



***BTC***



***MPI***

# **RESULTS REPORT 2016**

## **GREEN GROWTH STRATEGY FACILITY**

**INTERVENTION CODE: VIE 11 041 11**

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## Acronyms

BTC	Belgian Technical Cooperation, the Belgian Development Agency
COP21	UNFCCC Conference of Parties #21 – UN International climate summit held in Paris in Nov.2015
DSENRE	Department of Science, Environment and Natural Resources
FOM	Facility Operation Manual
GCF	Green Climate Fund
GGSF	Green Growth Strategy Facility
INDC	Intended Nationally Determined Contribution (to global GHG mitigation effort, submitted prior to the COP21)
M&E	Monitoring and Evaluation
MPI	Ministry of Planning and Investment
MIE	Multi Implementing Entity (of the Green Climate Fund)
NIE	National Implementing Entity (of the Green Climate Fund)
PDP	Power Development Plan
POM	Project Operation Manual
VNGGAP	Viet Nam Green Growth Action Plan
VNGGS	Viet Nam Green Growth Strategy

# 1 Intervention at a glance

## 1.1 Intervention form

Intervention title	Green Growth Strategy Facility (GGSF)
Intervention code	VIE 11 041 11
Location	Hanoi Provinces: Ha Tinh, Binh Thuan and Ninh Thuan
Total budget	5,500,000 Euro, which includes: + Non-refundable aid of Belgian Government: 5,000,000 Euro; + Contribution of the Partner country: 500,000 Euro.
Partner Institution	Ministry of Planning and Investment (MPI), Department of Science, Education, Natural Resources and Environment (DSENRE)
Start date Specific Agreement	14th August 2013
Date intervention start /Opening Steering Committee	14th August 2013/ 14 <sup>th</sup> October, 2013
Planned end date of execution period	14th August 2019
End date Specific Agreement	14th August 2019
Target groups	+ MPI, and in particular DSENRE; + Members of the GGS Steering Board; + Related Government agencies and selected provinces + NGOs, including Vietnamese business associations and sector associations; + Management of business associations, chambers of commerce, industrial parks, industrial clusters, and crafts villages, for instance those concerned by actions funded through the project and/or Facility.
Impact <sup>1</sup>	The Vietnamese Green Growth Strategy is implemented
Outcome	A Facility to support the implementation of the Vietnamese Green Growth Strategy enables Green initiatives
Outputs	1. A support facility is created and developed
	2. Green growth capacity & MPI leadership increased
	3. Piloting activities in three provinces are supported
	4. The Facility supports, through a call for proposals, green growth interventions throughout the country
	5. Good practices disseminated and replicated
Year covered by the report	2015

<sup>1</sup> Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

## 1.2 Budget execution

Currency: EUR

	Budget	Expenditure		Balance	Disbursement rate at the end of 2016
		Previous years	2016		
<b>Total</b>	<b>5,000,000</b>	2015: <b>481,533.01</b> 2014: <b>234,370.18</b> 2013: <b>1,996.05</b>	<b>441,195.96</b>	<b>3,840,904.80</b>	<b>23%</b>
A support facility is created and developed	380,000	2015: 140,880.24 2014: 449.47 2013: 0.00	13,581.85	225,088.44	41%
Green growth capacity & MPI leadership increased	200,000	2015: 8,365.84 2014: 210.79 2013: 0.00	17,649.44	173,773.93	13%
Piloting activities in three provinces are supported	920,000	2015: 23,058.69 2014: 0.00 2013: 0.00	75,715.92	821,225.39	11%
The Facility supports, through a call for proposals, green growth interventions throughout the country	1,440,000	2015: 208.92 2014: 0.00 2013: 0.00	11,415.54	1,428,375.54	1%
Good practices disseminated and replicated	175,000	2015: 14,575.79 2014: 149.30 2013: 0.00	2,561.76	157,713.15	10%
Other expenditure ( <i>Budgetary reserve, general means</i> )	1,885,000	2015: 294,443.53 2014: 233,560.62 2013: 1,996.05	320,271.45	1,034,728.35	45%

## 1.3 Self-assessment performance

### 1.3.1 Relevance

	Performance
Relevance	A

For the MPI, the VNGGS and its implementation are still of primary importance and the target facility is still considered a key element enabling financing the necessary investments.

The relevance of the GGSF and the project has been reconfirmed by the Mid-term review (MTR) which clearly emphasized its capability to bridge an institutional void to unlock financing the VN Green Growth Action Plan (VNGGAP). The MTR also confirmed the high relevance and added value of the provincial GG action plans supported by the project as well as the pilot investments initiated.

However, growing attention for climate finance and other important climate policies (such as the NDC to the Paris agreement) could increase the likelihood of a few identified risks in the future such as having overlapping or competing climate finance initiatives in the country.

### 1.3.2 Efficiency

	<b>Performance</b>
<b>Efficiency</b>	<b>B</b>

The current committed budget is in line with the project planning and expected closure by mid-2019. However, a large share of the committed budget relates to the pilot investment in 3 provinces which have not yet led to significant actual disbursement. The so called 'seed fund' budget line has not been committed yet neither.

The M&E of the pilot investment and the seed fund is a point of attention for 2017.

### 1.3.3 Effectiveness

	<b>Performance</b>
<b>Effectiveness</b>	<b>A</b>

At this stage, most planned activities have been implemented and the target outcome will most probably be reached by the end of the project. 6 relevant pilot projects have been selected and contracted in 3 provinces. The Steering committee and the project staff demonstrated to be flexible enough to adapt to changing context.

However, the implementation of the pilot investments, contracted via grant agreements around mid-2016, has shown a slow start over end of 2016. A point of attention in 2017 will be the M&E of these pilot projects and support of the provincial authorities in charge of their implementation.

### 1.3.4 Potential sustainability

	<b>Performance</b>
<b>Potential sustainability</b>	<b>A</b>

The long term financial sustainability of the GGSF is not yet confirmed and remains a key point of attention as raised by the mid-term review. Several actions have been identified to address this and will be planned for 2017.

One risk is that other potentially competing facilities or initiatives under other line ministries prevent the GGSF from being fully sustainable (e.g. by attracting international donors' contributions or having monopoly on specific funding instruments or activities). Another risks is the lack of focus of the GGSF in terms of instruments to facilitate climate finance which could end in blurring the GGSF strengths for potential donors.

## 1.4 Conclusions

- The Mid-term review confirmed the relevance and political expectations about the facility as well as her impact potential.
- 6 relevant pilot projects have been selected and contracted in 3 provinces. Their implementation is started but at relative slow speed. Their successful implementation in due time is a point of attention for 2017.
- Important decisions must be taken at Steering Committee level to ensure long-

term sustainability of the GGSF, in particular from a financial point of view.

- Risks that were initially identified are still relevant even though their likelihood is not increased.

**Pham Hoang Mai**



**GGSF PMU Director**

**Alain Devaux**



**Resident Representative of BTC**



## 2 Results Monitoring<sup>2</sup>

### 2.1 Evolution of the context

#### 2.1.1 General context

- The COP21 momentum continued to raise worldwide awareness about climate change risks and GHG mitigation necessity.
- But the challenge of financing climate action is even more confirmed in 2016.
- In Viet Nam, the implementation of the Paris agreement and financing the climate-related projects is becoming a focus for many organizations.
- Though it definitely strengthens the landscape whereto the GGSF will contribute, it also increases the risk of multiplying and scattering initiatives which could result in inefficiency (e.g. because of competition by initiatives in attracting donors).

#### 2.1.2 Institutional context

- In 2016, MPI continued leading both the coordination of the national GGAP and the way towards accessing the GCF support.
- A key achievement of the VNGGAP in 2016 is the elaboration of several provincial Green Growth Action Plans which helps identifying priorities at local level though in line with national priorities
- As for 2015, other line ministries played an important role in GHG mitigation policy in particular MONRE (coordinating the response and implementation to the Vietnam INDC at the Paris conference) and MOIT (leading the on-going revision of the Power Development Plan which defines the future national electricity production mix).
- 2016 elections of the national party, national assembly and government have slowed down all government-related activities.

#### 2.1.3 Management context: execution modalities

- No major changes in terms of management context are to be reported for 2016.
- However, the provincial People Committees of Ha Tinh, Ninh Thuan and Binh Thuan are now responsible for implementing the pilot project contracted by the grant agreements. This means a new follow-up process to set up between the project PMU and the provinces.

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<sup>2</sup> Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

#### 2.1.4 Harmo context

- With the growing interest of donors for supporting the implementation of the Paris Climate agreement and climate finance, there is a risk to be seen ever more donors involved in numerous parallel and potentially overlapping or competing activities under various line ministries.

## 2.2 Performance Outcome



### 2.2.1 Progress of indicators

The GGSF Baseline report was approved by BTC and MPI through the exchange letter dated 7 December, 2015. Since then, the set of M&E indicators in the Baseline has been officially applied by the Project.

<b>OUTCOME: A Facility to support the implementation of the Vietnamese Green Growth Strategy enables Green initiatives</b>					
<b>Indicators</b>	<b>Baseline Value</b>	<b>Value at the end of 2015</b>	<b>Value 2016</b>	<b>Target 2016</b>	<b>Final Target</b>
1 (Cumulated) Number of green growth investment projects to be implemented or under implementation with the Facility support (incl. BTC pilot projects).	0	0	6	3	4
2 Number of funding sources other than BTC contributing or due (having pledged) to contribute to the Green Growth Strategy Facility.	0	0	0	0	1
3 The facility has a financial plan spanning beyond the BTC project termination	No	No	No	No	Yes

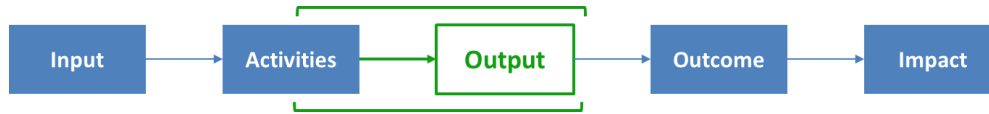
## 2.2.2 Analysis of progress made

- In order to achieve the outcome, the project managed to recruit qualified consultants to contribute to necessary outputs of the project.
- In that view, the project are ahead of schedule.
- No issues rose during the reporting period.
- The Facility is still considered as a key element to enable the VNGGS implementation, in particular to channel funding towards relevant green initiatives and unlock existing barriers.
- The raising partner's expectation about the Facility is a key (positively) influencing factor of the project during the reporting period.
- The GGSF PMU and staff managed to ground the upcoming Facility in the climate finance landscape of Viet Nam.

## 2.2.3 Potential Impact

- In case the VGGSF is ever accredited as NIE for the GCF, it will then become (one of) the central tools of the implementation of the national strategy. This would mean a very high impact, potentially overpassing the one identified in the formulation.
- This however raises new risks (collaboration/competition with other development agencies, competition with other financial institutions etc.).

## 2.3 Performance Output 1



### 2.3.1 Progress of indicators

<b>OUTPUT 1: A support Facility is created and developed</b>					
<b>Indicators</b>	<b>Baseline Value</b>	<b>Value at the end of 2015</b>	<b>Value 2016</b>	<b>Target 2016</b>	<b>Final Target</b>
1.1 Publication of the Facility Operational Manual (FOM)	0	0	1	1	1
1.2 Monitoring and Evaluation Tools (M&E tools) of the Facility's operation launched and followed-up.	0	1	1	1	1

## 2.3.2 Progress of main activities

Progress of <u>main</u> activities <sup>3</sup>	Progress:			
	A	B	C	D
A.1.1 Studies to develop the Facility		x		
A.1.2 Development of the different tools for the call for proposals		x		
A.1.3 Set-up of the monitoring and evaluation strategy		x		
A.1.4 Facility operational manual (FOM) and Project operator manual (POM)		x		
A.1.5 Publicity and workshops to explain the application process and documentation requirements			x	

## 2.3.3 Analysis of progress made

### A.1.1 Studies to develop the Facility

#### *A0101.a&b: Identifying sectors at national level for action and conducting a Baseline report*

The consultant team has been mobilised in December, 2014 to conduct the Study on “identifying sectors at national level for actions” with the aim at presenting the state of the art in relation with green growth in Vietnam; suggesting the priority sectors for actions (according to environmental, economic and social criteria and the willingness of the sector to participate to the call for proposals) and developing relevant Monitoring and Evaluation indicators in the concerned sectors. The final draft report has been submitted to the PMU in June, 2015.

After the support of internal and local consultants, GGSF PMU has been conducted the Baseline report. It was then approved by BTC and the Steering Committee in the Exchange Letter dated 7<sup>th</sup> December, 2015.

**Status:** Completed in June, 2015 (*for identifying sectors*) and December, 2015 (*for the Baseline*)

#### *A0101.c. Elaboration of Green Procurement Plan of the Government of Vietnam:*

The consultant team for elaborating a “green procurement plan for GoV” has been mobilised. The objective of the assignment is: (i) to develop a Green Procurement Policy (GPP) of the Viet Nam, including both GPP guidelines, recommendations; (ii) a GPP roadmap that will form the basis for a future regulatory document. The final report has been submitted to PMU in December, 2015.

**Status:** Completed in December, 2015.

#### *A0101.d. Workshop to inform stakeholders about selected sectors:*

02 workshops have been conducted in April, 2015 in Ha Tinh province and Binh Thuan province to inform GGSF stakeholders about selected sectors.

**Status:** Completed in April, 2015.

#### *A0101.e. Studying on the remaining gap analysis between GGSF and international expectation:*

<sup>3</sup> A The activities are ahead of schedule  
 B The activities are on schedule  
 C The activities are delayed, corrective measures are required.  
 D The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

The local consultant for this activity was mobilised in August, 2015 and then the final report was submitted to PMU in September, 2015.

**Status:** Completed in September, 2015.

#### *A0101.f. Elaboration of Project Operational Manual*

The local consultant for the activity of elaboration of POM was mobilised in August, 2015. The final POM has been submitted to PMU in December, 2015 for review and approval.

**Status:** Completed in December, 2015.

#### *A0101.g. Research the 5-years plan for Facility (fund mobilization, action plan etc...)*

The local consultants were mobilised in October, 2016 to research the 5-years plan for the Facility (fund mobilization, action plan etc...). 02 consultant workshops were planned to conduct in the first quarter of 2017.

**Status:** Ongoing.

### **A.1.2 Development of the different tools for the call for proposals:**

#### *A0102.a&b: Development of Call for Proposal*

In the 2014 procurement plan, this activity was planned with recruitment of international and local consultants. However, the package for international consultant did not receive any application. Then, the local consultant was contracted in December 2014 to elaborate the complete set of call for proposal mechanisms.

The objective of the assignment was (i) to design and detail all the call for proposals workflow, from call elaboration to notification, including the proposals selection bodies, procedures and criteria; (ii) to ensure adhesion of relevant stakeholders through consultation workshops and interviews; (iii) to guarantee sustainability and efficiency of the mechanism, potentially by developing any other necessary tool; (iv) to guarantee respect of international standards and Vietnamese regulation; (v) to guarantee the approval of the CFPM by the GGSF Steering committee.

The completed set of the call for proposal instruments has now finalised, integrated in the FOM draft and submitted to the PMU for review and approval.

**Status:** Completed in June 2015.

#### *A0102.c. 02 workshops with donors and stakeholders to disseminate the tools:*

It has planned that 02 workshops conducted in Q2, 2015, however this activity was conducted later in July, 2015 in Nha Trang city, Khanh Hoa province.

**Status:** Completed in June 2015.

### **A.1.3. Set-up of the monitoring and evaluation strategy**

The M&E Officer has been mobilized in the 2nd quarter of 2014 to support the implementation of the Project, especially development of an efficient M&E system required by the Project and BTC M&E policy.

The Monitoring and Evaluation Strategy has been completed shortly after the Baseline Report. A set of M&E tools was developed accordingly and has been applied from quarter IV, 2015 in line with regulations of GoV and BTC.

The Monitoring and Evaluation Strategy has been updated in December, 2016 in line with changes in ODA regulations of GoV (the Decree 162-/2016/ND-CP of GoV and the Circular 12/2016/TT-BKHDT of MPI). The M&E tools were updated accordingly for GGSF and 06 pilot projects.

**Status:** Completed in December, 2016.

#### **A.1.4. Development of the Project Operation Manual (POM) and Facility Operational Manual (FOM).**

##### *A0104.a&b: Design and Development of Facility Operation Manual*

The consultant team has been mobilised in late 2014 to elaborate the Facility Operation Manual (FOM). The objective of the task is (i) to clearly establish all the governance, administration, financial and operational framework of the facility and (ii) to mitigate some of the risks compromising the facility sustainability.

The nature of work between Facility Operational Manual and Project Operational Manual are different and thus the activity A.1.4 only focuses on development of FOM. The development of POM was included in the annual work-plan 2015. The budget line is used for the development of POM was justified in the annual work-plan 2015 for consideration and approval by the SC.

The final draft FOM has been finalised and submitted to the PMU in December, 2015 for review and approval. The FOM is now under evaluation by other line ministries and will later be shared with international stakeholders involved in the VNGGAP.

**Status:** Completed in December, 2015

##### *A0101.c. 03 workshops to disseminate FOM:*

As the final draft of FOM has been completed in December 2015 and 06 pilot projects have been under their start-up implementation phase, these activities are expected to implement in Q1, 2017.

**Status:** On-going

#### **A.1.5. Publicity and workshops to explain the application process and documentation requirements**

A workshop was conducted in April, 2015. These activities are remained important and will be brought forward to 2017 workplan.

**Status:** On-going



## 2.4 Performance Output 2

### 2.4.1 Progress of indicators

<b>OUTPUT 2: Green growth capacities &amp; MPI leadership increased</b>					
<b>Indicators</b>	<b>Baseline Value</b>	<b>Value at the end of 2015</b>	<b>Value 2016</b>	<b>Target 2016</b>	<b>Final Target</b>
2.1 Share of MPI members of the facility which have followed the GGSF training workshops or activities	0	0	64%	0	60%
2.2 Number of participants to training activities	0	0	9	5	10
2.3 Project Planned Studies and consultancies have been completed	0%	88%	100%	80%	80%

## 2.4.2 Progress of main activities

Progress of <u>main</u> activities <sup>4</sup>	Progress:			
	A	B	C	D
A.2.1 Training needs assessment for MPI and capacity building	x			
A.2.2 Coordination activities with other actors	x			
A.2.3 Capacity building activities for the other actors		x		

## 2.4.3 Analysis of progress made

### **A.2.1. Training needs assessment for MPI and capacity building**

#### *A0201.a: Training Needs Assessment and Capacity Building*

The consultant has been mobilised in December 2014 to carry out the study on training needs assessment and capacity building for Ministry of Planning and Investment's staff. The objective of the report was to assess the training needs and capacity building which is to incorporate into the training program of the Facility .

The consultant has finalised the report and submitted to the PMU for review and approval at the end of June, 2015.

Moreover, it has been asked to all other consultant involved in the GGSP studies to conclude their work with a short briefing of the project PMU about their results (green procurement, provincial GGAP, etc).

**Status:** Completed in June, 2015.

#### *A0201.b: Consultation Workshop, Seminar, Meetings*

A training workshop was conducted in June, 2016 in Da Nang city. These activities are expected to implement in though 2017 and 2018.

**Status:** Ongoing.

### **A.2.2. Coordination activities with other actors**

#### *A0202.a: Providing support to local provinces and relevant agencies*

The launching of the National Green Growth Strategy will require huge coordination efforts. The Project intervention team has worked hard in the last time to meet and exchange views with different development partners, donors and other related stakeholders through meetings, workshops, roundtables etc. The effort will continue in the upcoming time.

**Status:** On-going

### **A.2.3. Capacity building activities for the other actors**

#### *A0203.a: Research for activities aiming to green growth*

It was planned to mobilise a national consultant to research for activities aiming to green growth in the first quarter of 2017.

**Status:** To be implemented in 2017.

<sup>4</sup> A The activities are ahead of schedule  
 B The activities are on schedule  
 C The activities are delayed, corrective measures are required.  
 D The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

*A0203.b: Training, Workshop*

These capacity building activities have not been conducted given they are connected to other activities under the framework of the Facility which are not completed yet. It is expected that a number of training workshops on supporting the proposal formulation be conducted in 2017 and 2018.

Note that through participation to GG related workshops and via frequent discussions with international stakeholders, the GGSF staff is informally presenting the objectives of the GGSF and raising GG issues or challenges that may not always be taken into account by GG actors.

**Status:** To be implemented in 2017.

## 2.5 Performance Output 3

### 2.5.1 Progress of indicators

<b>OUTPUT 3: Piloting activities in three provinces are supported</b>					
<b>Indicators</b>	<b>Baseline Value</b>	<b>Value at the end of 2015</b>	<b>Value 2016</b>	<b>Target 2016</b>	<b>Final Target</b>
3.1 Supported piloting activities for 03 provinces are implemented	0	0	6	1	3
3.2 GG Benefits of pilot projects are assessed and aligned with VNGGS objectives	0	0	0	0	3
3.3 Disbursement and implementation plan of pilot projects is followed by provinces	0	0	0	0	3

## 2.5.2 Progress of main activities

Progress of <u>main</u> activities <sup>5</sup>	Progress:			
	A	B	C	D
A.3.1 Pilot Province green strategy action plan		x		
A.3.2 Short Term Actions (STA)		x		

## 2.5.3 Analysis of progress made

### **A.3.1 Pilot Province green strategy action plan:**

*A0301.a: Benchmark and analyse local GGAP in other provinces (03 Consultation Studies to review the provincial GGAP in target provinces)*

The consultant team has been mobilised and commenced their work from 15 July, 2015. The objective of the consultancy is to elaborate the GGAP of the 3 provinces of Ha Tinh, Binh Thuan and Ninh Thuan, based on the marginal cost abatement curve (MACC) approach and templates provided by the Ministry of Planning and Investment. The consultant team has been worked closely with PMU and three provinces to support them in elaborating the draft GGAP of the said provinces and has completed their assignment in June, 2016. Based on products of GGSF, Ha Tinh PC issued the its GGAP in July, 2016, both Ninh Thuan PC and Binh Thuan PC issued their GGAP in August, 2016.

Following the success of Ha Tinh, Binh Thuan and Ninh Thuan, a consultant firm was hired in November, 2016 to elaborate the GGAP of the 3 provinces of Khanh Hoa, Binh Dinh and Phu Yen. These activities are expected to implement during the first quarter of 2017.

**Status:** On-going

*A0301.b: Pilot support to provinces green strategy action plans*

The first support activity was implemented in August, 2015. 02 workshops in Phu Yen province and Khanh Hoa province were conducted in November 2016, and the workshop in Binh Dinh province was carried out in December 2016.

**Status:** On-going

### **A.3.2 Short Term Actions (STA):**

*A0302.a: Three Short Term Actions to fund*

The project has a small actions budget line (seed fund) that can be used for a variety of quick actions (relatively small amounts, short-term activities) on green growth, increasing the capacity of the counterparts to act quickly when needed or supporting pilot projects that may be used to show case greening actions at the province level. Use of the funds will be decided by the project within restrictions set during the pilot phase, and with post-hoc reporting by BTC.

There have been a number of meetings between Project intervention team and PMU to discuss on ways for delivery these activities in an efficient manner. Specific cases of those activities will be discussed and defined during the implementation of 2017 and 2018.

**Status:** To be implemented in 2017 and 2018.

<sup>5</sup> A The activities are ahead of schedule  
 B The activities are on schedule  
 C The activities are delayed, corrective measures are required.  
 D The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

## 2.6 Performance Output 4

### 2.6.1 Progress of indicators

<b>OUTPUT 4: The Facility supports, through a call for proposals, green growth investments throughout the country</b>					
<b>Indicators</b>	<b>Baseline Value</b>	<b>Value at the end of 2015</b>	<b>Value 2016</b>	<b>Target 2016</b>	<b>Final Target</b>
4.1 The FOM includes the call for proposal mechanism (procedures, templates, responsibilities...)	No	No	Yes	Yes	Yes
4.2 The facility has the necessary qualified staff to operate the calls for proposals	No	No	No	No	Yes
4.3 The Facility has a technical committee with required GG expertise to assess project proposals	No	Yes	Yes	No	Yes

## 2.6.2 Progress of main activities

Progress of <u>main</u> activities <sup>6</sup>	Progress:			
	A	B	C	D
A.4.1 Launch of 3 calls for proposals		x		
A.4.2 Screening against eligibility criteria and selection criteria		x		
A.4.3 Contracting & Implementation		x		
A.4.4 Vn contribution		x		
A.4.5 Support and advice to activities on the field		x		

## 2.6.3 Analysis of progress made

### **A.4.1 Launch of 3 calls for proposals**

*A0401.a: Workshop to present the target call for pilot projects*

The call for proposals can be launched after the tools and related materials are available. As the activity of “Development of Calls for proposals mechanism” was completed in June, 2015 and the activity of “Development of Facility Operation Manual” was completed in December, 2015, it is expected that a number of workshops will be conducted in 2017 and 2018 to launch calls for proposals.

Note that, the MPI initiated a first call for proposals during summer 2015 by asking the 3 provinces to submit proposition of GG projects.

**Status:** To be implemented in 2017

### **A.4.2 Screening against eligibility criteria and selection criteria**

*A0402.a: Working team to screen against eligibility criteria and section criteria*

The Technical Working Group of GGSF has been formed under the Decision 1698/QD-BKHDT of the Ministry of Planning and Investment dated 16th November, 2015. This working team has conducted a screening of the submitted provincial proposals against the selection criteria and eligibility criteria and based on a technical assessment by the GGSF staff.

**Status:** Completed in June, 2016

### **A.4.3 Contracting and implementation**

*A0403.a: 02 Proposals for each selected province*

The Grant Agreement for Ninh Thuan has been signed on 12 May, 2016 with the effective date of 1 June 2016. The Grant Agreement for Ha Tinh and the Grant Agreement for Ninh Thuan have been officially signed on 01 July, 2016 with the effective date of the signing date. The two pilot projects of Ninh Thuan and the two of Ha Tinh will be implemented in 18 months, the two pilot projects of Binh Thuan will be implemented in 15 months, including three months for project start-up and three months for closure.

**Status:** On-going

<sup>6</sup> A The activities are ahead of schedule  
 B The activities are on schedule  
 C The activities are delayed, corrective measures are required.  
 D The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

#### ***A.4.4 Vietnam contribution***

According to the TFF of GGSF project, the Government will provide counterpart fund in terms of human resource for management and implementation during the whole life of project.

**Status:** On-going

#### ***A.4.5 Support and advice to activities on the field***

During the implementation of activities under Result 4, GGSF project has provided support in terms of consultation workshops, organizing field missions for PMU and MPI staff, consultants, project team and other involved partners according to GGSF's needs.

**Status:** On-going



## 2.7 Performance Output 5

### 2.7.1 Progress of indicators

<b>OUTPUT 5: Good practices disseminated and replicated</b>					
<b>Indicators</b>	<b>Baseline Value</b>	<b>Value at the end of 2015</b>	<b>Value 2016</b>	<b>Target 2016</b>	<b>Final Target</b>
5.1 Workshops nationwide, introducing green results of typical pilot projects supported by the Facility, promotion material, disseminate information and/or encourage replication of the green growth project activities	0	0	0	1	6
5.2 Facility website is online and provides information about the GGSF context and activities	Yes	No	Yes	Yes	Yes

## 2.7.2 Progress of main activities

Progress of <u>main</u> activities <sup>7</sup>	Progress:			
	A	B	C	D
A.5.1 Elaboration and updating of a communication strategy for the Facility		x		
A.5.2 Awareness campaign towards provinces and actors of selected sector(s)			x	
A.5.3 Capitalization		x		

## 2.7.3 Analysis of progress made

### **A.5.1 Elaboration and updating of a communication strategy for the Facility:**

#### *A0501.a: Development of Communication Strategy for GGSF*

A local consultant was hired in December, 2014. The aim of the this work was to ensure the implementation of communication operational strategies; to ensure public awareness raising; to support communication and partnership with media and stakeholders; to support communication management of VGGSF related issues. The final draft of the communication strategy has been submitted to the PMU for approval in July, 2015.

**Status:** Completed in July, 2015.

#### *A0501.b: Development of Website for GGSF*

As scheduled in the Annual plan 2015, the national consultant has been mobilised for development of the Facility Website. The Website has been established and was online in October, 2015. It is now in the process of trial operation & testing and is expected to be officially launched in 2017.

**Status:** On-going.

### **A.5.2 Awareness campaign towards provinces and actors of selected sector(s):**

#### *A0502.a: National Consultant for studying on the implementation of project proposals in 3 pilot provinces*

The activity was expected to conduct in the first quarter of 2017.

**Status:** To be implemented in 2017.

#### *A0502.b: Workshops, Training Courses*

There's been some activities so far such as 01 exhibitions in September 2015, 01 event "Belgian Day" in November 2016...

**Status:** Ongoing

#### *A0502.c: Activities for Vietnam Green Growth Week 2017*

The activity was expected to conduct in 2017.

**Status:** To be implemented in 2017.

<sup>7</sup> A The activities are ahead of schedule  
 B The activities are on schedule  
 C The activities are delayed, corrective measures are required.  
 D The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

**A.5.3. Capitalization:**

As designed, this activity will be carried out at the end of the project, after the first activities have produced results. And thus, this activity is planned to take place in 2018.

**Status:** To be implemented in 2018.

## 2.8 Transversal Themes

### 2.8.1 Gender

So far, the project took gender stakes into account during the recruitment of its own staff and consultants by making sure candidate has been evaluated on a fair and transparent way.

A specific section on gender stakes was also included in the target table-of-content of the Facility operation manual, so as to make sure this is taken into account in both its management framework and green project selection mechanism.

### 2.8.2 Environment

Environment is at the heart of the VNGGSF. Consequently, the Facility is by mission aiming at preserving natural resources and mitigating the environmental impact of the Vietnam economy.

A specific section on environmental impact was also included in the target table-of-content of the FOM.

### 2.8.3 Other

Beyond gender and environment, the table-of-content of the FOM currently under elaboration also includes sections about “socio-environmental safeguards” that the Facility must consider in the future for both its management procedures and project selection criteria.

The list of safeguards will most probably be inspired by the current international requirements of the Green Climate Fund.

## 2.9 Risk management

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Lack of timeliness risk	TFF preparation (2013)	OPS	Low	Medium	Low Risk	Timely recruitment of lead ITA and supporting ITA and local TA	PMU	30/06/2014	Done	Terminated
						Frame work for core elements for POM in draft in the TFF	PMU	30/06/2014	POM under elaboration	
Bypassing rules risk	TFF preparation (2013)	OPS	Low	Low	Low Risk	Active monitoring by MPI, ITA and BTC	MPI, BTC, PMU	(project life)	unaddressed yet	In progress
						Clear definition of the call for proposal and other financial mechanisms	PMU	(project life)	unaddressed yet	
Lack of project management capacities risk	TFF preparation (2013)	OPS	Low	Low	Low Risk	Ample project management experience and strong buy in of MPI leadership	PMU	(project life)	Recruited project coordinator has extensive experience	In progress
						Have ITA identify possible knowledge, experience and exposure gaps and suggest capacity building activities	PMU	(project life)	ITA appears to have required competencies	
Lack of call participation risk	TFF preparation (2013)	OPS	Low	Low	Low Risk	Dedicated communication officer	BTC	to be defined	unaddressed yet	In progress
						Use of a focused communication plan identifying the target group and means to communicate with this group	PMU	to be defined	unaddressed yet	

Third party contractor risk	TFF preparation (2013)	OPS	Low	Low	Low Risk	Defining selective eligibility criteria to reduce risk of picking inappropriate organizations as third party contractors	PMU	to be defined	unaddressed yet	In progress
						Regular contact with facility staff in action development process gives insight in capacity of contractors	PMU	to be defined	unaddressed yet	
						Application of an stringent M&E framework	PMU	to be defined	unaddressed yet	
Risk of incompatibility between Vietnamese and Belgian regulations	TFF preparation (2013)	JUR	Low	Medium	Low Risk	Explore and use room provided in ODA law to define co-management modality in agreement with MPI	BTC, PMU	to be defined	unaddressed yet	In progress
Risk of un-transparent Short Term Action/seed fund activities disbursements	TFF preparation (2013)	OPS	Low	Medium	Low Risk	Define clear procedure for use of the budget in the POM	BTC, PMU	30/06/2014	Planned in the POM elaboration	Terminated
Lack of facility transparency risk	TFF preparation (2013)	DEV	Low	High	Medium Risk	All regulations, guidelines, criteria are published on website web site which allow downloading of key documents	PMU	31/12/2014	To be considered during the FOM elaboration	In progress
						All key information and news on the facility and the calls is published	PMU	31/12/2014	To be considered during the FOM elaboration	
Lack of inter-departmental collaboration risk	TFF preparation (2013)	REP	Low	Low	Low Risk	Use integrative mandate of MPI to disseminate experience and method developed through the project to other ministries and other sectors	PMU	(project life)	unaddressed yet	In progress

Lack of interest in green actions	TFF preparation (2013)	DEV	Low	Low	Low Risk	Focused communication and promotion about and on the Facility to target group	PMU	to be defined	unaddressed yet	In progress
Lack of (projects) relevancy risk	TFF preparation (2013)	DEV	Low	Medium	Low Risk	Use call mechanism allowing respondent to shape intervention relevant to deal with barriers they face	PMU	31/12/2014	To be considered during the FOM elaboration	In progress
						High demonstration value of successful barrier removal that leads to green actions	PMU	31/12/2014	To be considered during the FOM elaboration	
Macro issues beyond the project control in relation to limited capacity and miss allocation of resources	TFF preparation (2013)	DEV	Low	Low	Low Risk	Hard to control issue but best dealt with by using a realistic approach of ability of people and organizations.	PMU	(project life)	unaddressed yet	In progress
						Putting the needed controls in place to prevent corruption	PMU	(project life)	unaddressed yet	
Lack of sustainability of Facility funded activities risk	TFF preparation (2013)	DEV	Low	High	Medium Risk	Demonstration of win-win of green initiatives and barrier removal make follow up/replication investments easier	PMU	31/12/2014	To be considered during the FOM elaboration	In progress
Lack of sustainability of experiences risk	TFF preparation (2013)	DEV	Low	Low	Low Risk	Experience and methodologies gained and developed on facilitating investments feed into the core mandate of MPI related to investment planning and improvement	PMU	30/06/2015	To be addressed in the pilot project phase	In progress
Lack of sustainability of the Facility • Due to low interest	TFF preparation (2013)	DEV	Low	High	Medium Risk	Proof performance of facility as a well-managed mechanism towards donor and users	PMU	30/06/2015	To be considered during the FOM elaboration	In progress

by donors • Due to an unfavourable environment that the GGSF and Facility would not be able to sufficiently change.	Updated during Baseline Elaboration					Focused support to facility to remove barriers will improve possible impact of facility overtime in terms of facilitating investment in green growth	PMU	30/06/2015	To be considered during the FOM elaboration	
						Ensure coordination of the donors and communication between them and coherence between their interventions	PMU	30/05/2014	New risks that should be addressed asap	
Risk of an ineffective GGSF and Facility governance framework	TFF preparation (2013)	DEV	Medium	Medium	Medium Risk	Mutual agreement of governing frame work and good communication and mutual understanding of controlling requirement of Belgium and Vietnam	PMU	30/06/2015	To be considered during the FOM elaboration	In progress
						Emphasis on process control and efficient administrative procedures	PMU	30/06/2015	To be considered during the FOM elaboration	
Risk of inconsistent use of agreed governing processes	TFF preparation (2013)	OPS	Medium	Medium	Medium Risk	Use of controller mandated to monitor used selection and administrative processes	BTC & PMU	30/06/2015	To be considered during the POM and FOM elaboration	In progress
						Controller tasked to advise on effective use of POM and FOM to ensure timely project delivery and good oversight by BTC at the same time	BTC & PMU	30/06/2015	To be considered during the POM and FOM elaboration	
						Controller asked to identify short coming in facility governing framework and advise on improvements	BTC & PMU	30/06/2015	To be considered during the POM and FOM elaboration	



Risk of inconsistent use of contracting and administrative standard on all project levels	TFF preparation (2013)	JUR	Low	Medium	Low Risk	Ensure clear guidelines for subcontracting as part of the Facility rules	PMU	to be defined	unaddressed yet	In progress
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## 3 Steering and Learning

### 3.1 Strategic re-orientations

The Grant Agreements for implementing the pilot projects with three provinces have been signed and close monitoring of the implementation by the PMU should be taken into consideration to accelerate the progress.

### 3.2 Recommendations

Recommendations	Actor	Deadline
To accelerate the progress of the project in 2017, it is proposed that the track record on activities implemented and not implemented are noted.	M&E Officer	Every Quarter
To prepare the disbursement report against the approved work-plan.	Local Controller & Project Accountant	Every Quarter
To report to the PMU on problems, issues faced during the implementation for guidance and measures.	Project Coordinator	Every Quarter
More meetings, consultations and interactions be conducted between the PMU Members, BTC program officers, staff and PMU Office Intervention Team to address timely the issues faced	Project Coordinator	As occurred

### 3.3 Lessons Learned

Lessons learned	Target audience
It is noted that lessons learnt during the implementation of the project is close collaboration between the intervention/project team, PMU and BTC; more interactions and timely information sharing is also extremely essential.	Interventions, Representation, BTC HQ department, partner department...
If there have been problems faced during the implementation phase, meetings would be conducted between the PMU Members, BTC program officers, staff and PMU Office Intervention Team to timely address the problems, and more importantly the follow-up actions with clear responsibilities, division of labour etc. should be set up.	
Clear precedures, steps with clear guidance should help and reduce time consuming; updating on new policies, regulations would be shared timely.	

## 4 Annexes

### 4.1 Quality criteria

<b>1. RELEVANCE: The degree to which the intervention is in line with local and national policies and priorities as well as with the expectations of the beneficiaries</b>				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment RELEVANCE: total score	A	B	C	D
X				
<b>1.1 What is the present level of relevance of the intervention?</b>				
X	A	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.		
	B	Still fits well in national policies and Belgian strategy (without always being explicit), reasonably compatible with aid effectiveness commitments, relevant to target group's needs.		
	C	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.		
	D	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.		
<b>1.2 As presently designed, is the intervention logic still holding true?</b>				
X	A	Clear and well-structured intervention logic; feasible and consistent vertical logic of objectives; adequate indicators; Risks and Assumptions clearly identified and managed; exit strategy in place (if applicable).		
	B	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.		
	C	Problems with intervention logic may affect performance of intervention and capacity to monitor and evaluate progress; improvements necessary.		
	D	Intervention logic is faulty and requires major revision for the intervention to have a chance of success.		
<b>2. EFFICIENCY OF IMPLEMENTATION TO DATE: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into results in an economical way</b>				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least two 'A', no 'C' or 'D' = A; Two times 'B', no 'C' or 'D' = B; at least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment EFFICIENCY : total score	A	B	C	D
		X		
<b>2.1 How well are inputs (financial, HR, goods &amp; equipment) managed?</b>				
	A	All inputs are available on time and within budget.		
X	B	Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.		
	C	Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.		
	D	Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.		
<b>2.2 How well is the implementation of activities managed?</b>				
	A	Activities implemented on schedule		

X	B	Most activities are on schedule. Delays exist, but do not harm the delivery of outputs
	C	Activities are delayed. Corrections are necessary to deliver without too much delay.
	D	Serious delay. Outputs will not be delivered unless major changes in planning.
<b>2.3 How well are outputs achieved?</b>		
	A	All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
X	B	Output delivery is and will most likely be according to plan, but there is room for improvement in terms of quality, coverage and timing.
	C	Some outputs are/will be not delivered on time or with good quality. Adjustments are necessary.
	D	Quality and delivery of outputs has and most likely will have serious deficiencies. Major adjustments are needed to ensure that at least the key outputs are delivered on time.

**3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N**

*In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D*

Assessment EFFECTIVENESS : total score	A	B	C	D
	X			

**3.1 As presently implemented what is the likelihood of the outcome to be achieved?**

	A	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.
X	B	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.
	C	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.
	D	The intervention will not achieve its outcome unless major, fundamental measures are taken.

**3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?**

X	A	The intervention is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions are managed in a proactive manner.
	B	The intervention is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.
	C	The intervention has not entirely succeeded in adapting its strategies to changing external conditions in a timely or adequate manner. Risk management has been rather static. An important change in strategies is necessary in order to ensure the intervention can achieve its outcome.
	D	The intervention has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.

**4. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).**

*In order to calculate the total score for this quality criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A ; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C ; At least one 'D' = D*

Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D
	X			

**4.1 Financial/economic viability?**

	<b>A</b>	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.
<b>X</b>	<b>B</b>	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.
	<b>C</b>	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.
	<b>D</b>	Financial/economic sustainability is very questionable unless major changes are made.
<b>4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?</b>		
<b>X</b>	<b>A</b>	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.
	<b>B</b>	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.
	<b>C</b>	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.
	<b>D</b>	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.
<b>4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?</b>		
<b>X</b>	<b>A</b>	Policy and institutions have been highly supportive of intervention and will continue to be so.
	<b>B</b>	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.
	<b>C</b>	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.
	<b>D</b>	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.
<b>4.4 How well is the intervention contributing to institutional and management capacity?</b>		
<b>X</b>	<b>A</b>	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).
	<b>B</b>	Intervention management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.
	<b>C</b>	Intervention relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.
	<b>D</b>	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.

## 4.2 Decisions taken by the steering committee and follow-up

	Decision				Action			Follow-up	
N°	Decision	Identification period (mmm.yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
1	Decision No. 01/QĐ-KHGDTNMT	Jul-14	Operational documents	SC	Approval of the Action Plan and Budget 2014	PMU		Done	CLOSED
				SC	Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
2	Decision No. 01/QĐ-BQLDA	Sep-14	Operational documents	PMU	Establishment of the Tender Evaluation Panel for evaluation of the package " Local Tender Specialist" Members: Ms. Nguyen Thai Phuong; Mr. Truong Anh Son; Ms. Vu Thi Hoang Thanh; Mr. Phung Van Quan	PMU		Done	CLOSED
				PMU	The Tender Evaluation Panel has duties and responsibilities: - Evaluating Tender documents - Reporting to PMU - Implementing the Decision in line with the Article 76 of the Procurement Law	The Panel		Done	
3	Decision No. 02-1/QĐ-KHGDTNMT	Sep-14	Operational documents	DSENRE	Approval of the TORs and Consultant Lists for the Package No. 9 "Local Tender Specialist"	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
4	Decision No. 02-2/QĐ-KHGDTNMT	Oct-14	Operational documents	DSENRE	Approval of selection results of the Package No. 09 "Local Tender Specialist"	PMU		Done	CLOSED
				DSENRE	Successful Bidder: Mr. Ngo Ngoc Quy. Implementing the Decision accordingly	PMU	31 Dec.2014	Done	

5	Decision No. 03/QĐ-KHGDTNMT	Oct-14	Operational documents	DSENRE	Approval of the TORs and advertisement information for 08 packages of the Procurement Plan 2014	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
6	Decision No. 02/QĐ-BQLDA	Oct-14	Operational documents	SC	Establishment of the Tender Evaluation Panel for evaluation of consultants.Members: Ms. Nguyen Thai Phuong; Mr. Truong Anh Son; Ms. Vu Thi Hoang Thanh; Mr. Phung Van Quan	PMU		Done	CLOSED
				SC	The Tender Evaluation Panel has duties and responsibilities: - Evaluating Tender documents - Reporting to PMU - Implementing the Decision in line with the Article 76 of the Procurement Law	The Panel		Done	
7	Decision No. 04/QĐ-KHGDTNMT	Oct-14	Operational documents	DSENRE	Approval of the TORs and advertisement information for the Package No. 05 "International Consultant for FOM"	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
8	Decision No. 05/QĐ-KHGDTNMT	Oct-14	Operational documents	DSENRE	Approval of the TORs and advertisement information for the Package No. 06 "Local Consultant for FOM"	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
9	Decision No. 06/QĐ-KHGDTNMT	Oct-14	Operational documents	DSENRE	Approval of the TORs and advertisement information for the Package No. 03 "International Consultant for Development of the different tools for the call for proposals"	PMU		Done	CLOSED

				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
10	Decision No. 07/QĐ-KHGDTNMT	Oct-14	Operational documents	DSENRE	Approval of the TORs and advertisement information for the Package No 04 "Local Consultant for development of the different tools for the call for proposals"	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
11	Decision No. 08/QĐ-KHGDTNMT	Oct-14	Operational documents	DSENRE	Approval of the TORs and advertisement information for the Package No. 01 "International Consultant for identifying sectors and conducting a baseline report"	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
12	Decision No. 09/QĐ-KHGDTNMT	Oct-14	Operational documents	DSENRE	Approval of the TORs and advertisement information for the Package No. 02 "Local Consultant for identifying sectors and conducting a baseline report"	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
13	Decision No. 10/QĐ-KHGDTNMT	Oct-14	Operational documents	DSENRE	Approval of the TORs and advertisement information for the Package No. 07 "Local Consultant for training needs assessment and capacity building for MPI"	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
14	Decision No. 11/QĐ-KHGDTNMT	Nov-14	Operational documents	DSENRE	Approval of the revised TORs and advertisement information on close time for Packages No. 01, 02, 03, 04, 05 and 06 of the Procurement Plan 2014	PMU		Done	CLOSED



				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
15	Decision No. 12/QĐ-KHGDTNMT	Nov-14	Operational documents	DSENRE	Approval of the revised TORs and advertisement information on close time for Packages No. 07 and 08 of the Procurement Plan 2014	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
16	Decision No. 13/QĐ-KHGDTNMT	Nov-14	Operational documents	DSENRE	Approval of the Consultant Short Lists for Packages No 01, 02, 04, 05, 06, 07 and 08 of the Procurement Plan 2014	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
17	Decision No. 14/QĐ-KHGDTNMT	Dec-14	Operational documents	DSENRE	Approval of selection results of the Package No. 1 "International Consultant for identifying sectors and conducting a baseline report"	PMU		Done	CLOSED
				DSENRE	Successful Bidder: Mr. Mark Fogarty. Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
18	Decision No. 15/QĐ-KHGDTNMT	Dec-14	Operational documents	DSENRE	Approval of selection results of the Package No. 02 "Local Consultant for identifying sectors and conducting a baseline report"	PMU		Done	CLOSED
				DSENRE	Successful Bidder: Mr. Le Thanh Tung. Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
19	Decision No. 16/QĐ-KHGDTNMT	Dec-14	Operational documents	DSENRE	Approval of selection results of the Package No. 04 "Local Consultant for identifying sectors and conducting a baseline report"	PMU		Done	CLOSED
				DSENRE	Successful Bidder: Mrs. Hoang Thi Thuy Nguyet. Implementing the Decision accordingly	PMU	31 Dec.2014	Done	

20	Decision No. 17/QĐ-KHGDTNMT	Dec-14	Operational documents	DSENRE	Approval of selection results of the Package No. 07 "Local Consultant for training needs assessment and capacity building for MPI"	PMU		Done	CLOSED
				DSENRE	Successful Bidder: Mr. Do Huan. Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
21	Decision No. 18/QĐ-KHGDTNMT	Dec-14	Operational documents	DSENRE	Approval of selection results of the Package No. 08 "Local Consultant for communication strategy for the Facility"	PMU		Done	CLOSED
				DSENRE	Successful Bidder: Mrs. Bui Thi Thanh Thuy. Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
22	Decision No. 19/QĐ-KHGDTNMT	Dec-14	Operational documents	DSENRE	Approval of selection results of the Package No. 05 "International Consultant for FOM"	PMU		Done	CLOSED
				DSENRE	Successful Bidder: Carola Menzel. Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
23	Decision No. 20/QĐ-KHGDTNMT	Dec-14	Operational documents	DSENRE	Approval of selection results of the Package No. 06 "Local Consultant for FOM" of the Procurement Plan 2014	PMU		Done	CLOSED
				DSENRE	Successful Bidder: Mr. Vu Cuong. Implementing the Decision accordingly	PMU	31 Dec.2014	Done	
24	Decision No. 21/QĐ-KHGDTNMT	Jan-15	Operational documents	SC	Approval of the Action Plan and Budget 2015	PMU		Done	CLOSED
				SC	Implementing the Decision accordingly	PMU	31 Dec.2015	Done	
25	Decision No. 61/QĐ-BKHĐT	Jan-15	Operational documents	MPI	Approval of the Regulation on organization and operation of the SC	SC		Done	ONGOING
				MPI	Implementing the Decision accordingly	SC	(project life)	Implementin g process	

26	Decision No. 22/QĐ-KHGDTNMT	Apr-15	Operational documents	DSENRE	Extension of Contracts for Package No. 05 (international consultant for FOM) and Package No. 06 (local consultant for FOM) of the Procurement Plan 2014	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	30 Aug.2015	Done	
27	Decision No. 23/QĐ-KHGDTNMT	Apr-15	Operational documents	DSENRE	Approval of TORs and advertisement information for Package No. 05 "Benchmark and analyse local GGAP in 3 provinces: Ha Tinh, Ninh Thuan and Binh Thuan" of the Procurement Plan 2015	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2015	Done	
28	Decision No. 24/QĐ-KHGDTNMT	Apr-15	Operational documents	DSENRE	Approval of TORs and advertisement information for Package No. 06 "Development of Facility Website" of the Procurement Plan 2015	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2015	Done	
29	Decision No. 25/QĐ-KHGDTNMT	Apr-15	Operational documents	DSENRE	Approval of TORs and advertisement information for Package No. 01 "Elaborate a Green procurement plan for GoV" of the Procurement Plan 2015	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2015	Done	
30	Decision No. 26/QĐ-KHGDTNMT	Jun-15	Operational documents	DSENRE	Approval of the Consultant Short Lists for Packages No. 01, 05 and 06 of the Procurement Plan 2015	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2015	Done	

31	Decision No. 27/QĐ-KHGDTNMT	Jul-15	Operational documents	DSENRE	Approval of selection results of the Package No. 1 "National consultants for elaborating a Green procurement plan for GOV" of the Procurement Plan 2015	PMU		Done	CLOSED
				DSENRE	Successful Bidder: Mr. Le Duc Chung; Mr. Nguyen Van Hai. Implementing the Decision accordingly	PMU	31 Dec.2015	Done	
32	Decision No. 28/QĐ-KHGDTNMT	Jul-15	Operational documents	DSENRE	Approval of selection results of the Package No. 05 "National consultants (03) to benchmark and analyse local GGAP in 3 provinces: Ha Tinh, Ninh Thuan and Binh Thuan" of the Procurement Plan 2015	PMU		Done	CLOSED
				DSENRE	Successful Bidder: Mr. Ha Dang Son; Ms. Nguyen Thi Kim Dung; Mr. Nguyen Thanh Ha. Implementing the Decision accordingly	PMU	31 Dec.2015	Done	
33	Decision No. 29/QĐ-KHGDTNMT	Jul-15	Operational documents	DSENRE	Approval of selection results of the Package No. 06 "Development of Facility Website" of the Procurement Plan 2015	PMU		Done	CLOSED
				DSENRE	Successful Bidder: Ms. Nguyen Thi Thuan. Implementing the Decision accordingly	PMU	31 Dec.2015	Done	
34	Decision No. 30/QĐ-KHGDTNMT	Jul-15	Operational documents	DSENRE	Approval of TORs and the Consultant Short Lists for Packages No. 03 "National Consultant for studying on the remaining gap analysis between GGSF and international expectations" of the Procurement Plan 2015	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2015	Done	

35	Decision No. 31/QĐ-KHGDTNMT	Jul-15	Operational documents	DSENRE	Approval of TORs and advertisement information for Package No. 04 "National Consultant for elaborating the Project operation manual (POM)" of the Procurement Plan 2015	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2015	Done	
36	Decision No. 32/QĐ-KHGDTNMT	Jul-15	Operational documents	DSENRE	Approval of TORs and advertisement information for Package No. 07 "Local communication specialist" of the Procurement Plan 2015	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2015	Done	
37	Decision No. 33/QĐ-KHGDTNMT	Aug-15	Operational documents	DSENRE	Approval of selection results of the Package No. 03 "National Consultant for studying on the remaining gap analysis between GGSF and international expectations" of the Procurement Plan 2015	PMU		Done	CLOSED
				DSENRE	Successful Bidder: Mr. Ho Quang Minh. Implementing the Decision accordingly	PMU	31 Dec.2015	Done	
38	Decision No. 34/QĐ-KHGDTNMT	Aug-15	Operational documents	DSENRE	Approval of the National Consultant Short Lists for Packages No. 04 and 07 of the Procurement Plan 2015	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2015	Done	
39	Decision No. 35/QĐ-KHGDTNMT	Aug-15	Operational documents	DSENRE	Approval of selection results of the Package No. 04 "National Consultant for elaborating the Project operation manual (POM)" of the Procurement Plan 2015	PMU		Done	CLOSED

				DSENRE	Successful Bidder: Ms. Hoang Thi Thuy Nguyet. Implementing the Decision accordingly	PMU	31 Dec.2015	Done	
40	Decision No. 36/QĐ-KHGDTNMT	Aug-15	Operational documents	DSENRE	Approval of selection results of the Package No. 07 "Local communication specialist" of the Procurement Plan 2015	PMU		Done	CLOSED
				DSENRE	Successful Bidder: Ms. Do Thu Nga. Implementing the Decision accordingly	PMU	31 Dec.2015	Done	
41	Decision No. 37/QĐ-KHGDTNMT	Nov-15	Operational documents	DSENRE	Extension of Contracts for Package No. 01 (Green procurement plan for GOV) and Package No. 05 (GGAP in 3 provinces) of the Procurement Plan 2015	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Mar.2016	Implementing process	
42	Decision No. 1698/QĐ-BKHĐT	Nov-15	Operational documents	MPI	Establishment of the Technical Working Group to evaluate calls of proposal	PMU		Done	ONGOING
				MPI	Implementing the Decision accordingly	PMU	(project life)	Implementing process	
43	Decision No. 03/QĐ-BQLDA	Nov-15	Operational documents	MPI	Operational budget for the Technical Working Group to evaluate calls of proposal	PMU		Done	ONGOING
				MPI	Implementing the Decision accordingly	PMU	(project life)	Implementing process	
44	Decision No. 368/QĐ-BKHĐT	Mar-16	Operational documents	MPI	Personnel change of the Technical Working Group (Mr. Nguyen Hoang Lam to replace Ms. Nguyen Lan Huong)	PMU		Done	ONGOING
				MPI	Implementing the Decision accordingly	PMU	(project life)	Implementing process	

45	Decision No. 38/QĐ-KHGDTNMT	Jul-16	Operational documents	DSENRE	Approval of the Action Plan and Budget 2016	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2016	Done	
46	Decision No. 1091/QĐ-BKHĐT	Jul-16	Operational documents	MPI	Approval of the Procurement Plan 2016	PMU		Done	CLOSED
				MPI	Implementing the Decision accordingly	PMU	31 Dec.2016	Done	
47	Decision No. 04/QĐ-BQLDA	Aug-16	Operational documents	PMU	Establishment of the Tender Group for the Package No.3 of the Procurement Plan 2016.	PMU		Done	CLOSED
				PMU	Implementing the Decision accordingly	PMU	31 Dec.2016	Done	
48	Decision No. 39/QĐ-KHGDTNMT	Aug-16	Operational documents	DSENRE	Establishment of the Tender Evaluation Panel for the Package No.3 of the Procurement Plan 2016.	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2016	Done	
49	Decision No. 40/QĐ-KHGDTNMT	Aug-16	Operational documents	DSENRE	Approval of the Bidding Documents of the Package No.3 of the Procurement Plan 2016.	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2016	Done	
50	Decision No. 41/QĐ-KHGDTNMT	Sep-16	Operational documents	DSENRE	Approval of the TORs and advertisement information for the Package No. 01 of the Procurement Plan 2016.	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2016	Done	
51	Decision No. 42/QĐ-KHGDTNMT	Oct-16	Operational documents	DSENRE	Approval of the List of contractors of the Package No.3 of the Procurement Plan 2016.	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2016	Done	

<b>52</b>	Decision No. 43/QĐ-KHGDTNMT	Oct-16	Operational documents	DSENRE	Approval of the List of individual contractors of the Package No.1 of the Procurement Plan 2016.	PMU		Done	CLOSED
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2016	Done	
<b>53</b>	Decision No. 44/QĐ-KHGDTNMT	Oct-16	Operational documents	DSENRE	Approval of selection results of the Package No. 01 of the Procurement Plan 2016.	PMU		Done	ONGOING
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2016	Done	
<b>54</b>	Decision No. 45/QĐ-KHGDTNMT	Nov-16	Operational documents	DSENRE	Approval of selection results of the Package No. 03 of the Procurement Plan 2016.	PMU		Done	ONGOING
				DSENRE	Implementing the Decision accordingly	PMU	31 Dec.2016	Done	



### 4.3 Updated Logical framework

No change in the Logical Framework of GGSF.

### 4.4 MoRe Results at a glance

Logical framework's results or indicators modified in last 12 months?	A set of indicators was developed with the Baseline Report.
Baseline Report registered on PIT?	The Baseline Report was approved by BTC and MPI through the Exchange Letter dated 7 <sup>th</sup> December, 2015.
Planning MTR (registration of report)	01/2017
Planning ETR (registration of report)	mm/yyyy (not yet estimated)
Backstopping missions since 01/01/2016	A backstopping mission was conducted in June, 2016.

## 4.5 “Budget versus current (y – m)” Report

### Budget vs Actuals (Year to Month) of VIE1104111

Project Title : **Green Growth Strategy Facility (GGSF)**  
 Budget Version: **C03**  
 Currency : **EUR**  
 YtM : **Report includes all closed transactions until the end date of the chosen closing**

Year to month : 31/12/2016

	Status	Fin Mode	Amount	Start to 2015	Expenses 2016	Total	Balance	% Exec
<b>A SPECIFIC OBJECTIVE : A FACILITY TO SUPPORT THE</b>			3.115.000,00	187.899,04	<b>120.924,51</b>	308.823,55	2.806.176,45	<b>10%</b>
<b>01 R1: A support Facility is created and developed</b>			380.000,00	141.329,71	<b>13.581,85</b>	154.911,56	225.088,44	<b>41%</b>
01 Studies to develop the facility		COGES	230.000,00	71.138,10	<b>12.962,67</b>	84.100,77	145.899,23	37%
02 Development of the different tools for the call for proposals		COGES	70.000,00	14.552,27	<b>0,00</b>	14.552,27	55.447,73	21%
03 Set-up of the monitoring and evaluation strategy		COGES	0,00	0,00	<b>0,00</b>	0,00	0,00	??%
04 Facility operational manual (FOM) and Project operation		COGES	50.000,00	47.940,92	<b>401,16</b>	48.342,08	1.657,92	97%
05 Publicity and workshops to explain the application process		COGES	30.000,00	7.698,42	<b>218,02</b>	7.916,44	22.083,56	26%
<b>02 R 2: Green growth capacities &amp; MPI leadership</b>			200.000,00	8.576,63	<b>17.649,44</b>	26.226,07	173.773,93	<b>13%</b>
01 Training needs assessment for MPI and capacity building		COGES	110.000,00	5.988,20	<b>11.796,14</b>	17.784,34	92.215,66	16%
02 Coordination activities		COGES	10.000,00	1.355,17	<b>463,43</b>	1.818,60	8.181,40	18%
03 Capacity building activities for the other actors		COGES	80.000,00	1.233,26	<b>5.389,87</b>	6.623,13	73.376,87	8%
<b>03 R 3: Piloting activities in 3 provinces are supported</b>			920.000,00	23.058,69	<b>75.715,92</b>	98.774,61	821.225,39	<b>11%</b>
01 Pilot support to provinces green strategy action plans		COGES	320.000,00	23.058,69	<b>75.715,92</b>	98.774,61	221.225,39	31%
02 Seed Fund for Short Term Actions		COGES	600.000,00	0,00	<b>0,00</b>	0,00	600.000,00	0%
<b>04 R4: 4. The Facility supports, through a call for proposals,</b>			1.440.000,00	208,92	<b>11.415,54</b>	11.624,46	1.428.375,54	<b>1%</b>
01 Launch of 3 calls for proposals		COGES	18.000,00	0,00	<b>0,00</b>	0,00	18.000,00	0%
02 Screening against eligibility criteria and selection criteria		COGES	24.000,00	208,92	<b>2.407,18</b>	2.616,10	21.383,90	11%
03 Contracting & Implementation		COGES	1.350.000,00	0,00	<b>0,00</b>	0,00	1.350.000,00	0%
04 Vn contribution		COGES	0,00	0,00	<b>0,00</b>	0,00	0,00	??%
05 Support and advice to activities on the field		COGES	48.000,00	0,00	<b>9.008,36</b>	9.008,36	38.991,64	19%
<b>05 R 5: Good practices disseminated and replicated</b>			175.000,00	14.725,09	<b>2.561,76</b>	17.286,85	157.713,15	<b>10%</b>
		REGIE	1.483.000,00	413.320,84	<b>231.040,71</b>	644.361,55	838.638,45	43%
		COGEST	3.517.000,00	304.578,40	<b>210.155,25</b>	514.733,65	3.002.266,35	15%
		<b>TOTAL</b>	<b>5.000.000,00</b>	<b>717.899,24</b>	<b>441.195,96</b>	<b>1.159.095,20</b>	<b>3.840.904,80</b>	<b>23%</b>



Report generated by the system on 31/12/2016 at 10:00:00 AM. The data is for the period from 01/01/2015 to 31/12/2016.

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## Budget vs Actuals (Year to Month) of VIE110411

Project Title : **Green Growth Strategy Facility (GGSF)**

Budget Version: **C03**

Year to month : 31/12/2016

Currency : **EUR**

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

	Status	Fin Mode	Amount	Start to 2015	Expenses 2016	Total	Balance	% Exec
01 Elaboration and updating of a communication strategy for		COGES	35.000,00	10.889,14	<b>239,09</b>	11.128,23	23.871,77	32%
02 Awareness campaign towards provinces, actors of		COGES	110.000,00	3.835,95	<b>2.322,67</b>	6.158,62	103.841,38	6%
03 Capitalization		COGES	30.000,00	0,00	<b>0,00</b>	0,00	30.000,00	0%
<b>X BUDGETARY RESERVE (MAX 5% * TOTAL ACTIVITIES)</b>			<b>67.800,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>67.800,00</b>	<b>0%</b>
01 Budgetary reserve			67.800,00	0,00	<b>0,00</b>	0,00	67.800,00	0%
01 Budgetary reserve Co-management		COGES	34.000,00	0,00	<b>0,00</b>	0,00	34.000,00	0%
02 Budgetary reserve Own-management		REGIE	33.800,00	0,00	<b>0,00</b>	0,00	33.800,00	0%
<b>Z GENERAL MEANS</b>			<b>1.817.200,00</b>	<b>530.000,20</b>	<b>320.271,45</b>	<b>850.271,65</b>	<b>966.928,35</b>	<b>47%</b>
01 Staff expenses			1.307.000,00	479.712,82	<b>298.141,61</b>	777.854,43	529.145,57	60%
01 International Environmental & Development Economist		REGIE	600.000,00	265.539,10	<b>155.777,43</b>	421.316,53	178.683,47	70%
02 International expert financial match making		REGIE	15.000,00	0,00	<b>0,00</b>	0,00	15.000,00	0%
03 Local controller		REGIE	144.000,00	29.706,45	<b>19.472,01</b>	49.178,46	94.821,54	34%
04 Local Environmental economist (project coordinator)		REGIE	180.000,00	67.787,91	<b>33.661,43</b>	101.449,34	78.550,66	56%
05 Local Tender specialist		COGES	60.000,00	27.600,15	<b>23.986,02</b>	51.586,17	8.413,83	86%
06 Local communication specialist		COGES	50.000,00	2.887,74	<b>11.991,27</b>	14.879,01	35.120,99	30%
07 Accountant		COGES	50.400,00	20.089,57	<b>12.452,25</b>	32.541,82	17.858,18	65%
08 Administration staff		COGES	111.600,00	37.921,13	<b>21.555,91</b>	59.477,04	52.122,96	53%
09 M&E Officer		COGES	96.000,00	28.180,77	<b>19.245,29</b>	47.426,06	48.573,94	49%
02 Investments			33.000,00	14.097,33	<b>1.674,50</b>	15.771,83	17.228,17	48%
01 Office equipment & furniture		REGIE	8.000,00	7.476,43	<b>34,82</b>	7.511,25	488,75	94%
02 IT equipment		REGIE	20.000,00	6.620,90	<b>1.620,14</b>	8.241,04	11.758,96	41%
		REGIE	1.483.000,00	413.320,84	<b>231.040,71</b>	644.361,55	838.638,45	43%
		COGEST	3.517.000,00	304.578,40	<b>210.155,25</b>	514.733,65	3.002.266,35	15%
		<b>TOTAL</b>	<b>5.000.000,00</b>	<b>717.899,24</b>	<b>441.195,96</b>	<b>1.159.095,20</b>	<b>3.840.904,80</b>	<b>23%</b>



## Budget vs Actuals (Year to Month) of VIE1104111

Project Title :	<b>Green Growth Strategy Facility (GGSF)</b>		
Budget Version:	<b>C03</b>	Year to month :	31/12/2016
Currency :	EUR		
YTM :	<b>Report includes all closed transactions until the end date of the chosen closing</b>		

	Status	Fin Mode	Amount	Start to 2015	Expenses 2016	Total	Balance	% Exec
03 Office improvement works		REGIE	5.000,00	0,00	<b>19,54</b>	19,54	4.980,46	0%
<b>03 Operational expenses</b>			275.200,00	32.559,02	<b>20.455,34</b>	53.014,36	222.185,64	19%
01 Office rent		REGIE	108.000,00	17.496,31	<b>12.045,84</b>	29.542,15	78.457,85	27%
02 Services and maintenance costs (incl. utilities)		REGIE	36.000,00	605,02	<b>255,24</b>	860,26	35.139,74	2%
03 Transportation costs		REGIE	28.800,00	1.348,51	<b>2.569,45</b>	3.917,96	24.882,04	14%
04 Telecommunications		REGIE	21.600,00	2.302,70	<b>1.337,33</b>	3.640,03	17.959,97	17%
05 Operation costs		REGIE	46.800,00	10.674,15	<b>4.366,05</b>	15.040,20	31.759,80	32%
06 Representation and external communication costs		REGIE	24.000,00	19,52	<b>0,00</b>	19,52	23.980,48	0%
07 Legal advice		REGIE	10.000,00	0,00	<b>0,00</b>	0,00	10.000,00	0%
08 Other operational costs (on VN budget)		REGIE	0,00	112,81	<b>-118,57</b>	-5,76	5,76	7%
<b>04 Audit and Monitoring and Evaluation</b>			202.000,00	3.631,03	<b>0,00</b>	3.631,03	198.368,97	2%
01 Monitoring and Evaluation costs		REGIE	80.000,00	2.552,24	<b>0,00</b>	2.552,24	77.447,76	3%
02 Consultancy for quality control of calls outputs (studies,		REGIE	30.000,00	0,00	<b>0,00</b>	0,00	30.000,00	0%
03 Audit and organisational assessment		REGIE	68.000,00	0,00	<b>0,00</b>	0,00	68.000,00	0%
04 Monitoring and Backstopping (BTC)		REGIE	24.000,00	1.078,79	<b>0,00</b>	1.078,79	22.921,21	4%

## 4.6 Communication resources

- The Prime Minister. (September, 2012) Decision No 1393/QĐ-TTg on the Approval of the Vietnam's National Green Growth.
- BTC. (2012) Technical and Financial File - Green Growth Strategy Facility (GGSF).
- Green Growth Strategy Facility (GGSF). (December, 2015) Baseline Report.
- Green Growth Strategy Facility (GGSF). (2016) Annual Work Plan 2016.
- Green Growth Strategy Facility (GGSF). (June, 2016) Progress Report for 4<sup>th</sup> Steering Committee Meeting.
- Green Growth Strategy Facility (GGSF). (2016) M&E Quarterly Reports.