



CTB



FINAL REPORT STRENGTHENING OF PLANNING REFORM AT CENTRAL AND DECENTRALISED LEVEL



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Acronyms


BTC	Belgian Development Agency
CD	Capacity Development
CIEM	Central Institute for Economic Management
DNEI	Department of National Economic Issues
GoV	Government of Vietnam
JLCB	Joint Local Consultative Body
M&E	Monitoring and Evaluation
MDTF	Multi Donor Trust Fund
MoF	Ministry of Finance
MoHA	Ministry of Home Affairs
MPI	Ministry of Planning and Investment
MTEF	Medium Term Expenditure Framework
MTIF	Medium term Investment Framework
NAPA	National Academy of Public Administration
PMU	Project Management Unit
SEDP	Socio Economic Development Plan
SPR	Support to Planning Reform
TFF	Technical and Financial File

Intervention form

Project name	"Strengthening of Planning Reform at Central and Decentralized Level" (SPR)
Project Code	VIE0703311
Location	Vietnam
Budget	3.3 M EUR (3 M EUR from BE and 0.3 M EUR from VIE)
Partner Institution	Ministry of Planning and Investment
Date of implementation Agreement	December 21 st 2007
Actual starting date	November 2008
Initial Duration (months)	48 months
Actual duration	60 months
Target groups	MPI, Planning Units of LM and local governments
Impact ¹	Pro-poor economic growth and sustainable development through the establishment of a new approach to sub-national delivery of goods and services and policy making"
Outcome	Service supply improved through strengthening capacity of national and sub-national government to plan, finance, and monitor, evaluate of pro-poor policies and interventions"
Outputs	Result 1: A stock taking and analytical work on planning, including weakness identified and lessons from pilots
	Result 2: A legal framework on planning, monitoring and evaluation
	Result 3: Improved system of resources for modern planning to ensure that adequate guidance is being provided to sub-national authorities on the new planning process
	Result 4: Strengthened central government support for sub-national capacity development;
	Result 5: Strengthened capacity of sub-national government in carrying out grassroots consultations for the formulation of sub-national socio-economic development plans
	Result 6: Contribute to rolling out result-based participatory planning regulation to sub-national levels

¹ Impact is a synonym for global objective, Outcome is a synonym for specific objective, output is a synonym for result

Global appreciation

Describe your global appreciation of the intervention (max 200 words):	Describe your global appreciation of the intervention (max 200 words):
	<p>In general, the project's relevance, impact and chances for sustainability are rated very positively, its coherence and effectiveness positively. The project was designed to first work on the main technical conditions for the reform – i.e. a new planning decree together with its implementation guidelines – and subsequently work on the capacity development (CD) of the sub-national level to support further implementation. The first part was well on its way when the economic crisis forced the Government of Vietnam to focus on the efficiency of Public Investment Management. The project partially shifted its course and used its resources in 2011 and 2012 mainly for the formulation of the legal framework for Public Investment Management at National and Provincial level.</p> <p>The SPR achieved valuable outputs and supported the Vietnamese government to gradually improve the legal framework for plan formulation and investment expenditure management through stock taking and consultations. This created a solid foundation for a new approach for the preparation, implementation monitoring and evaluation of the plan, linking the SEDP with government bond and state budget sourced investment plan.</p>
Score your global appreciation of the intervention ² :	Score your global appreciation of the intervention ³ :
	Satisfactory
National execution official ⁴	BTC execution official ⁵
	 Alain Devaux Resident Representative The Belgian Development Agency Vietnam

² Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory

³ Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory

⁴ Name and Signature

⁵ Name and Signature

PART 1 : Results achieved and lessons learned

1 Assessing the intervention strategy

1.1 Context

1.1.1 General context

Over the past two decades, Vietnam has achieved rapid economic growth and has significantly reduced overall poverty rates, from 58.1 per cent in 1993 to 9.6 per cent in 2012, raising the living standards of the entire population. After three decades of *Doi Moi* (economic and political renovation) reform, the country meets three MDG (eradicate extreme poverty and hunger, achieve universal education, promote gender equality) and is on track to meet MDG 4 (reduced child mortality) and MDG5 (improve maternal health).

Yet Vietnam also faces significant challenges which are clearly set out in the Socio-Economic Development Strategy (SEDS) 2011-2020 and the Socio-Economic Development Plan (SEDP) 2011-2015⁶. Vietnam encounters uprising problems including climate change, inequality in living standard among different ethnic group and regions, ethnic minorities and urban poverty.

The Socio-Economic Development Strategy (SEDS) 2011-2020 identifies the need for 'breakthroughs', including (1) Improving the socialist oriented market economy regulations with the core to create an equal and competitive environment, and to make administrative reform; (2) develop human resources, especially high quality human resources; concentrate on the comprehensive renovation of national education system; (3) Build an infrastructure system that synchronizes with some modern projects, and focus on traffic system and big urban infrastructure.

The SEDP highlights the need for a new economic model to ensure a greater balance between economic growth and social, human and sustainable development goals, so that all citizens can benefit from the development process and the most vulnerable and disadvantaged are not left behind.

Vietnam is thus a country in transition engaged in an on-going process of institutional reform for improved governance and needs to develop sophisticated, modern institutions to respond to the challenges the country will face over the coming 5-10 years. Among them, the institutions of policy making planning and performance monitoring occupy a central place. The institutions of participatory planning are also singled out in the National strategy. The SEDS emphasizes they role to ensure that citizens have a voice in the

⁶For a comprehensive assessment see for instance UNOne Plan 2012-2016 Hanoi, 27 March 2012, and Vietnam Development Report 2012, Market Economy : for a Middle Income Vietnam, Joint Donor Report to the Vietnam consultative Meeting , December 2011, Hanoi.

decisions which affect them and are able to fully realise their choices and capabilities. A more supportive regulatory environment is therefore required to overhaul the current SED planning system and support greater popular participation in public policy making and planning and set up mechanisms for the people to give their opinions and feedback, and to oversee the work of the party and the State, in particular in relation to socio-economic policies and plans.

In this framework, reforming the planning system appears essential to meet the new challenges that the country is facing and to achieve its sustainable development goals. A new planning and M&E system will contribute (i) to better manage the outcomes of development in the context of the transition from a central planning to a market economy and the rise of private development actors, (ii) to improve the efficiency and the effectiveness of public investments, (iii) to suit the process of decentralized administration and (iv) to place more emphasis on qualitative targets for sustainable poverty reduction.

1.1.2 Institutional context

The SPR is being executed by MPI and implemented by the Department of National Economic Issues, which is the Department in charge of the planning reform. This Department is also responsible for preparation and formulation of processes on development planning, monitoring and evaluation. The SPR is consequently anchored in the adequate department within MPI. The planning reform however requires to collaborate with different departments and centers within MPI. Around 30 provinces have carried out planning reform initiatives, especially at commune's levels and for some at the district level. Some provinces have successfully institutionalized the participatory C-SEDP process. Some line ministries such as the MARD have also undertaken some work to reform sectoral Planning and M&E. MPI is to ensure the coordination and the coherence of the various experiments and initiatives on planning.

In addition, the planning reform should also be coherent with number of other ongoing reforms such as the review of the budget law, the fiscal decentralization or the MTEF undertaken by MoF, the Public Sector Reform and decentralization undertaken by MoHA or the Public Investment Law undertaken by MPI.

While the institutional anchorage of the project is very relevant, close collaboration with other departments and other parts of the government are also important to ensure coherence and coordination.

1.1.3 Execution modalities context

The project is implemented in National Execution Modality (NEX). This means : that the project is implemented by DNEI; that the project applies Vietnamese regulations and laws to its management, finance, public procurement, and reports; that the implementing agency is to make decisions and be responsible for the activity implementation; and that the project staff is supporting the implementing agency in undertaking the project activities. The project is well managed by the Director and Vice-director of DNEI with administrative and technical support from capable and motivated project staff.

The NEX ensures that the projects activities are aligned with the priorities of MPI. This ensures better ownership and sustainability of the project activities. On the overall, NEX

is very appropriate execution modalities.

1.1.4 Harmo-dynamics context

As mentioned earlier many institutions have implemented and developed planning reforms especially at the provincial level. Around 30 provinces have carried out planning reform initiatives, especially at commune's levels and for some at the district level. Some have even institutionalized the local planning processes for the communes and districts. Many development partners have projects supporting the planning reform or grassroots democracy which impact on the local planning and budgeting process. With the new planning framework, the project was expected to bring coherence and harmonize the current numerous valuable provincial and donors' initiatives to improve planning and budgeting.

The project closely collaborates with the numerous valuable planning improvement initiatives at central and local level (UNICEF, World Bank, JICA, SDC, AusAid, DANIDA, OXFAM,...).

The SPR also ensured linkages with the two planning reform projects in Hau Giang and Nghe An. While the Nghe An project still needs to generate valuable results for policy advise, the Hau Giang project has generated some lessons for the central policy making.

1.2 Important changes in intervention strategy

Dự án đã được thiết kế với một chuỗi các kết quả tóm tắt như sau

The Project was designed with a sequential series of Results summarized as follows: 1) identification of problems associated with planning; 2) assessment of the legal framework for planning including M&E and drafting a Planning Decree (the first legal framework for SEDP planning in Vietnam); 3) improved system of resources for planning by ensuring that adequate guidance is available on the new planning process; 4) strengthened central government support for sub-national capacity development; 5) strengthened planning capacity of sub-national government; 6) rolling-out the strengthened planning process at sub-national levels. Results 1,2,3 and 4 were designed to comprise Phase 1 of the Project and results 5 and 6 were designed to be implemented under a subsequent phase. The first part was well on its way when the economic crisis forced the Government of Vietnam to focus on the efficiency of Public Investment Management. The new Planning Decree (on planning, monitoring and evaluation of SEDP) was scheduled to be submitted to the GoV in 2011 to become effective in the 2012-2013 plan period. However, as a result of the economic crisis, the government started a process of linking development planning with investment planning to overcome weaknesses in the SEDP formulation. The project partially shifted its course and used its resources in 2011 and 2012 mainly for the formulation of the legal framework for Public Investment Management at National and Provincial level. The MTIF and a revised budget law – are seen by government and donors as effective ways to economise on state resources, and create a multi-annual outlook on investment planning.

2 Results achieved

2.1 Monitoring matrix

Results / indicators	Baseline Value	End Target	End Value obtained	Comments
IMPACT: Pro-poor economic growth and sustainable development through the establishment of a new approach to sub-national delivery of goods and services and policy making				Vietnam is quite successful in poverty reduction. Poverty rate in Vietnam has reduced from 13.4 % in 2008 to 9.6% in 2012
GDP growth rate				GDP growth rate has reduced from 6.3% in 2008 to 5 % in 2012.
Poverty rate				Poverty rates reduced from 13.4% in 2008 to 9.6% in 2012.
OUTCOME: Service delivery improved through strengthening capacity of the national and sub-national government to plan, finance and monitor/evaluate pro-poor and pro-growth policies and interventions				
Sub-national public expenditure and service delivery is more pro-poor	In Vietnam, sub national authorities expenditures is comparatively quite high (48 % of the total public spending in 2010). While it is too early to measure the impact of the decentralised planning and budgeting which has not yet been rolled out, one can note that the poverty rate for Vietnam reduced from 13.4% in 2008 to 9.6% in 2012.			
Sub-national policies on growth and poverty reduction are clear and consistent with the market economy	Not measured			
Number of citizen/users of services consulted in planning is increasing and their satisfaction in public services is improving	According to PAPI (2012) participation at local levels fell slightly with a 2.66% decline between 2011 and 2012. A closer look reveals that at the sub-dimension level issues of civic knowledge, opportunities for participation and voluntary contributions dropped 4.78%, 4.69% and 3.23%, respectively. PAPI (2012) also reveals some improvement in provincial performance in public service delivery in 2012. On public service delivery,			

	there is an overall increase of 2.29% between 2011 and 2012. From this increase it is important to note a significant increase of 5.83% on infrastructure	
OUTPUT 1: A stock taking and analytical work on planning, including weakness identified and lessons from pilots		The stocktaking exercise appeared very successful and was an important input for drafting the new Planning Decree.
A stock taking report	A large number of documents, books and magazines were gathered and analysed. At the same time, experiences with planning reform in Provinces, Districts and Communes were studied and reported on	
Website on national and sub-national planning functioning and regularly updated	The project website (http://spr-project.org/en/) was constructed to provide open access of all documents, provide news and create a possibility for experience exchange.	
Report of needed changes of existing laws and regulations related to planning, monitoring and evaluation	The ITA made a special report on international experiences in planning reform and a reflective report on the linkages between planning and budgeting in Vietnam	
Reports on comparative international experience from desk research, websites, publications, communities of practice, and study tours	Study tours were organised to Poland, Belgium and United Kingdom (budgeted under results 2 and 3). Reports on these study tours were prepared and experiences exchanged in dissemination workshops. Two volumes were published – in Vietnamese and English – on the legal instruments for planning, M&E and SEDP formulation in USA, China, Thailand and Ireland	
OUTPUT 2: A legal framework on planning, monitoring and evaluation		This has been a successful result area. The participatory development of the new Planning Decree has been a commendable achievement of SPR
A new regulation on planning, monitoring and evaluation	A third version of the decree is available. The approval of the decree or the decision to further improve it is at the discretion of the GoV and outside the scope of the project	

OUTPUT 3: Improved system of resources for modern planning to ensure that adequate guidance is being provided to sub-national authorities on the new planning process		Achieved much more than originally planned for
Circulars (related to Planning Decree) on sub-national policy-making and planning are issued by MPI and used by provinces	The preparation of the circulars cannot be initiated before the approval of the decree	
Local planning manual (incorporating good practice) is issued by MPI and used by provinces Simple and user-friendly guidelines for developing provincial, district and commune M&E frameworks are issued by MPI and used by sub-national government	The work on new planning guidelines as started in Q4 2012 but did not really continue in 2013. In 2011, the effects of the fiscal crisis necessitated the GoV to address public investment spending at national and sub-national level.	
Clear guidelines on linkages between planning and budgeting and on calculating capital expenditure allocation norms for line departments, districts and communes are issued and used by provinces	DNEI was asked to work on this issue and the project could assist by supporting the introduction of new regulations. The three regulatory changes that the project supported were: <ul style="list-style-type: none"> Decision No.60/2010/QD-TTg (30 September 2010) on criteria's and norms for State budget allocation for development investment expenditures Directive No.1792/CT-TTg (15 October 2011) on strengthening the state budget and government bond sourced expenditure management Medium Term Investment Framework (MTIF) decree to improve the efficiency of decentralised public investments while ensuring overall fiscal discipline 	
OUTPUT 4: Strengthened central government support for sub-national capacity development		
Strengthening the capacity of universities, research institutes through provision of documents and training workshops targeted to the staff working at these agencies.		
Rosters of capacity development service suppliers are established and used by provinces	The project initiated a survey of training service providers to assess the current quality of training institutes. This needs to be completed by CDPR	
Central government training institutes (in MPI, MoF) adapted their curricula to the new planning system	Not yet started	
Regional training workshops successfully carried out	Many training workshops were organised for provinces, and line ministries. Further activities that work on capacity development for the sub-national level are the project	

	website with its access to documents, the DNEI help-desk and initial trainings on decentralised planning and investments.
Initial CD assistance successfully provided, and feedback considered in revising guidance, websites, curricula, and training methods	
OUTPUT 5: Strengthened capacity of sub-national government in carrying out grassroots consultations for the formulation of sub-national socio-economic development plans	Planned as Phase II of SPR, results 5 and 6 were meant as starting up activities for later implementation via the MDTF. The SPR however undertook many workshops for provincials authorities and LM (see list in annex)
	Both during the stocktaking period and when drafting the various regulatory frameworks, a large number of dissemination and consultation workshops for the Provincial level were carried out
	<ul style="list-style-type: none"> - Four workshops/training on decentralised public investments and MTIF were held in 2012 for provinces and Line Ministries. - Two training workshops on decentralised financing and multiyear programming were undertaken for all provinces in June 2013 - Fourteen workshops on the formulation of SEDP and investment platform government bonds and state budget were organised for the 63 provinces of Vietnam from May to August 2013
OUTPUT 6: Contribute to roll out result-based participatory planning regulations at sub-national levels	Planned as Phase II of SPR, results 5 and 6 were meant as starting up activities for later implementation via the MDTF. The SPR however undertook many workshops for provincials authorities and LM (see list in annex)

2.2 Analysis of results

2.2.1 To what extent will the intervention contribute to the impact⁷ (potential impact)?

The said reform of making the planning more strategic, participatory, outcome-oriented, evidence-based, pro-poor and linked with resources is important for Vietnam. In Vietnam, reforming the planning system appears essential to meet the new challenges that the country is facing and to achieve its sustainable development goals. A new planning and

⁷ Terminology : Impact = General Objective ; Outcome = Specific Objective; Outputs = Expected Result

M&E system contributes (i) to better manage the outcomes of development in the context of the transition from a central planning to a market economy and the rise of private development actors, (ii) to improve the efficiency and the effectiveness of public investments, (iii) to suit the process of decentralized administration and (iv) to place more emphasis on qualitative targets for sustainable poverty reduction.

A major impact has been that planning reform became much wider than the Planning Decree as being an organiser of the SEDP formulation. For many Line Ministry and Provincial staff, planning has transformed from a purely administrative activity to the centre of the country's development. This is already noticeable via the application of Directive 1792 and the MTIF; the government units are starting to realise the financial benefits of proper planning. Directive 1792 and the MTIF have an important impact on the efficiency of public investments allowing the GoV to save a lot of public investment funds. And via the large number of stakeholder workshops, planning reform is now on the agenda of the national and provincial units that are involved in planning.

2.2.2 To what extent has the outcome been achieved? Explain

The project achieved more than anticipated in the planning and budgeting linkages, and initiated the demand driven CD for planning, which will be addressed more elaborately in the CDPR. For the planning reform in Vietnam, the shift towards increased attention for public investment regulations has been an important move. There is more awareness and political attention for planning reform and the planning and budgeting linkages. In this way the chances of linking the SEDP with a future MTEF (+ budget law) have increased. By enlarging its scope to Directive 1792, the MTIF and Public Investment Law, the project became important as a direct supporter of government priorities, making the project more relevant. The impact of Directive 1792, MTIF and Public Investment Law on regulation, management and oversight of public investment in Vietnam are important.

2.2.3 To what extent have outputs been achieved? Explain

The SPR has build up the understanding of and mobilize the related stakeholders towards planning reform. The impact on the quality of services delivery and poverty will be fully assessed after the CDPR ensuring great CD at local level.

The first three result areas were dealing with the technical question of what would be the most optimal regulatory framework for planning reform. The last three result areas focus on the measures how to get this framework implemented in the day-to-day practice of the Vietnamese bureaucracy. In reality it appeared that SPR mainly engaged with the first three results. The capacity development part will be further deployed during the CDPR.

2.2.4 To what extent did outputs contribute to the achievement of the outcome ?

The various outputs are very relevant in order to achieve the outcome. So far the extensive consultation process on the planning decree undertaken by the project has been valuable in laying a foundation for evidence based approach to incremental strengthening of planning in a market economy. Despite some progresses, which clearly

represent steps in the right direct direction, Vietnam still has some work to perform for having the required planning and budgeting process to reach its goal of becoming an industrialized country by 2020. Long history of a traditional planning mindset and approach is making the process a challenging task. Reforming the SEDP preparation process, given its wide outreach, is necessarily a gradual, cautious and thus lengthy process. This is all the more important that the SEDP is the key strategic document guiding the actions of the Government. The support to the preparation of the MTIF decree was not foreseen in the TFF. This is however a valuable contribution of the project to improve the efficiency of decentralized public investments while ensuring overall fiscal discipline. The MTIF is an important management tool to link planning and expenditure management of the national resources for the purpose of satisfactorily implementing the national SEDP as well as of the sectors and levels. The adoption of a MTIF will not only impact on the planning process but would also facilitate the linkages between planning and budgeting hence increasing the rationale for effective planning.

2.2.5 Assess the most important influencing factors. What were major issues encountered? How were they addressed by the intervention?⁸

The most important influencing factor on the project was the economic crisis of 2008 which forced the Government of Vietnam to focus on the efficiency of Public Investment Management. The project partially shifted its course and used its resources in 2011 and 2012 mainly for the formulation of the legal framework for Public Investment Management at National and Provincial level. These measures – as the precursors of an MTEF and a revised budget law – are seen by government and donors as effective ways to economise on state resources, and create a multi-annual outlook on investment planning. This broadened the project perspective to include public investment (which is a large part of the SEDP) as well as the linkages between planning and budgeting with the preparation of the MTIF.

2.2.6 Assess the unexpected results, both negative and positive ones

The support to the preparation of the MTIF decree was not foreseen in the TFF. This is however a valuable contribution of the project to improve the efficiency of decentralized public investments while ensuring overall fiscal discipline. The MTIF is an important management tool to link planning and expenditure management of the national resources for the purpose of satisfactorily implementing the national SEDP as well as of the sectors and levels. The adoption of a MTIF will not only impact on the planning process but would also facilitate the linkages between planning and budgeting hence increasing the rationale for effective planning.

2.2.7 Assess the Integration of Transversal Themes in the intervention strategy

A series of comments on environmental control have been taken into consideration by the planning decree's task force. Environmental issues are also part of the first draft guidelines for planning and M&E (SPR Results Report 2012). Discussions on the draft

⁸ Only mention elements that aren't included 1.1 (Context), if any.

decree have also focused on the need to add an environmental sustainability dimension to the current social and economic dimensions of the SEDP. In that sense, it has been proposed to change the name of the Socio Economic Development Plan into a Sustainable Development Plan, which adds an environmental dimension to socio economic aspects

2.2.8 To what extent have M&E, backstopping activities and/or audits contributed to the attainment of results? How were recommendations dealt with?

The SPR project did not benefit from regular technical backstopping. More regular technical backstopping will be undertaken in the CDPR.

This project supported national planning reform developments, and these changes are hard to predict. Changes in the political and economical context may also change directions of the project, as happened when the emphasis shifted to public investment issues. Because any reform process is difficult to predict, a flexible way of using the log frame methodology should be adopted.

3 Sustainability

3.1.1 What is the economic and financial viability of the results of the intervention? What are potential risks? What measures were taken?

The government of Vietnam is in a process of balancing top-down with bottom-up planning streams. SPR has actively contributed to this policy aim by exposing and training MPI staff to international practises and supporting the drafting process of the regulatory frameworks and by being flexible enough to partly adjust its focus when policy priorities shifted to investment planning. The ongoing debate on the local government chapter of the constitutional review as well as the review of the budget law will impact on the trends of the planning reform.

3.1.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support? What are potential risks? What measures were taken?

The project is fully 'owned' by DNEI being the implementing agency. Both the Project Director and Project Manager are executives of DNEI, the department in charge of the planning reform; both were actively taking charge in all project decisions. The sustainability of the CD for planning reform will be addressed in the CDPR and reflected on during the preparation of a comprehensive CD strategy and plan.

3.1.3 What was the level of policy support provided and the degree of interaction between intervention and policy level? What are potential risks? What measures were taken?

The planning reform support remained quite high but, as mentioned above, as a result of

the economic crisis, the government prioritised public investment reform over the planning reform. In addition, it gradually became clearer that the planning reform was to be influenced by the ongoing constitutional debate over local government and the reform of the budget law. Providing clearer roles, accountability and autonomy over resources and HR for local government will importantly impact on the planning system.

The project partially shifted its course and used its resources in 2011 and 2012 mainly for the formulation of the legal framework for Public Investment Management at National and Provincial level which had become one of the GoV priorities. It was a wise decision for the project to take because it was either sit or wait until the Planning Decree got issued, or shift the emphasis to a crucial piece of regulation to increase the linkages between planning and budgeting.

4 Learning

4.1 Lessons Learned

- SPR was designed with sequential results : result 1 precedes result 2, etc. When it appeared that the the Planning Decree would be delayed given the emphasis in the public investment management, the project adequately adjusted operations towards other relevant results/activities. This flexibility and adaptability is crucial to have in reform support project as the SPR. Flexible programming or adaptive design of the project is essential because of the “non-linear” character of the reform, the demands for immediate responses that may emerge in a rather unpredictable way, and the very nature of capacity development processes.
- As mentioned earlier, the project objectives were formulated too ambitiously for the available project timeframe. Assess the problem, prepare a response strategy and a new legal framework, training institutions and start training over a four/five years period was far too ambitious, despite results 5 and 6 were expected to take place in a subsequent project.
- M&E of outcomes and impacts of a project like to SPR is very challenging. The flexibility to adapt the intervention strategy requires “reflective action monitoring processes” rather than a logframe approach. Using logframes to capture the effects of, and learn from, project that aimed to develop capacity and promote planning reform is challenging. The uncertain and emergent nature of capacity and the complex nature of development planning implied that progress, was unlikely to be a linear, well-planned and predictable.

4.2 Recommendations

Recommendation	Source	Target audience
Reform support project shall be results orientated, adopt a flexible programming approach, and be clearer about what the project can deliver and what it can, at best, influence. Flexibility means essentially shifting from setting a “blueprint” in a Technical and Financial File, to realizing annual (re)programming exercises leading to the approval of annual work plans and budgets	SPR FE report	DGD/CTB
Be less ambitious and more realistic programme objective	SPR FE report	DGD/CTB

PART 2: Synthesis of (operational) monitoring

1 Follow-up of decisions by the JLCB

The MTR recommended that the project duration be extended until the end of the specific agreement (October 2013) instead of end of project duration (October 2012). SPR project has used this “buffer” period of the Agreement. This allowed the project to further support the MTIF and Public Investment Law as well as to undertake an important training programme on multiyear programming and preparation of SEDP for the 63 provinces of Vietnam. The project also contributed to the preparation of the subsequent CDPR and ensured integration of the lessons learned of the SPR.

The MTR recommended that the second half of the project life cycle focused on mobilising donor to support CD for planning reform. Instead, in 2011 and 2012, the project focused on public investment and MTIF which had become the priority for MPI.

Most of the ETR recommendations were taken into account in the preparation of the CDPR :

- Remain result oriented with more flexibility to adapt to the evolving context through regular technical backstopping missions and policy dialogue.
- Manage the new project with 'layers of decision making' including a functioning PSC and regular policy dialogue.
- Broaden the capacity development beyond training and prepare a CD strategy
- Maintain a multi layer project approach by working at the local level

2 Expenses (as of August 31, 2013)

Activity (*)		TFF	As the approved revision to OWP	Accumulative from the project start to 31 Dec 2012	Plan of 2013	The approved plan for the first 8 months of 2013	Disbursement in the first 8 months of 2013	% of disbursement in the first 8 months as compared to the plan 2013	Remarks
TOTAL		3,000,000	3,000,000	1,736,051	1,263,959		1,048,299	83%	
Total excluding contingency		2,795,543	2,890,618	1,730,153	1,253,959		1,047,411	84%	
ALL ACTIVITIES		1,638,000	1,399,506	793,330	1,036,547		858,794	83%	
Result 1	A01 - Assemble, stock-take documents on planning	60,000	44,659	38,315	6,344		5,445	86%	
A0101	Assemble documents	10,000	15,000	13,259	1,741		842	48%	
A0102	Website	15,000	20,000	15,397	4,603		4,603	100%	
Result 2	A02 - Legal framework	140,000	254,349	229,718	24,631		19,161	78%	

A0203, A0207, A0208	Decree on planning, monitoring and evaluation	55,000	170,000	145,369	24,631		19,161	78%	
Result 3	A03 - Improved resource system	135,000	535,000	477,221	538,332		410,827	76%	
A0301	Guiding documents on Decree	50,000	80,000	0	80,000		75,047	94%	
A0302	Support in strengthening the link between planning and budgeting	30,000	150,000	401,853	228,700		116,820	51%	
A0303	Planning handbooks	50,000	300,000	75,368	224,632		215,942	96%	
A0304	Website upgrade	5,000	5,000	0	5,000		3,018	60%	
Result 4	National government supports sub-national authorities in capacity strengthening	403,000	325,000	42,578	232,240		193,533	83%	
A0401	Support in provision of documents	20,000	50,000	9,301	40,699		20,481	50%	
A0403, A0405	Support training of capacity strengthening and roll out the training to the selected provinces	230,000	200,000	26,248	143,541		143,260	100%	

A0404	Establish help line for sub-national authorities	48,000	48,000	5,000	43,000		25,272	59%	
A0406	Monitor and revise training curricula	5000	5,000	-	5,000		4,520	90%	
Kết quả 5	Strengthening capacity of sub-national authorities	550,000	120,000	0	120,000		116,900	97%	
A0501 (TFF:A 0502)	Encourage provinces to use their own resources for training	10,000	20,000	0	20,000		17,063	85%	
A0502 (TFF:A 0501)	Supply-driven capacity strengthening (regional)	240,000	50,000	0	50,000		49,930	100%	
A0503	Demand-driven capacity strengthening	300,000	50,000	0	50,000		49,907	100%	
Kết quả 6	Roll out to sub-national levels	350,000	115,000	0	115,000		112,928	98%	
A0601	Feedback on regulations	50,000	15,000	0	15,000		14,941	100%	
A0602	Demand-driven capacity strengthening	300,000	100,000	0	100,000		97,987	98%	
CONTINGENCY		204,457	109,382	5,898	10,000		888	9%	
GENERAL EXPENDITURE		1,157,543	1,091,112	936,823	217,412		188,617	87%	

Z01	Staff	853,143	808,849	773,111	134,266		148,340	110%	
	BTC ex	786,240	705,496	649,615	55,891		107,166	192%	-
Z0101	<i>ITA</i>	<i>720,000</i>	<i>611,496</i>	<i>603,269</i>	<i>55,891</i>		107,166	192%	<i>NEX to be transferred back to BTC-exe as requested at the letter No.66/PD /2013</i>
Z0102	<i>NE1</i>	<i>66,240</i>	<i>94,000</i>	<i>46,346</i>	-		0		
	Nex	66,903	103,353	123,496	78,375		41,174	53%	
Z0102 b	<i>NE2</i>			<i>36,151</i>	<i>19,000</i>		12,536	66%	
Z0103	Accountant	<i>22,687</i>	<i>26,252</i>	<i>24,753</i>	<i>10,000</i>		6,203	62%	
	Cashier			<i>6,026</i>	<i>4,575</i>		2,868	63%	
	Accounting assistant			<i>6,335</i>	<i>6,000</i>		3,550	59%	

Z0104	Secretary	16,229	20,087	18,386	6,000		3,257	54%	
Z0105	Translator/Interpreter	20,369	23,847	19,361	10,800		6,845	63%	
Z0106	Administrative assistant	-	11,167	12,484	5,000		2,946	59%	
Z0107	Driver	7,618	10,000		5,000		2,969	59%	
Z0108	Other salary-like expenditure, and expenditure on training	-	12,000		12,000		0	0%	
Z02	Investment (office facilities and car)	120,000	110,000	106,764	3,236		108	3%	
	Office facilities	120,000	110,000	106,764	3,236		108	3%	
Z03	Operation expenditure	80,400	68,263	10,651	22,207		13,307	60%	
Z0301	Other service-related expenditure	30,000	27,417	4,325	3,092		399	13%	
Z0302	Travel cost	38,400	29,846	5,813	8,628		2,868	33%	
Z0304	Expenditure on printing, promotion & guest treatment	-	11,000	513	10,487		10,040	96%	
Z04	Evaluation and Audit	104,000	104,000	46,297	57,703		26,862	47%	Some BTC-exe sourced costs are
Z0401	Technical backstopping of BTC	16,000	16,000	13,632	2,368		-151	-6%	

Z0402	Evaluation (mid-term & final)	40,000	40,000	25,336	14,664		19,239	131%	not available at the time of report-making
Z0403	PSC	8,000	4,000	-	4,000		0	0%	
Z0404	Audit	40,000	30,000	7,329	22,671		7,774	34%	
	TOTAL NEX :	2,109,760	1,790,504	1,040,139	1,150,365		914,271	79%	
	TOTAL BTC EXE :	890,240	809,496	695,912	113,594		134,028	118%	
	RECEIVED (NEX)	2,050,000							(2008: 120.000 , 2009: 290.000, 2010: 230.000, 2011: 370.000, 2012: 300.000, 2013: 740.000)
	Total amount of VAT refund (already received plus asking for a refund) up to 31 August 2013	75,180							

	Bank deposit interest accruing to 31 August 2013	11,732							
	Total funding amount up to 31 August 2013	2,136,912							

**Average exchange rate in the first 6 months of
2013**

27,680

VND/EUR

EUR/VND average exchange rate of 2009-2013

27,587

3 Disbursement rate of the intervention

Source of financing	Cumulated budget	Real cumulated expenses	Cumulated disbursement rate	Comments and remarks
Direct Belgian Contribution	3.000.000 EUR	2.919.236 EUR	97 %	
Contribution of the Partner Country	300.000 EUR			
Other source	na			

4 Personnel of the intervention (as of 31 Oct. 2013)

Project staff

No	NAME	POSITION	CONTRACT TIME		Duration
			From	To	
1	Dang Thi Minh Hau	Accountant	1/7/2010	30/6/2011	10 months
2	Dinh Thi Trang	Administration Assistant	1/1/2013	31/10/2013	10 months
		Administration Assistant	1/6/2009	31/12/2011	30 months
		Administration Assistant	1/11/2011	1/11/2012	12 months
3	Do Thi Thuy Nga	Accountant	1/9/2010	31/10/2010	14 months
		Accountant	8/11/2010	31/10/2011	12 months
4	Dong Thi Bich Ngoc	Administration Secretary	9/1/2009	27/2/2009	1.5 months
5	Duong Minh Tu	Accountant Assistant	1/9/2012	31/10/2013	14 months
		Accountant Assistant	15/9/2011	31/8/2012	12 months
		Accountant Intern	1/1/2011	31/5/2011	5 months
6	Nguyen Thanh Phuong	Secretary	1/7/2010	30/6/2011	12 months
		Administration Secretary	1/7/2009	30/6/2010	12 months
		Administration Secretary	1/7/2011	30/6/2012	12 months

7	Nguyen Thi Chi	Translator/Interpreter	1/7/2009		
		Translator/Interpreter	1/3/2010	31/5/2010	3 months
		Translator/Interpreter	1/6/2010	31/8/2010	3 months
		Translator/Interpreter	1/9/2010	30/11/2010	3 months
		Translator/Interpreter	1/1/2011	31/12/2011	12 month
		Translator/Interpreter (ST)	10/5/2012	10/10/2012	5 months
		Translator/Interpreter (ST)	10/12/2012	10/5/2013	5 months
8	Nguyen Thuc Huong Giang	Project Accountant	15/1/2009	31/3/2009	2.5 months
		Project Accountant	1/4/2009	30/6/2009	2 months
		Consultant	1/6/2009	30/7/2009	2 months
		National Consultant	1/11/2010	31/10/2011	12 months
		National Consultant	1/11/2011	1/11/2012	12 months
		National Consultant	1/11/2012	1/11/2013	12 months
9	Nguyen Xuan Bach	Administration Secretary	16/7/2012	15/7/2013	12 months
10	Pham Thi Linh Lan	Project Accountant	1/7/2009	30/6/2010	12 months
		Administration Secretary	1/3/2009	30/6/2009	4 months
11	Pham Thi Thanh Thuy	Translator/Interpreter	1/6/2009	31/8/2009	3 months
		Translator/Interpreter	1/9/2009		
		Translator/Interpreter	1/3/2009	31/3/2009	30 days
12	Phan Ngoc Mai Phuong	Translator/Interpreter (ST)	16/7/2012	24/7/2012	9 days

13	Phan Thi Quynh Giao	Accountant	1/4/2011	31/3/2012	12 months
		Accountant Assistant	1/4/2012	1/4/2013	12 months
14	Tieu Dinh Hoa	Project Translator/Interpreter	1/1/2013	31/10/2013	10 months
		Translator/Interpreter	5/1/2012	5/1/2013	12 months
15	Trinh Thi Thu Hong	Accountant Assistant	1/7/2011	30/6/2012	12 months
		Treasurer	1/7/2012	30/6/2013	12 months

Project-hired consultants (ST)

No	NAME	POSITION	CONTRACT TIME		Duration
			From	To	
1	Bui Van Anh	Consultant	15/7/2011	5/8/2011	20 days
		Consultant	22/8/2011	7/9/2011	15 days
2	Cao Van Hoach	Consultant	25/7/2011	28/7/2011	3 days
3	Dang Van Tuyen	Formulation consultant	15/7/2009	25/8/2009	40 days
4	Do Ngoc Huynh	Consultant	25/7/2011	2/8/2012	3 days
5	Duke University	Training	16/7/2012	24/7/2012	9 days
6	Hoang Thi Tu	Consultant	25/7/2011	28/7/2011	3 days
7	Le Huy Cuong	Consultant	2/1/2009	15/1/2009	14 days
		Consultant	13/10/2009	23/10/2009	10 days
8	Mai Thu Hien	Consultant	16/11/2009	16/11/2009	30 days

9	MC Esclassan	Consultant	1/2/2012		
10	Michel Bouvier	Consultant	1/2/2012		
11	Nguyen Dinh Tho	Consultant	27/1/2010	17/2//2010	20 days
		Consultant	15/5/2010	15/6/2010	30 days
		Consultant	1/6/2011	20/6/2011	20 days
		Cconsultant	15/7/2009	25/8/2009	40 days
12	Nguyen Ngo Thi Hoai Thu	Analysis Consultant	15/7/2009	25/8/2009	40 days
		Consultant	1/8/2011	1/9/2011	30 days
		Consultant (ST)	16/4/2012	15/6/2012	3 months
		Consultant (ST)	20/6/2012	1/8/2012	2.5 months
13	Pham Ngoc Cau	Consultant	1/8/2011	20/8/2011	20 days
14	Pham Ngoc Lam	Consultant	25/7/2011	28/7/2011	3 days
15	Pham Thanh Hung	Analysis Consultant	15/7/2009		
16	Phan Thanh Binh	Consultant	15/8/2011	17/8/2011	2 days
17	Phan Thanh Tam	Analysis Consultant	15/7/2009	25/8/2009	40 days
		Consultant	1/8/2011	1/9/2011	30 days
		Consultant	1/10/2010		
		Consultant (ST)	16/4/2012	15/6/2012	3 months
		Consultant (ST)	20/6/2012	1/8/2012	2.5 months
18	Tran Thanh Long	Translator/Interpreter (ST)	16/7/2012	24/7/2012	7 days
19	Tu Thuy Anh	Consultant	25/1/2010	15/2/2010	20 days
		Consultant	15/5/2010	15/6/2010	30 days
		Consultant	1/6/2011	1/7/2011	30 days

		Consultant	15/7/2009	25/8/2009	40 days
20	Vu Duc Hoi	Consultant	1/8/2011	20/8/2011	20 days

5 Public procurement

Insert public procurement table.

6 Public agreements

Insert public agreement table.

7 Equipment (updated to 31 Oct. 2013)

SPR INVENTORY OF FIXED ASSETS (BELGIAN FUND) as of Oct.31, 2013

No.	Description	Unit	Quantity	Original price (price before tax)	Total amount	Date of purchase	Tag no. (for asset management)	Inventoried on 31 Oct. 2013
1	Computer HP DC7800 (desktop)	Set	1	16,815,908	16,815,908	20-Jan-09	DT01	
2	Computer HP DC7800 (desktop)	Set	1	16,815,908	16,815,908	20-Jan-09	DT02	
3	Computer HP DC7800 (desktop)	Set	1	16,815,908	16,815,908	20-Jan-09	DT03	

4	Computer HP DC7800 (desktop)	Set	1	16,815,908	16,815,908	20-Jan-09	DT04	
5	Computer HP DC7800 (desktop)	Set	1	16,815,908	16,815,908	20-Jan-09	DT05	
6	Photocopier Canon	Piece	1	18,400,000	18,400,000	20-Jan-09	PT01	
7	Printer Laser HP 5200	Piece	1	20,000,000	20,000,000	20-Jan-09	PT02	
8	Computer HP DC7800	Set	1	16,940,000	16,940,000	9-Feb-09	DT06	
9	Computer HP DC7800	Set	1	16,940,000	16,940,000	9-Feb-09	DT07	
10	Computer HP DC7800	Set	1	16,940,000	16,940,000	9-Feb-09	DT08	
11	ESoft accounting software	Set	1	12,000,000	12,000,000	24-Feb-09	PM01	
12	DAIKIN air conditioner	Piece	1	13,090,453	13,090,453	11-Mar-09	DH01	
13	DAIKIN air conditioner	Piece	1	13,090,453	13,090,453	11-Mar-09	DH02	
14	Laptop Sony Vaio Z540NBB	Piece	1	31,411,809	31,411,809	17-Mar-09	LT01	
15	Laptop Sony Vaio Z540NBB	Piece	1	31,411,809	31,411,809	17-Mar-09	LT02	
16	Laptop Sony Vaio Z540NBB	Piece	1	31,411,809	31,411,809	17-Mar-09	LT03	
17	Laptop Sony Vaio Z540NBB	Piece	1	31,411,809	31,411,809	17-Mar-09	LT04	
18	Laptop Sony Vaio CR590EEB	Piece	1	19,611,429	19,611,429	17-Mar-09	LT05	
19	Laptop Sony Vaio Z540NBB	Piece	1	32,125,714	32,125,714	30-Mar-09	LT06	
20	Printer Laser HP 5200	Piece	1	22,189,523	22,189,523	22-Oct-09	PT03	
21	Computer HP DC7900	Set	1	14,750,476	14,750,476	22-Oct-	DT09	

						09		
22	Projector Sony VPL.Dx15	Piece	1	32,603,636	32,603,636	10-Dec-09	PR01	Lost but reported
23	Computer HP Dx 7510	Set	1	16,639,999	16,639,999	10-Dec-09	DT10	
24	Computer HP Dx 7510	Set	1	16,639,999	16,639,999	10-Dec-09	DT11	
25	Printer Laser HP 5200	Piece	1	23,885,714	23,885,714	10-Dec-09	PT04	
26	Projector Sony VPL.Dx15	Piece	1	32,603,636	32,603,636	23-Dec-09	PR02	
27	Laptop Sony Vaio S111 FM/S	Piece	1	25,950,000	25,950,000	14-May-10	LT07	
28	Laptop Sony Vaio CW2QGXB	Piece	1	30,080,000	30,080,000	14-May-10	LT08	
29	DAIKIN air conditioner	Set	4	11,863,640	47,454,560	10-Aug-10	DH	
30	Printer Laser HP 5200	Piece	1	15,520,909	15,520,909	8-May-11	DT12	
31	Printer Plavillion P662011	Piece	1	33,877,273	33,877,273	2-Aug-11	PT05	
32	Projector Sony VPL.Dx15	Piece	1	32,603,636	32,603,636	30-Dec-11	PR03	
33	Toyota Lancuise car	Unit	1	1,480,879,700	1,480,879,700	28-Jun-12		
34	Dehumidifier Eharison 45B	Piece	1	11,090,909	11,090,909	20-Mar-12		
35	Dehumidifier Eharison 45B	Piece	1	11,090,909	11,090,909	21-Mar-12		
36	Daikin 1800 air conditioner	Piece	1	20,312,000	20,312,000	12-Jul-12	DH08	
37	Daikin 1200 air conditioner	Piece	1	13,843,000	13,843,000	12-Jul-12	DH07	
38	Printer HP LaserJet Lj 5200	Piece	1	25,200,000	25,200,000	25-Dec-12	PT10	

39	Lap top Apple Macbook Pro MC976ZP/A	Piece	1	66,000,000	66,000,000	25-Dec- 12	LT09	
40	Computer iMac 27 ich -MC813ZP/A	Piece	1	42,000,000	42,000,000	15-Jan- 13	DT13	
41	Computer iMac 27 ich - MC813ZP/A	Piece	1	42,000,000	42,000,000	15-Jan- 13	DT14	
42	Computer iMac 27 ich -MC813ZP/A	Piece	1	42,000,000	42,000,000	15-Jan- 13	DT15	
43	Computer iMac 27 ich - MD096ZP/A	Piece	1	47,000,000	47,000,000	17-Apr- 13	DT 16	
44	Computer iMac 27 ich - MD096ZP/A	Piece	1	47,000,000	47,000,000	17-Apr- 13	DT 17	
45	Computer iMac 27 ich - MD096ZP/A	Piece	1	47,000,000	47,000,000	17-Apr- 13	DT 18	
46	Computer iMac 25 ich - MD094ZP/A	Piece	1	38,714,545	38,714,545	22-Apr- 13	DT19	
47	Computer iMac 25 ich - MD094ZP/A	Piece	1	38,714,545	38,714,545	22-Apr- 13	DT 20	
48	Projector Panasonic PT - LB3EA	Piece	1	16,227,272	16,227,272	17-May- 13	PR04	
49	Computer iMac 25 ich - MD094ZP/A	Piece	1	38,636,363	38,636,363	17-Jun- 13	DT 21	
50	Computer iMac 25 ich - MD094ZP/A	Piece	1	38,636,363	38,636,363	17-Jun- 13	DT 22	

8 Original Logical Framework from TFF :

Hierarchy of objectives	Key performance indicators	Means of verification	Critical assumptions
General			
Pro-poor economic growth and sustainable development through the establishment of a new approach to sub-national delivery of goods and services and policy making	<ul style="list-style-type: none"> - GDP growth rate - Per capita income - Poverty rate - Life expectancy - Forest covered - Clean water using ratio 	<ul style="list-style-type: none"> - Annual and 5 year plan performance review reports - National and local statistics - Project mid-term review and final evaluation 	Continuity of policies of pro-poor economic growth and sustainable development and policies of decentralisation
Specific			
Service delivery improved through strengthening capacity of the national and sub-national government to plan, finance and monitor/evaluate pro-poor and pro-growth policies and interventions	<ul style="list-style-type: none"> - Sub-national public expenditure and service delivery is more pro-poor - Sub-national policies on growth and poverty reduction are clear and consistent with the market economy - Number of citizen/users of services consulted in planning is increasing and their satisfaction in public services is improving 	<ul style="list-style-type: none"> - National and sub-national plans using sound prioritising procedures linked with budgets - National and sub-national budgets - Comparisons with plan implementation and budget outturn - Project Bi-annual progress reports - Project mid-term review and final evaluation - Satisfaction survey (sample) 	<ul style="list-style-type: none"> - The impetus for planning does not lose momentum and political support - Legal framework for planning approved - Coordination improves between planning and budgeting authorities - PPCs agree to provide resources and appropriate budgetary discretion to district and commune authorities
Results			
Result 1:			
A stock taking of analytical work on planning, including weaknesses identified and lessons from pilots	<ul style="list-style-type: none"> - A stock taking report - Website on national and sub-national planning functioning and regularly updated - A launch workshop successfully concluded 	<ul style="list-style-type: none"> - Quality of reports, website and workshop - Website utilization - Plan for next steps 	Adequate cross-ministerial coordination and cooperation

	<ul style="list-style-type: none"> - Report of needed changes of existing laws and regulations related to planning, monitoring and evaluation - Reports on comparative international experience from desk research, websites, publications, communities of practice, and study tours 		
Result 2: A legal framework on planning, monitoring and evaluation	<ul style="list-style-type: none"> - A new regulation on planning, monitoring and evaluation 	<ul style="list-style-type: none"> - Decree and/or laws 	Reform determination of central planning agencies
Result 3: Improved system of resources for modern planning	<ul style="list-style-type: none"> - Sound guidelines and directives (related to Planning Decree) on sub-national policy-making and planning are issued by MPI and used by provinces - Local planning manual (incorporating good practice) is issued by MPI and used by provinces - Clear guidelines on linkages between planning and budgeting and on calculating capital expenditure allocation norms for line departments, districts and communes are issued and used by provinces - Simple and user-friendly guidelines for developing provincial, district and commune M&E frameworks are issued by MPI and used by sub-national government 	<ul style="list-style-type: none"> - Circulars - Quality of manuals and guidelines - Number of planning agencies using manuals and guidelines - Budgeting regulation 	<ul style="list-style-type: none"> - Cross-ministerial coordination and collaboration - Overarching national policies are coherent

<p>Result 4:</p> <p>Strengthened central government support for sub-national capacity development</p>	<ul style="list-style-type: none"> - Strengthening the capacity of universities, research institutes through provision of documents and training workshops targeted to the staff working at these agencies. - Rosters of capacity development service suppliers are established and used by provinces - Central government training institutes (in MPI, MoF) adapted their curricula to the new planning system - Websites for sub-national planning, policy-making, budgeting/finance and M&E are established, maintained and used - Helplines for provincial policy-makers and planners are established and used - Regional training workshops successfully carried out - Initial CD assistance successfully provided, and feedback considered in revising guidance, websites, curricula, and training methods - Additional resources are mobilised from donors in a MTDF 	<ul style="list-style-type: none"> - Number of training courses using new curricula and training materials - Number of providers with suitable in-house training facilities - Number of suitable training institutions and trainers on roster - Number of sub-national authorities that get assistance - Quality of feedback from initial subnational rollouts 	<p>Willingness of central government institutions to enhance their capacity to deliver appropriate services to sub-national governments</p>
<p>Result 5:</p> <p>Strengthened capacity of sub-national government in carrying out grassroots consultations for the formulation of sub-national socio-economic development plans</p>	<ul style="list-style-type: none"> - Core, supply-driven training for policy-making, planning, budgeting/finance and M&E is provided to provincial authorities and officials - Provinces formulate annual capacity development work plans - Qualifying provinces access Capacity Development Drawing Rights to finance their annual capacity development work plans 	<ul style="list-style-type: none"> - Quality of training - Number of trainers trained - Number of provinces that get demand-driven capacity development 	<p>Provincial authorities willing to provide capacity building support to lower tiers of sub-national government</p>
<p>Result 6:</p> <p>Contribute to roll out result-based participatory planning regulations at sub-national levels</p>	<ul style="list-style-type: none"> - Comments and feedback on new regulations - Qualifying provinces access Capacity Development Drawing Rights to finance their annual capacity development work plans 	<ul style="list-style-type: none"> - Number of comments and feedback - Number of district and commune staff trained 	<p>Sufficient incentives for sub-national government to develop capacities</p>
<p>Inputs</p>			
<p>Support for Central agencies</p>	<p>52% of program budget, including costs for results 1-4</p>	<ul style="list-style-type: none"> - Financial and other progress reports - Mid-term review report - Final evaluation 	<p>MPI willing to allocate this level of funds to support sub national authorities</p>
<p>Support for sub-national agencies</p>	<p>48% of program budget including costs for results 5 and 6</p>		

9 Complete Monitoring Matrix

Include the last (full) version of the monitoring matrix

10 Tools and products

No	PRODUCTS
1	Report of mission in Ho Chi Minh City from 8th to 11st April, 2009
2	The guideline for the 5 year SEDP in Ho Chi Minh City.
3	Report on planning, monitoring and evaluation of the implementation of socio-economic development plan (SEDP PM&E) in Binh Chanh District, HCM city (April 2009)
4	Socio-economic development plan 2006-2010 of Tan Phu District
5	Report on SEDP PM&E in Tan Phu District (April,2009)
6	Social-economic development plan 2004 – 2005 of Tan Phu District (14 June 2005)
7	Implementation of SEDP of Tan Phu District 2009 (January 2009)
8	Report on implementation of socio-economic and national securities and defense in 2008-2009 period of Binh Chanh district
9	Report on SEDP PM&E in Trung Chai Commune, Bac Ha district, Lao Cai province (March 2009)
10	Estimated budget of Trung Chai commune; targeted and estimated state budget in 2009; social-economic targets of Bao Nhai commune in 2008; ; Targets of State plan of Lao Cai province (2009)
11	Report on the consultation workshop in Lao Cai (March, 2009)
12	Report on the consultation workshop in Ba Ria Vung Tau (2009)
13	Report on SEDP PM&E in Ba Ria Vung Tau 2009
14	Report on the implementation of social-economic and national securities and defense of Chau Duc district (2007-2008; 2008-2009, March and key duties in April, 2nd quarter of 2009); Report on working content with the Ministry of Planning and Investment in preparing for the PM&E Decree of Chau Duc district (June 2009); targets of state plans in 2009 of Chau Duc district (December 2008) .
15	Report on SEDP PM&E of Kim Long district (June 2009)
16	Summary of regulations on establishment procedures, monitoring and evaluation of planning in other countries (2010)
17	Analytical Report on the training capacity of the central training institutes (December 2010).

18	Summary the workshop participants' opinions on Decree of "Planning, monitoring and evaluation of the implementation of social-economic development plans" (March 2010)
19	Basis of the SEDP PM&E and Draft of planning, monitoring and evaluating the implementation of social-economic development plans (2010)
20	Book: Some legal documents on the planning, monitoring and evaluation of socio-economic development plan of other countries- book I (August 2011), book II (October 2011)
21	Draft regulation on the allocation of government bonds for the period 2011 - 2015 (2011)
22	A summary of comments for the 3rd draft of the planning decree, the official letter and the report on impact evaluation of Decree by Do Ngoc Huynh, Cao Van Hoach, Pham Ngoc Lam, Hoang Thi Tu (2011)
23	A summary of comments and finalization of the 3rd Draft SEDP PM&E Decree (2011); Official letter on the issuance of the Decree (2011); An Impact evaluation report on the issuance of the Decree (2011)
24	Decision on reporting mechanism on the implementation of State investment plans (2011); Draft Circular on issuance of report forms and guiding on implementation of Decision No... on reporting mechanism on the implementation of State investment plans (2011)
25	Re-editing materials of information for the project official website (2011)
26	Research report on the improvement of SEDP in Vietnam by Phan Thanh Tam, Pham Thanh Hung, 2009; Summary Report on the situation of PM&E of the implementation of the SEDP plan in Vietnam (August, 2009)
27	Consultant report on socio-economic development plan in Vietnam with required innovations (2009)

Workshops organized by SPR

Year	No	Name of workshop	No of part.
2009	1	The formulation mission of Decree on Planning, Monitoring and Evaluating SEDP (PM&E) in Vung Tau, 4 - 6 June, 2009	12
	2	Workshop on developing the project handbook in Cat Ba, 2 - 3 July, 2009	18
	3	Consultative workshop on the first draft of SEDP 2011-2015 in Ninh Thuan and HCM City, 26 Nov- 1 Dec 2009	3
	4	Consultative workshop on formulation of result-based M&E framework for 5 years 2011-2015 SEDP in Bac Ninh, 22 Dec 2009	3
	5	Consultative workshop on formulation of M&E framework based on 5 year SEDP 2011-2015 in Hoa Binh, 30-31 Dec 2009	3
	6	Consultation PSC meeting on General planning and Project Operation Manual, 30 December 2009	20
	Total		59
2010	1	Consultative workshop on SEDP PM&E Decree in Hanoi, 18-19 January 2010	52
	2	Consultative workshop on SEDP PM&E Decree in Hanoi , 21-22 January 2010	53
	3	Study tour to UK on to learn experience on methods of planning, laws and territorial planning , 10-18 April 2010	14
	4	Consultative workshop on formulation of Decree on planning, monitoring and evaluating SEDP to finalize and submit to Government in Hochiminh City on 7 May 2010	97
	5	Consultative workshop on formulation of Decree on planning, monitoring and evaluating SEDP (in the North) in Hanoi on 10 May 2010	85
	6	Consultative workshop on SEDP PM&E Decree in Gia Lai, 14 May 2010	67
	7	Consultative workshop on SEDP PM&E Decree in Hanoi, 21 May 2010	70
	8	Consultative workshop on principles, criteria and norms of development investment allocation by state budget in 2011-2015 period in Southern provinces on 9 July 2010	84
	9	Consultative workshop on principles, criteria and norms of development investment allocation by state budget in 2011-2015 period in Northern provinces, 12 July 2010	85
	10	Consultative workshop on principles, criteria and norms of development investment allocation by state budget in 2011-2015 period in Da Nang on 19 July 2010	83

Year	No	Name of workshop	No of part.
	11	Consultative workshop on SEDP PM&E Decree in Hanoi, 18 November 2010	20
	12	Study tour to Poland and Belgium, 27 Nov- 9 Dec 1010	10
	13	Group meeting on SEDP PM&E, 17-18 December 2010	20
	14	Dissemination workshop on planning experience of Poland and Belgium and consultation on some legal documents, 23-24 Dec 2012	95
	Total		835
2011	1	Draft SEDP PM&E Decree, Decree on amendment of Article 61 of Decree No 60/2003/NĐ-CP on advance state budget and Decision of Prime Minister on advance Government bonds in Hanoi, 10-11 Jan 2011	120
	2	Workshop on SEDP PM&E Decree and the Decree on advance state budget and Decision of Prime Minister on advance Government bonds in Daklak, 14-15 Jan 2011	95
	3	PSC meeting on the project implementation, 31 Dec 2010 and the work plan for 2011	17
	4	Training workshop on the website administration for project staff in ASEAN Resort Hanoi, 12-13 March 2011	17
	5	Consultative workshop on draft Decree on advance state budget and Decision of Prime Minister on advance Government bonds, 14-15 May 2011	25
	6	Mid-term review meeting, 25 May 2011	16
	7	Meeting with PSC on mid-term review, 15 June 2011	25
	8	Consultative workshop on the third draft of SEDP PM&E Decree	50
	9	Consultative workshop with donors on SEDP in 2011-2015 period	142
	10	Draft report on implementation of Government bonds plan in 2003-2010 period	32
	11	Workshop on implementation of Directive No 1792/CT-TTg on improving the management of State budget and Government bonds in HCM City, 11 Nov 2011	167
	12	Workshop on implementation of Directive No 1792/CT-TTg on improving the management of State budget investment and Government bonds in Hanoi, 15 Nov 2011	316
	Total		1022
2012	1	Dissemination workshop on lessons learnt of medium term Investment framework and decentralization of public investment in Halong City, 23-24 Feb 2012	181
	2	Consultative workshop on the Decree MTIF, 14 May 2012	60
	3	Consultative workshop on Decree of MTIF at MPI, 18 May 2012	65

Year	No	Name of workshop	No of part.
	4	Consultative workshop on MTIF plan in Hanoi, 5 July 2012i	250
	5	Training course on MTIF and decentralization of public investment in USA, 16 July 2012	16
	6	Dissemination workshop on lessons learnt on public investment management of USA and consultation on Draft Decree of MTIF plan in Hanoi, 20-21 Aug 2012	92
2012	7	Dissemination workshop on lessons learnt on public investment management of USA and consultation on Draft Decree of MTIF plan in Da Nang, 23-24 Aug 2012	85
	8	Dissemination workshop on lessons learnt on public investment management of USA and consultation on Draft Decree of MTIF plan in HCM City, 27-28 Aug 2012	98
	9	Dissemination workshop on lessons learnt on public investment management of USA and consultation on Draft Decree of MTIF plan in Ninh Binh, 10-11 Sep 2012	78
	10	Consultative workshop on the identification report at MPI-Hanoi, 6 Sep 2012	15
	11	Consultative workshop on the identification report at MPI-Hanoi, 18 Oc2012	10
	12	Meeting with Formulation group and Editorial Group to comment on the second draft Decree on MTIF at MPI-Hanoi on 10-11 December 2012	39
	13	Consultative meeting with the Formulation group and Editorial Group for the first draft of handbook of SEDP PM&E at MPI-Hanoi, 19-20-21 Dec 2012	30
	Total		1019
2013	1	Seminar on financial decentralization and multiyear programming – Hanoi June 17-19, 2013	
	2	Seminar on financial decentralization and multiyear programming – Ho Chi Minh, June 20-22, 2013	
	3	Training programme on Formulation of SEDP & Investment Plan from State budget and government Bond expenditures - Ha Noi May 20-24, 2013 (in Bao Son hotel)	
	4	Training programme on Formulation of SEDP & Investment Plan from State budget and government Bond expenditures - Ha Noi May 21-25, 2013 (in Ha Noi hotel)	
	5	Training programme on Formulation of SEDP & Investment Plan from State budget and government Bond expenditures - Nghe An May 28 - June 1, 2013 (the first course in Bai Lu resort)	
	6	Training programme on Formulation of SEDP & Investment Plan	

Year	No	Name of workshop	No of part.
		from State budget and government Bond expenditures - Nghe An May 28 - June 1, 2013 (the second course in Bai Lu resort)	
	7	Training programme on Formulation of SEDP & Investment Plan from State budget and government Bond expenditures - Ha Noi June 3 - 7, 2013 (in Bao Son hotel)	
	8	Training programme on Formulation of SEDP & Investment Plan from State budget and government Bond expenditures - Ha Noi June 4 - 8, 2013 (in Ha Noi hotel)	
	9	Training programme on Formulation of SEDP & Investment Plan from State budget and government Bond expenditures - Ho Chi Minh June 11 - 15, 2013 (in Paroyal hotel)	
	10	Training programme on Formulation of SEDP & Investment Plan from State budget and government Bond expenditures - Ho Chi Minh June 11 - 15, 2013 (in Starcity hotel)	
	11	Training programme on Formulation of SEDP & Investment Plan from State budget and government Bond expenditures - Ha Noi, June 24-28, 2013 (in Bao Son hotel)	
	12	Training programme on Formulation of SEDP & Investment Plan from State budget and government Bond expenditures - Ha Noi, June 25 - 29, 2013 (in Lake Side hotel)	
	13	Training programme on Formulation of SEDP & Investment Plan from State budget and government Bond expenditures - Da Lat July 1-6, 2013 (in Bluemoon hotel)	
	14	Training programme on Formulation of SEDP & Investment Plan from State budget and government Bond expenditures - Ho Chi Minh July 8-12, 2013 (in Starcity hotel)	
	15	Training programme on Formulation of SEDP & Investment Plan from State budget and government Bond expenditures - Ho Chi Minh July 23-27, 2013 (in Starcity hotel)	
	16	Training programme on Formulation of SEDP & Investment Plan from State budget and government Bond expenditures - Da Nang July 29 - August 2, 2013 (in Sandy Beach Resort)	
		Total	16