39.011,28	9.011,28			1.778,27	2.921,85	4.700,11	13.711,39	25.299,69	35%	
	06 Implementation of	45.046,85	5.046,85				0,09	0,09	5.046,94	39.999,91	11%	
	07 Assessment of	4.000,00	0,00						0,00	4.000,00	0%	
	08 Replication of the model in	32.240,91	112,91						112,91	32.128,00	0%	
02	Improve the service of	1.115.218,86	778.295,76	15.654,50	36.676,50	177,12	14.700,55	67.208,67	845.504,43	269.714,43	76%	
	01 Undertake assessment of	2.985,12	2.985,12						2.985,12	0,00	100%	
	02 Support planning of further	100,88	100,88						100,88	0,00	100%	
	03 Support implementation and	217.773,69	34.459,29	-795,10	69,50			-725,60	33.773,69	184.000,00	16%	
	04 Provide capacity building	10.864,40	864,40				2.983,21	2.983,21	3.847,61	7.016,79	35%	
	05 Institutional appraisal of	9.109,97	9.109,97						9.109,97	0,00	100%	
	06 Develop a service delivery	5.619,03	5.619,03						5.619,03	0,00	100%	
	07 Action planning & budgeting	21.764,03	6.764,03						6.764,03	15.000,00	31%	
	REGIE	404.934,26	247.396,67	2.718,09	6.695,13	11.051,27	4.471,64	24.936,13	272.332,80	132.601,46	67,00	
	COGEST	2.065.565,00	1.198.601,49	65.805,43	66.786,91	62.515,02	26.815,45	221.902,81	1.420.504,30	645.060,70	69,00	
	TOTAL	2.470.499,26	1.445.998,16	68.523,51	73.462,05	73.566,29	31.287,09	246.838,94	1.692.837,10	777.662,16	69,00	



Budget vs Actuals (Year to Month, by Quarter) of VIE0403011 Printed on 20/01/2012

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Budget vs Actuals (Year to Month, by Quarter) of VIE0403011

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

Budget Version : **C03** Year to month : 31/12/2011

Currency : **EUR**

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

	Status	Fin Mode	Amount	2011					Total	Total Exp.	Balance	% Exec
				2010	Q1	Q2	Q3	Q4				
08 Train officials involved in		COGEST	5.521,14	5.521,14					5.521,14	0,00	100%	
09 Establish CDF's rules,		COGEST	203,74	203,74					203,74	0,00	100%	
10 CDF support for		COGEST	826.274,66	709.947,09	16.327,57	36.407,91	-4,05	11.411,52	64.142,94	774.090,03	52.164,63	94%
11 Technical support for		COGEST	14.711,21	2.390,06	122,03	199,10	161,17	305,62	808,12	3.196,20	11.513,01	22%
12 Evaluation implementation		COGEST	290,99	290,99						290,99	0,00	100%
13 Hold consultations with		COGEST	0,00	0,00						0,00	0,00	7%
03 Improving capacity of			95.549,86	35.915,91	-366,05		690,90		324,65	36.240,76	59.309,10	38%
01 Conduct capacity		COGEST	7.046,51	7.046,51						7.046,51	0,00	100%
02 Prepare materials		COGEST	28.065,75	8.065,75						8.065,75	20.000,00	29%
03 Support necessary IT		COGEST	30.437,60	20.803,65	-366,05				-366,05	20.437,60	10.000,00	67%
04 Assess the quality of		COGEST	30.000,00	0,00			690,90		690,90	690,90	29.309,10	2%
04 Dissemination of lessons			71.948,50	22.420,58	1.027,92	1.613,46	243,31	5.662,86	8.547,59	30.968,16	40.980,34	43%
01 Communication strategy		COGEST	13.393,27	13.393,27						13.393,27	0,00	100%
02 Establish network with other		COGEST	13.440,94	3.455,90	-44,95				-44,95	3.440,95	9.999,99	26%
03 Web site design and		COGEST	31.669,47	5.096,59	1.072,87	1.613,46	243,31	5.662,86	8.592,53	13.689,12	17.960,35	43%
04 Prepare best practices		COGEST	0,00	0,00						0,00	0,00	7%
05 Dissemination workshop		COGEST	13.444,82	444,82						444,82	13.000,00	3%
Z GENERAL MEANS			843.231,84	504.225,36	15.714,86	17.219,29	22.968,61	16.520,61	72.423,77	576.649,16	266.582,66	68%
		REGIE	404.934,26	247.396,67	2.718,09	6.695,13	11.051,27	4.471,64	24.936,13	272.332,80	132.601,46	67,00
		COGEST	2.065.565,00	1.198.601,49	65.805,43	66.766,91	62.515,02	26.815,45	221.902,81	1.420.504,30	645.060,70	69,00
		TOTAL	2.470.499,26	1.445.958,16	68.523,51	73.462,05	73.566,29	31.287,09	246.838,94	1.692.837,10	777.662,16	69,00



Budget vs Actuals (Year to Month, by Quarter) of VIE0403011

Project Title : PAR extension linked to CPRGS

Budget Version : C03
 Currency : EUR
 YtM : Report includes all closed transactions until the end date of the closed closing

Year to month : 31/12/2011

Status	Fin Mode	Amount	2010	2011				Total	Total Exp.	Balance	% Exec	
				Q1	Q2	Q3	Q4					
01 Staff & running costs		694.769,83	419.617,35	15.284,49	14.595,50	16.341,22	16.511,92	62.733,14	482.550,50	212.219,33	69%	
01	PPB & service delivery TA	REGIE	234.000,00	148.549,94					148.549,94	85.450,06	63%	
02	BTC Coordinator	REGIE	93.600,00	61.127,07	2.287,72	4.309,40	4.428,92	4.462,76	15.488,80	76.615,87	16.984,13	82%
03	PPB & service delivery	COGEST	108.387,66	51.009,76	5.797,60	4.423,31	4.604,43	4.626,54	19.451,68	70.461,64	37.926,02	65%
04	Communication expert	COGEST	7.666,59	7.666,59					7.666,59	0,00	100%	
05	Translator	COGEST	29.520,00	20.442,96	1.697,74	1.136,34			3.036,06	23.479,04	6.040,96	80%
06	Senior Admin / accountant	COGEST	41.130,41	25.223,30	1.361,56	1.363,56	1.416,99	3.093,14	7.237,25	32.460,55	8.669,86	79%
07	Secretary	COGEST	21.650,59	11.972,01	271,58				271,58	12.243,59	9.407,00	57%
08	Drivers	COGEST	37.440,00	23.366,16	2.410,76	1.626,78	1.901,69	1.929,21	8.070,46	31.436,62	6.003,38	84%
09	PMU staff training	COGEST	19.900,00	13.797,51				222,62	222,62	14.020,13	5.879,87	70%
10	PMU communication costs	COGEST	12.000,00	6.346,12	597,21	423,21	368,47	444,94	1.633,83	8.181,95	3.818,05	68%
11	Running costs vehicles	COGEST	41.606,39	23.242,11	839,97	496,21	723,72	1.650,27	3.710,16	26.952,29	14.654,10	65%
12	PMU local travel costs	COGEST	28.800,00	13.582,44	0,30		2.422,39		2.422,69	16.005,13	12.794,67	56%
13	Training equipment	COGEST	2.959,16	2.959,16						2.959,16	0,00	100%
14	Consumables	COGEST	16.109,03	10.530,22	-179,97	612,69	472,61	82,44	967,78	11.518,00	4.591,03	72%
02 PMU Office equipment			70.322,75	46.688,37		238,06	5,24		243,30	46.931,67	23.391,08	67%
01	Office furnitures	COGEST	10.000,00	249,96		238,06	5,24		243,30	493,26	9.506,74	5%
02	9 computers	COGEST	18.000,00	4.115,66						4.115,66	13.884,34	23%
		REGIE	404.934,26	247.396,67	2.718,09	6.695,13	11.051,27	4.471,64	24.936,13	272.332,80	132.601,46	67,00
		COGEST	2.065.565,00	1.196.601,49	65.805,43	66.766,91	62.515,02	26.815,45	221.902,81	1.420.504,30	645.060,70	69,00
		TOTAL	2.470.499,26	1.445.998,16	68.523,51	73.462,05	73.566,29	31.287,09	246.838,94	1.692.837,10	777.662,16	69,00



Budget vs Actuals (Year to Month, by Quarter) of VIE0403011 Printed on 20/01/2012

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Budget vs Actuals (Year to Month, by Quarter) of VIE0403011

Project Title : PAR extension linked to CPRGS
 Budget Version : C03
 Currency : EUR
 YtM : Report includes all closed transactions until the end date of the closed closing
 Year to month : 31/12/2011

Status	Fin Mode	Amount	2011				Total	Total Exp.	Balance	% Exec	
			2010	Q1	Q2	Q3					Q4
	COGEST	682,41	682,41				682,41	0,00	100%		
	COGEST	7.249,40	7.249,40				7.249,40	0,00	100%		
	COGEST	33.709,57	33.709,57				33.709,57	0,00	100%		
	COGEST	0,00	0,00				0,00	0,00	7%		
	COGEST	406,10	406,10				406,10	0,00	100%		
	COGEST	275,27	275,27				275,27	0,00	100%		
03 M&E, formulation &		78.139,26	36.056,27	493,69	2.385,73	6.622,35	8,68	9.510,85	45.567,12	32.572,14	58%
01 Technical backstopping	REGIE	16.000,00	5.577,62	156,92	-0,94	577,10	8,68	741,96	6.319,58	9.680,42	39%
02 PSC meetings	REGIE	8.000,00	3.609,04	-5,25	1.026,64			1.021,39	4.630,43	3.369,57	56%
03 Mid-term and final	REGIE	40.000,00	26.609,29	342,22	1.360,03	6.045,25		7.747,50	34.356,79	5.643,21	86%
04 Financial audits	REGIE	10.000,00	0,00					0,00	10.000,00	0,00	0%
05 Formulation balance	REGIE	3.334,26	260,32					260,32	3.073,94	0,00	8%
06 Contingencies	COGEST	805,00	0,00					0,00	805,00	0,00	0%
99 Conversion rate adjustment		0,00	1.663,39	-63,52				-63,52	1.599,87	-1.599,87	7%
98 Conversion rate adjustment	REGIE	0,00	1.663,39	-63,52				-63,52	1.599,87	-1.599,87	7%
99 Conversion rate adjustment	COGEST	0,00	0,00					0,00	0,00	0,00	7%
	REGIE	404.934,26	247.396,67	2.718,09	6.695,13	11.051,27	4.471,64	24.936,13	272.332,80	132.901,46	67,00
	COGEST	2.065.565,00	1.198.601,49	65.805,43	66.766,91	62.515,02	26.815,45	221.902,81	1.420.504,30	645.060,70	69,00
	TOTAL	2.470.499,26	1.445.998,16	68.523,51	73.462,05	73.566,29	31.287,09	246.838,94	1.692.837,10	777.962,16	69,00



7.6 Beneficiaries

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

The Immediate beneficiaries of the project can be briefly described as follows:

- Three pilot districts (namely Phung Hiep, Long My, and Nga Bay) their respective communes/wards and the population in these areas, particularly the poor and woman
- Relevant elected bodies and mass organization at provincial, pilot district, and commune levels.
- Provincial departments as both key participating and supporting units for PPB and PSD

7.7 Operational planning Q1-2011

R1: Improvement of the planning and budgeting process and system at the provincial, district and commune level

Activities	Sub-activities	J	F	M	Person in charge	Remarks - Difficulties – Points of attention
<u>Sub Result Area 1.2 - Participatory planning materials and data available</u>	Activity 1.2.1.a – <i>National study visits</i>	x	x		Mr. Dien, Vice-director of DPI	
	Activity 1.2.2 – Organize training on PPB based on SEDP manual in Phung Hiep and Nga Bay		x	x		
<u>Sub Result Area 1.3 – Training on participatory planning</u>	Activity 1.4.2.c – <i>Summing up report on the implementation of SEDPs-2011 in 06 pilot communes</i>	x	x	x		

R2: Improvement of the local administrative and socio-economic service delivery systems

Activities	Sub-activities	J	F	M	Person in charge	Remarks - Difficulties – Points of attention
<u>SUB RESULT AREA 2.1 – BUILDING ON/COMPLETING PHASE 1 ADMINISTRATIVE SERVICE DELIVERY</u>	Activity 2.1.3.j – <i>summing up the 3rd time audit for the TCVN ISO 1900:2000 QMS in 3 pilot districts, and estimate cost for ISO certificate period 2013-2015</i>		x	x	Project facilitons	
	Activity 2.1.3.b Survey to identify the needs for applied computer techniques to OSS management as ISO procedures at <i>Phung Hiep & Long My districts</i> .				x	Project facilitons and consultants

Activities	Sub-activities	J	F	M	Person in charge	Remarks - Difficulties – Points of attention
	Activity 2.1.3.k – <i>Continue to upgrade the working house and supply equipment for the OSS section in new rural communes</i>		x	x	Commune People's Committees and Facilitators	
	Activity 2.1.4.h – <i>Build up capacity of civil servants at the the OSS section</i>			x	Mr. Phuc, Vice-Chief of Education section of DOHA	
Sub Result Area 2.2 – Piloting approaches to social and economic public service delivery at sub-provincial level	Activity 2.2.7 – <i>CDF support to implementation of action plans for service delivery</i>		x	x	Commune People's Committees and Facilitators	
	Activity 2.2.8 – <i>Related technical support for PAR issues arising out of management of implementation of service delivery action plans</i>			x	PMU and Commune People's Committees	

R3: Improvement of the capacity of training institutions in providing PAR and project-related training

Activities	Sub-activities	J	F	M	Person in charge	Remarks - Difficulties – Points of attention
<p><u>Sub Result</u> <u>Area 3.1</u> – Training areas and delivery arrangements identified</p>	<p>Activity 3.1.2 – <i>Develop training plan including establish a training team on PPB</i></p>		x	x	PMU and DOHA	
<p><u>Sub Result</u> <u>Area 3.3</u> – Training related to participatory planning and improved service delivery delivered</p>	<p>Activity 3.3.1 – <i>Series of training courses organized by local trainers</i></p>		x	x		

R4: Dissemination of the lessons learned from the project

Activities	Subactivities	J	F	M	Person in charge	Remarks - Difficulties – Points of attention
Sub Result Area 4.2 – Establish a network between participating districts/communes as well as with other projects	Maintain the a network of experience sharing in the province	x	x	x	Facilitators	
Sub Result Area 4.3 – Design web and develop other communication tools	Activity 4.3.4.a – <i>Collaborate with local and regional mass media to disseminate experiences and news of the project</i>	x	x	x	PMU	

Z. General management activities

Personnel

Activities	Subactivities	J	F	M	A	M	J	J	A	S	O	N	D	Person in charge	Remarks - Difficulties - Points of attention
Recruitment (started up or in case of resignation)									x						
Training of project staff															
Prior notice (in closing phase)															

Investment

Activities	Subactivities	J	F	M	A	M	J	J	A	S	O	N	D	Person in charge	Remarks - Difficulties - Points of attention
Vehicles	Maintenance														
Construction															
IT equipment	-Repair maintenance equipment in the office	x	x	x											
Office supplies and equipment															

Quality (Monitoring & Evaluation)

Activities	Subactivities	J	F	M	A	M	J	J	A	S	O	N	D	Person in charge	Remarks - Difficulties - Points of attention
Backstopping												x			
<i>Mid-term Evaluation</i>															
Final Evaluation															
Audit															

