



**EMPOWERING  
DEVELOPMENT**

**ANNUAL REPORT 2008**

**"ACCESS TO COORDINATED CREDIT  
AND  
ENTERPRISE SUPPORT SERVICES"**

**VIE 04 028 11**

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# 1 PROJECT SHEET

REFERENCE DOCUMENTS: TFF, General Agreement, Specific Agreement  
 Navision Code BTC VIE 04 028 11 (old code : VIE 06 011 01)  
 Sector Social Economy Sub-sector: Micro-credit  
 Starting Date April 2007  
 Total Duration 42 Months (from 18NOV07 per Specific Agreement)

## PROJECT OBJECTIVES:

**General Objective:** To contribute to the reduction of the incidence of poverty among households in Vietnam

**Specific Objective:** By 2010, at least 100,000 economically active poor households in the target provinces of Vietnam have access to high quality and diversified financial and/or business development services provided by coordinated and market-responsive providers following good practices for sustainable service delivery

## KEY RESULTS:

**Result 1:** By 2010, 50,000 of poor women in the targeted Provinces have access to diversified financial services provided by regulated financial institutions.

**Result 2:** By 2010, 50,000 of poor women in the targeted Provinces have access to demand-driven training and business development services provided by public and private suppliers.

**Result 3:** By 2010, VWU has a consolidated Good Practice-based VWU-wide microfinance reports reliable performance data, and VWU has determined its future role in microfinance.

**Result 4:** An efficient management structure for the VBCP ensures results-oriented and performance-based progress and accurate expenditure controls.

## GEOGRAPHICAL LOCATION:

156 communes, 87 districts, 17 provinces (Tuyen Quang, Phu Tho, Vinh Phuc, Hai Phong, Hung Yen, Ha Nam, Nam Dinh, Quang Binh, Quang Tri, Thua Thien – Hue, Da Nang, Quang Nam, Binh Thuan, Kon Tum, Dong Nai, Tien Giang and Dong Thap)

## TARGET GROUPS:

**Direct beneficiaries:** women from poor households belonging to the underserved population of project areas (17 provinces). **Indirect beneficiaries:** i) The staff of the Vietnam Women's Union at all levels; ii) Financial and non financial Services providers involving in providing of services to the beneficiaries.

## BUDGET:

Contribution of Partner Country	670.866 EUR
Belgian Contribution (formulation included)	3.000.000 EUR
Counter Value Fund	230.864 EUR
<b>Total Project Cost</b>	<b>3.901.730 EUR</b>

## KEY CONTACTS:

Mrs. Nguyen Thi Thanh Hoa President, Vietnam Women's Union President, Project Steering Committee Tel: +84 4 3821 4591	Mrs. Cao Thi Hong Van National Project Director Tel: +84 4 3971 3856 Email: <a href="mailto:caothihongvan@yahoo.com">caothihongvan@yahoo.com</a>
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Mr. Vincent Wierda  
Chief Technical Advisor  
Tel: +84 4 3971 3859  
Email: [vincent.wierda@btcctb.org](mailto:vincent.wierda@btcctb.org)

PARTNER INSTITUTION: **Vietnam Women's Union**

## 2 BRIEF FACTUAL OVERVIEW

### MAIN DEVELOPMENTS IN THE COUNTRY/REGION:

One of the major developments in Vietnam in 2008 was the high inflation level, which reached 22.97%. This caused major challenges in the financial sector, which simultaneously tried to attract deposits to increase liquidity, by offering high interest rates on saving accounts. In the mean time, the State Bank of Vietnam, however, maintained caps on lending rates close to the annual inflation rate.

In terms of the development of a regulatory framework, a new set of guidelines (circular number two) have been issued by the State Bank of Vietnam. These (in conjunction with decrees 28/165) provide more information about the requirements for licensing microfinance organizations planning to transform into formal institutions. These include having professional staff, a business plan, audited financial statements, an organizational charter and approval from local authorities. At least two microfinance programs, TYM of the Vietnam Women's Union and CEP (located in Southern Vietnam, around Ho Chi Minh City), submitted an application for license in 2008.

The Microfinance Working Group, a group of practitioners and supporters of microfinance also took steps to consolidate its own planning and organization, by developing a new business plan, and by taking major steps towards forming an official association, with membership. Additional information about microfinance in Vietnam can be found in the report commissioned by the Banking on the Poor Network. <<http://www.bwtp.org/files/Events/AMF2008/Reference%20Documents/BWTP%20Vietnam%20Industry%20Assessment%20August%202008.pdf>> In August 2008, Hanoi hosted the Asia Microfinance Forum 2008, which drew microfinance institutions, financial professionals and investors, policy makers and practitioners from all over Asia.

### MAIN CHANGES IN INSTITUTIONS:

No major institutional changes occurred. The Vietnam Women's Union, however, is in the process of approving a new department for the economic development of women (name to be officially confirmed in 2009), in which the ACCESS project as well as other projects related to microfinance and business development will be based. The VWU remains committed to the development of a Bank (or financial service provider) for women, as per the 10<sup>th</sup> National Women's Congress Resolution of 2007.

### CHANGES AND DEVELOPMENTS WITHIN THE PROJECT:

The major development in 2008 for the ACCESS project was the completion of a Feasibility Study (undertaken by the Center for Agricultural and Rural Development, Inc.), which was, among other things, tasked with: i) proposing an overall strategy for microfinance at the Vietnam Women's Union, and ii) determining sustainable future options for the ACCESS (or Vietnamese-Belgian Credit Project) Revolving Loan Fund. The Feasibility Study findings were presented at the Steering Committee (JLCB) on 14 October 2008, in which it was agreed that the ACCESS project Revolving Loan Fund would be repatriated from all provinces to the central VWU starting in 2009 and subsequently re-allocated to TYM (VWU) and a newly to be developed VWU fund for microfinance wholesale activities. The Steering Committee authorized the project staff to undertake a major revision of the TFF, reflecting the new direction of the project to be approved in early 2009. The major thrust of the TFF addendum will center on the development of the wholesale fund, with a substantial portion of project resources reallocated to capacity building activities.

## 3 OVERVIEW OF ACTIVITY PLANNING

### 3.1 Overview of completed activities

2008 was the first full year of project activities, with the two international advisors having arrived in November and December of 2007. The major achievements in 2008 include:

- Credit project results:
  - Number of active members: 41,050
  - Number of centers/groups: 1,201/4,892
  - Outstanding loan balance: VND 59,909,483,500
  - Outstanding savings: VND 21,011,788,200 (35% outstanding loan)
  - Repayment rate 99%
  - Number of communes continuing to disburse loans: 152
- Increased linkage being built to financial institutions;
- Access to demand-driven BDS with 86 grants worth over €105,000 delivered;
- First baseline survey on VWU microfinance activities nationwide;
- External audit completed covering all 17 province accounts and the years 2003-7;
- Feasibility Study on future of Microfinance at VWU and specifically on next steps for ACCESS project.

Of these completed activities, perhaps the Feasibility Study is most significant in that it laid the groundwork for adjusting the project's strategy and provided specific options for the future of the ACCESS project fund. As a result, the Project Steering Committee authorized a revision of the TFF with changes in activities and resources, which includes the funding support of TYM as well as the establishment of a new Credit Support Fund (for microfinance wholesaling) at the central level. The Overall and Specific Objectives as well as the total budget remain unchanged.

### 3.2 Analysis of activity planning

Given that 2008 was a year of transition for the project, what follows is a description of the main activities completed and not completed. It proved to be a considerable challenge to estimate the time-frame required for different activities; for example, two critical activities (the external audit and Feasibility Study) took considerably longer to complete than planned. These critical activities then affected the delivery of other activities (see for example, result three). It is foreseen that 2009 will provide more accurate planning and resource allocation results, as the objectives of the project becomes more focused and staff gain in capacity.

#### **a. Result 1: Access to financial services**

Completed activities:

- Client segmentation was completed for 2007.
- Individual provinces continued to link mature clients to the Bank for Social Policy and Bank for Agricultural and Rural Development; a team of consultants came up with specific suggestions on how strengthen lineage activities.

- Performance data was more actively collected for individual provinces, and individual provincial financial data was organized into financial statements and into performance analysis categories (such as growth in clients, cash management).
- An exit strategy for the credit component of the project was elaborated in the Feasibility Study and accepted by the JLCB of October 2008.

Uncompleted activities:

- Client segmentation for 2008 is still being completed.
- Savings products were only altered in connection with higher loan sizes; the passbook initiative was not carried out.
- VWU microfinance performance measurement was carried out under result three.

**Result 2 – Access to Non- financial Services**

Completed activities:

- Workshops on training needs assessment were concluded with the involvement of all 17 provinces, and grant application procedures were approved and distributed.
- Information for BDS directories was completed for all provinces, although only four provinces (Hung Yen, Quang Binh, Nam Dinh and Vinh Phuc) had sufficient numbers of providers to warrant the production of a directory.
- The policies, procedures for BDS & TA matching Grant Fund were drafted and sent to 17 provincial PMU were approved by the PSC.
- A total of EUR105,000 worth of grants was approved for 86 applications. Activities included both direct beneficiary training and VWU technical training. Grant monitoring was carried out at province level, with some central office involvement.

Uncompleted activities:

- Linkage activities were modest in 2008.

**Result 3 – VWU- wide coordination among its Microfinance programs**

Completed activities:

- A major microfinance survey was carried out, covering 63 provinces and including bank linkage, savings/credit groups as well as specialized credit programs, with initial mapping of the information completed.
- Initial steps to localize the PMT software were undertaken.
- As in result 1, a Feasibility Study concerning the future of microfinance at the VWU and the ACCESS Revolving Loan Fund was carried out.

Uncompleted activities:

- Institutionalization of the Microfinance Performance Monitoring Unit requires further effort in 2009, as staff resources were allocated for completing performance data gathering for VBDP, the Feasibility Study and external audit (an absolute necessity in terms of technical support).

**Result 4 - Efficient Project Management**

Completed activities:

- A review workshop for 2008 was held in January of 2009.

Uncompleted activities:

- A full manual revision was not carried out; rather individual updates were sent to provinces.

## 4 FINANCIAL OVERVIEW

### 4.1 Overview

The ACCESS project is under mostly under COGESTION mode of implementation. As a project, 71% of the plan (as of Q1 2008) was disbursed, putting it in a medium risk category overall. However, it should be noted that disbursement the overall disbursement trend increased in 2008. In the fourth quarter alone, EUR280,860 was spend as compared to an original planned amount of EUR293,700 (or 96% disbursement):

Quarter	Q1	Q2	Q3	Q4
Planned ('000)	165	289	212	293
Actual ('000) %	117 / 71%	121 / 42%	168 / 79%	281 / 96%

For REGIE, the planned amount for 2008 was EUR272,000; total spent was EUR274,100, or 101% disbursement (fixed TA costs). For COGESION, the amount planned and spent for 2008 is EUR689,500 and EUR412,200 respectively, for a disbursement of 60%.

### 4.2 Analysis

RESULT 2008	PLAN	ACTUAL / %
1 Access to Finance	57,500	25,300 / 44%
2 Access to BDS	191,500	124,400 / 65%
3 Microfinance monitoring	88,000	60,900 / 69%
4 Efficient management	18,500	16,400 / 89%
5 General means	585,900	459,300 / 78%

**RESULT ONE:** Although credit provision did continue (as in the previous phases), certain activities such as the development of a passbook did not materialize (as the project awaited the Feasibility Study results). Loan products procedures were redesigned, but training was charged under different budget lines than 1.4. Also, VBCP data collection was done in a more cost-effective way than envisaged, with the better utilization of existing software tools (MB and CRGS) and closer follow-up. In terms of efficiency (activities carried out and total input used), low spending did not have a significant negative bearing, and even less so on effectiveness.

**RESULT TWO:** Training and BDS directory activities delivered more or less as estimated. However, a lower total grant volume distributed than was envisioned (since 2008 was the first year that BDS grants were extended, there was no way to accurately estimate the correct figure for grant disbursement). Cost-sharing models were discussed in an annual review meeting. Monitoring was carried out along with regular operational monitoring.

**RESULT THREE:** A nationwide WVU microfinance baseline survey was completed, which involved data collection in 63 provinces. The Feasibility Study was almost completed by December 2008. PMT related activities and dialogue with external stakeholders were left pending due to the overriding importance of to the Feasibility Study and external audit.

**RESULT FOUR:** Annual work-plan activities were implemented.

**GENERAL MEANS:** Personnel costs were close to plan. Investment costs were higher than planned, due to investment for equipment in the provinces. Operating expenses and monitoring costs were seriously overestimated, and will be adjusted in budget and plan.



**FINANCIAL PLANNING AND ACTUALS 2008**

(PLAN 2008BEG=total plan 2008 in Q1; PLAN 2008END=total plan 2008 in Q4)

Budget Code	Activity	BUDGET C01	ACTUAL 2007	PLAN 2008BEG	PLAN 2008END	2008END Q4PLAN	ACTUAL 2008Q1	ACTUAL 2008Q2	ACTUAL 2008Q3	ACTUAL 2008Q4	ACTUAL 2008	BALANCE	% SPENT	TOTAL SPENT
	<b>Result 1: ACCESS TO FINANCIAL SERVICES</b>	270,730	0	57,590	49,100	36,400	1308	12325	-889	12659	25303	245427	9%	25,303
A-01-01	Segment the current clientele	13,500		4500	1700	0	1308	699	1019	142	1861	11639	14%	1,861
A-01-02	Update the savings products	53,055		15000	400	0	1308	-893			415	52840	1%	415
A-01-03	Continuously link resourceful clients to FIs	7,950		6000	4100	2700		1365			1365	6585	17%	1,365
A-01-04	Provide "incubation loans" to poor clients	54,360		3000	16700	18000		-1309		2828	1619	52741	3%	1,619
A-01-05	Compile and report VBCP performance data	26,180		13080	4000	4000					0	26180	0%	0
A-01-06	Complete and report VWU microfinance data	87,495		18000	18800	9700		11112	-2008	9386	18489	69006	21%	18,489
A-01-07	Develop Exit Strategy for Use of Loan Fund (2009)	28,190		0	3400	2000		1351		203	1554	26636	6%	1,554
	<b>Result 2: ACCESS NON-FINANCIAL SERVICES</b>	642,080	0	191,500	125,400	72,000	0	15557	37823	71043	124423	517667	19%	124,423
A-02-01	Training and BDS service needs assessment	18,000	0	6500	8900	0		4257	4576	403	9236	8764	51%	9,236
A-02-02	Compile and distribute training and BDS directory	12,500	0	10000	7700	2000		3633	2141	711	6486	6014	52%	6,486
A-02-03	Develop strategic linkages with BDS providers	40,000	0	10000	0	0					0	40000	0%	0
A-02-04	Monitor, evaluate and report performance	26,510	0	10000	0	0					0	26510	0%	0
A-02-05	Develop cost-sharing models for BDS services	23,570	0	11000	8300	5000		3289	16		3305	20265	14%	3,305
A-02-06	Establish BDS and TA matching grant fund	521,500	0	144000	100500	65000		4378	31089	69928	105395	416105	20%	105,395
	<b>Result 3: MICROFINANCE WIDE COORDINATION</b>	247,250	0	80000	73100	33100	0	3199	36768	20857	60925	186325	25%	60,925
A-03-01	Consolidate VBCP performance reporting (YADAB)	26,000	0	6000	4600	1400		3199		669	3868	22132	15%	3,868
A-03-02	Establish MPMU	14,500	0	2000	0	0				131	131	14369	1%	131
A-03-03	Support MPMU in VWU-wide performance reporting	55,500	0	20000	12100	3500			8580	19907	28486	27014	51%	28,486
A-03-04	Support dialogue w/ external stakeholders	18,250	0	5000	0	0					0	18250	0%	0
A-03-05	VWU MF feasibility study and strategic planning	133,000	0	55000	58400	28200			28188	251	28439	104561	21%	28,439
	<b>Result 4: EFFICIENT PROJECT MANAGEMENT</b>	51,400	11782	18500	15800	3500	2237	0	10056	4109	16401	23217	55%	28,183
A-04-01	Annual work plans with franchised budgets	30,400	11782	18500	12300	0	2237		10056		12292	6326	79%	24,074
A-04-02	Update policies, procedures and manuals	21,000	0	0	3500	3500				4109	4109	16892	20%	4,109
	<b>CONTINGENCIES</b>	64,417	0	20000	0	0	0	0	0	0	0	64417	0%	0
X-01-01	Contingencies	64,417	0	20000	0	0						64417	0%	0
	<b>GENERAL MEANS</b>	1,711,395	40403	585870	448440	161240	113420	89719	84086	172071	459297	1211695	28%	499,700
	<b>Personnel</b>	930,900	18412	335170	304700	66600	105796	65883	66491	72829	310999	601489	35%	329,411
Z-01-01	International Chief Technical Advisor >REGIE	525,000		132000	134000	27000	56814	24088	26144	32447	139503	355487	27%	139,503
Z-01-02	MPMU expert >REGIE	187,500		140000	136200	30000	38758	33947	32457	29475	134637	52863	72%	134,637
Z-01-03	MB expert + MB staff	63,000	5925	18910	7800	2675		1008	1544	2515	7743	49332	22%	13,668
Z-01-04	IT Support service	21,000	0	3000	0	0					0	21000	0%	0
Z-01-05	Allowances for CPMU	105,000	12170	30000	22000	5500	6105	5490	4929	6307	22831	69988	33%	35,002
Z-01-06	Allowances for 02 MPMU staff	21,000		7900	4500	1200	1098	1053	1127	1667	4945	16055	24%	4,945
Z-01-07	Allowances for drivers	8,400	317	3360	1200	300	346	287	290	417	1339	6745	20%	1,655
	<b>Investments</b>	141,000	0	48000	40600	34000	4343	2251	0	52199	58793	82207	42%	58,793
Z-02-01	Fixed Assets Head Office	53,000		25000	19200	16000	899	2251		22813	25963	27037	49%	25,963
Z-02-02	Investment for MPMU office	3,000		3000	3400	0	3444				3444	-444	115%	3,444
Z-02-03	Investment for PPMU office at provincial level	85,000		20000	18000	18000				29387	29387	55613	35%	29,387
	<b>Operating expenses</b>	331,000	18850	106200	50240	30340	2787	3524	13598	33710	55618	258531	22%	72,469
Z-03-01	Operating costs for Head office	35,000	1409	10200	9400	3000	2367	3070	946	1950	8333	25259	28%	9,741
Z-03-02	Operating costs for MPMU	117,500	292	45000	1500	500	420	454	146	36	1056	116152	1%	1,348
Z-03-03	Operating costs for 17 provinces	178,500	17150	51000	39340	26840			12506	31724	44229	117121	34%	61,379
	<b>Follow-up, monitoring and evaluation</b>	308,495	3141	96500	52900	30300	494	18062	3997	13333	35886	269468	13%	39,027
Z-04-01	Organize orientation workshops	52,500	75	9500	400	0		352			352	52072	1%	428
Z-04-02	Compile and distribute reports/minutes	2,600		1500	100	100				130	212	2600	0%	0
Z-04-03	SC meeting	3,500	145	1000	300	200	82					3143	10%	357
Z-04-04	Mid term review >REGIE	25,000		0	0	0					0	25000	0%	0
Z-04-05	Final evaluation >REGIE	35,000		0	0	0					0	35000	0%	0
Z-04-06	Costs for field trips	105,000	2920	39500	12000	3000	412	4620	3997	520	9549	92531	12%	12,469
Z-04-07	Audit	55,000		45000	40100	27000		13090		12684	25774	29226	47%	25,774
Z-04-08	Formulation report >REGIE	29,895		0	0	0					0	29895	0%	0
<b>TOTALS</b>		<b>2,987,272</b>	<b>52185</b>	<b>961460</b>	<b>711840</b>	<b>306240</b>	<b>116965</b>	<b>120801</b>	<b>167744</b>	<b>280839</b>	<b>686348</b>	<b>2,248739</b>	<b>25%</b>	<b>738,533</b>

## 5 MONITORING OF THE INDICATORS

### 5.1 Specific objective

*By 2010, at least 100,000 economically active poor households in the target provinces of Vietnam have access to high quality and diversified financial and/or business development services provided by coordinated and market-responsive providers following good practices for sustainable service delivery.*

**Disclaimer and clarification:** One considerable challenge that the project faces is that no baseline was carried out prior to the commencement of phase III. Therefore, the analysis that follows is incomplete at best. Secondly, although one could interpret the specific objective to be valid for the period beyond 2010, the old structure and activities of the project did not emphasize the necessary capacity building, institutionalization and outcomes that are preconditions for sustainability (rather, the focus was on implementation and outputs). The TFF is revised for 2009 and now better addresses a sustainable outcome beyond 2010. However the new direction, in addition to having provided access to financial and business development services during the project, will lay the groundwork that will ultimately do more to realize the stated specific objective in the medium to long run.

**Outreach to poor clients:** the project has divided its clients into type A (poorest) and B (poor), and is carrying out research on current clients to see which typology they match. Clients of type A will typically:

- live in more remote locations;
- may be of ethnic minority origin;
- own a "certificate of poor household";
- lack of access to alternative financial services.

However, given the change in direction of the project, the credit revolving fund is under repatriation. This means that the incubation loan principle has switched to one of providing loans to existing clients where possible.

**Business Development Services providers meet client demand:** Needs assessment work completed in 2008, resulted in a large amount of grants successfully earmarked to training support thousands of beneficiaries in starting up and/or improving their livelihood or micro businesses. Both clients from type A and B benefited from these grants, as did more technically oriented staff from the VWU itself (in a kind of training of trainers capacity).

### 5.2 Results

**Result 1:** *By 2010, 50,000 of poor women in the targeted Provinces have access to diversified financial services provided by regulated financial institution.* By the end of 2008, 41,050 clients had access to financial services from the project, with an unknown number of mature clients going on to access loans from banks. Given the lack of baseline, it is difficult to measure percentage increased as stipulated in the verifiable indicators, however, linkage clients are assumed to be growing in number. Given that 2009 will also count new organizations that will be assisted through the project, such as TYM and other MFPs, and given the efficiency and efficacy analysis, the risk of missing this result is currently **low**.

**Result 2:** *By 2010, 50,000 of poor women in the targeted Provinces have access to demand-driven training and business development services provided by public and private suppliers.* Close to 10,000 women benefited from BDS support through the grants from the project in 2008. As this was the first year of the grants, outreach is expected to grow significantly in 2009 and 2010 (with a residual in 2011). However, cost-sharing, one of the fundamental assumptions in carrying this result through to 2011 and beyond is proving a challenge. This result, again, as per efficiency and efficacy analysis is deemed on target with a **low** risk.

**Result 3:** *By 2010, VWU has a consolidated Good Practice-based VWU-wide microfinance reports reliable performance data, and VWU has determined its future role in microfinance.* This result is perhaps the biggest challenge in the project, with a many more activities added from 2009 onwards. A standardized reporting format is currently limited to an annual baseline survey, which also proved that regular microfinance projects only make up a small part of microfinance at the VWU, calling into question both the original result as well as indicators. Perhaps the most significant output under this result was the completion of the Feasibility Study at the end of the year 2008.

The international microfinance expert involved with this result was also played a leading role in the vital upgrading of the financial reporting in result one, supervising the external audit and providing necessary input to the Feasibility Study. This diverted human resources away from setting up a viable Microfinance Performance Monitoring Unit, and this is one reason result 3 is delayed more significantly than other results at this time. Given the other demands on his time by project management, the international microfinance expert bears no responsibility for this delay (in fact, his contract was extended). Given that significant additional activities are planned for result 3, and given current efficiency and efficacy indicators, this revised result (as per the log-frame in annex 10) is seen as a **medium** risk result.

**Result 4:** *An efficient management structure for the VBCP ensures results-oriented and performance-based progress and accurate expenditure controls.* Annual planning for the provinces proceeded smoothly, although reporting could be further strengthened. The exit strategy, through the Feasibility Study, for the project is already approved and will be executed in the remaining time of the project. The risk of this result is considered **low**.

### 5.3 Indicator evolution

Given the change in direction of the project, there are some amendments in the indicators (please refer to the log-frame in annex 10.5). Some indicators in the old log-frame were clearly unrealistic or inappropriate. However, where possible, care has been taken to try to include the original indicators. Although project is at low risk of not achieving the results based on the original TFF, it is early to say how the project will fare in 2009, given change of direction and the relatively short time-frame left to achieve the changed results. Indicators may require more changes as the project progresses in 2009.

## 6 ASSESSMENT OF MONITORING CRITERIA

### 6.1 Efficiency

**Timeliness of results:** These are already discussed at some length in the previous sections. Result three, as mentioned in the previous section was subject to most delay (almost all due to external factors). However, this is not reflected in financial disbursement, where result three is classified as the second most efficient result. One thing that can also contribute to better efficiency in terms of planning is to align JLCB (or Project Steering Committee) more closely to the calendar/planning year. It is therefore recommended to time the JLCB meetings around December/January and June/July.

**Use of resources:** In terms of efficiency, the project has delivered 71 percent as of its originally planned budget. Considering this is the first whole year of project implementation, it is considered quite satisfactory. However, this perhaps reflected an overestimation of the project's capacity to absorb funds at an early stage. If the project is to speed up on project delivery, it should consider hiring additional and specialized staff (although it should be noted that in the case of resigned staff, the team managed to hire new staff quickly to fill the gaps). This step, as well as the growing experience and capacity of the team will increase project absorptive capacity. Some steps towards this were attempted in 2008, but it was difficult to recruit new staff at the remuneration levels the project was offering. Equipment is used quite efficiently. Some general means budget items were too large in the original design of the TFF, and have are being adjusted for 2009 and beyond. It should be noted that the level of budget spent on each activity often does not reflect the overall efficiency, which includes timeliness of operations, appropriate human resource inputs and prioritizing of activities.

**Progress in achieving result indicators:** Some of this has already been analyzed in previous sections. In general results are on target, with perhaps only a slight delay for some. In the case of result three, delay is more significant and mitigating steps have been taken (such as extending the contract of the international microfinance expert). However, overall the project activities are perceived as of satisfactory quality and are roughly proceeding as planned (2007 can only be included in small part, since international technical assistants only arrived at the end of that year). Overall effectiveness of the project is satisfactory (see below). Since the project is taking a new direction with little time left, however, it is imperative that planning and resource allocation are done with even greater care and frequency.

### 6.2 Effectiveness - Suitability

**Level of progress towards Specific Objective:** It is early in the project to talk about significant progress towards the Specific Objective, but, so far, the project has a satisfactory level of effectiveness. It is also clear that the Specific Objective will not be purely dependent on the results of the project. Various assumptions, such as an enabling environment for microfinance in Vietnam, or the willingness of clients to pay for business development services can not be assumed as certain. Yet, these are important to achieve the objective.

**Other factors affecting the Specific Objective:** The project is taking a new direction that is more appropriate in terms of strengthening the microfinance sector in Vietnam. Wholesale lending is not nationally available for microfinance providers and a lot of opportunity exists to improve performance. In terms of the value of the Revolving Loan Fund, 2008 saw an erosion of value, due to the exceptionally high inflation rate of almost 23 percent.

**Target group's satisfaction with the results:** Although no formal client satisfaction survey was recently held, demand for credit and BDS services remains high. At the same time, it is clear that the repatriation of the Revolving Loan Fund in early 2009 will not be appreciated by a lot of clients, especially ones. It is therefore imperative that the project strengthens its bank linkage and other MFI referral efforts, to provide alternatives for women clients. The target groups remain, as before, poor women, living in rural communities and sometimes of ethnic background. Monitoring of client satisfaction will be a priority for the BDS component of the project in 2009.

## 6.3 Sustainability

**Development processes:** The project is making solid steps to sustainability. Not only has the orientation and strategy of the project changed substantially, but it is now more in line with the long term aim of the Vietnam Women's Union to establish a Bank, as per the 10<sup>th</sup> National Women's Congress Resolution of 2007. This is also compatible with the general move in the Vietnam microfinance sector towards professionalism, formalization and sustainability. The project is supporting activities that will strengthen the sector generally, such as through the provision of wholesale lending (through the Credit Support Fund) as well as specifically, through capacity building of microfinance institutions. Also, one of the leading Microfinance Institutions in Vietnam, TYM of the Vietnam Women's Union will receive direct financial support, which will enable it to scale up more quickly. All these outcomes will contribute directly to access to finance by poor women, and will indirectly contribute to poverty alleviation.

**Partner responsibilities:** Further, the partner team at the Vietnam Women's Union is active at all levels of project management and is keenly interested in the sustainability of the outcomes of the project. The key role of permanent staff members in managing and coordinating activities is central to this process. There is a clear notion of ownership.

**Preconditions for sustainability:** It is too early to say whether preconditions for sustainability will be met. However, the project work-plan details important steps towards institutional sustainability. Capacity building goes hand in hand with on-site technical capacity building that aim towards institutional self-sufficiency; concrete capacity building such as in financial management, IT operations and structures, institutional business planning and operational management are ongoing and will be even more emphasized than before. The TYM Fund and the proposed Credit Support Fund aim for financial sustainability the long-run.

**Project framework:** The project is free from donor conditionality in terms of the objectives and strategy. There are no tied aid requirements for hiring staff or paying for goods and services of Belgian origin. Also the Vietnamese partner has used funds from its core resources, as well as the counter value fund, as agreed.

## 7 MEASURES AND RECOMMENDATIONS

### 7.1 Overview of the assessment criteria

Overall, the project is rated as **"B"**. It is efficient, effective and sustainable on the whole, but required further action (in addition to what already has been done) to stay on that path. This further action mainly involves implementing the new activities as per the TFF addendum to be submitted to the JLCB in March. To do so, will require further capacity building, additional specialized staff, careful planning, swift execution and support from relevant agencies in terms of institutional formalization.

### 7.2 Recommendations

It is recommended that the Project Steering Committee (JLCB) approved the TFF addendum as soon as possible, with all changes made. Since the Specific Objective and overall budget remain unchanged, this is within the mandate of the JLCB to do.

Changes in terms of budgeting, work-planning, staffing and activities/indicators are found throughout this report. These are all part of the TFF addendum.

Also, it is recommended that further activities be initiated as soon as possible after the next JLCB. Activities such as hiring consultants, organizing study tours and other capacity building require time to plan, organize and execute.

Also, any necessary legal requirements involving the Revolving Loan Fund, transfer of funds to TYM and the setting up and institutionalizing of a Credit Support Fund, will require close follow up by the project and relevant Vietnamese and Belgian authorities. The supporting role by members of the Project Steering Committee (JLCB) will continue to be helpful in this regard.

## 8 PLANNING FOR THE UPCOMING YEAR (YEAR 2009)

### 8.1 Activity planning year 2009

2009 is a critical activity year, especially activities contributing to the Third Result (VWU Microfinance Strategic Capacity Strengthened).

**RESULT ONE:** Although 2009 will continue with lending, it will also see significant activity in relation to the repatriation of funds. At least a third of the Revolving Loan Fund is expected back from the provinces, and most likely this will be channelled to TYM. Another major activity is expanded bank linkage activities.

**RESULT TWO:** Business Development Services related activities will build on the success and lessons of 2008. The volume and quality of grants is expected to go up. Also, there will be activities promoting best practice sharing, networking. 2009 will also see further push to improve the needs assessment information available to the project.

**RESULT THREE:** In a sense this becomes the core result of the project. Significant steps towards setting up the Credit Support Fund is expected, including a legal basis and institutional ownership, the development of a management plan and the beginning of staff recruitment and training. Also, the setting up and operation of the Microfinance Performance Monitoring Unit will be further emphasized. The VWU itself will also take additional steps towards actualizing its microfinance vision.

**RESULT FOUR:** Efficient project management will be easier to achieve, given the increased clarity in project direction. Additional staff and the active involvement of the Central Program Management Unit in provincial operations should contribute to efficient project management.

For a detailed overview of the activity planning for 2009, please refer to the Tracking Gantt View (annex 10.1). Also refer to the Overview Public Contracts (annex 10.6), for indicative contracting this year.

## Financial planning year 2009

ACCESS PLAN PER QUARTER 09 (i)										
Budget Code	Activity	BUDGET D01	DISBURSED	BALANCE	2009 Q1	2009 Q2	2009 Q3	2009 Q4	2009 TOTAL	2009 TOTAL
	<b>Result 1: ACCESS TO FINANCIAL SERVICES</b>	<b>148,303</b>	<b>25,303</b>	<b>123,000</b>						<b>61,000</b>
A-01-01	Segment the current clientele	1,861	1,861	0						0
A-01-02	Update the savings products	415	415	0						0
A-01-03	Continuously link resourceful clients to Fis	37,365	1,365	36,000	0	6000	5000	5000		16000
A-01-04	Provide "incubation loans" to poor clients	2,619	1,619	1,000			1000			1000
A-01-05	Compile and report VBPC performance data	4,000	0	4,000	500		1500			2000
A-01-06	Compile and report VWU microfinance data	18,489	18,489	0						0
A-01-07	Develop Exit Strategy for Use of Loan Fund (2009)	1,554	1,554	0						0
A-01-08	Revolving Loan Fund Repatriation	80,000	0	80,000	5000	15000	10000	10000		40000
A-01-09	Transfer part of RLF to TYM	2,000	0	2,000		2000				2000
	<b>Result 2: ACCESS TO NON-FINANCIAL SERVICES</b>	<b>623,080</b>	<b>124,423</b>	<b>498,657</b>						<b>183,764</b>
A-02-01	Training and BDS service needs assessment	23,000	9,236	13,764	4000	4764	5000			13764
A-02-02	Compile and distribute training and BDS directory	12,500	6,486	6,014		1500				1500
A-02-03	Develop strategic linkages with BDS providers	21,000	0	21,000		3500	3500	3500		10500
A-02-04	Monitor, evaluate and report performance	26,510	0	26,510		5000	5000			10000
A-02-05	Develop cost-sharing models for BDS services	18,570	3,305	15,265						0
A-02-06	Establish BDS and TA matching grant fund	521,499	105,395	416,104		68,000	12000	68000		148000
	<b>Result 3: VWU MF STRAT. CAPACITY STRENGTHEN</b>	<b>432,675</b>	<b>60,925</b>	<b>371,750</b>						<b>106,000</b>
A-03-01	Consolidate VBPC performance reporting (YADAB)	3,868	3,868	0						0
A-03-02	Establish MPMU	20,131	131	20,000			0	0		0
A-03-03	Support MPMU in VWU-wide performance reporting	106,486	28,486	78,000		8000	15000	10000		33000
A-03-04	Support dialogue w/ external stakeholders	10,750	0	10,750		2000	1000	1000		4000
A-03-05	VWU MF feasibility study and strategic planning	139,439	28,439	111,000	12500	5500	6000	6000		30000
A-03-06	Institutionalize Credit Support Fund	30,000	0	30,000	1000	4000	4000	1000		10000
A-03-07	Credit Support Fund management plans	50,000	0	50,000		6000	8000	10000		24000
A-03-08	CSF staff recruitment & training	22,000	0	22,000				2000		2000
A-03-09	Capacity Building for CSF stakeholders	50,000	0	50,000			1500	1500		3000
	<b>Result 4: EFFICIENT PROJECT MANAGEMENT</b>	<b>67,400</b>	<b>28,183</b>	<b>39,217</b>						<b>9,000</b>
A-04-01	Annual work plans with tranches budgets	63,291	24,074	39,217	7000	2000				0
A-04-02	Update policies, procedures and manuals	4,109	4,109	0						0



<b>ACCESS PLAN PER QUARTER 09 (ii)</b>										
Budget Code	Activity	BUDGET D01	DISBURSED	BALANCE	2009 Q1	2009 Q2	2009 Q3	2009 Q4	2009 TOTAL	
	<b>CONTINGENCIES</b>	64,417	0	64,417					0	
X-01-01	Contingencies	64,417	0	64,417					0	
	<b>GENERAL MEANS</b>	1,651,398	499,700	1,151,698					430,293	
	Personnel	1,070,001	329,411	740,590					308,900	
Z-01-01	International Chief Technical Advisor	457,000	139,503	317,497	30,000	30,000	30,000	30,000	120,000	
Z-01-02	MPMU expert	365,000	134,637	230,363	31,200	31,200	31,200	31,200	124,800	
Z-01-03	MB expert + MB staff	46,000	13,668	32,332	2,400	3,200	3,200	3,200	12,000	
Z-01-04	IT Support service	9,000	0	9,000	750	750	750	750	3,000	
Z-01-05	Allowances for CPMU	122,000	35,002	86,998	6,500	8,500	8,500	8,500	32,000	
Z-01-06	Allowances for O2 MPMU staff	61,000	4,945	56,055	1,750	3,550	3,550	5,150	14,000	
Z-01-07	Allowances for drivers	10,000	1,655	8,345	400	900	900	900	3,100	
	<b>Investments</b>	132,999	58,793	74,206					7,000	
Z-02-01	Fixed Assets Head Office	53,000	25,963	27,037			5,000		5,000	
Z-02-02	Investment for MPMU office: 03 PCs, 02 printers, 01 air conditioner	19,000	3,444	15,556			2,000		2,000	
Z-02-03	Investment for PPMU office at provincial level	61,000	29,387	31,613					0	
	<b>Operating expenses</b>	251,002	79,998	171,004					66,000	
Z-03-01	Operating costs for Head office	35,000	9,741	25,259	2,000	2,000	2,500	2,500	9,000	
Z-03-02	Operating costs for MPMU	27,122	1,348	25,774	1,000	1,000	2,000	2,000	6,000	
Z-03-03	Operating costs for 17 provinces	188,879	61,379	127,500	20,000	5,500	20,000	5,500	51,000	
	<b>Follow-up, monitoring and evaluation</b>	197,396	39,027	158,369					34,393	
Z-04-01	Organize orientation workshops for district and commune staff	12,428	428	12,000			0		0	
Z-04-02	Compile and distribute reports/minutes	1,000	0	1,000	150		200		350	
Z-04-03	SC meeting	3,500	357	3,143	300		1,243		1,543	
Z-04-04	Mid term review	17,500	0	17,500					0	
Z-04-05	Final evaluation	22,500	0	22,500					0	
Z-04-06	Costs for field trips	50,469	12,469	38,000	3,000	4,500	4,000	3,500	15,000	
Z-04-07	Audit	90,000	25,774	64,226	15,000		16,500		31,500	
Z-04-08	Formulation report	0	0	0					0	
	<b>TOTALS</b>	2,987,272	738,533	2,248,739	144,450	224,364	210,043	211,200	790,057	

## 9 CONCLUSIONS

### 9.1 Activities and Finance

2008 saw the completion of the Feasibility, which, ahead of schedule, provided a clear exit strategy for the ACCESS project. This now results in a TFF addendum that will determine the activities for the remaining time of the project.

### 9.2 Monitoring criteria

No conclusion applicable at this stage.

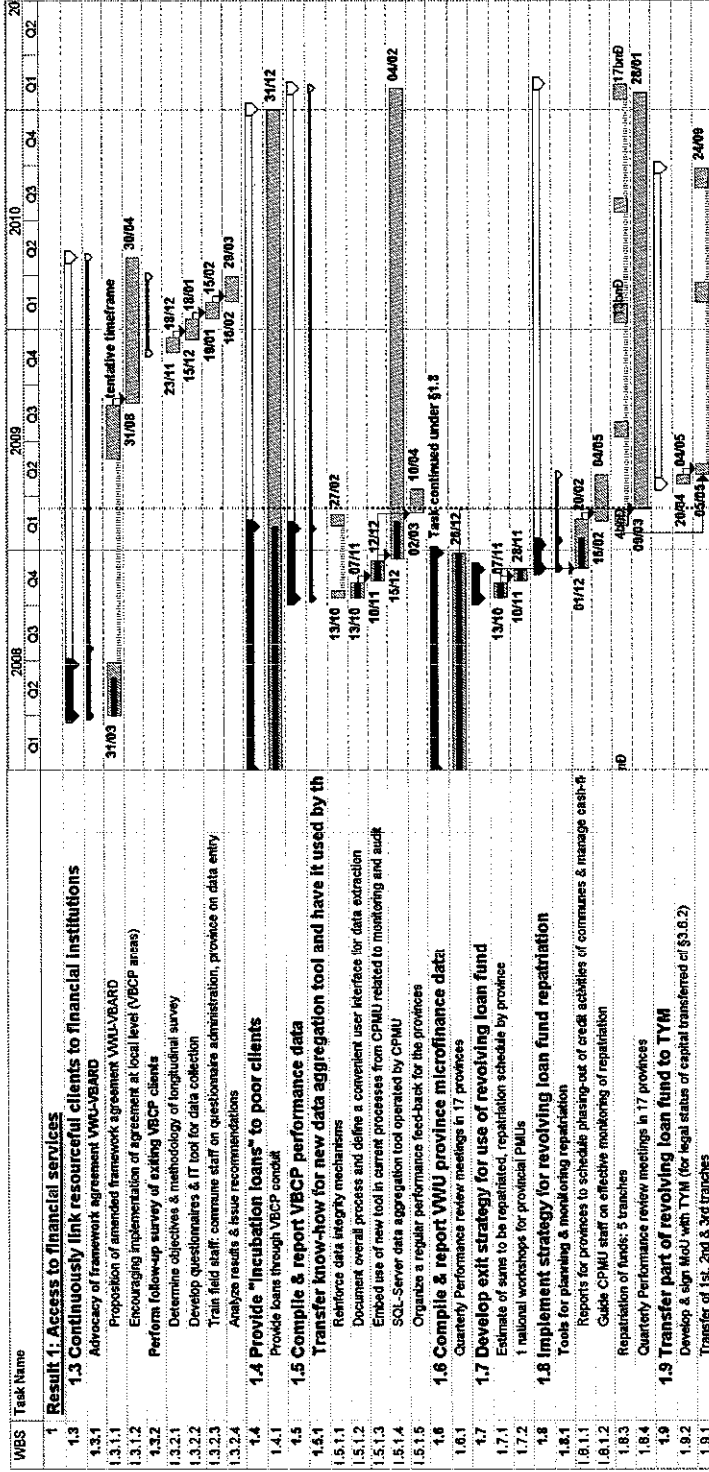
### 9.3 Advice of the JLCB on the recommendations

The members of the JLCB have been fully briefed about the changes in the project and TFF and are fully supportive. Some members have offered to assist with legal issues in connection with the ownership of the Revolving Loan Fund, the Memorandum of Understanding between the VWU and TYM, and the establishment of the Credit Support Fund. Their input will be a critical part in assuring the sustainable outcome of the project.

Finally, it should be noted again that because significant changes will be applied to the project in 2009. Therefore anyone interested in more detailed should consult the VIE0402811 March 2009 Addendum. Also, this report is based on information provided by the Central Program Management Unit (CPMU). Some parts, including the log-frame, budget/financial plan, and work-plan will have been approved by the JLCB in the meeting of 16 March 2009. However, other parts of the report, including the analysis provided comes from the CPMU only.

## 10 ANNEXES

# 10.1 Tracking Gantt View (2007-2011)



Task  
 Task progress  
 Activity summary  
 Sub-summary  
 Split  
 Progress for activity summary  
 Progress for sub-summary

Mon 09/03/09

WBS	Task Name	2008				2009				2010				20
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2	<b>Result 2: Access to non-financial services</b>													
2.1	<b>2.1 Training and BDS Needs Assessment</b>													
2.1.1	Capacity building for PPMU on BDS needs assessment													
2.1.2	Needs assessment survey data processing & reporting													
2.2	<b>2.2 Compile and Distribute Training and BDS Directory</b>													
2.2.1	Designing format for collecting data on BDS providers													
2.2.2	Aggregate directories of 17 provinces and printing													
2.3	<b>2.3 Develop strategic linkages with BDS providers</b>													
2.3.1	Demand-supply linkage activities in provinces													
2.4	<b>2.4 Monitor, Evaluate, and Report performance</b>													
2.4.1	Design of evaluation forms for service receivers													
2.4.2	Monitoring/evaluation the grants implementation													
2.4.3	Workshop on best practices													
2.5	<b>2.5 Develop Cost Sharing Models for BDS Services</b>													
2.5.1	Training workshop for central & provincial PMUs on cost sharing models													
2.5.2	Documentation, dissemination of cost sharing model													
2.6	<b>2.6 Establish BDS and TA Matching Grant Fund</b>													
2.6.1	Finalization of guidelines for BDS & TA grant fund													
2.6.2	Training for PPMUs on BDS & TA grants fund													
2.6.3	Grant appraisal and approved													
2.6.4	Develop & implement fund exit strategy													

Task: [Pattern] Activity summary

Task progress: [Pattern] Sub-summary

work plan MAR09.mpp

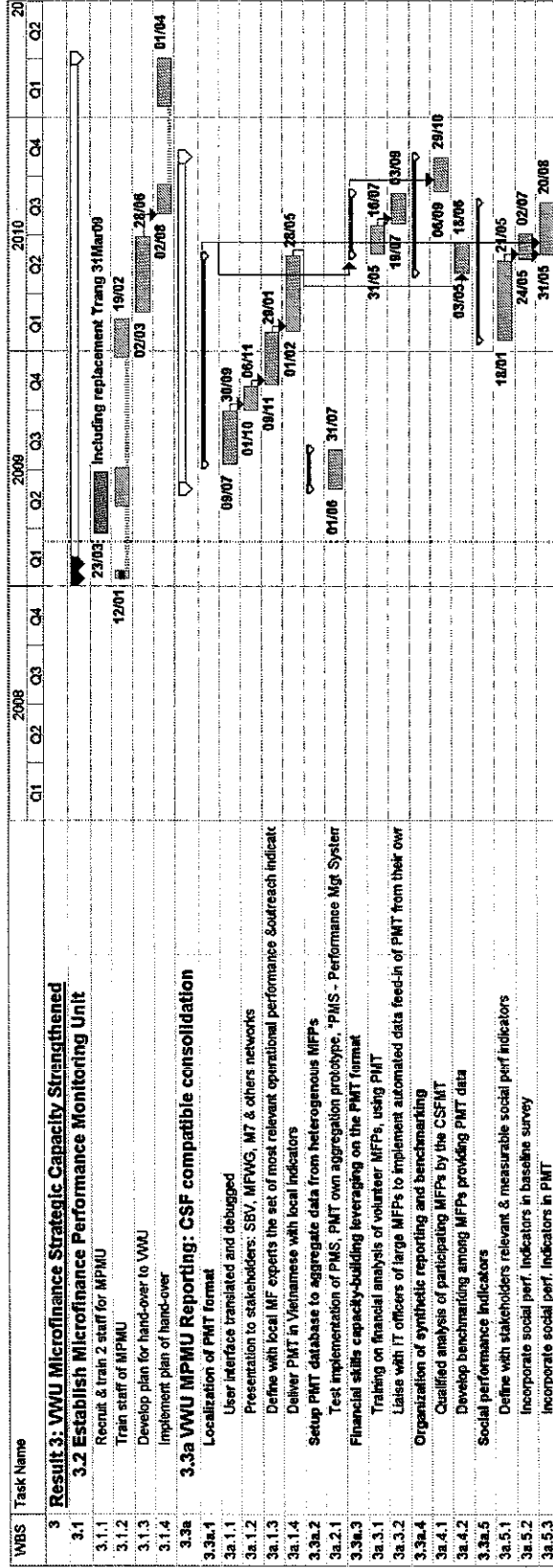
Split: [Pattern]

Progress for activity summary: [Pattern]

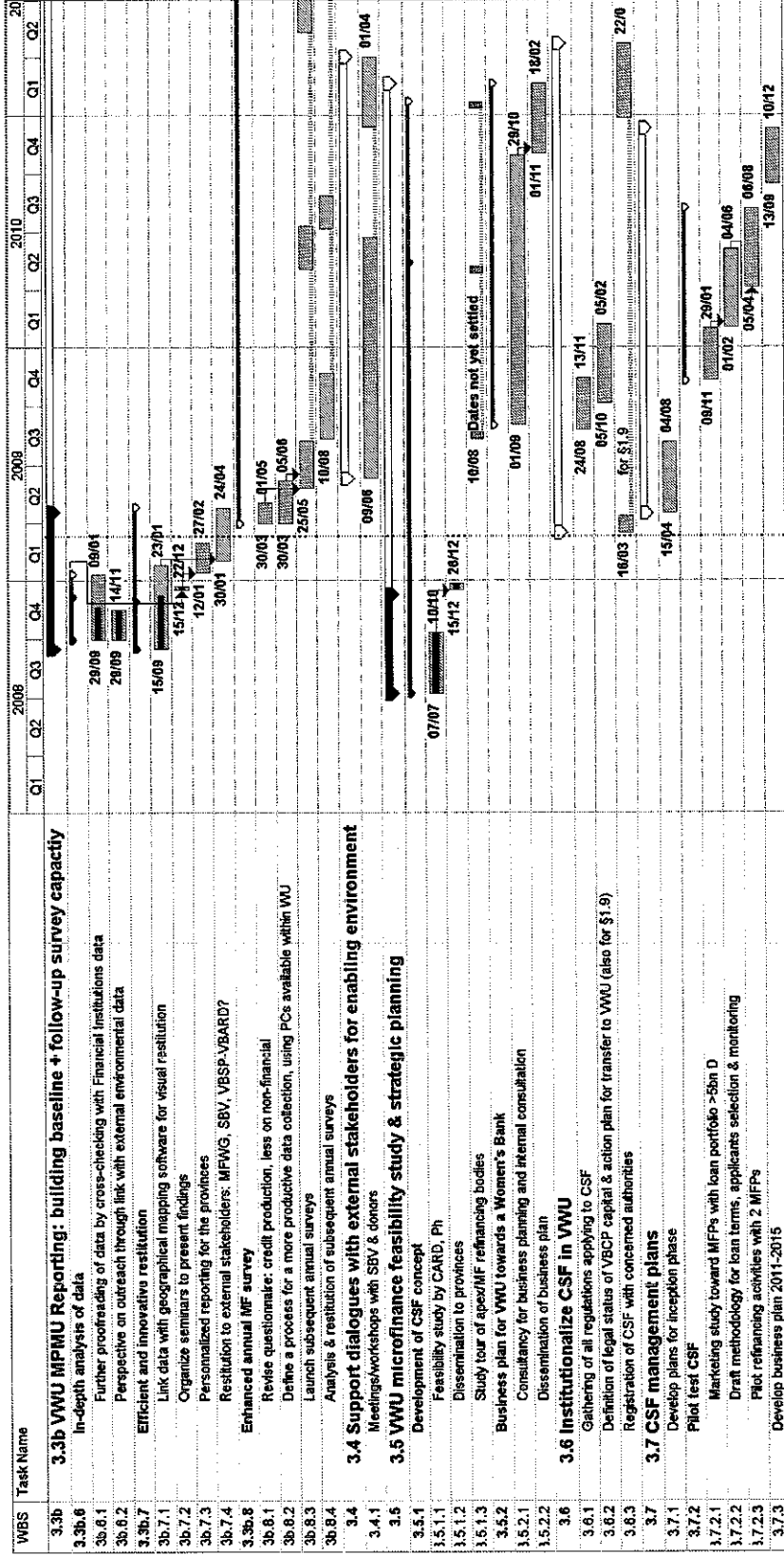
Progress for sub-summary: [Pattern]

Mon 09/03/09

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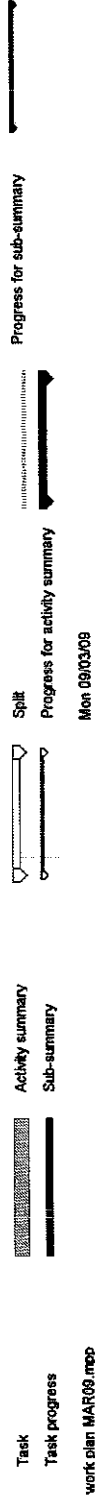
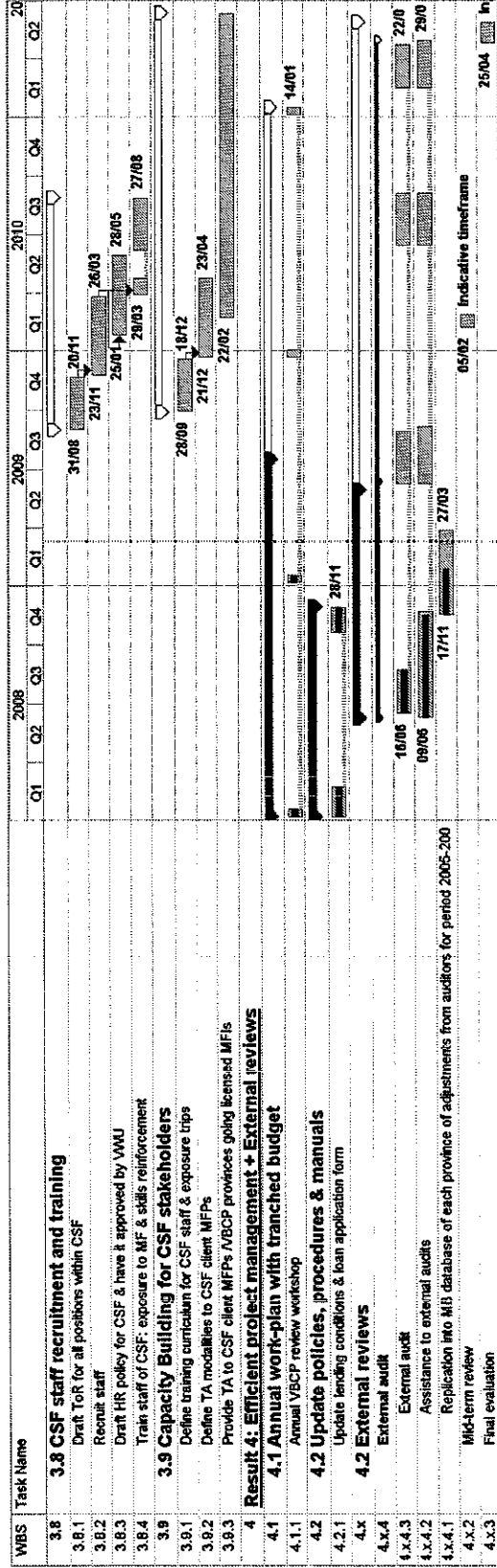
Task progress: Activity summary: Sub-summary:   
 Split: Progress for activity summary: Progress for sub-summary:   
 Mon 09/03/09 3 / 5



Task: Activity summary, Sub-summary, Split, Progress for activity summary, Progress for sub-summary

work plan MAR09.mpp

Mon 09/03/09



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Mon 09/03/09

## 10.2 Checklist efficiency



Efficiency refers to the way in which the resources of the cooperation intervention are converted through the project activities into the expected results.

To be completed by the Project

1. Facts about the result indicators:

	% expected realisation	actual % of realisation	difference*
Indicators for Result 1	25	18	7
Indicators for Result 2	25	22	3
Indicators for Result 3*	60	40	20
Indicators for Result 4	25	23	2
Indicators for Result 5	0	0	0
Indicators for Result 6	0	0	0
Indicators for Result 7	0	0	0

\* (% expected realisation - actual % of realisation)

\* Please note that this is based on original log-frame and timeline. In October 2008, it was agreed to extend activities under result 3.

2. Achievements of the results referring to the indicators

Are these indicators formulated in a 'smart' way? \*\*

Yes  No  NA

Are all indicators monitored?

Yes  No  NA

Is there a baseline to compare with for each indicator?

Yes  No  NA

\*\* Some yes, others no. For example--there is no rationale given for quantitative indicators, making them appear arbitrarily chosen. Also, some of the indicators are not so relevant to the project as designed (indicators appear to stress coordination/facilitation, while project emphasizes implementation). Therefore, very difficult to answer.

3. Facts about activities:

	Implementation is on schedule	Implementation is delayed	Implementation is in advance	Explanation
for Result 1	X			
for Result 2	X			
for Result 3		X		Baseline survey and PMT related activities delayed due to overriding importance given to financial data gathering analysis, external audit and Feasibility Study
for Result 4	X			
for Result 5				
for Result 6				
for Result 7				

4. The activities are implemented as planned.

Some activities will need more time to be completed

Yes  No  NA

Some activities can be implemented within a shorter period of time

Yes  No  NA

Any occurred delay will be caught-up before the project ends

Yes  No  NA

Detected deviations will influence seriously the achievement of results

Yes  No  NA

5. The general quality of the project activities is perceived as:

satisfactory

sufficient

problematic

It should be noted that project activities will undergo significant revision in 2009

6. Do activities contribute to reach the planned results?

Yes  No  NA

If not, explain why:

7. Is it possible to plan the activities in a more optimal way?

Yes  No  NA

Activities are being re-drawn and programmed as a result of the Feasibility Study outcome in 2008. This will lead to more optimal planning and implementation

8. Facts about the expenses (using Q1 2008 planning):	% of total budget	% of annual budget (Q1)	date of latest adjustment	Explanation	% of financial planning year X
for Result 1	1.9	6		44% disbursed of plan; no passbooks or new tools	
for Result 2	6.4	19.9		65%; less grants expended than anticipated	
for Result 3	2.9	9.2		69%; baseline and PMT activities delayed	
for Result 4	0.6	1.9		87%	
Contingency	0.6	2.1		0%; no unforeseen events (replanned for end of project)	
General Means	19.6	60.9		78%	
Total budget	32	100		71% or MEDIUM risk category	

	Yes	No	NA
9. Financial resources are managed as planned			
Some estimated costs are not sufficient. extra resources are needed	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Important financial means remain. they need to be replanned	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Some financial risks have been identified regarding expenses (crédits.. )	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Detected financial risks are under control	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activities could be implemented with less financial resources***	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partner contribution in financial terms is respected	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
***In the current TFF format, this is definitely the case. However, with TFF revisions planned in 2009, this would not hold true anymore			
10 Is it possible to manage financial resources in a more optimal way?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is possible to have a more realistic financial planning at beginning of the year. This will be implemented for 2009.			
11 Human resources are managed as planned	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The project staff is complete	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The project staff is not stable	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The planned personnel is not sufficient. extra resources are needed	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Some personnel execute tasks not conform to their job description	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Activities could be implemented with less human resources	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
There is a gender balance within the project staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12 Is it possible to manage human resources in a more optimal way ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More staff should be considered for 2009 with fast recruitment. Contract staff terms and conditions to be updated			
13 Goods and equipment are managed as planned	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The equipment is inventorised and insured	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Important amounts of goods will not be used	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Insufficient goods and equipment. extra resources are needed	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Some equipment or goods are not adapted to local conditions/use	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
14 Is it possible to manage goods and equipment in a more optimal way ?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
If so, explain how:			
15 The organisational structure of the project is perceived as:			
Satisfactory, but activities could progress faster with a few additional/specialized staff	satisfactory <input checked="" type="checkbox"/>	sufficient <input type="checkbox"/>	problematic <input type="checkbox"/>
17 Have unexpected problems regarding the planning been solved ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yes replacements for the resigned accountant and internal auditor were quickly found			
16 Can the efficiency of the project be improved ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Efficiency can always be improved. Better filing system, better delineation of roles and responsibilities, more accurate planning are just some areas. However, these are all being addressed and will improve given the revised strategy of the project in 2009.			

<b>Lessons learned</b>	It is better to realistic with financial planning rather than aspirational Also additional specialized staff with assist implementation
<b>Best practices</b>	Overall effectiveness of the project was not compromised by minor challenges in efficiency or less financial disbursement
<b>Recommendations</b>	Align JLCB with planning calendar and with VN and BTC planning cycles (recommended for January/July)



### 10.3 Checklist effectiveness



**Effectiveness assesses if the results of the project are delivered and if they contribute to the achievement of the specific objective. It investigates if the occurred changes within the project area are caused by the project. It also assesses if the beneficiaries use the results delivered by the project.**

To be completed by the project	Yes	No	NA
1: Concerning the indicators of the specific objectif:			
Are there any indicators for the specific objective ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are the indicators of the specific objective 'smart' ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are the indicators of the specific objective monitored ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there a base-line to be compared with ?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Are the indicators of the specific objective reached ?			
Indicator	% expected realisation	actual % of realisation	difference*
Indicator 1	25	22	3
Indicator 2	25	25	0
Indicator 3 *	60	40	20
Indicator 4	25	20	5
* Although in absolute terms less was realized in result 3, a very critical output of 2008 was achieved here (Feasibility Study)			
3. Will the specific objective be realised purely thanks to the results delivered ?			
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Are there any side effects caused by the results ?			
If there are any side effects, do they influence the specific objective ?			
<input checked="" type="checkbox"/>	<input type="checkbox"/>		
in a positive way	in a negative way		
5. Are there any external factors influencing the specific objective ?			
<input type="checkbox"/>	<input checked="" type="checkbox"/>		
in a positive way	in a negative way	Inflation was a problem (capital erosion)	
6. What are the characteristics of the beneficiaries involved in the project ?			
Poor rural women. Including from ethnic minorities			
7. The groups who are (or who will be) benefiting from the specific objective are:			
Poor rural women, including from ethnic minorities			
8. Do the beneficiaries have access to the results delivered by the project ?			
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
If not, explain why (for the results in question):			
9. Are the beneficiaries using the results delivered by the project ?			
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
If not, explain why (for the results in question):			

10. Are the beneficiaries satisfied with the results delivered by the project ? If not, explain why:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Is the project implementation responding to: - the problems of the beneficiaries - the priorities of the beneficiaries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Do the proposed solutions solve the problems of the beneficiaries ?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Lessons learned</b>	Please refer to main text about positive side effects, especially in result 3		
<b>Best practices</b>			
<b>Recommendations</b>	Form should be revised to allow more qualitative reporting here (outcome/impact) More appropriate for infrastructure?		



## 10.4 Checklist sustainability



**Sustainability refers to the likelihood that the benefits from a development cooperation intervention will be maintained and reproduced after the withdrawal of donor support.**

To be completed by the project	Yes	No	NA
1. Is the partner institution participating actively in:			
reporting	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
decision-making	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
planning of activities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
financial management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
implementing the project	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
monitoring and evaluation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
human resource management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
management of material resources	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Are resources and capacities available for the maintenance and reproduction of the results ?			
Human resources	<input checked="" type="checkbox"/>		
Financial resources	<input checked="" type="checkbox"/>		
Equipment	<input checked="" type="checkbox"/>		
3. Is the partner institution taking the necessary dispositions to take over the project ?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Is there a plan for the integration of the project in the partner institution ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Question three is too early to answer. A general integration plan requires more detail in 2009			
5. Is the project providing institutional training for the partner institutions ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Is the trained personnel staying in place ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Is the project providing capacity building for organisations regarding ?			
Management of systems	<input type="checkbox"/>		
Process management	<input checked="" type="checkbox"/>		
Transfer of knowledge	<input checked="" type="checkbox"/>		
Networking	<input type="checkbox"/>		
8. Is the project providing the necessary capacity building for individuals regarding ?			
Transfer of knowledge	<input checked="" type="checkbox"/>		
Exchange of experiences	<input checked="" type="checkbox"/>		
Exchange of values	<input type="checkbox"/>		
Empowerment	<input type="checkbox"/>		
Networking	<input type="checkbox"/>		
9. Is the project supported by the following local institutions ?			
Political institutions	<input checked="" type="checkbox"/>		
Partner institutions	<input checked="" type="checkbox"/>		
Civil society institutions	<input type="checkbox"/>		

Cultural institutions (religious, ethnic, traditional ...)

- 10 Are the aid modalities strengthening the sustainability ?
- 11 Are the execution modalities strengthening the sustainability ?
- 12 Is the project contributing to the sustainability in following dimensions ?
- Political
  - Social
  - Institutional
  - Organisational
  - Cultural
  - Economic
  - Technical
- 13 Is the project linked to donor conditions ?
- If so, are these conditions deducted from national strategies ?
- 14 Is the project respecting the principle of united aid ?
- 15 Is the Partner Institution respecting its contribution ?

**Remarks**

The project has re-oriented its strategy significantly to achieve long term sustainability (see main report)

## 10.5 Logical framework for 2009-2011

Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions
<p><b>Goal:</b> To contribute to the reduction of the incidence of poverty in Vietnam</p>	<p>The percentage of Incidence of Poverty is reduced</p>	<p>Mapping by Inter-ministerial Task Force</p>	<p>Continued high and equitable economic growth, supported by a stable and conducive economic and political environment</p>
<p><b>Purpose:</b> By 2010, at least 100,000 economically active poor households in the target provinces of Vietnam have access to high-quality and diversified financial and business development services, provided by coordinated and market-responsive providers following good practices for sustainable service delivery.</p>	<ul style="list-style-type: none"> <li>▪ Outreach to poor clients by VBCP reporting reliable data increased.</li> <li>▪ BDS providers meet min. 80% of the documented demand of solidarity groups of poor clients.</li> </ul>	<p>VBCP Progress microfinance reports Annual reports from VWU various Microfinance Projects VBCP Progress reports. Needs assessments &amp; Directorates</p>	<p>Legal framework for MFIs in place. Distortions in the MF market reduced. Free BDS market allowed to develop. VWU will not be made a new political lending vehicle.</p>
<p><b>Result 1:</b> By 2010, 50,000 of poor women in the targeted, and, increasingly in other Provinces, have access to diversified financial services provided by regulated financial institutions.</p>	<p>No. women accessing services from regulated financial institutions, including banks, TYM in the targeted provinces, and, increasingly VWU microfinance conduits in other Provinces, increased by minimum of 25% per annum.</p>	<p>Monthly and quarterly and annual reports from VBCP General information reports from banks and bank linkage information (phase III clients) TYM reports, microfinance conduits borrowing from Credit Support Fund reports.</p>	<p>New regulations are conducive to MF growth. Banks continue to expand outreach based on the Framework Agreements with the MOs in targeted provinces and provide information on phase III clients Appropriate agreements and frameworks in place with TYM, banks and MF conduits Credit Support Fund operational (result 3)</p>
<p><b>Result 2:</b> By 2010, 50,000 of poor women in the targeted Provinces have access to demand-driven training and business development services provided by public and private suppliers.</p>	<p>No. women accessing training and BDS services in the targeted Provinces increased by min. 30% p.a.</p>	<p>VBCP Progress Reports</p>	<p>BDS markets expand and develop in the targeted provinces, with support of GoVN and other donors.</p>

Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions
<p><b>Result 3:</b> By 2010, VWU has strengthened strategic capacity in microfinance, including consolidated Good Practice-based VWU-wide microfinance reports available with reliable performance data and an operational Credit Support Fund for microfinance.</p>	<ul style="list-style-type: none"> <li>▪ VWU wide microfinance projects have adopted and use standardized performance reporting formats by end of project</li> <li>▪ VWU approves, institutionalizes and implements a two-year management plan for an CSF</li> <li>▪ Legal status of CSF finalized</li> <li>▪ VWU strategy for microfinance more refined</li> </ul>	<p>Reports available from M/PMU Microfinance reporting demanded by VWU leadership and Credit Support Fund institutionalized</p> <p>Two plans for CSF:</p> <ul style="list-style-type: none"> <li>i) Management plan for set up and initial implementation 2009-2010</li> <li>ii) Five-year business plan 2011-2015</li> </ul> <p>Legal documents grounding CSF, including by-laws and governance structure</p> <p>Current microfinance strategy document</p>	<p>VWU agrees on coordinating activities, and accept common format.</p> <p>Decision-making and authority is delegated to technically competent management units in VWU, with professional staffing.</p> <p>Legal issues in connection with CSF are fully clarified, such as ownership of Revolving Loan Fund, institutionalization and mandate of WF.</p> <p>VWU continues its strategic planning process for all its microfinance projects, in the lead up of building a Bank for Women.</p>
<p><b>Result 4:</b> An efficient management structure for the VBCP ensures results-oriented and performance-based progress and accurate expenditure controls.</p>	<ul style="list-style-type: none"> <li>▪ Targets set in Annual Plans are met.</li> <li>▪ Progress reports and financial accountabilities are accurate and on time.</li> <li>▪ Appropriate exit strategies are developed, adopted and executed before the end of Phase III.</li> </ul>	<p>VBCP Progress reports</p> <p>PSC approvals of annual project work-plans</p>	<p>Funds and other inputs are disbursed timely to the Project.</p> <p>VWU leadership supports new roles of Project.</p>

Verifiable Indicators		Means of Verification		Assumptions	
1.1 Continue Segmenting the Current Clientele  RELEVANCE NO LONGER THERE GIVEN PHASE OUT OF REVOLVING LOAN FUND					
1.2 Update the Savings Products  RELEVANCE NO LONGER THERE GIVEN PHASE OUT OF REVOLVING LOAN FUND					
1.3 Continuously Link Resourceful Clients to Financial Institutions	# clients taking first and subsequent bank loans from banks  # consultations in the VBCP provinces on localized cooperation with VBARD	VBCP Progress Reports  Bank linkage information of phase III clients	Timely TA support, with client tracking tool developed for communes to incorporate in reporting.  Banks are responsive to new applicants from VBCP and project explores different ways to strengthen linkage efforts		
1.4 Provide 'Incubation Loans' to Poor Clients  PHASED OUT BY END 2010	Value and number of VBCP loans disbursed # clients taking first and subsequent VBCP loans  Number clients and value of outstanding VBCP loans Average loan term (in months)	SQL Server based aggregation reports, drawing from provincial MB and CRGS reports	Timely Audits are contracted		
1.5 Compile and Report VBCP Performance Data	Drop-out rate by category Idle cash  Communes Operation Expense as % of net interest income Savings mobilized by communes Provincial MB reports aggregated monthly by CPMU, with quarterly narrative reports prepared to analyze results Repatriation information by province	SQL Server based monthly aggregation reports and financial statements, drawing from provincial MB and CRGS reports  Narrative Progress reports, including analysis of clients and portfolio structure; Internal auditor reports PSC in receipt of year-to-date aggregated financial statements Repatriation reports (see 1.8)	SQL Server aggregation tool is internalized quickly by the CPMU  Provinces increase their efforts on quality and timely data collection  Regular feedback to provinces		
1.6 Compile and Report VWU Province Microfinance Data MERGE WITH 1.5 and 3.2					

Verifiable Indicators	Means of Verification	Assumptions
<p>1.7 Develop Exit Strategy for Use of Revolving Loan Fund <b>COMPLETED WITH ACTIVITY 3.5</b></p>	<p>Feasibility Study carried out by 2008 with concrete options on the use of the Loan Fund, involving consultation processes with provincial and central VWU offices</p> <p>Outcome of FS accepted and one option on future of Revolving Loan Fund chosen by Project Steering Committee; Provinces informed of outcome</p>	<p>Feasibility study final report</p> <p>Decision by PSC on future of Revolving Loan Fund in minutes</p> <p>Workshop announcement and written notification on repatriation by VWU President</p>
<p>1.8 Revolving Loan Fund Repatriation</p>	<p>Schedule for repatriation (est. at least at 42Billion VND) made public:</p> <ul style="list-style-type: none"> <li>• 2Billion JAN09</li> <li>• 6Billion JUN09</li> <li>• 4Billion DEC09</li> <li>• 13Billion JUN10</li> <li>• 17Billion DEC10</li> </ul> <p>Provincial plans for repatriation sent to CPMU (with completion targeted for 2010) including quarterly meetings to track results. Plan by CPMU for legal ownership and mandate completed</p>	<p>Funds received in CPMU central bank account (bank statements)</p> <p>Reporting of provinces in MB and repatriation tracking tool</p> <p>Quarterly meetings narrative reports</p> <p>Documentation of Revolving Fund ownership</p>
<p>1.9 Transfer Part of Revolving Loan Fund to TYM</p>	<p>Full transfer of initial fund, pending legal clarification of investment form (loan/subordinated debt)—link to activity 3.5</p> <p>Transfers completed as per project schedule in 2009-2010</p>	<p>Approved MoU, or equivalent binding agreement, completed between VBCP/VWU and TYM</p> <p>TYM will approve MoU and can readily accept credit fund and immediately utilize it in their expansion plan</p>
Verifiable Indicators	Means of Verification	Assumptions
<p>2.1 Training and BDS Needs Assessment</p>	<p># VBCP staff consulted on design of the Assessment format</p> <p># clients responding to the Needs Assessment by year</p>	<p>TAPMU Progress Reports</p> <p>Assessment Report</p> <p>Prov. PMU Progress Reports</p> <p>All Prov. VWU have Assessment</p> <p>Needs assessment can be professionally executed</p>



Verifiable Indicators		Means of Verification		Assumptions	
	<p>Draft baseline assessment circulated within 17 Provinces Consolidated Assessment disseminated by HO</p> <p>2009 assessment is conducted</p> <p>Standardized registration format for Service Providers</p> <p># Prov. PMUs publishing current Directory</p> <p># BDS service providers in Province Directories (in 2008 and 2011)</p> <p># Directories produced and provided to all district WUs in VBCP provinces.</p>	<p>Updated Assessments</p>			
2.2 Compile and Distribute Training and BDS Directory		<p>Registration Format Directories</p> <p>Prov. PMU Progress Reports</p> <p>Central PMU Progress Reports</p>	<p>Good cooperation with local government officials and extension agencies continues.</p>		
2.3 Develop Strategic Linkages with BDS Providers	<p># groups/centers/members trained/receiving BDS per year</p> <p># providers in Directory contracted by VBCP per year;</p> <p># Agreements signed by PMUs with providers per year;</p> <p># trainings/BDS events evaluated by number of participants;</p> <p>Average participant evaluation score of contracted providers;</p> <p>% of grants approved compared to number submitted</p> <p># of grants being supervised/monitored</p> <p>Timely response by HO to requests for assistance</p> <p>Study on good practice completed and results disseminated at workshops</p>	<p>Prov. PMU Progress Reports (with detailed client evaluation section)</p> <p>Agreements for service provision</p>	<p>Timely TA is contracted, including client evaluation tools</p>		
2.4 Monitor, Evaluate and Report Performance		<p>Prov. PMU Progress Reports including Participant Evaluation component presented at annual review meeting</p> <p>Good practice evaluation report and workshop reports</p> <p>Prov. PMU Progress Reports</p>	<p>Timely and sufficient TA is contracted</p> <p>Regular feedback is provided to the provinces.</p>		
2.5 Develop Cost-Sharing Models for BDS Services	<p>Average value of client contributions by event per year</p> <p>% of total cost per training/BDS event covered by clients</p> <p>% of total cost per training/BDS event covered by PMUs</p>		<p>Clients, service providers and PMUs want to cost-share.</p>		

Verifiable Indicators	Means of Verification	Assumptions
<p>2.6 Establish BDS and TA Matching Grant Fund</p> <p># cost-sharing models used by Province PMUs per year</p> <p>Procedures for the Fund consulted and finalized on or before second quarter of 2006, # and value of Fund applications received by round, by Province and by type of training/BDS/TA per year. Number and value of grant disbursements by round per year. # accounts and reports received and approved per year. % of TA applications approved contracting external resources in Vietnam Quality and relevance of grants improves</p>	<p>Prov. and Central PMU Progress Reports</p> <p>Prov. PMU Financial Progress Reports</p> <p>Prov. PMU Progress Reports</p> <p>Central PMU Progress Reports</p> <p>Fund Procedures simple, transparent</p> <p>Central PMU Progress Reports</p> <p>Central PMU Progress Report</p>	<p>BDS trainers/providers are available and willing to provide training according to project requirements</p> <p>Provinces are motivated to apply for innovative and ambitious grant funding</p>

Verifiable Indicators	Means of Verification	Assumptions
<p>3.1 Consolidate VBCP Performance Reporting MERGE WITH 1.5 and 3.2</p> <p>3.2 Establish Microfinance Performance Monitoring Unit</p> <p>3.3 VWU MPMU Reporting (will include all services delivered through the VWU, such as bank linkages, micro-credit and credit/savings groups)</p>	<p>VWU MF Performance Monitoring Unit (MPMU) established</p> <p>MPMU unit established and operational at VWU</p> <p>Plan for institutionalizing MPMU in place at end of project</p> <p>Overall reports on delivery of financial services by WU available, including in mapped format</p> <p>Microfinance projects with (indicative) loan outstanding &gt;10bn. D report in PMT →</p>	<p>VWU leaderships ensures full cooperation from all VWU units, departments and projects and sees MPMU as key to its overall microfinance strategy</p> <p>Local VWU internalizes survey process/formats</p> <p>Major microfinance projects of WU commit to PMT format adapted to Vietnam. Major microfinance projects of WU registering with SBV, thus leading to clarification of their balance sheet (according to accounting requirements set out by SBV).</p>

Verifiable Indicators	Means of Verification	Assumptions
<p>adopted for all VWU HO VWU MPMU submits quarterly consolidated PMT reports to VWU leadership, donors, and Project Steering Committees</p>	<p>consolidated PMT reports issued by MPMU.  MPMU quarterly Progress Report</p>	<p>PMT software still maintained by international editor.  Appropriate social performance variables are agreed by various stakeholders</p>
<p>3.4 Support Dialogues for External Stakeholders for Enabling Environment</p>	<p>Agendas and minutes of meetings  Minutes of meetings. Draft Regulations  MPMU Progress Reports</p>	<p>Main industry stakeholders agree on a suitable forum for dialogue or strengthen existing ones such as Microfinance Working Group  Central WU active participant in forum or Microfinance Working Group  ADB and other donors willing to collaborate</p>
<p>3.5 VWU MF Feasibility Study and Strategic Planning</p>	<p>Final TOR by 09/2007 Approved Study by 12/2007 Feasibility Study main recommendations adopted by VWU leadership  Advisory council, training and study tours, testing of different MF models, MF Unit.</p>	<p>Timely and well qualified TA contracted.  VWU leadership committed to Business Planning Process and articulates vision more detailed vision for microfinance</p>
<p>3.6 Institutionalize Credit Support Fund in VWU</p>	<p>VWU provides official institutional status confirmation by February 2009 PSC  Vietnamese and Belgian government relevant approval documents</p>	<p>Timely advice and support by relevant public institutions, including MoF, MPI, SBV and others.  Qualified TA available on a needs basis</p>
<p>3.7 Credit Support Fund Management Plans</p>	<p>Management plan officially endorsed by middle 2009 and sent to PSC members  Advisory Board first official meeting  Business Plan (by end 2010)</p>	<p>Legal preparations as in 3.5 are completed in a timely manner to complement management plan.  Experienced external TA available  VWU MFPs (potential conduits) are interested in applying for WF, can pass the access criteria and</p>

Verifiable Indicators	Means of Verification	Assumptions
	Marketing study	are willing to accept financial costs
3.8 Credit Support Fund Staff Recruitment and Training	Structure, staff composition and TORs finalized by June 2009 Hiring processes and selection of staff completed by end 2009	VWU approves professional staffing structure and remuneration scale (where performance requirements/full time nature of staff might differ from overall HR policy) Staff with appropriate profile are available
3.9 Capacity Building for CSF Stakeholders	TA needs assessment and identification of technical service providers carried out Number of MFPs assisted through capacity building	VWU MFPs are ready and willing to accept capacity building in significant numbers. Tailored external TA can be identified

Verifiable Indicators	Means of Verification	Assumptions
4.1 Annual Work Plans With Tranche Budgets	Minutes of PSC meetings general project work-plan annually Province PIPs Workshop report	Timely and sufficient TA is contracted
4.2 Update Policies, Procedures, Manuals	VBCP reports Operations Manual File of policy letters Internal audit policy document	External audit is carried out annually as long a field program exists, and internal audit is done regularly
4.3 Implement and Monitor Project Progress TO BE FOUND IN REPORTING, MONITORING, AND EVALUATION SECTION OF REVISED TFF (6.5) SEE ALSO 4.X IN WORK-PLAN	Mid-Term Review report, Final Evaluation, Annual External Audits	

10.6 Overview public contracts (2008 and 2009 provisional)

Contract No.	Budget Line	Supplier	Scope of Work	Start date	Estimated complete date	Value (in EUR)	Paid amount (in EUR)	Status
<u>VIE0402811/001</u>	Z-02-02	Vietbay Consultants and Trading Company	Supply contract - IT supplies	23-Jan-08	4-Feb-08	EUR 4,002	EUR 4,011	Completed
<u>VIE0402811/002</u>	Z-03-02	Son - Huy Copany Limited	Supply contract - office furniture	28-Jan-08	31-Jan-08	EUR 254	EUR 254	Completed
<u>VIE0402811/003</u>	A-03-01	Mr. Yadab Pradhan, MicroBanker Consultant	Service contract - Technical Assistance for MicroBanker	25-Feb-08	30-Jun-08	EUR 4,518	EUR 3,753	Completed
<u>VIE0402811/004</u>	A-01-03	Ms. Pham Thi Ha, Bank Linkage consultant	Service contract - Amendment of Bank Linkage Agreement	11-Apr-08	30-Jun-08	EUR 3,404	EUR 1,318	In Progress
<u>VIE0402811/005</u>	Z-02-02	Bao Hung Technology Company	Supply contract - IT supplies	13-May-08	15-May-08	EUR 2,622	EUR 2,622	Completed
<u>VIE0402811/006</u>	Z-04-07	AASC audit company	Service contract - External Audit	26th-June-2008	Overdue	EUR 40,000	EUR 25,980	In Progress
<u>VIE0402811/007</u>	A-03-05	CARD, Philippines	Service contract- Feasibility study	20th June 2008	8-Dec-08	EUR 37,605	EUR 37,605	Completed
<u>VIE0402811/008</u>	A-03-03	FPT -ERP services Co.	Supply contract - Supply data mapping	9th December 2008	9-Mar-09	EUR 2,300	EUR 740	In Progress
<u>VIE0402811/009</u>	A-03-03	FPT -ERP services Co.	Supply contract - Supply software license	9th December 2008	9-Mar-09	EUR 1,420	EUR 1,420	In Progress
<u>VIE0402811/010</u>	Z-02-01	Astral infotech Vietnam	Supply contract - Supply SQL server software	17th December 2008	17th January 2009	EUR 1,500	EUR 1,500	Completed
<u>VIE0402811/011</u>	Z-02-01	Informatics trading and development	Supply contract - IT supplies	21st December 2008	22nd December 2008	EUR 2,490	EUR 2,490	Completed
<u>VIE0402811/012</u>	Z-02-01	Vietxuan Development and investment Co.	Supply contract-Purchase of Toyota Hiace minivan	24th December 2008	9-Mar-09	EUR 22,080	EUR 22,080	In Progress
<u>VIE0402811/013</u>	A-04-01	Centre for Women and Development	Service contract	13th January 2009	14th January 2009	EUR 1,970	EUR 1,970	Completed
<u>VIE0402811/014</u>	A-03-06	LEGAL EXPERT COMPANY	Service contract	Est March 2009		Est EUR2000		
<u>VIE0402811/015</u>	A-03-07	CAPACITY BUILDING ORGANIZATION	Service contract	Est May 2009		Est EUR5000		
<u>VIE0402811/016</u>	A-02-01	NEEDS ASSESSMENT CONSULTANT	Service contract	Est May 2009		Est EUR6000		

