



CTB



ANNUAL REPORT 2011

PROJECT: POVERTY REDUCTION THROUGH INSTITUTIONAL STRENGTHENING IN QUY CHAU DISTRICT AND AT NGHE AN PROVINCIAL LEVEL (PORIS- VIE 0803611)



ACRONYMS	4
1 PROJECT FORM	5
2 SUMMARY	6
2.1 ANALYSIS OF THE INTERVENTION	6
2.2 KEY ELEMENTS.....	8
2.3 KEY RISKS.....	8
2.4 KEY LESSONS LEARNED AND RECOMMENDATIONS.....	9
3 ANALYSIS OF THE INTERVENTION.....	10
3.1 CONTEXT.....	10
3.1.1 <i>Evolution of the context</i>	10
3.1.2 <i>Institutional Anchoring</i>	10
3.1.3 <i>Execution Modalities</i>	11
3.1.4 <i>Harmo-dynamics</i>	11
3.2 SPECIFIC OBJECTIVE	12
3.2.1 <i>Indicators</i>	12
3.2.2 <i>Analysis of progress made</i>	12
3.2.3 <i>Risks and Assumptions</i>	13
3.2.4 <i>Quality criteria</i>	14
3.2.5 <i>Potential Impact</i>	14
3.2.6 <i>Recommendations</i>	15
3.3 RESULT 1.....	16
3.3.1 <i>Indicators</i>	16
3.3.2 <i>Evaluation of activities</i>	17
3.3.3 <i>Analysis of progress made</i>	17
3.3.4 <i>Risks and Assumptions</i>	17
3.3.5 <i>Quality criteria</i>	18
3.3.6 <i>Budget execution</i>	18
3.3.7 <i>Recommendations</i>	18
3.4. RESULT 2.....	19
3.4.1. <i>Indicators</i>	19
3.4.2. <i>Evaluation of activities</i>	20
3.4.3. <i>Analysis of progress made</i>	20
3.4.4. <i>Risks and Assumptions</i>	21
3.4.5. <i>Quality criteria</i>	21
3.4.6. <i>Budget execution</i>	21
3.4.7. <i>Recommendations</i>	21
3.5. RESULT 3.....	23
3.5.1. <i>Indicators</i>	23
3.5.2. <i>Evaluation of activities</i>	23

3.5.3. <i>Analysis of progress made</i>	23
3.5.4. <i>Risks and Assumptions</i>	24
3.5.6. <i>Quality criteria</i>	24
3.5.6. <i>Budget execution</i>	25
3.5.7. <i>Recommendations</i>	25
3.6. RESULT 4.....	26
3.6.1. <i>Indicators</i>	26
3.6.2. <i>Evaluation of activities</i>	26
3.6.3. <i>Analysis of progress made</i>	26
3.6.4. <i>Risks and Assumptions</i>	27
3.6.5. <i>Quality criteria</i>	27
3.5.6. <i>Budget execution</i>	27
3.5.7. <i>Recommendations</i>	27
4 TRANSVERSAL THEMES.....	28
4.1 GENDER	28
4.2 ENVIRONMENT	28
5 DECISIONS TAKEN BY THE JLCB AND FOLLOW-UP	29
6 LESSONS LEARNED	32
7 ANNEXES	34
7.1 LOGICAL FRAMEWORK	34
7.2 M&E ACTIVITIES.....	36
7.3 “BUDGET VERSUS CURRENT (Y – M)” REPORT.....	36
7.4. BENEFICIARIES.....	40
7.5 OPERATIONAL PLANNING Q1-2011	41

Acronyms

ADB	Asian Development Bank
BTC	Belgian Development Agency
CD	Capacity Development
CIDA	Canadian International Development Agency
CPC	Commune People's Committee
CPRGS	Comprehensive Poverty Reduction and Strategy Paper
DARD	Department of Agriculture and Rural development
DIC	Department of Information and Communication
DGDC	Directorate General of Development Cooperation
DoF	Department of Finance
DoHA	Department of Home Affairs
DNE	District National Expert
DPD	Deputy Project Director
DPC	District People's Committee
DP&F	District Department of Planning & Finance
DPI	Department of Planning & Investment
FDI	Foreign Direct Investment
GoVN	Government of Vietnam
ICP	Indicative Cooperation Program
IFAD	International Fund for Agriculture Development
ITA	International Technical Advisor
Lux-Dev	Luxembourg Development Assistance
M&E	Monitoring & Evaluation
MDGs	Millennium Development Goals
MoF	Ministry of Finance
MoHA	Ministry of Home Affairs
MoLISA	Ministry of Labour, Invalids and Social Affairs
NGO	Non-governmental organization
MPI	Ministry of Planning and Investment
MSRD	Multi-Sector Rural Development Project, Quy Chau
NCFAW	National Committee for the Advancement of Women in Vietnam
NEX	National Execution
NTP	National Targeted Programme
O&M	Operation and Maintenance
PAR	Public Administration Reform Programme of GoVN
PARROC	Public Administration Reform & Roll Out of CPRGS in Hau Giang Province (BTC)
PD	Project Director
PNE	Provincial National Expert
PPC	Provincial People's Committee
PRSP	Poverty Reduction Strategy Paper
PSC	Project steering committee
P/DWG	Provincial/District Working Group
SBL	State Budget Law
SC	Steering Committee
SEDP	Socio-Economic Development Plan
TA	Technical Assistance
TFF	Technical and Financial File
TOR	Terms of Reference
UNDP	United Nations Development Programme
VDGs	Vietnam Development Goals
VND	Vietnam Dong
WB	World Bank

1 Project form

Project name	Poverty Reduction through institutional strengthening in Quy Chau district and Nghe An provincial level.
Project Code	VIE 08 036 11
Location	Vinh City and Quy Chau District
Budget	3 700 000 Euros, of which: Belgian contribution: 2 500 000 Euros Vietnamese contribution: 1 200 000 Euros
Head (Project Director)	Vice Director of Nghe An Department of Planning and Investment
Partner	Belgian Development Agency
Date of Agreement	19 th December 2008
Duration (months)	03 rd September 2009 to 03 rd September 2013
Beneficiaries	There are 02 groups of beneficiaries. The first is civil servants at provincial, district (Quy Chau) and commune levels and also likely to benefit officials from other districts in Nghe An province. The second is the people living in the 12 communes in Quy Chau district, especially the poor, women and children whose needs will be made a priority throughout the participatory planning and implementation approach.
Global Objective	To promote pro-poor socio-economic development through support to public administration reform at provincial, district and commune level.
Specific Objective	Strengthen the institutional capacities of local governments in decentralized development planning, budgeting, monitoring and evaluation, implementation and public service delivery in accordance with public administration reform objectives.
Results	<ol style="list-style-type: none"> 1. Improved decentralized development approach and planning, budgeting, monitoring and evaluation systems at all levels 2. Improved practice of provincial and local development planning for economic development, service delivery and small-scale infrastructure 3. Improved decentralized implementation of local development plans, pro-poor service delivery and small-scale infrastructures in Quy Chau District and Communes 4. Exchange and dissemination of results, capitalisation, replication strategy and extension of the project

2 Summary

After implementing successful the project “Quy Chau Multi-Sector Rural Development Project (2002 – 2007)”, The Belgium Government continued supporting the second project that will be implemented in district and expanded to Nghe An provincial level called “Poverty reduction through institutional strengthening in Quy Chau district and Nghe An province level (called PORIS). Targeting decentralized government structures at Nghe An Province level, Quy Chau District level and Quy Chau’s Communes, the Project aims at facilitating and supporting Vietnam’s institutional strengthening efforts and decentralization policy in line with the Master Programme on Public Administration Reform, the Comprehensive Poverty Reduction and Growth Strategy, the Hanoi Core Statement, the Grassroots Democracy Decree and the legal decentralization framework.

The PORIS project’s objective is to contribute to a stronger public administration system to manage pro-poor growth, poverty reduction and socio-economic development. As outlined in a 4 year intervention plan (2009-2013), the Project action areas comprise technical upgrading of regulations and decentralized planning, budgeting, implementation and monitoring & evaluation procedures, targeted training programs and capacity development activities for civil servants, specialized technical assistance at Province and District level and the activation of additional funds for service delivery and small-scale infrastructure to boost implementation procedures and deliver tangible results.

In order to increase ownership, the Project will integrate to the highest extent possible its activities and management in the existing institutional structures, procedures and policies. Project owner is the Provincial People’s Committee of Nghe An and other main actors include the Provincial Department for Planning and Investment, the Quy Chau District People’s Committee, through which a significant part of the donor funding will be channeled.

To extend project scope and impact, capitalization and dissemination activities will enable other projects and donors to incorporate lessons learned and to utilize Project materials and experiences. In addition, exchange and mutual reinforcement with other governance-related BTC interventions, such as the PARROC and SPR projects, will be established during the intervention.

2.1 Analysis of the intervention

Intervention logic	Efficiency	Effectiveness	Sustainability
Specific objective	X	X	X
Result 1	C	C	C
Result 2	C	B	B
Result 3	C	C	C
Result 4	X	X	X

Notes:

A: Very good performance

B: Good performance

C: Performing with problems, measures should be taken

D: Not performing/ having major difficulties: measures are necessary

X: Too early to evaluate

Budget	Average disbursement per year	Total disbursement year N (1 st Jan - 31 st Dec 2011)	Balance on 1 Jan. 2012	% of disbursement per year
	374,874	429,895	1,750,523	57.6 %

2.500.000 EUR				
---------------	--	--	--	--

In the part of 2011, the project has major achievements and challenging as following:

- NEX modality is not new but it is as a pilot to apply for the project on institutional strengthening at levels while most beneficiaries just know about traditional project execution modality of co-management, so the beginning up to now of the project implementation has faced difficulties in moving as per original targets and timeline (the analysis problems, please see section 3.1.3)
- There were remarkable changes of important positions from PSC, PMU, provincial/district working group and PSC had slowly approvals for important decisions so it affected greatly to progress of the project implementation. In the 2011, 2 PSC meetings were held but all 3 PCS organized had no participations of the representatives of MPI and MOF.
- As TFF stimulated, technical support team for project implementation includes: ITA and 2 experts at the district and provincial levels, but the PNE left off work from October 2010, until end of November 2011 PSC had a decision for PNE position, it caused most activities planned at the provincial level was delayed, and then ITA also left in July, there is only a support of DNE in the district for last 6 months of 2011.
- In the first 6 months of 2011, it was recognized that project implementation had a lot of issues so the strategic reflection mission (SRM) was proposed and conducted by an international consultant in July; the mission report pointed out problems and has proposed key recommendations to improve the situation. After some meetings, the PMU had strong commitments to improve; the situation has improved clearly in the last 6 months of 2011.
- The SEDP reform had remarkable success; the project is a member in the Nghe An Task Force of Planning Reforming Process on Social Economic Planning Development (SEDP). This task force was established and operated from Nghe An Development Planning and Investment (DPI) with the active participation of 3 projects and its donors in 5 target districts. A pilot process was designed and being implemented at these districts to share good lessons and experiences together. This process in making SEDP 2011 was applied for 12 administration units in the PORIS project area. At the end of December 2011, 12 SEDPs of Quy Chau completed and approved by commune people's council. The lessons and experiences will be reviewed and applied for the 2013 –SEDP making and be ready for institution through Nghe An province.
- Slow approval on POM and QCDF guideline (approved by September 2011) affected to project progress. Maybe those documents have done and approved in the first year, their preparation progress also spend a lot of time.
- The counterpart fund of Vietnam for small infrastructure component is still a difficult problem, although the District PMU had commitment to contribute about 43% of the total cost estimated in 2011, however, at the end of December the PMU has no any information about progress and financial report. The above problems with counterpart fund had been solved in at the 3rd PSC meeting held on 25th November 2011, in which national investment in Quy Chau district will be counted as counterpart funding to project activities A03; i.e, Vietnamese side will make matching contribution of 50% directly to the cost of an infrastructure scheme, otherwise Belgium contribution will cover 100% of the cost of one infrastructure scheme and the Vietnamese side will ensure to pay later full cost of another.

- Generally, internal M&E activities are so poor, PMU have no M&E plans, the baseline indicators is not updated, annual indicator measurement is not done, and reporting system is needed to improve. It is recommended that M&E plan should be done as soon as possible.

2.2 Key elements

- Project steering/leading: The role of steering, leading, conducting and decision is very important in the project NEX modality implementation: Project with the character of institutional strengthening and developing new tool, guideline and systems, means the creation of new implementation tool so it is needed to have participation of enough of relevant agencies from central to local levels and the consistent and regular steering. The timely decision will affect to great quality and progress of the project implementation.
- Technical assistance in NEX modality: With the NEX modality and features of the project on institutional strengthening, it is requested to have quality of technical support. Firstly, it should be enough requested positions, secondly, qualified assistants should be considered, and finally, it is suitable time for the assistances. The role of International TA should have leading the team and provide technical support for PMU at the both levels as POM.
- Sectoral area intervention: PAR in general and planning/budgeting system in Vietnam remains a lot of challenges during the course of the transition towards a market economy. The project features needs to have participation of many agencies and system interventions.

2.3 Key Risks

During the implementation of the project in 2011, it has some main risks as followings:

- 1) The annual work plan of 2011 was finally approved "in principle" by PSC in February subject to incorporation of certain additional information. The same has reportedly been incorporated and revised plan submitted to BTC for approval as Co-Chairman because the C-Chairman from provincial side has retired and yet to be replaced. Since then the 2011-work plan is awaiting approval and project is fast losing credibility in the communes, it make PMU have to reduce amount of project activities.
- 2) The approval of POM and QCDF are slower than initially expected (approved in September), while 50% of the project period elapsed. Normally, POM of any project has to be completed early in the first year. In order to disbursement of QCDF through state treasury it requests a lot of steps and procedures, the first step is approval of QCDF so it makes very slowly the disbursement of QCDF.
- 3) The project activities at the provincial level were delayed (more than 6 months) so it could not ensure that required policy and governance reforms are carried out on the basis of needs identified in the course of implementation of project activities at the district and commune level.
- 4) Unclear counterpart fund mechanism: TFF stipulates 50:50 contributions from BTC funds and Vietnamese funds for small-scale infrastructure. However, the mechanism of the counterpart fund of Vietnam is cleared by 3rd PSC meeting held on 25 November 2011.
- 5) Regarding to human resource: The lack of PNE during 2011, the resignation of IE, the leave of ITA, the change of NPD, co chairmen – PSC and lack of project coordination exerted a bad impact on the project progress.
- 6) The coordination and communication: For the current project structure, it is necessary to improve the vertical and horizontal coordination and communication. Communication between

BTC and PMU (both district/provincial levels) needs to be channelized. This also enhances the learning and sharing together inside and outside project.

2.4 Key lessons learned and recommendations

- 1) Consistent and regular steering: It should be clarified the role of the PSC and project ownership. In the past, the PSC was neither regular in meeting nor attracted the entire membership to its meetings. So it is recommended that the PSC should be held regularly with enough the participation of the member, it also is requested to have intent and leadership from the provincial/district level which made best effort to put in a coherent project implementation strategy that would help in building understanding of the project modality, activities and approach among all key implementers and then back it up with necessary regulations, guidelines and manuals to facilitate their working under NEX modality.
- 2) Technical assistance: With the NEX modality and features/character of the project, it is requested to have quality of technical support. Firstly, it should be enough requested positions, secondly, qualified assistants should be considered, and finally, it has enough time for the assistances. The role of International TA should have leading the team and provide technical support for PMU at the both levels as POM signed.
- 3) Coordination and communication: Vertical and horizontal coordination/communication at all levels needs to be channelized. It would enhance the learning and shared information.
- 4) Project integration in local system and impact: Project should be integrated into the local planning, budgeting and implementation systems. The implementation of the project activities are as tasks and responsibilities of provincial and district agencies.
- 5) Clear mechanism of the counterpart funds: It was agreed in PSC meeting No.3, the district PMU should report fully both Belgium and Vietnamese fund in the financial report for NEX budget.
- 6) Speed up to carry out the delayed activities at the provincial level to support project activities at the district level and prepare for institution late.
- 7) M&E activities: It is needed to have monthly M&E plan, improve internal M&E, and update indicators of baseline and annual measurement. PMU should organize regularly meeting to review project progress and have adjustments timely.

3 Analysis of the intervention

3.1 Context

3.1.1 Evolution of the context

Project on poverty reduction through Institutional Strengthening in Quy Chau District and at Nghe An Provincial Level (PORIS) is under implementation since September 2009. This Euro 3,700,000 (Belgian 2,500,000 and Government of Vietnam 1,200,000) four year project (Sep 2009-Sep 2013) is aimed at promoting pro-poor socio-economic development through support to public administration reform at provincial, district and commune level which, inter-alia, is expected to strengthen capacities of local government in decentralized planning, budgeting, monitoring & evaluation, implementation and public services delivery in accordance with PAR objectives.

The project is a follow up of earlier implemented MSRD Project in Quy Chau with two major differences. First, the project adopted NEX modality for implementation which means that no project specific parallel structures were to be established and project activities were expected to be mainstreamed and integrated into regular government development process and institutions. Second, the project tried to create a nexus between the provincial level and district level to ensure that required policy and governance reforms are carried out on the basis of needs identified in the course of implementation of project activities at the district and commune level. Project management structure also reflected this nexus whereby a Deputy Director from DPI was designated as NPD for the project and DPC Chairman in Quy Chau was designated as Deputy NPD. Rest of the project decision making and implementation was to be carried out through two Working Groups at provincial and district level consisting of the representatives of the relevant departments who were expected to identify reform and capacity building needs for realization of project objectives. Once these needs were identified and reflected in project budgets/plans then the working group members were to ensure integration of identified activities into their annual planning and budgeting process and to follow up implementation through their regular structures. Another departure from the previous BTC projects was a much higher level of counterpart contribution from the provincial government to reflect serious commitment of the government to the reform agenda espoused by the project.

To achieve these aims, the project focuses on four result areas, namely:

Result 1: Improved decentralized planning, budgeting and monitoring and evaluation at all levels

Result 2: Improved practice of planning for service delivery and small-scale infrastructure

Result 3: Improved decentralized implementation of pro-poor service delivery and small-scale infrastructure

Result 4: Exchange and dissemination of results/capitalization/replication strategy

3.1.2 Institutional Anchoring

The intervention's institutional anchorage of the project is appropriate:

- Project alignment to national policies: Finalization of new Planning and Budget law by MPI is at final stage and is expected to pave the way for improved decentralized development planning and implementation. PAR also remains on the agenda of central and provincial governments aimed at building local capacities for pro-poor service delivery. PORIS project fits very neatly into both national government agendas.

- Also project relevant to local priorities: A Provincial Task Force on PAR is operational at the provincial level. A donor coordination forum to coordinate policy and implementation reform in the province and develop required capacities also is functional. Quy Chau is a relatively under-developed district with major capacity constraints in planning, implementation and service delivery. So the project remains relevant to both the provincial and district needs in terms of improved capacities for decentralized pro-poor planning and implementation and improved service delivery in social and economic sectors.

+ Current situation: The responsibility of provincial/district groups is clear and project implementation is integrated in to provincial/district agencies and PAR program of the Vietnamese government, in other hand it is still relevant.

+ Strengths: The project objective is considered by all level and having active from governmental agencies.

+ Weaknesses: almost one

+ Impacts on the progress of interventions: positive

3.1.3 Execution Modalities

The PORIS project has been implemented under the National Execution Modality (NEX), its project design is relevant to both central and provincial government agendas. NEX has been practiced previously in Viet Nam in general and Nghe An province in particular. However, this approach would improve for governmental staff's capability but its caused overload works to them . At the end of 2011, this approach has a good signal to carry out project at the both levels.

- Current situation: After some workshops, activities implemented, most provincial/district working groups and most beneficiaries have understood their roles/responsibilities in the project implementation. Now, the NEX modality allows the implementing agency to be flexible in operating the activities, and gain high efficiency at the both province and district levels.
- Strengths: It is going ahead to see the cost efficiency, efficacy, economy, transparency so it can be make flexible, providing the implementing agency with more autonomy in the carrying-out of the activities.
- Weaknesses: Time-consuming to understand, mobilize the government functionaries in the context of decentralized system and work load of the government staff
- Impacts on the progress of interventions: positive

3.1.4 Harmo-dynamics

- Harmony with other factors (other interventions of BTC): The result 4 of the project stimulated that the PORIS project is more specifically linked with two other BTC projects in the same sector, namely the PARROC in Hau Giang and SPR of the MPI.
- In addition, the project has been taking good lessons and experiences from other projects/donors for the strengthening of planning reform (Chia se project, Oxfam Hong Kong, etc.)

3.2 Specific objective

3.2.1 Indicators

Specific objective: The specific objective of project is to strengthening the institutional capacities of local governments in decentralized development planning, budgeting, implementation and public service delivery in accordance with PAR objectives						
Indicators	Baseline Value	Progress year 1	Progress year 2	Target year 3	End Target	Comments
Quality planning cycle of Quy Chau is operational			X			+ The indicator system of baseline survey have not been established
Institutional capacities meet all planning cycle requirements			X			+ 100% communes completed 2012 SEDP and approved by commune people's councils + The annual indicator measurement also have not been fixed and assessed + The second round SEDP for 2013 is ready for 12 communes, 143 villages + The SEDP has participation of 4 districts with 3 donors to speed up the institutional process

3.2.2 Analysis of progress made

To achieve the specific objective, the project focuses on four result areas, their progress made as followings:

Result Area 1: Improved decentralized planning, budgeting and monitoring and evaluation at all levels:

In 2011, there was 8 activities planned under this results so there was only 4 activities implemented, they focused to exploit the results of LED and ICA, and conducted and completed 5 assessments.

Those activities contribute for the project implementation strategy and annual work plan to reach to specific objective.

Result Area 2: Improved practice of planning for service delivery and small-scale infrastructure:

To contribute for result 2, there was 18 activities planned so there were 12 activities implemented, this output of activities is commune SEDPs. The SEDPs of 12 communes and town completed and approved by commune people’s council. The important activity A.0201: Start-up of communication and information strategy was implemented in late of quarter 4, 2011.

Result Area 3: Improved decentralized implementation of pro-poor service delivery and small-scale infrastructure

There was 7 activities planned in 2011, and 7 of them was undertaken. Although QCDF guideline was approved in September but DWG speed up to carry out activities that it is based on 2011 work plan and budget allocation for commune in 20121-SEDP. The workshop at the all levels was held to feed back on annual planning process. This is succeeding result to contribute directly for specific objective.

Result Area 4: Exchange and dissemination of results/capitalization/replication strategy

With the leading from DPI, Nghe An Task Force of Planning Reforming Process on SEDP was established) with the active participation of 3 projects and its donors in 5 target districts. The DPI have been coordinating the dialogue platform to share the lessons and experiences. The SEDP process will be reviewed and applied for the 2013 –SEDP making and go ahead to be instituted through Nghe An province.

The project is active to have harmony with other factors (other interventions of BTC), linked closely with two other BTC projects in the same sector, namely the PARROC in Hau Giang and SPR of the MPI.

3.2.3 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Project ownership and approaches	High	NEX is not a new modality but it applied for kind of PAR project So this may require considerable effort and time-consuming to integrate this execution to the ongoing decentralization process at the provincial and district levels	High	D
Slow approval by PSC	High	After a long time to prepare POM and	High	D

		QCDF and then they were approved in September 2011 while 50% project period elapsed		
Human resources	Medium	In 2011, it has a lot of issues of human resources : + Change Co-chairmen PSC + Change DPD + resignation of IS + No PNE + Change P/DWG	Medium	C
Limited communication and coordination	Medium	PMU located in 2 places while the coordination is poor	Low	C
Unclear counterpart fund mechanism of Viet Nam	High	Vietnamese contribution is as strong commitment on the agreement of 2 governments	High	C
Slow implementation of project activities at the province level	Medium	In 2011, some important activities was not implemented so they could not support other activities implementing in Quy Chau	Medium	C

3.2.4 Quality criteria

		Comments
Effectiveness	C	The initiative results can show the effectiveness of the institutional capacities of local in decentralized development planning, budgeting public service delivery. But it is needed to continue next time
Efficiency	C	The planning authorities have shown their high determination to reform the planning system. CSDP process can be instituted at the province and district level.
Sustainability	C	Planning reform maybe is sustainable because of CSDP is one of important responsibilities annual of all level. But the budgeting reform should be considered together and the reform just should be conducted at the all level
Relevance	C	The specific objective is alignment with the national, province and District/commune, to enhance the grass-root decentralization, empowerment, transparency and accountability. However, it is needed have integrations and information and communication more.

3.2.5 Potential Impact

Currently, the project has been having some determined intervention impacts. The project implementation has the participation of the large beneficiaries from province to commune and village levels. QCDF is as special tool to support the SEDP reform process, and it have been supporting for socio-economic development of 12 administration units, the SEDP is expected soon to be instituted through Nghe An province.

The SEDP contains the key importance as decentralization, empowerment, transparency and

accountability for amount of 12 communes and town, 143 villages with over 54 thousand people, this also is first time for them to be owner of their SEDP, it means that it have good potential impact.

3.2.6 Recommendations

Recommendations	Source	Actor	Deadline
Use the results of the assessments to develop project implementation strategic and establishment of training module for capacity building	A01/A0203	DOHA	2012-2013
Complete O&M regulation as soon as possible and prepare the procedure for institution	A0104	DDARD	Quarter1/2012
Update/adapt/develop regulation and procedures for planning and budgeting	A0105	DPI, DOF	Quarter1/2012
Establish information and communication strategy and implement its activities	A0201	DOIC	Quarter1/2012 -2
Review and revise the CSDP process and apply for 2013-SEDPs	A0201	DPI	Quarter1/2012
Carry out capacity building activities	A0204	DOHA	2012-2013
Prepare the procedure for institution of CEDP	A02	DPI	2012
Review and revise QCDF guideline and budget allocation for last year of project cycle	A02	PMU	7/2012
Capitalization, dissemination and replication the result of the potential institutional sector	A04	PMU	2013

3.3 Result 1

3.3.1 Indicators

Result 1: Improved decentralized planning, budgeting, and monitoring and evaluation systems at all levels						
Indicators	Baseline Value	Progress year 1	Progress year 2	Target year 3	End Target	Comments
New revised and updated provincial regulations issued supporting decentralized planning and implementation						+ Lack of indicator of baseline value + The annual indicator measurement also have not been fixed and assessed
Improved system of planning in place						
Improved system of budgeting in place						
Improved system of M&E in place						
Improved system of public access to information in place						
A participatory M&E system developed and mainstreamed into regular reporting systems of the government						
Regular technical and financial reporting system at all levels						

3.3.2 Evaluation of activities

Activities	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
1. Assess the institutional capacity of the Province, Quy Chau District and its communes	X				
2. Assess the local economy and draft a strategic planning of local economic development of Quy Chau District & Province	X				
3. Assess the present status of delivery of social services and production support services, OSS and small scale infrastructure	X				
4. Assess O&M system of small scale infrastructure			X		Started in 4 th Quarter, progress is under schedule
5. Update/adapt/develop regulation and procedures at commune, district, provincial level for planning and budgeting in line with the decentralization targets			X		Under preparation

3.3.3 Analysis of progress made

Result Area 1 is the foundation stone and soul of this project and is supposed to provide the missing links between PAR and effective service delivery through a set of studies in the first year which were also supposed to provide the main inputs for project's future strategy and annual work plan for 2011. The studies were delayed due to recruitment issues and subsequently concerns were raised about the quality of these studies. None of these studies and their findings has been so far formally accepted and adopted. This resulted in project missing the deadlines for finalization of 2011 work plan/budget and its integration in provincial/district plan. and there is practically no provincial counterpart funding available for 2011. It is now being expected from the district to use its existing budget as counterpart funds which are contrary to very clear agreement in the TFF and financing agreement which stipulates that counterpart funding would be provided by the province over and above the regular development funds of the district.

The result1 has 5 main activities, in 2011 there was 8 sub-activities planned so there were only 4 activities implemented, they focused to exploit the results of LED and ICA, and conducted and completed 5 assessments. Those activities contribute for the project implementation strategy and annual work plan to reach to specific objective.

Because of the lack of PNE's support so 2 main activities are delayed (more than 6 months), they are responsible from DOHA and DDARD.

3.3.4 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
The delay of 2 main activities	Medium	+ M&O regulation is first condition to approve small infrastructure scheme (TFF stimulated) while QCDF planned for many	Medium	C

		schemes + Some current regulations updated/adapt/develop at the district level (construction, disbursement procedures through treasury)		
--	--	--	--	--

3.3.5 Quality criteria

Criteria	Score	Comments
Effectiveness	C	Some activities have implemented but their measurement should be taken
Efficiency	C	Their measurement should be taken
Sustainability	X	Early to evaluate

3.3.6 Budget execution

Activities	TFF	Approved OWP	Exp by 31 st Dec 2010	Budget 2011		%
				Plan 2011	Exp in 2011	
A01 Improved decentralized planning, budgeting and M&E	135,000	145,00	54,091	15,900	12,035	76%

3.3.7 Recommendations

Recommendations	Source	Actor	Deadline
Speed up the delayed activities	A0104	DDARD,	Quarter I, 2012

3.4. Result 2

3.4.1. Indicators

Result 2: Improved practice of planning for Service Delivery and small scale infrastructure						
Indicators	Baseline Value	Progress year 1	Progress year 2	Target year 3	End Target	Comments
Quality of Commune annual plans						+ Lack of indicator of baseline value + The annual indicator measurement also have not been fixed and assessed
Commune plans take into account assessments of social, economic, administrative service and small scale infrastructure completed						
Province, District and Commune staff fully understand the strengthened planning, budgeting, M&E procedures						
Province technical Staff adequately guides District and Communes in planning, budgeting and M&E processes						
Commune plans are gender sensitive both in output and procedure						

3.4.2. Evaluation of activities

Activities	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
1. Formulate and implement communication and information strategy for public access to information			X		Started in 4 th Quarter, progress is under schedule
2. Develop methodological tools and guidelines for a strategic and decentralised development planning, budgeting, monitoring and evaluation.		X			
3. Develop Training Modules and produce a structured training programme for all levels			X		Implemented at district/commune level, training modules were developed in 2011. Started in 4 th quarter at province level with low progress.
4. Provide Training on participatory planning and budgeting		X			
5. Support the implementation of participatory & strategic planning		X			

3.4.3. Analysis of progress made

Result area 2 includes following key activities:

- Assessment of present status of delivery of social services, production support services, administrative services and small-scale infrastructure to benchmark the gaps and needs for future support from project
- Provide Training for participatory planning and budgeting and financial management for decentralized activities
- Implement participatory planning integrating service delivery and small scale infrastructure needs.

Targets in terms of completion of assessment and properly structured training plan for the district and commune staff have remained largely unfulfilled. The assessment has been carried out but its quality and relevance is being questioned. It is not clear to what extent the commune plans prepared for 2011 are based on a competently done study and need identification. Training in participatory planning was however delivered to the communes.

To contribute for result 2, there was 18 sui-activities planned so there were 12 activities implemented, this output of activities is commune SEDPs. The SEDPs of 12 communes and town completed and approved by commune people's council. The important activity A.0201: Start-up of communication and information strategy was implemented in late of quarter 4, 2011.

Establishment of training modules is second delayed activities, it was planned in 2010 and 2011 but it just implemented at the district level. At the province level, its initiative carried out late of quarter 4, 2011.

3.4.4. Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
The delay of 2 main activities	Medium	+ The communication and information strategy maybe have done in the first of project period to support for all project results and specific objective + Establishment of training modules is responsibility of DOHA, while waiting for the support from province, district agencies taken the initiative to make TNA for 5 sectors (based on 5 assessments done)	Medium	C

3.4.5. Quality criteria

Criteria	Score	Comments
Effectiveness	B	SEDP process applied, be ready for second round – 2013 SEDP, and be ready for institution
Efficiency	B	SEDP evaluated high relevant and potential impact
Sustainability	C	It is needed to review and revise SEDP and improve the integration with the district SEDP. Other main activities is too early to evaluate

3.4.6. Budget execution

Activities	TFF	Approved OWP	Exp by 31 st Dec 2010	Budget 2011		%
				Plan 2011	Exp in 2011	
A02 Improved practice of planning for service delivery & small-scale infrastructure	142,200	17,000	2,683	108,500	31,368	29%

3.4.7. Recommendations

Recommendations	Source	Actor	Deadline

Review and revise SEDP process and apply for 2013, prepare for intuition	A02	DPI, PMU	Quarter 1, 2012
Speed up the delayed activities	A0201, A0203	DIC and DOHA	2012

3.5. Result 3

3.5.1. Indicators

Result 3: Improved decentralized implementation of pro-poor service delivery and small-scale infrastructure						
Indicators	Baseline Value	Progress year 1	Progress year 2	Target year 3	End Target	Comments
Plans are adequately implemented						+ Lack of indicator of baseline value + O&M regulation has not completed in 2011
Good tendering, accounting, practices in place at all relevant levels						
O&M procedures in place (both regulations and practice)						
O&M fees collected						
Amount of O&M fees spent on maintenance						

3.5.2. Evaluation of activities

Activities	Progress:				Comments
	A	B	C	D	
1. Implement development plans with a special focus on both service delivery and small-scale infrastructure in The Quy Chau District and Communes			X		Delay in commencement due to late approval of 2011 action plan by PSC, however work progress and disbursement are good
2. Conduct continued M&E and feed back into annual planning cycle		X			

3.5.3. Analysis of progress made

Result Area 3: Main activity is implementation of the service delivery and small scale infrastructure investments in the communes as identified during the participatory planning exercises under result area 2. The commune plans were prepared based on participatory planning exercises led by consultants and were made part of 2011 work plan, due to 2011 work plan and/budget just was approved "in principle" it is started to carry out when POM and QCDF approved in September 2011.

There was 7 activities planned in 2011, and 7 of them was undertaken. Although QCDF guideline was approved in September but DWG speed up to carry out activities that it is based on 2011 work plan and budget allocation for commune in 2012-SEDP. The workshop at the all levels was held to

feedback on annual planning process. This is mainly succeeding result to contribute directly for specific objective.

As TFF stimulated, QCDF have disbursement through state treasury, so Quy Chau treasury and division of finance and planning have worked together to provide training on disbursement process for 12 commune staffs. At the end of 2011, most commune have take this process and Most activities of public service delivery and local sustainable economic development components were completed, the activities of small infrastructure component could not complete in 2011.

The counter part fund of Vietnam for small infrastructure component is still a difficult problem, although the PMU had commitment to contribute about 43% of the total cost estimated in 2011. However, due to the country economic downturn in general and the ongoing difficulty of Nghean Province in mobilising resources to meet the ratio of counterpart funding for QCDF, at PSC meeting No.3, it was clear that Belgium contribution will cover 100% of the cost for one infrastructure and the province will ensure full cost for another. Furthermore all schemes are as district ownership investor, it is inconsistent with the QCDF guideline and TFF.

Based on QCDF guideline, DWG completed the budget allocation for 2012; it is continuous to support SEDPs of 12 communes and town.

3.5.4. Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Slow approval for QCDF guideline	High	QCDF guideline is important document for PMU and DWG to support commune SEDP, it also is as a part of 2011- work plan/budget, due to it was approved so late, it make trouble for project implementation.	Medium	C
Unclear counterpart fund mechanism	High	Vietnamese contribution is as strong commitment on the agreement of 2 governments if its mechanism is unclear it very difficult for project to reach to project objective	High	C

3.5.6. Quality criteria

Criteria	Score	Comments
Effectiveness	B	NA
Efficiency	C	It is needed to find out other fund for commune SEDP, should be integrated in to other project/program target and then budgeting reform should be done together.
Sustainability	C	After PORIS terminated in 2013, in order to sustainable development it is necessary to institute SEDP soon. The budget for commune

		SEDP now is still only from PORIS project.
--	--	--

3.5.6. Budget execution

Activities		TFF	Approved OWP	Exp by 31 st Dec 2010	Budget 2011		%
					Plan 2011	Exp in 2011	
A03	Improved decentralized development implementation	1,530,000	0	0	473,000	238,969	50.5%

3.5.7. Recommendations

Recommendations	Source	Actor	Deadline
As a part of annual work plan/budget, QCDF should be approved timely	A03	PSC	2012-2013
Clear counterpart fund mechanism.	A03	PPC, PMU	As soon as possible

3.6. Result 4

3.6.1. Indicators

Result 1: Exchange and dissemination of Results / Capitalization / Replication strategy						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
Synergies between projects						
Joint trainings, evaluations, programmes						+ Lack of indicator of baseline value + The annual indicator measurement also have not been fixed and assessed

3.6.2. Evaluation of activities

Activities	Progress:				Comments
	A	B	C	D	
1. Communication strategy / dissemination		X			
2. Establishment of links with MPI/PARROC		X			
3. Provincial coordination and dialogue platform			X		Focused only in field of planning. Lack of discussion on institutional reform and promote a provincial development fund
4. Participation in platforms and workshop		X			
5. Dissemination of lesson learned		X			

3.6.3. Analysis of progress made

Result Area 4: This result area has four main activities via development of a communication strategy for sharing of project results, development of linkages with BTC funded projects at MPI and Hau Giang Province (PARROC)

With the leading from DPI, Nghe An Task Force of Planning Reforming Process on SEDP was established) with the active participation of 3 projects and its donors in 5 target districts. The DPI have been coordinating the dialogue platform to share the lessons and experiences. The SEDP process will be reviewed and applied for the 2013 –SEDP making and go ahead to be instituted through Nghe An province.

The project is active to have harmony with other factors (other interventions of BTC), linked closely with two other BTC projects in the same sector, namely the PARROC in Hau Giang and SPR of the MPI, however it has not any opportunity for PMUs to meet and share good lessons in the same sectoral intervention. Some study tour was organized to take leant lessons from other project and

PARROC in the quarter I and last quarter of 2011.

3.6.4. Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Poor topic of provincial coordination and dialogue platform	Medium	Focused only in field of planning reform. Lack of discussion on PAR	Medium	C

3.6.5. Quality criteria

Criteria	Score	Comments
Effectiveness	C	Yet to start
Efficiency	C	Yet to start
Sustainability	C	Early to evaluate

3.5.6. Budget execution

Activities		TFF	Approved OWP	Exp by 31 st Dec 2010	Budget 2011		%
					Plan 2011	Exp in 2011	
A04	Capitalization, dissemination, replication	26,400	10,800	13,781	13,000	1,845	14,2

3.5.7. Recommendations

Recommendations	Source	Actor	Deadline
Speed up to carry out project activities at the province, richly PAR forums	A04, A01, A02	PWG	2012-2013

4 Transversal Themes

4.1 Gender

Gender is one of cross-cutting themes of the project; it is stimulated details in the TFF.

- The project is working under NEX modality, so most the policies and supportive institutions for promoted women advancement, gender equality and the active involvement of women in key positions and roles of the society are mainstreamed.
- Each step of the SEDP process, the role and participation of women always is considered and encouraged. Conducting needs assessments to make village development plans and consolidated to commune SEDP, 143 village and 12 commune women union has private meetings to give their needs and propose activities to improve quality and efficiency of women's performance in political, economic, social and cultural areas to increase the number of women candidates for leadership positions in some sectors of SEDP.
- Quy Chau the project's main target district for capacity building and development interventions, has 80% ethnic minority population consisting entirely of Thai Ethnic minority, through 3 component of QCDF have been supporting for women, girls and boy groups to increase access to health, education and local economic development, no distinguish ethnic minority, and girls and boy.
- Project's emphasis on improved participatory development planning and implementation at the village and commune levels, improvements in social services and service delivery standards and capacity building have been bringing directly benefit women.

4.2 Environment

Environment is considered as one of cross-cutting themes of the project, some comments regards to project and this transversal theme:

- Quy Chau has some potential natural resources as gold, rubies and mines for limestone, granite and bosite extraction are already active. Mining concessions are signed at central level. District level staff has neither the understanding nor the requisite administrative capacity/authority to enforce environment related regulations on mining industry. A combination of district level capacity building, effective monitoring of mining practices and enforcement of national laws for protection of environment would be required to avert any potential damages to local environment.
- The interventions described in TFF, in the district are not likely to have any adverse impact on the environment due to their small scale; the infrastructures provided for are only small-scale infrastructures (see QCDF guideline), further it regards service delivery and capacity development. The support provided for building institutional capacities and participatory development approaches of local staff are expected to result in a better understanding of environmental aspects and better district level capacities to enforce government environment regulations.
- Government has some supports to improved sanitation and environment at the village level such as new toilet models, safety water system, cattle keeping so most activities is integrated in to 2012-SEDPs.

5 Decisions taken by the JLCB and follow-up

Decisions	Source	Actor	Time of decision	Status
To complete and improve assessment A0101, A0102 in 2011 activities and workshop with Quy Chau working group	2 nd PSC meeting	PMU	28/2	Workshop with Quy Chau working group was held in 28/02/2011 on result of A0101, A0102. These assessment reports were exploited for activities in Quy Chau.
Project Operation Manual: \PSC basically agreed with the draft of POM. PMU received the comment at the meeting and to complete to issue soon for application. PMU will integrate the comments of the DoF and BTC	2 nd PSC meeting	PMU	16/09	Project Operation Manual was completed and approved on 16/09/2011.
Reconciliation the human resource: The PMU and support staffs should review and assess the need of human resource to adjust TOR and recruit. To form a project technical team. PMU can recruit short term consultant if required.	2 nd PSC meeting	PMU	4/2011 6/2011 10/2011 10/2011	Reconciliation has been done: - Appointed replacement for DPD. - Reconciliation D/CWGs. - Recruited new district accountant. The current accountant assigned to look after counter fund at district. - New replacement for resigned province secretary cum translator. - The review and assessment on the need of human resource to adjust TOR did not carry out
Revise budget line: - Transfer the remaining amount of Z0201(Regie) to Z0202(NEX) of PMU to buy motorbike for the project office at district level. - Transfer salary and related costs of DNE from Regie to Next. This issue will be examined according to identified need and will be analyzed by the PMU. - Budget line for A03 activities is proposed to disburse through the state treasury. A clear proposal should include how both contributions from Belgium and Vietnam will be capitalized and reported on to ensure that both Governments contributions will be traceable.	2 nd PSC meeting		3/2011 3/2011 9/2011	Revise budget line: - The need and analysis of revising budget lines shown in finance plan of 2012 and following years and will be presented in coming 3 rd PSC meeting. - Budget line A03 is transferred to district account, disbursement is controlled by district division of Finance & Planning with coordination of PMU and Quy Chau State Treasury. Procedures are all in line with Vietnam law and regulations. During 2011, this activity received 237.000E from Belgium budget line on 06/10/2011. At district level: a separate accountant is responsible for control of counter fund.

<p>- Regarding QCDF, the PSC requested the PMU to complete a detailed proposal on how the commune drawing rights will be awarded, the eligibility criteria and the process and procedure for disbursement through treasury system. This process can be learnt from the PARROC project at Hau Giang province.</p>				<p>- QCDF guidelines was completed and approved on dated 16/09/2011. Training for all communes on drawing procedure was held by Quy Chau State Treasury and District Division of Finance on dated 24/10/2011.</p>
<p>Action and Finance plan 2011: Was agreed in principle by PSC. The PMU will detailize the activities by including sub-activities that will be identified in the coming workshop of working groups in Quy Chau.</p>	2 nd PSC meeting	PMU		<p>Action and Finance plan 2011: Has been implemented. Details in report presented at the 3rd PSC meeting.</p>
<p>Other related issues</p> <ul style="list-style-type: none"> - Reporting regime has been duly followed. - Implementation of recommendations of Auditor for period 03/09/2009-31/06/2010 shown in attachment. - Regular meetings have been held, especially at district where conducted major activities of the project. - PMU members are Government officers, therefore the joint meeting cannot be periodically held but according to work requirement. Meeting minutes have been recorded but not in proper manner. 	2 nd PSC meeting	PMU	Regularly	<p>Other related issues</p> <ul style="list-style-type: none"> - Reporting regime has been duly followed. - Implementation of recommendations of Auditor for period 03/09/2009-31/06/2010 shown in attachment. - Regular meetings have been held, especially at district where conducted major activities of the project. - PMU members are Government officers, therefore the joint meeting cannot be periodically held but according to work requirement. Meeting minutes have been recorded but not in proper manner
<p>Reconciliation of the human resources</p> <ul style="list-style-type: none"> +Mr Sy – DDARD + Mr. Chuong – DPD + Mrs. Luc – Quy Chau Treasury + PWG now includes 5 main depart relevant department + Revise TOR of the provincial accountant to add responsibilities of PNE + ITA recruitment 	3rd PSC meeting	PMU	<p>3/2011</p> <p>12/2011</p> <p>12/2011</p> <p>12/2011</p>	<p>Done in March</p> <p>Done</p> <p>Done</p> <p>Done</p> <p>Done</p> <p>On going</p>
<p>Approved action and financial plan</p>	3rd PSC	PMU	12/2011	Done

2012, counterpart fund allocation	meeting			
Prepare a list of activities to be paid by REGIE			12/2011	Done
Completed reference document sent to BTC not later 30/11/2011			30/11/2011	Done
Other relate issues: + Fourth PSC meeting will be held in July 2012 + Enhance coordination and carry out project activities planed	3rd PSC meeting	PMU		Under preparation On going

6 Lessons Learned

Lessons learned	Target audience
<p>Technical assistance in NEX modality: With the NEX modality and features of the project on institutional strengthening, it is requested to have quality of technical support. Firstly, it should be enough requested positions, secondly, qualified assistants should be considered, and finally, it has enough time for the assistances.</p>	<p>BTC, HQ, Belgian embassy, PSC, PMU</p>
<p>The coordination and communication: For the current project structure, it is necessary to improve the vertical and horizontal coordination and communication. Communication between BTC and PMU (both district/provincial levels) needs to be channelized. This also enhances the learning and sharing together inside and outside project.</p>	<p>BTC, PSC, PMU</p>
<p>The role of steering, leading, conducting and decision: Project with the character of institutional strengthening and developing new tool, guideline and systems, means the creation of new implementation tool so it is necessary to have participation of enough of relevant agencies from central to local levels, the consistent and regular steering. The timely decision will affect great quality and progress of the project implementation.</p>	<p>PSC and PMU</p>
<p>Monitoring and evaluation: M&E activities in 2011 includes: External M&E (PSC meetings, audit, SRM), Internal M&E (PMU meetings, assessments), those activities help PMU have timely right decisions. It requested to improve M&E activities more, especially internal M&E activities.</p>	<p>PSC, PMU</p>
<p>Project integration in local system and impact: Project should not standing alone it has to be integrated into the local planning, budgeting and implementation systems</p>	<p>PSC, PMU</p>

7 Annexes

7.1 Logical framework

	INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS
<p>Overall objective: To promote pro-poor socio-economic development through support to public administration reform at provincial, district and commune level</p>			
<p>Specific objective: Strengthening the institutional capacities of local governments in decentralized development planning, budgeting, monitoring and evaluation, implementation and public service delivery in accordance with PAR objectives.</p>	<ul style="list-style-type: none"> • Quality planning cycle of Quy Chau is operational • Institutional capacities meet all planning cycle requirements 	<ul style="list-style-type: none"> • Provincial (Nghe An) reporting • Reports from MPI, other donor agencies, other provinces • Evaluations 	<ul style="list-style-type: none"> • Political commitment at provincial and district level to translate national policies into action • National execution and budgetary support modality implemented in its true spirit and effectively • Required national staff and facilities made available in a timely manner and in required numbers • Budgetary allocations over the medium term at provincial, district and commune levels sustained.
<p>Result 1: Improved decentralized planning, budgeting and monitoring systems at all levels;</p>	<ul style="list-style-type: none"> • New revised and updated provincial regulations issued supporting decentralized planning and implementation • Improved system of planning in place • Improved system of budgeting in place • Improved system of M&E in place • Improved system of public access to information in place • A participatory M&E system developed and mainstreamed 	<ul style="list-style-type: none"> • Provincial regulations and procedures • District procedures • District and provincial treasury reports • State audit • Project Evaluation, progress reports, baseline results (see initial study) 	<ul style="list-style-type: none"> • Political commitment of provincial level to adopt new procedures, regulations, practices and systems. • National PAR policy not revised

	<p>into regular reporting systems of the government</p> <ul style="list-style-type: none"> • Regular technical and financial reporting system at all levels 		
Result 2: Improved decentralized planning mechanism for service delivery and small-scale infrastructure	<ul style="list-style-type: none"> • Quality of Commune annual plans • Commune plans take into account assessments of social, economic, administrative service and small scale infrastructure completed • Province, District and Commune staff fully understand the strengthened planning, budgeting, M&E procedures • Province technical Staff adequately guides District and Communes in planning, budgeting and M&E processes • Commune plans are gender sensitive both in output and procedure 	<ul style="list-style-type: none"> • District, Commune and Provincial annual Plan • Treasury reports • Financial reports, progress reports • Baseline (see Result 1) 	<ul style="list-style-type: none"> • Political Commitment and engagement at all levels • Availability of high quality technical assistance • Communes have full access to the funds provided for commune planning
Result 3: Improved decentralized implementation of service delivery and small-scale infrastructure	<ul style="list-style-type: none"> • Plans are adequately implemented • Good tendering, accounting, practices in place at all relevant levels • O&M procedures in place (both regulations and practice) • O&M fees collected • Amount of O&M fees spent on maintenance 	<ul style="list-style-type: none"> • Annual approved plans of district and communes and allocations • The M&E system put in place by the project, with its reports and figures • Baseline (see as result of R 1) • Financial and progress reporting 	<ul style="list-style-type: none"> • Political Commitment and engagement at all levels • Availability of high quality technical assistance • Communes have full access to the funds provided for commune planning
Result 4: Exchange and dissemination of Results / Capitalization / Replication strategy	<ul style="list-style-type: none"> • Synergies between projects • Joint trainings, evaluations, programmes 	<ul style="list-style-type: none"> • Reports from GoVN, MPI, DOHA, other donors • Project progress reporting 	<ul style="list-style-type: none"> • Open dialogue between all levels and partners

7.2. M&E activities

No.	Activities/events	Time	Reference document
1	The second PSC meeting in Vinh city	23/2	Minutes of meeting
2	PORIS workshop introduction in QC	28/2-1/3	DNE report
3	Education assessment in Quy Chau	2/2011	District consultancy report
4	Health assessment in Quy Chau	3/2011	District consultancy report
5	Agricultural and water supply assessment	3/2011	District consultancy report
6	PMU meeting in Vinh city	4/4	Minutes of meeting
7	Rural infrastructure assessment in QC	4/2011	District consultancy report
8	OSS assessment in QC	4/2011	District consultancy report
9	BTC and PMU meeting	9/5/2011	Minutes of meeting
10	The strategic reflection mission (SRM)	15/6-20/7	International consultancy report
11	BTC and PMU meeting on SRM	28/6/2011	Minutes of meeting
12	Wrap up meeting in BTC office	5/7/2011	Minutes of meeting
13	External Financial audit	7/2011	National consultancy report
14	Capacity building plan for education sector	7/2011	District consultancy report
15	Capacity building plan for health sector	8/2011	District consultancy report
16	PMU & PWG meeting in Vinh city	22/9/2011	Minutes of meeting
17	Capacity building plan for education sector	7/2011	District consultancy report
18	Capacity building plan for health sector	8/2011	District consultancy report
19	Province PMU & PWG meeting in Vinh City	11/11/2011	Minutes of meeting
20	The third PSC meeting in Vinh city	25/11/2011	Minutes of meeting
21	District PMU/DWG meeting	Monthly	Minutes of meeting
22	Meeting on completion of AWP 2011 and starting AWP 2012	13/01/2012	Completion Report 2011
23	Guidelines on SEDP making	2011	DPI

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

Disbursement: In 2011, the project disbursed Euro 429,895, equal to 57,6% of the budget allocated in the approved plan for 2011, of which:

4.1. National executive budget (Nex): The project disbursed Euro 370,456 equal to 49,6 % of the budget allocated in the approved plan for 2011.

The Nex disbursement in 2011 is as follows:

- Activities: Euro 284,217.
- General management: Euro 86,324.

The expenditure from NEX on the activities was settled, excluding VAT deducted and refunded as in regulations.

4.2. BTC executive budget (BTCex): In 2011, Euro 59,438 of the BTCex, equal to 8% of the budget allocated in the approved plan for 2011, was disbursed, of which the amount for salary of the International Technical Advisor accounted for 62%, and the amount for evaluation, audit and monitoring is 38%..

The detail of the Belgian fund disbursement is shown below.

FINANCIAL REPORT 2011-VIE 0803611 -update Q4

Code	Results/Activities	Modalities	Budget Revision	Expenditures 2009 -2010	Expenditures in 2011				
					Q1-Disb	Q2-Disb	Q3-Disb	Q4-Disb	Total
A			1,833,600	70,555	6,933	11,905	4,263	261,087	284,601
A01	<i>Improved decentralized planning, budgeting and M&E</i>		135,000	54,091	5,168	143	3,916	2,807	12,035
A0101	Assess the institutional capacity of the Province, Quy Chau District and its communes	Nex	30,000	36,594	551	-	-	-	551
A0102	Assess the local economy and draft a strategic planning of local economic development of Quy Chau District & Province	Nex	30,000	17,412	-	-	-	-	-
A0103	Assess the present status of delivery of social services and production support services, OSS and small scale infrastructure	Nex	33,000	86	4,617	143	3,916	137	8,813
A0104	Assess O&M system of small scale infrastructure	Nex	32,000	-	-	-	-	2,671	2,671
A0105	Update/adapt/develop regulation and procedures at commune, district, provincial level for planning and budgeting in line with the decentralization targets	Nex	10,000	-	-	-	-	-	-
A02	Improved practice of planning for service delivery & small-scale infrastructure		142,200	2,683	1,270	11,181	347	18,541	31,339
A0201	Formulate and implement communication and information strategy for public access to information	Nex	30,000	-	-	-	-	2,409	2,409
A0202	Develop methodological tools and guidelines for a strategic and decentralised development planning, budgeting, monitoring and evaluation.	Nex	24,000	210	-	169	-	862	1,031
A0203	Develop Training Modules and produce a structured training programme for all levels	Nex	23,000	-	-	-	-	5,736	5,736
A0204	Provide Training on participatory planning and budgeting, financial management	Nex	45,200	407	883	2,644	-	9,113	12,640

A0205	Support the implementation of participatory & strategic planning	Nex	20,000	2,066	387	8,368	347	421	9,523
A03	Improved decentralized development implementation		1,530,000	-	-	414	-	238,555	239,382
A0301	Implement development plans with a special focus on both service delivery and small-scale infrastructure in The Quy Chau District and Communes	Nex	1,500,000	-		-		237,000	237,000
A0302	Conduct continued M&E and feed back into annual planning cycle	Nex	30,000		-	414	-	1,555	1,969
A04	<i>Capitalization, dissemination, replication</i>		26,400	13,781	494	168	-	1,183	1,845
A0401	Communication strategy / dissemination	Nex	5,000	-	-	-	-	-	-
A0402	Establishment of links with MPI / Parroc	Nex	1,000	12,961	-	-	-		-
A0403	Provincial coordination and dialogue platform	Nex	4,000	408	494	-	-	1,183	1,678
A0404	Participation in platforms and workshop	Nex	16,400	412	-	168	-	-	168
A0405	Disseminations	Nex						-	
X	Dự phòng		45,408	-				-	
X0101	Dự phòng		45,408	-				-	
Z	General means		620,992	249,297	38,250	38,312	42,699	17,365	140,426
Z01	<i>Personnel costs</i>		369,900	153,766	30,863	22,381	19,233	10,816	83,528
Z0101	Technical assistance	Btc	273,900	115,761	19,462	11,190	5,915	234	36,801
Z0102	Support staff	Nex	96,000	38,005	11,401	11,191	13,318	10,816	46,727
Z02	<i>Investments</i>		70,892	68,596	2,282	-	10,218	1,409	13,909
Z0201	Vehicles	Btc	50,000	42,074	-	-		-	
Z0202	Office equipment TA	Nex	10,000	18,536	825	-	10,218	1,409	12,452
Z0203	IT equipment TA	Nex							

			10,892	7,986	1,457	-	-	-	1,457
Z03	<i>Operational costs</i>		63,200	23,224	4,832	5,741	4,639	5,139	20,352
Z0301	Office rent	Nex	-	-	-	-	-	-	-
Z0302	Operational costs vehicles	Nex	24,000	11,731	1,967	2,831	1,354	2,499	8,651
Z0303	Communication expenses	Nex	9,600	389	75	100	70	125	369
Z0304	Office supplies	Nex	9,600	1,491	249	383	1,598	530	2,760
Z0305	Other operational costs	Nex	20,000	9,614	2,540	2,428	1,617	1,986	8,571
Z04	<i>Audit, monitoring and evaluation</i>		117,000	3,711	273	10,189	8,609	3,566	22,637
Z0401	Evaluation	Btc	20,000	-	-	3,330	3,815		7,145
Z0402	Audit	Btc	67,000	-	-	3,500	-	3,500	7,000
Z0403	Execution modalities assessment	Btc	10,000	3,760	-	3,429	-	88	3,517
Z0404	Backstopping	Btc	20,000	(49)	273	(71)	4,795	(22)	4,975
		Total	2,500,000	319,853	45,183	50,217	46,962	282,251	424,614
		BTC	440 900	161 546	19 735	21 379	14 524	3 800	59 438
		NEX	2 059 100	158 307	25 448	28 838	32 438	278 451	365 176

7.4. Beneficiaries

The project would operate in two specific spheres. The policy and institutional sphere whereby the province, district and communes would be assisted in bringing about the required regulatory, institutional and management changes to enable them to achieve the PAR aims and targets with regard to decentralized planning, budgeting, implementation and monitoring and evaluation. Direct beneficiaries at this level will be related officials (civil servants) at provincial, district (Quy Chau) and commune levels. Some of the projects capacity building efforts are also likely to benefit officials from other districts in Nghe An province.

The second sphere covers conducting and financing decentralized participatory development plans; prepared at all levels following the required institutional and regulatory reforms supported and mainstreamed into governments regular decentralized planning, budgeting, implementation and M&E framework (see sphere one above). The direct beneficiaries at this level will be the people living in the 12 communes in Quy Chau district, especially the poor, women and children whose needs will be made a priority throughout the participatory planning and implementation approach. Quy Chau district is a special district because of its high presence of Thai ethnic minority; overall the district is poor. A brief summary of the target beneficiary population and their socio-economic status is as following:

Basic figures of Quy Chau district in 2011

Total Population	53,235
Women's Population	27,033
Thai Ethnic Population	42,071
Total Households	11,846
Rural Population	91,56%
Poor Households	56.86%
Malnutrition among Children	28%
Access to Potable Water	77.5%
Commune health centers with doctor	91.66%
Electricity Coverage	75%

7.5 Operational planning Q1-2011

The planned budget for 2012 is as follows:

Total budget estimated for 2012 is Eur 778,382

Purpose-based categories:

- *Activities*: Eur 633,782
- *General expenditure*: Eur 144,600

Execution-modality-based categories:

- + Nex: Eur 718,382
- + BTC ex: Eur 60,000

The budget plan for Quarter I 2012:

The total budget estimated for Quarter I -2012 is Eur 67,832

Purpose-based categories:

- *Activities*: Eur 47,182
- *General expenditure*: Eur 20,650

Execution-modality-based categories:

- + Nex: Eur 66,832
- + BTC ex: Eur 1,000

The detail is shown below.

ACTION AND FINANCE PLAN 2012

UNIT: EUR

Code	Results/Activities	Responsibility	Execution modalities	Belgium contribution				Total	Counter fund	Total budget
				Q1	Q2	Q3	Q4			
A01	Improved decentralized planning, budgeting and M&E			3,360	4,000	10,500	6,500	24,360	-	24,360
A0101	Assess the institutional capacity of the Province, Quy Chau District and its communes									
A0102	Assess the local economy and draft a strategic planning of local economic development of Quy Chau District & Province									
A0103	Assess the present status of delivery of social services and production support services, OSS and small scale infrastructure		nex			3,500	1,500	5,000		5,000
	<i>(1) Basing on recommendations of the assessment report, compare with national standard, identify the gap to national standard. Meanwhile, collect and collate best practice from other provinces while formulating their recommendations and solutions for improved service delivery.</i>	Provincial PMU	nex			3,500				
	<i>(1a) Compare and identify the gap to national standard.</i>		nex			2,000		2,000		
	<i>(1b) Collect best practice</i>		nex			1,500		1,500		
	<i>(1c) Recommendations/Proposals</i>		nex				1,500	1,500		
A0104	Assess O&M system of small scale infrastructure	DARD	nex	2,360	3,000	5,000	2,000	12,360		12,360
	<i>(1) Finalize assessment report and organise workshop.</i>		nex	1,500				1,500		1,500
	<i>(2) Completing new procedure.</i>		nex	360				360		360

	(3) Support equipment for O&M assessment and development of new system.		nex	500				500		500
	(4) Training on new O&M system for 12 communes of Quy Chau district.		Nex		3,000			3,000		3,000
	(5) Training on new O&M system for villages of Quy Chau district.		Nex			5,000	2,000	7,000		7,000
A0105	Update/adapt/develop regulation and procedures at commune, district, provincial level for planning and budgeting in line with the decentralization targets	DPI	Nex	1,000	1,000	2,000	3,000	7,000		7,000
	(1) Update regulation and procedures.		Nex		1,000	1,000	1,000	3,000		
	(2) Support equipment for updating work.		Nex	1,000				1,000		
	(3) Workshop		Nex			1,000		1,000		
	(4) Completing report and giving recommendations.		Nex				2,000	2,000		
A02	Improved practice of planning for service delivery & small-scale infrastructure		Nex	17,322	26,100	26,500	14,000	83,922	-	83,922
A0201	Formulate and implement communication and information strategy for public access to information	DOIC	Nex	3,000	4,000	3,000	3,000	13,000		13,000
	(1) Develop communication strategy (continue 2011 activity)		Nex	3,000				3,000		3,000
	(2) Workshop at province level to introduce the strategy (Quy Chau district, departments, media agents)		Nex		2,000			2,000		2,000
	(3) Implement communication strategy at province and district, commune levels through mass media		Nex		2,000	3,000	3,000	8,000		8,000
A0202	Develop methodological tools and guidelines for a strategic and decentralised development planning,	DPI	Nex	2,000	2,000	2,000	2,000	8,000		8,000

	budgeting, monitoring and evaluation.								
	(1) Guide village data collecting procedure, integrate planning of other departments under district orientation to complete draft of annual SEDP of commune.		Nex	2,000			2,000	4,000	4,000
	(2) Workshop on draft of SEDP tools for 12 communes.		Nex		2,000			2,000	2,000
	(3) Support to complete SEDP tools for 12 communes.		Nex			2,000		2,000	2,000
A0203	Develop Training Modules and produce a structured training programme for all levels	DOHA	Nex	12,322	7,100	6,000	5,500	30,922	30,922
	(1) Provide laptop to develop training modules.		Nex	500				500	500
	(2) Workshop for comments on training module selection at all levels.		Nex	2,000				2,000	2,000
	(3) Supplement capacity building training program for government officers at all levels (relating to PAR)		Nex	1,350				1,350	1,350
	(4) Organise 1 training class basing on developed training modules.		Nex	4,372				4,372	4,372
	(5) Conduct training at Quy Chau district		Nex	4,100	7,100	6,000	5,500	22,700	22,700
	(5.1) Training for district/commune Health officers		Nex	1,600	1,600	2,000	2,000	7,200	
	(5.2) Training for district/commune Education officers		Nex	1,500	1,500	2,000	2,000	7,000	

	(5.3) Training for district/commune Administration and one-stop-shop officers		Nex		1,500	1,000	1,000	3,500		
	(5.4) Training for district/commune officers on investment and construction management		Nex	1,000	1,500			2,500		
	(5.5) Training for district/commune officers on economic development.		Nex		1,000	1,000	500	2,500		
A0204	Provide Training on participatory planning and budgeting	DOHA	Nex		7,000	12,500	3,500	23,000		23,000
	(1) Training on participatory planning and budgeting		Nex		7,000			7,000		7,000
	(2) Capacity building training for province, district, commune officers relating to administration reform.		Nex			9,000		9,000		9,000
	(3) Study tour at best practice of planning and public service	PMU	Nex			3,500	3,500	7,000		7,000
A0205	Support the implementation of participatory & strategic planning	District PMU	Nex	-	6,000	3,000	-	9,000		9,000
	(1) Support SEDP at commune level	D/CWGs	Nex		6,000			6,000		6,000
	(2) Consultant for integrating communes SEDP into District SEDP	DPI	Nex			3,000		3,000		3,000
A03	Improved decentralized implementation of local development plans, pro-poor service delivery and small-scale infrastructures in Quy Chau District and Communes		Nex	25,000	79,000	305,000	107,000	516,000	350,000	866,000
A0301	<i>Implement development plans with a special focus on both service delivery and small-scale infrastructure in The Quy Chau District</i>	District PMU, Quychau DPC	<i>nex</i>	25,000	75,000	300,000	100,000	500,000	350,000	850,000

	<i>and Communes (details refer to 2011 QCDF allocation)</i>									
	(1) Build small scale infrastructure		Nex		50,000	250,000	50,000	350,000	350,000	700,000
	(2) Support social services		Nex	15,000	15,000	30,000	30,000	90,000		90,000
	(3) Support developing sustainable local economic		Nex	10,000	10,000	20,000	20,000	60,000		60,000
A0302	Conduct continued M&E and feed back into annual planning cycle		Nex	-	4,000	5,000	7,000	16,000		16,000
	(1) Assess the 2012 SEDP procedure of the 12 communes financed by Belgium budget.	DPI	Nex		4,000			4,000		4,000
	(2) Provincial Workshop to feedback on annual planning cycle	PWG	Nex			5,000		5,000		5,000
	(3) District Workshop to feedback on the annual planning cycle	DWG	Nex				1,000	1,000		1,000
	(4) Communal Workshop to feedback on the annual planning cycle	CWG	Nex				6,000	6,000		6,000
A04	Capitalization, dissemination, replication		Nex	1,500	-	5,500	2,500	9,500	-	9,500
A0401	Communication strategy / dissemination	PPMU	Nex					-		-
A0402	Establishment of links with MPI / Parroc	PPMU	Nex					-		-
	Experiences exchange activities with project at MPI, PARROC Hau Giang	PPMU	Nex			4,000				
A0403	Provincial coordination and dialogue platform	PPMU	Nex				2,500	2,500		2,500
A0404	Participation in platforms and workshop	PPMU	Nex	1,500		1,500		3,000		3,000
Z	General means				20,650	39,650	33,650	50,650	144,600	50,000
Z01	Personnel costs									

				12,500	24,500	24,500	24,500	86,000		86,000
Z0101	Technical assistance		Btc							
					12,000	12,000	12,000	36,000		36,000
Z0102	Support staff		Nex	12,500	12,500	12,500	12,500	50,000		50,000
Z02	Investments			1,000	3,000	2,000	1,000	7,000		7,000
Z0201	Vehicles		Btc	-				-		-
Z0202	Office equipment + motorbikes	PMU	Nex	1,000		2,000	1,000			
Z0203	IT equipment	PMU	Nex		3,000					
Z03	Operational costs			6,150	7,150	6,150	8,150	27,600		27,600
Z0301	Office rent	PMU	Nex					-		-
Z0302	Operational costs vehicles	PMU	Nex	1,500	1,500	1,500	1,500	6,000		6,000
Z0303	Communication expenses	PMU	Nex	150	150	150	150	600		600
Z0304	Office supplies	PMU	Nex	1,500	1,500	1,500	1,500	6,000		6,000
Z0305	Other operational costs	PMU	nex	3,000	4,000	3,000	5,000	15,000		15,000
Z04	Audit, monitoring and evaluation			1,000	5,000	1,000	17,000	24,000		24,000
Z0401	Evaluation		btc				12,000	12,000		12,000
Z0402	Audit		btc		4,000		4,000	8,000		8,000
Z0403	Execution modalities assessment		btc					-		-
Z0404	Backstopping		btc	1,000	1,000	1,000	1,000	4,000		4,000
	Total			67,832	148,750	381,150	180,650	778,382	400,000	1,178,382
			BTC	1,000	17,000	13,000	29,000	60,000		60,000
			NEXT	66,832	131,750	368,150	151,650	718,382	400,000	1,118,382

