

TECHNICAL & FINANCIAL FILE

FACILITY FOR CAPACITY BUILDING

VIETNAM

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THE BELGIAN
DEVELOPMENT COOPERATION **.be**

TABLE OF CONTENTS

ABBREVIATIONS	4
EXECUTIVE SUMMARY	6
ANALYTICAL RECORD OF THE INTERVENTION.....	7
1 SITUATION ANALYSIS	8
1.1 OVERALL SOCIO-ECONOMIC SITUATION IN VIETNAM.....	8
1.2 NATIONAL POLICIES OF HUMAN RESOURCES DEVELOPMENT AND CAPACITY BUILDING IN VIETNAM.....	9
1.3 RELEVANT INSTITUTIONAL FRAMEWORK.....	11
1.4 BELGIAN STRATEGY AND EXPERIENCES IN THE SECTOR	12
1.5 INTERVENTIONS BY OTHER DONORS, PRINCIPAL LESSONS LEARNED AND POSSIBLE SYNERGIES	16
2 STRATEGIC ORIENTATIONS.....	18
2.1 GENERAL.....	18
2.2 APPROACH BASED ON A COMBINATION OF INSTRUMENTS.....	18
2.3 A DEMAND DRIVEN APPROACH	19
2.4 PRIORITY AREAS	19
2.5 MAXIMIZING OPPORTUNITIES TO MAKE USE OF ACQUIRED KNOWLEDGE AND TO DEVELOP LINKAGES WITH BELGIAN ACTORS	19
3 INTERVENTION FRAMEWORK.....	20
3.1 GENERAL OBJECTIVE.....	20
3.2 SPECIFIC OBJECTIVE	20
3.3 EXPECTED RESULTS AND ACTIVITIES	20
3.4 INDICATORS AND MEANS OF VERIFICATION.....	27
3.5 DESCRIPTION OF BENEFICIARIES.....	27
3.6 RISK ANALYSIS	27
4 RESOURCES	31
4.1 FINANCIAL RESOURCES	31
4.2 HUMAN RESOURCES.....	33
4.3 MATERIAL RESOURCES.....	33
5 IMPLEMENTATION MODALITIES.....	34
5.1 CONTRACTUAL FRAMEWORK.....	34
5.2 INSTITUTIONAL FRAMEWORK	34
5.3 PROJECT LIFE CYCLE.....	34
5.4 IMPLEMENTATION AND FOLLOW-UP STRUCTURES	36
5.5 OPERATIONAL MANAGEMENT.....	41
5.6 MODIFICATION OF THE TFF	50

6	CROSS CUTTING THEMES	51
6.1	ENVIRONMENT	51
6.2	GENDER	51
7	ANNEXES.....	53
7.1	LOGICAL FRAMEWORK.....	53
7.2	CHRONOGRAM.....	57
7.3	TOR LONG-TERM PERSONNEL.....	58

ABBREVIATIONS

APEFE	Association pour la Promotion de l'Education et de la Formation à l'Etranger
ASEAN	Association of South East Asian Nations
BE	Belgium
BBS	Belgian Bilateral Scholarships
BIPP	Support to the innovation and development of Business Incubators Policy Project
BTC	Belgian development agency
CB	Capacity Building
CBSP	Capacity Building Service Providers
CIUF-CUD	Commission universitaire pour le Développement
DAAD	German Academic Exchange Service
DGD	Directorate General for Development Cooperation and Humanitarian Aid
ETR	End-Term Review
FCB	Facility for Capacity Building
FERD	Foreign Economic Relations Department of MPI
GDP	Gross Domestic Product
GIZ	Gesellschaft für Internationale Zusammenarbeit
HCMC	Ho Chi Minh City
HDI	Human Development Index
HERA	Higher Education Reform Agenda
HR	Human Resources
HRD	Human Resources Development
ICD	International Cooperation Department of MOET
ICP	Indicative Cooperation Programme
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MIC	Middle-Income Country
MOET	Ministry of Education and Training
MOST	Ministry of Science and Technology
MPI	Ministry of Planning and Investment
MTR	Mid-term Review
ODA	Official Development Aid
PAR	Public Administration Reform
PhD	Doctor of Philosophy (postgraduate academic degree)

PMU	Project Management Unit
POM	Project Operational Manual
PSC	Project Steering Committee
SA	Specific Agreement
SEDP	Socio-Economic Development Plan
SEDS	Socio-Economic Development Strategy
SNV	Netherlands Development Organisation
TFF	Technical and Financial File
ToR	Terms of Reference
TSP	Training Service Providers
TVET	Technical Vocational Education and Training
UNDP	United Nations Development Programme
VBA	Vietnam Belgium Alumni
VIED	Vietnam International Education Development' Department of MOET
VLIR-UOS	Vlaamse Interuniversitaire Raad
VN	Vietnam
VVOB	Vlaamse Vereniging voor Ontwikkelingssamenwerking en Technische Bijstand

EXECUTIVE SUMMARY

The Facility for Capacity Building (FCB) programme aims to strengthen capacities of Vietnamese individuals and organisations in targeted areas with priority given to the sectors of the cooperation programme between Belgium and Vietnam.

The strategic choices are based on the following:

- To pursue stand-alone training and scholarship making them more effective in a more embedded capacity development approach;
- To develop a win-win partnership between Vietnamese and Belgian actors;
- To develop a flexible instrument with a variety of modalities in order to respond to different needs for high quality staff needed for the sustainable socio-economic development of Vietnam.

This approach should allow to adapt to changes of national policies.

The general objective of the Capacity Building Facility is to contribute to the sustainable development and growth of Vietnam by facilitating Vietnam to become a knowledge-based industrialized country by 2020.

The specific objective of this project is to enhance the quality of Vietnam's workforce by strengthening the innovative and the management skills and capacities of Vietnamese individuals and targeted institutions.

Expected results are:

1. Effective approaches, strategies and practices training / capacity building used by used by beneficiary institutions;
2. Capacity for innovation and management is developed through master scholarships & follow-up;
3. Management & professional skills are strengthened through short-term training and other embedded capacity building initiatives.

Development of a "training and learning monitoring & evaluation system" is one of the challenges of this programme. The developed M&E framework must allow to capture related key data of all activities funded through the FCB and produce appropriate periodic M&E reports.

The FCB budget will be used for: (a) the continuation costs of multi-year scholarships awarded before the start of the FCB project (b) the full costs of scholarships that will granted within the FCB framework.

ANALYTICAL RECORD OF THE INTERVENTION

Title of the intervention	Facility for Capacity Building (FCB)
Intervention number	NN 3013616
Navision Code BTC	VIE 11 888 11
Partner Institution	Ministry of Education and Training (MOET)
Duration of the intervention	54 months (72 months validity of the Specific Agreement)
Start of the intervention	2014
Contribution of the Partner Country	In kind
Belgian Contribution	6,200,925 Euro
Sector (CAD codes)	43081 - Multisector education/training
Brief description of the intervention	This Programme aims to strengthen the capacities of Vietnamese individuals and organisations in targeted areas with priority in the sectors specified in the ICP 2011-2015.
Global Objective	To contribute to the sustainable development and growth of Vietnam by facilitating Vietnam to become a knowledge-based industrialised country by 2020.
Specific Objective	The quality of human resources of Vietnam is enhanced through strengthening the innovative and management skills and capacities of Vietnamese individuals and targeted institutions.
Results	<p>Result 1: Effective approaches and practices of training / capacity building are used by beneficiary institutions</p> <p>Result 2: Capacity for innovation and management is developed through master scholarships & follow-up</p> <p>Result 3: Management & professional skills are strengthened through short-term training and other embedded capacity building initiatives</p>

1 SITUATION ANALYSIS

1.1 Overall socio-economic situation in Vietnam

Vietnam has achieved important developmental successes. Political and economic reforms (Doi Moi) launched in 1986 have transformed Vietnam from one of the poorest countries in the world, with per capita income below \$100, to a lower middle income country with per capita income of \$1,130 by the end of 2010; this was achieved within a quarter of a century. The 1999 Enterprise Law, providing opportunities for the rapid growth of the Private Sector was a very important factor in Vietnam's rapid economic development.

The ratio of population in poverty has fallen from 58% in 1993 to 14.5 % in 2008, and most indicators of welfare have improved. Vietnam has already attained five of its ten original Millennium Development Goal targets and is well on the way to attaining two more by 2015.

Table 1: Key Indicators

Population (millions).	86.9
Population Growth (Average annual growth rate) % p.a.	1.1
Life expectancy (years)	75
Urban population %	28.8
HDI	0.593
HDI rank (out of 187)	128
UN Education Index	0.503
Gender inequality Index	0.305
GDP p.c.	US\$ 3205
Gini Index	37.6
Poverty (Percentage of population living on less than \$2 per day)	38.5
Aid per capita	US\$ 42.9

Source: The World Bank, World Development Indicators 2011 | UNDP, Human Development Report 2011

Vietnam has been applauded for the equity of its development, which has been better than most other countries in similar situations. The country is playing a more visible role on the regional and global stage having carried out the Chairmanship of ASEAN in 2010.

The Eleventh Congress of the Communist Party of Vietnam in January 2011 called for a more comprehensive approach to the country's renovation, decided to promote greater citizens' participation and unity within Vietnam, and to engage proactively in international integration. The Congress re-affirmed Vietnam's approach to state-led development, but also revised key policy documents to place greater emphasis on market processes and non-state ownership of economic assets.

The SEDS 2011-2020 gives attention to structural reforms, environmental sustainability, social equity, and emerging issues of macroeconomic stability. It defines three "breakthrough areas": (i) promoting human resources/skills development (particularly skills for modern industry and innovation), (ii) improving market institutions, and (iii) infrastructure development. The overall goal is to lay the foundations for a modern, industrialized society by 2020.

Vietnam's Human Development Index value for 2011 was 0.593 — in the medium human development category—positioning the country at 128 out of 187 countries and territories. Between 1990 and 2011, Vietnam's Human Development Index value increased from 0.435 to 0.593, an

increase of 37.0 per cent or average annual increase of about 1.5 per cent. Between 1980 and 2011, Vietnam's life expectancy at birth increased by 19.5 years, mean years of schooling increased by 1.2 years and expected years of schooling increased by 1.8 years. Vietnam's Gross National Income per capita increased by about 228 per cent between 1990 and 2011.

Table 2: Vietnam's HDI indicators for 2011 relative to selected countries and groups

	HDI value	HDI rank	Life expectancy at birth	Expected years of schooling	Mean years of schooling	GNI per capita (PPP US\$)
Vietnam	0.593	128	75.2	10.4	5.5	2,805
Thailand	0.682	103	74.1	12.3	6.6	7,694
Philippines	0.644	112	68.7	11.9	8.9	3,478
East Asia and the Pacific	0.671	—	72.4	11.7	7.2	6,466
Median HDI	0.630	—	69.7	11.2	6.3	5,276

Source: Human Development Report 2011, UNDP

1.2 National Policies of Human Resources Development and Capacity Building in Vietnam

There is a limit as to how fast factors can grow to support a rapidly growing economy. Shortages of persons with the required education and skills for industry and services are becoming more widespread. This has led the Government's Socio-Economic Development Plan (SEDP) 2011-2015¹ to identify human resources development (HRD), and "skills and human capital" in particular, as one of the breakthrough areas to achieve Vietnam's development goals.

However, how to best develop human resources is a real concern and requires a thorough understanding of human resources needed in Vietnam's fast changing economy. Key challenges are low productivity, low competitiveness, persistent macroeconomic instability, low research and development capacity, fragmented development and rising inequality.

Following the SEDP 2011–2015, Vietnam's 10 year Master Plan for Human Resource Management (2011-2020)², indicates the overall objective to develop human resources and forming quality human resources up to regional standards and eventually international standards. This plan sets the target of trained or skilled personnel of the total workforce at 55% by 2015 and at 70% by 2020 (or 44 million people). Of the newly trained workforce, 78% will receive vocational and technical training while 21% will obtain educational qualifications. In terms of training level, 18.7 % (or 8.3 million people) will be trained at diploma level and above by 2020. The Plan also sets the target to have 30% of university lecturers with doctorate degrees by 2020, many of which to be trained abroad.

The Higher Education Reform Agenda (HERA) for the period of 2006-2020 promulgates the government's vision for higher education in Vietnam to meet the demand for high quality human resources. It puts the target as "advanced by international standard, highly competitive and appropriate to the socialist-oriented market mechanism". It includes renovating curricula and teaching methodologies, and retraining teacher and educational management staff. The objectives of HERA aim i) to dramatically increase the participation rate in universities ii) to simultaneously

¹ Resolution 10/2011/QH13 on November 8, 2011 approving the Five-year socio-economic development plan for the 2011-2015 period

² Decision N° 1216/QD-TTG of July 22, 2011

boost quality and efficiency of higher education system, iii) to strengthen research capacity in universities in order to upgrade the quality of teaching; and to provide a research base for the development of industry and enterprises, and iv) to improve governance of higher education system.

The government of Vietnam considers trainings abroad as an important investment to quickly boost human capital in the public sector, especially in higher training institutions. In parallel with HERA, the Government of Vietnam invested in important scholarship programs to send Vietnamese students to trainings abroad: **Programme 322** (started in 2000 and continued by program 356 until 2011) provided funding for 4,590 persons to participate in graduate, post graduate (Master, PhD) and traineeship studies abroad; subsequently **Programme 599** was launched in April 2013 for the period 2013–2020 and provided funding for around 1650 persons to obtain master degrees in developed countries. 60% of the scholarships targeted higher education lecturers, 10% for army and police staff and the remaining 30% for staff from other public agencies. In addition scholarships will be provided by **Programme 911** to obtain 20,000 PhDs by 2020 of which 50% obtained abroad. All these programmes particularly target (potential) university/colleges lecturers to accelerate innovation and quality improvement in higher education institutions.

Furthermore, Vietnam targets to have several international standard universities and at least one Vietnamese institution recognised and ranked as one of the world's 'top' 200 universities by the year 2020. The Vietnamese authorities also welcome high quality joint master programs offered by Vietnamese and foreign universities in Vietnam and/or with part of the studies abroad.

The above mentioned policies clearly demonstrate the **need and desire** to invest in human resources development, especially in **innovation and capacity development** of the higher education sector in order to boost a knowledge based economy. The Vietnamese interest covers a wide range of topics and areas of expertise. However, the trend in higher education (both in number of students and in inter-university cooperation) is to concentrate on business, finance, commerce and economics.

While gender balance and access to basic education has been improved significantly, gender balance in higher education is still a topic for discussion. Vietnamese stakeholders also mention challenges in getting eligible candidates from disadvantaged provinces and/or ethnic minority target groups for quality trainings (especially trainings abroad). In professional environment, access to continued education for professional and career development, especially for women is an issue that need further government's consideration.

Support to Human Resources Development (HRD) in Vietnam is focused on education and vocational training. In other sectors, capacity development focuses on specific thematic areas such as environment, energy and democratic governance. However, the content of some capacity development interventions is somehow limited within the framework of training/retraining activities for government cadres and civil servants. There's ambiguity and varied comprehensiveness around these two concepts, and its relevancy to multiple sectors. Depending on circumstances, HRD may be treated either as a thematic issue or as a modality to achieve a particular sector development outcome. Meanwhile, capacity was defined as "the ability of an individual or institution/organization to perform effectively, comprehensively and sustainably their mandates and functions"³. As such, capacity development can be considered to include development of both internal factors to individuals (knowledge and skill) or to organizations (human resources) and external dimensions such as availability of economic opportunities, political will, legal and administrative norms. In its broadest interpretation, capacity building encompasses HRD as an

³ UNDP, "Capacity Assessment and Development: in a Systems and Management Context", January 1998.

essential part of development based on the concept that education and training lie at the heart of development efforts, and that without HRD most development interventions will be ineffective. Among Vietnamese institutions, there is a growing awareness on limitation of the traditional 'stand-alone' training initiatives and a more embedded and/or blended approaches to training / capacity building are emerging.

The Government of Vietnam and development partners agreed that improvements in the quality of human resources⁴ would create the foundation for the sustainable development of Vietnam, and HDR would encompass a comprehensive skills development strategy for cognitive, technical and soft skills. This will need to be a long-term, multi-sector approach. Development stakeholders also have reached a consensus on the necessity to invest in capacity development and there has been a significant improvement in the content of capacity development services. It is also widely recognized that capacity development is key to making continued progress on the country's development goals and will be a critical pre-condition for MDG achievement by 2015⁵.

1.3 Relevant institutional framework

The Ministry of Planning and Investment (MPI) has been designated for overall oversight of international development cooperation. The functions and tasks of MPI are well prescribed in the 116/2008/ND-CP dated 114/11/2008, following which MPI is "to assume the prime responsibility in monitoring and evaluating ODA-funded programmes and projects; to act as the principal body in handling matters concerning many ministries or branches according to its competence or proposing them to the Prime Minister for handling; to sum up and make periodical reports on situation and efficiency of ODA attraction and use".

The **Foreign Economic Relations Department (FERD)** of MPI is the main partner for cooperation between Belgium and Vietnam. Since 2007, it has been the main Vietnamese partner for traineeship programs financed by Belgium.

The **Ministry of Education and Training (MOET)** has a key role for the human resource development of Vietnam. MOET has many functional departments that coordinate human resource development projects with international partners. Three departments have a key position in the institutional framework that is relevant for the FCB

- The **International Cooperation Department (ICD)** advises MOET leaders on policies and regulations related to international cooperation in the field of education and training. ICD coordinates an ODA management unit and other MOET departments, manages projects and reports to MPI on ODA projects. ICD acted as the 'focal point' and institutional anchorage for the previous BTC funded "Training Facility" project.
- **Vietnam International Education Development (VIED)** is the general department for international education in charge of managing government scholarship programmes. Among others, it is mandated "to direct, in coordination with relevant organisations and departments, the formulation of legal documents, policies, regulations, plans, programmes and projects on the selection, recruitment, nomination and management of Vietnamese scholars to study and work in foreign education establishments". Also policies with respect to joint programmes between Vietnamese and foreign universities are coordinated by VIED.

The Vietnamese authorities (MOET–VIED) have expressed interest to explore the possibilities of evolving towards co-funded Vietnamese–Belgian scholarships for postgraduate (Master and

⁴ *Consultative Group of Donors Meeting for Vietnam in 2012, in Hanoi*

⁵ http://www.undp.org/content/dam/vietnam/docs/Publications/24255_Full_version_English2.pdf

PhD) studies in Belgium.

- The **Department of Higher Education** is responsible for policymaking, licensing and supervision of all higher education organizations in Vietnam. As FCB will coordinate with Vietnamese organizations in defining and delivering training/capacity building service, the Department of higher education should be the relevant body for consultation of the quality of these services.

The Vietnam Belgium Alumni (VBA) was established under the umbrella of the Vietnam-Belgium Friendship Association, with the support of Belgian Embassy in Hanoi in 2009. It gathers approximately 1,000 Vietnamese students who studied and carried out researches in Belgium and has about 300 active members. The VBA's mission is to foster the linkages among Vietnamese alumni, enrich their alumni experience, and facilitate alumni professional career development. Because the VBA has no legal entity and separate bank-account, the legal and contractual issues of alumni-lead initiatives are usually conducted by individual alumni or by firms lead by such alumni.

Several alumni, in one way or another, remain in contact with Belgian universities and are an asset for a “win-win cooperation” between Belgium and Vietnam. There are opportunities to enable further professional development of these alumni so that they can better use the knowledge gained in Belgium to contribute to the development of Vietnam. VBA organises varied activities, ranging from social gatherings, professional knowledge-sharing through workshops and seminars, promotion campaigns for education in Belgium, counselling services for new students to Belgium, bridging activities between alumni and Belgium through diverse channels (research institutes, universities, companies).

1.4 Belgian strategy and experiences in the sector

1.4.1 Experience of Belgian Bilateral Scholarships (BBS) programme in Vietnam

The Belgian Bilateral Scholarship (BBS) programme is part of Belgium's commitment for supporting human resources development and capacity development in Vietnam. It contributes to the long-term growth and stability of Vietnam through development of its human resources. More concretely, the BBS provides financial support to (young) Vietnamese professionals to pursue postgraduate studies in Belgium and gain new expertise for the benefit of their country.

Since the 70s, the Government of Belgium granted post graduate scholarships to Vietnamese students to follow up studies in Belgium. Since 2004, the Belgium Bilateral Scholarship (BBS) programme yearly attributed a quota of 40 scholarships (both master and Mixed PhD studies). Since 2012, this programme does not provide scholarship for Mixed PhD programs anymore.

The BBS programme was implemented through an annual global “Implementation Framework” for “out of project programs” signed between BTC and DGD that include scholarship commitments for 18 partner countries of Belgium. At country level, although the program budget has been included in the Indicative Cooperation Program since 2008, it is planned and implemented on an annual basis and not governed by a Specific Agreement between Belgium and Vietnam.

BBS was open for individual applicants and young professionals who could demonstrate potential to contribute for long term development of the country. Candidates had to propose postgraduate programs in Belgium. Applicants from all provinces and regions of Vietnam, from public institutions, civil society, NGOs and the private sector are encouraged to apply. The program also prioritised applications by women and the ones from disadvantaged areas and/or ethnic minority origins.

The program gave priority to the major areas of the Belgian cooperation in Vietnam, including

environment, water and sanitation, waste management, education, health, public administration, agriculture and rural development.

Most of the selected Vietnamese scholars performed well. A survey conducted by BTC in 2012 showed that 73% of the returnees agreed that the Belgian study had an impact on their career. 67% were considering further study in Belgium, while 85% declared that they would recommend study in Belgium to others. BBS alumni also managed to maintain personal contacts with their Belgian universities. However, no official mechanism was in place to exploit/support these potentials. A large number of BBS alumni joined VBA activities on a voluntarily basis

Apart from scholarship for master and mixed PhD studies, the BBS program also provided scholarships to Vietnamese officials to follow short term trainings in Belgium. Since 2005, the short term scholarship was stabilized at a quota of 30 man-months training, part of which was dedicated to standard training provided by Antwerp/Flanders Port Training Centre (APEC)⁶. The rest was distributed based on demands expressed by Vietnamese institutions. Since the Joint Commission of 2007, the Foreign Economic Relations department (FERD) under MPI has been the main Vietnamese partner of the program. FERD cooperated with line ministries and proposed demands for trainings to the Belgian party. Selection of scholars holder was done by the beneficiary institutions based on the institutions' policy and a set of criteria as agreed with DGD, FERD and BTC. Once the training topic and selection of candidates were agreed upon in principle, BTC will work with the beneficiary institutions to fine tune the training programs according to the needs. Apart from standard short trainings in Belgium, customised trainings in Vietnam or other countries could be accepted to meet specific requests and particular needs of local institutions.

The annual budget for scholarship has gradually increased from 892,000 in 2006 to 1,620,780 Euro in 2012. The programme is also gaining more and more reputation and attracting more qualified candidates, especially the ones from private sector. This has strongly supports the visibility of Belgium cooperation in Vietnam.

Table 3: BBS selection evolution 2006 - 2012

Selection evolution 2006 – 2012				
	Mixed PhDs	Masters	Short-term trainings	Total
2006	12	29	19	60
2007	5	26	10	41
2008	6	29	12	47
2009	8	32	12	52
2010	8	31	22	61
2011	7	30	10	47
2012	0	40	20	60

⁶ Memorandum of Understanding between the Ministry of Planning and Investment (MPI), the Ministry of Transport of Vietnam (represented by Vinamarine & Viwa) and the Antwerp/Flanders Port Training Center (APEC) signed on December 4, 2008 for APEC trainings.

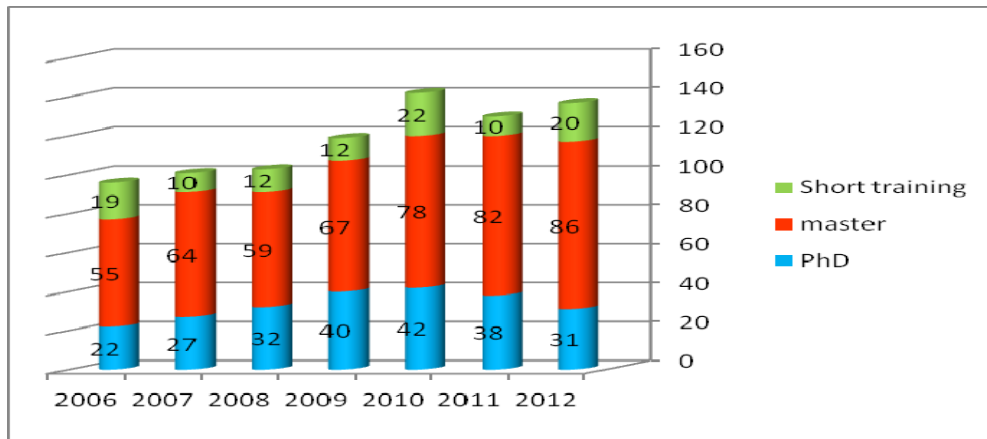


Fig. 1: Evolution of grants and scholarships awarded between 2006 en 2012 (newly selected plus continuing scholars).

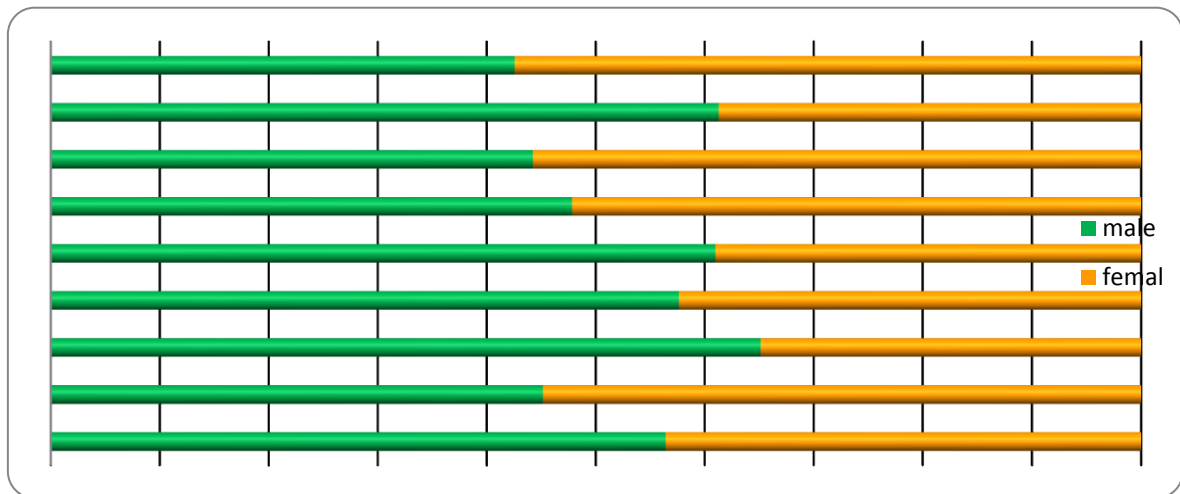


Fig. 2: Gender balance in Belgian scholarships in Vietnam (2006 – 2011)

1.4.2 Experience of the Training Facility

A “Training Facility” was implemented by BTC and by the International Cooperation Department (ICD) of MOET to facilitate access to education and training programmes organized by local/regional Training Service Providers.

The final evaluation confirmed that the project’s strategy has been effective: The training providers were encouraged to assess training needs, propose appropriate training approaches and deliver trainings that responded to the needs. The process encouraged training providers to collaborate with the targeted beneficiaries at both individual and organisational level. At output level, the facility provided quality training to a large number of beneficiaries: Over the period 2006–2011 the project supported 23 training activities. 2,454 individuals, mostly employees of public institutions, received trainings of high quality to improve their technical and management skills. The final evaluation confirmed that the trainings were highly appreciated by both individual beneficiaries and their institutions.

The final evaluation confirmed that the project had been conducted successfully with a lean management structure and with sub-projects managed in an appropriate way. Through the support, the training providers developed their ability to effectively implement change and deliver expected development results i.e. from training service to capacity building services. The support offered

included how to manage a programme or project, coordinate aid and resources, manage finances and procure goods and services. Nonetheless, some opportunities for organisational and institutional strengthening were missed.

1.4.3 Current portfolio

In its international cooperation with Vietnam, Belgium has always attached high importance to capacity development. The objective of the current Indicative Cooperation Programme (ICP) is to contribute to the conditions of success for sustainable and gender responsive socio-economic growth that will address the scattered pockets of poverty in Vietnam. The alignment and harmonisation exercises conducted in the framework of the ICP lead to focus on two sectors: i) 'Water and Sanitation management' in the framework of Urbanization and Climate Change, and ii) 'Governance in areas of Public Administration'.

All on-going and newly starting interventions in Vietnam comprise important capacity building ambitions and specific components targeting capacity building among their partner organisations and beneficiaries. Ensuring the effectiveness of capacity building efforts therefore are a cross-cutting issue for all projects. Key examples include the following:

- The on-going "Capacity Development of Water Resources Management and Services in Ninh Thuan Province Project" has significant sector-specific capacity building.
- Three provincial projects denominated 'Integrated Water Management and Urban Development in relation to Climate Change Project', in the provinces of Binh Thuan, Ninh Thuan and Ha Tinh supported by a Technical Support Unit within MPI: These projects aim to provide appropriate responses to urgent needs by strengthening institutional capabilities and enhance the leadership and management as required to develop an integrated urban planning approach in response to the dynamics of climate change.

In addition to more classical training, the project also promotes learning from national and international experiences. A variety of activities shall be considered, such as : (a) experience sharing working groups on topics specific to the province; (b) on-the job training and coaching, (c) learning by doing, (d) national and international study tours, etc. where appropriate.

- The Green Growth Strategy Facility contributes to increased exchange of know-how between Belgium and Vietnam in the area of climate change mitigation, low carbon development, and sustainable urban planning. This facility envisages awareness raising, training and capacity building as part of a broader intervention strategy.
- The "Support to the innovation and development of Business Incubators Policy" Project comprises important capacity building ambitions as essential component of each 'business incubation processes'. It will be important for BIPP to enhance the understanding and ability of their pilot business incubators with respect to effectively strengthen the capacity of the business that they are facilitating.

1.4.4 Relevant other Belgian support to capacity building in Vietnam

Belgium also supports capacity building through programmes of the « Association pour la Promotion de l'Education et de la Formation à l'Etranger » (APEFE), the « Commission universitaire pour le Développement » (CIUF), « Vlaamse Interuniversitaire Raad » and « Vlaamse Vereniging voor Ontwikkelingssamenwerking en Technische Bijstand » (VVOB).

VLIR-UOS and CIUF-CUD programmes focus on academic cooperation, academic and/or institutional strengthening of the Vietnamese partner universities and/or jointly offered (mainly post-graduate) study programmes. Information provided by VIED lists 15 such partnerships, of which many in the areas of business, economics and finance. Every year, there are about 20 post-graduate scholarships offered to Vietnamese individuals by both VLIR and CIUF. Special attention

is needed to avoid overlap and ensure complementarity to the inter-university collaboration between Vietnamese-Belgian universities and to the Master and PhD scholarships granted by Belgium through VLIR-UOS and CIUF-CUD programmes.

VVOB is active in Vietnam with programmes in support of (a) improved quality of the career guidance to lower and upper secondary education to make the vocational education and training more needs-based and (b) teaching and learning quality at secondary education in the North and Centre of Vietnam through an integrated support for Active Teaching and Learning.

APEFE is cooperating with Vietnam in implementing a project to improve the quality of vocational training for managers and teachers. The project is part of a cooperative agreement signed by APEFE and the General Department of Vocational Training under the Ministry of Labour, Invalids and Social Affairs (MOLISA).

1.5 Interventions by other donors, principal lessons learned and possible synergies

Other international partners of Vietnam are also providing support to Vietnam in the area of human resources development with scholarships and capacity building projects/programs.

- Australia annually awards up to 250 postgraduate scholarships to Vietnamese individuals. The focus of area are the priorities of the country strategy that include: (a) Human Resources Development, (b) Economic Integration, (c) Climate Change, (d) Agricultural sciences, (e) English language training and (f) skills of (university) lecturers and researches. The main target groups of beneficiaries are: (a) staff of provincial and district organisations (mainly governmental organisations and NGO able to demonstrate their contribution to the development of Vietnam) active in the targeted development fields; (b) Central Government staff (40%) and (c) lecturers and researches at tertiary education and research institutes pursuing a PhD (30%).The programme also comprises intensive alumni support that include some kind of 'Access and Equity fund' and other initiatives in support of 'returnees' and their developmental projects.
- US Government: the Fulbright program offers about 25 scholarships for Master studies and 10 fellowships for Vietnamese citizen every year. The programme includes preparatory training in the US before pursuing their studies in the selected universities and some alumni initiatives.
- The German government offers various scholarship schemes and supports several capacity building initiatives in Vietnam mainly through GIZ and DAAD.

GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) is on a process of portfolio concentration in 3 pillars "economic development", "vocational training – TVET with related centre of excellence" and "climate change" that relates to renewable energy, maintenance of water treatment, urban transport and provincial health system. In each of these areas human capacity development (with training, transfer of expertise,) is a crucial ambition. The GIZ approach to Capacity Development in Vietnam is to focus on enhanced capacity of individuals and through such enhanced individual capacity indirectly facilitates the strengthening of capacity at organisational and institutional level. GIZ uses different forms of teaching and learning including blended learning processes that include language training in Vietnam, intensive trainings, internship in Germany and follow-up programmes for scholarship holders of the Leadership program.

DAAD (German Academic Exchange Service) management the university related cooperation and postgraduate scholarships funded by Germany that includes research grants for PhDs, postgraduate courses, Megacities, summer courses and Re-visits and Research stays schemes for scholars.

- New Zealand supports capacity building in Vietnam through different schemes including the bilateral postgraduate level scholarship programme (30 scholarships per year), a specific regional training programme targets both mid-level officials and senior levels officials, the “Young Asian Business Leaders Programme” focuses on facilitating business linkages for young business leaders and alumni initiatives. New Zealand is looking into the feasibility of also supporting more continued professional development of alumni.
- The British Chevening Scholarships supported by the Government of UK provides approximately 10 Master scholarships and some fellowships per year.
- The French Government offers ‘Evariste Galois Scholarships’ to about 50 scholarship recipients per year for Master and PhD studies in France.
- UNDP in Vietnam strongly involved in capacity building through different governance and leadership programmes in line with the overall PAR (Public Administration Reform) ambitions and PAR Master Plan of the Vietnamese Government. UNDP programs focus on support to issues of HRD at central and provincial level including reform / improvement of the personnel performance assessment and the recruitment processes, support the citizens’ feedback mechanisms service delivery improvement, support to twining arrangements, peer exchanges between central level and provincial level leadership. Other initiatives include support for high level policy dialogue, support to specific topics research focussing on the government’s priorities, capacity building of leadership through soft skills training, internships in ASEAN countries, stimulating networks that facilitate sharing of expertise, etc. All projects also have a knowledge management component that is totally anchored within the PAR master programme and focuses on the practical work.

UNDP is also specifically supporting ‘empowerment of women in the public sector’. In a first phase a lot of ad hoc training was provided and the focus was on individual capacity. However, an audit pointed out that the gender component of leadership training was not sustainable and mainly donor driven. Consequently the current focus is more on supporting the main government training service providers to embed women empowerment in their regular programmes and to adopt more ‘action learning’ and ‘blended’ capacity building approaches.

2 STRATEGIC ORIENTATIONS

2.1 General

The Indicative Cooperation Program between Belgium and Vietnam for the period 2011-2015 aims to “contribute to the socio-economic development of Vietnam through institutional capacity development and to support the implementation of SEDP 2011-2015. FCB will contribute to develop Vietnam’s human resources to achieve sustainable growth according to the priorities indicated in its Human Resource Development Strategy of 2010-2020. FCB will include individual and group approaches of capacity development including relevant organizational aspects.

The basic principles of FCB imply 2 important shifts from the previous approach:

- ✓ from a pure individual approach with stand-alone scholarships to a more integrated approach taking into account a broader setting of continued human resources development in Vietnam
- ✓ from annual agreements and cash-based budgeting program to a project based approach with a specific agreement for limited timing that apply commitment budgeting. This means that the annual selection of scholarship beneficiaries (the annual ‘intake’) must be conducted within an approved budget for the full cost of the awarded scholarships, not only in the selection year but also in the following years.

These shifts require also an investment in human resources that are key in planning and implementing the capacity building strategies in which the scholarships and traineeships will be embedded. Such investment in enhanced ability to plan, design, implement, monitor and evaluate capacity building strategies and processes will be crucial in ensuring that the envisaged capacity enhancement outcomes are really achieved, thus contributing to improved individual and organisational performance and ultimately to the achievement of the socio-economic development targets.

However, FCB will also continue to finance scholarships awarded prior to the start of FCB and which were not completed.

2.2 Approach based on a combination of Instruments

- FCB will offer a diversified range of instruments to address the demands for human resource development of Vietnam, including master degree scholarships, short-term traineeships, alumni fellowships, pre-departure facilitation;
- This fits with the new approach of the Belgian Development Cooperation to integrate long-term scholarships, short national training courses and alumni support into a coherent capacity building approach.
- FCB will be geared at creating some of the conditions for successful organizational and institutional strengthening. However FCB will not directly target the institutional level and avoid being involved in overambitious organization investments.
- While the instrument of “Master degree scholarships in Belgium” targets individual candidates of excellence, short-term trainings will focus on impact at an organisational and institutional level.

Hence beneficiary institutes will be able to benefit from training courses for staff members, based on a Human Resources development and capacity development plan. This will render the trainings more effective for the concerned organisation. It will also allow for embedded training sessions, meaning that trajectory training plans can be developed, integrated in a capacity building process rather than into a momentary initiative.

- FCB will cooperate and provide support to VBA to further promote partnerships between public and private entities in Belgium and Vietnam.

2.3 A demand driven approach

- The program will offer the best fit for the Vietnamese needs. By guaranteeing the best fit, it will guarantee the attractiveness, effectiveness and efficiency of the program;
- Although concentrating on the sectors in which the Belgian Cooperation is already active through other interventions, the FCB program will be open to support opportunities in other sectors. Within the priority areas the selection of training programs and candidates will be on quality and demand;
- Innovation initiatives will be supported;
- Good governance will be promoted as a development and a success factor.

2.4 Priority areas

- The capacity building opportunities on offer will be coherent with the priorities of the ICP, i.e.:
 - Engineering and bio-sciences (green growth, water and sanitation)
 - Governance and public administration
 - Support to private sector conditions (e.g. linked with Business Incubator support)
- Besides specific areas of capacities, the following cross-cutting themes will be considered as target areas to be supported under FCB:
 - Innovation – Creativity
 - Management skills
 - Gender
 - Environmental sustainability
- By following a competition-based approach, the quality of the offer (capacity building effort) and the demand (the selection of the participants on basis of their development relevance, quality and the priority of the sector) will be optimized.

2.5 Maximizing opportunities to make use of acquired knowledge and to develop linkages with Belgian actors

- Capacity building will be successful only when the knowledge and professional skills acquired are utilized effectively. Tapping on alumni resource with multidisciplinary expertise should be an effective way to trigger innovative ideas on cooperation and linkages with Belgian actors (research institutes, universities, private organisations, etc.)
- The program will provide support to alumni of training programs provided by Belgian universities both in Belgium and in Vietnam. However, priorities will be put on those active in the sectors of Belgian ICP.
- The Vietnam Belgium Alumni (VBA), as a representative group of Vietnamese alumni from Belgium should be supported over a certain period of time, in order to facilitate and strengthen their role within the alumni community.

3 INTERVENTION FRAMEWORK

3.1 General objective

To contribute to the sustainable development and growth of Vietnam by facilitating Vietnam to become a knowledge-based industrialised country by 2020.

3.2 Specific objective

The quality of human resources of Vietnam is enhanced through strengthening the innovative and the management skills and capacities of Vietnamese individuals and targeted institutions.

3.3 Expected results and activities

	Leading National Institution
R1: Effective approaches and practices of training/capacity building are used by beneficiary institutions	
1.1 Provide target groups and organisations with tools, instruments, expertise and support for effective training / capacity building proposals	MOET
1.2 Set-up, continuously improve and use a proper monitoring and evaluation system.	MOET
1.3 Providing technical assistance in embedded capacity building	MOET
R2: Capacity for innovation and management is developed through master scholarships & follow-up	
2.1 Continuation of uncompleted scholarships in Belgium awarded before the start of FCB and new scholarships engaged in 2014	MOET
2.2 Targeted capacity enhancement through new scholarships for international master studies	MOET
2.3 Support the sharing of expertise, expert feedback, professional networks and other professional development initiatives by Vietnamese holders of Belgian master degrees and PhD	MOET
R3: Management & professional skills are strengthened through short-term training and other embedded capacity building initiatives.	
3.1 Targeted capacity enhancement through short trainings and international study tours in Belgium.	MPI
3.2 Short-term training & blended individual capacity building in Vietnam.	MOET

3.3.1 Result 1: Effective approaches and practices of training/capacity building are used by beneficiary institutions

3.3.1.1 Activity 1.1: Provide target groups and organisations with tools, instruments, expertise and support for effective training / capacity building proposals.

This activity implies that the FCB beneficiary organisations will share a better understanding of the relation between HR development and organisational performance. FCB aims to evolve from a stand-alone training approach to a capacity building approach based on embedded training and capacity development plans. It is supporting the idea that more embedded scholarships integrated in a capacity building process enhances the effectiveness of the scholarships and other training / capacity building initiatives.

The targeted beneficiaries of this activity are leaders and professionals who are directly involved in HR development, training, capacity development and organisational development. These individuals/groups are working in organisations active in the FCB area of focus (targeted sectors of the ICP 2011 -2015) and the cross cutting themes mentioned in Chapter 2. They will also include professionals working in capacity development of service provider consultants/organisations.

The conditions for choosing FCB beneficiary organisations follow the following guides/criteria, under the direction of the PSC:

- The organisation is working in the FCB targeted sectors;
- The organisation has developed a clear organisational strategic development plan, in which CB is an integral component;
- The organisation shows interest in FCB initiatives for capacity building and has certain perspective on how to utilise these supports.

Activity 1.1 could comprise the following:

1. Meetings and/or information sharing with potential beneficiary organisations.
2. Awareness raising workshops for professionals in HR, training, capacity building and organisational development & for potential organisations and individuals.
3. Support provided to Vietnamese organisations that want to develop their own strategies for effective and embedded training / capacity building.

Where appropriate the awareness raising initiatives on effective HR development could also include a special focus on the transversal themes

3.3.1.2 Activity 1.2: Set-up, continuously improve and use a proper monitoring and evaluation system

Activity 1.2 will comprise the following:

- Gather information on existing methods and systems for monitoring & evaluation of training and capacity building initiatives in Vietnam.
- Identify appropriate indicators covering the whole range of activities / results expected from the project
- Develop of a “training / capacity building monitoring and evaluation strategy”:
 - To the extent feasible, each capacity building process would start with a thorough and concrete description of the envisaged / desired “capacity building outcomes” in terms of: (a) ability to take on specific roles and responsibilities; (b) improved performance;

- (c) enhanced capacity to creatively cope with challenges, manage change or drive innovation; etc. The clear description of the envisaged capacity building outcome (= needs assessment in terms of expected results / outcome) should be part of the design process of any effective capacity building process and should describe both the existing situation (base line) and the desired situation.
 - The M&E system will distinguish between: (a) quality and value for money in CB service delivery, (b) immediate outputs in terms of improved knowledge / skills of participants and (c) subsequent actual results / outcomes compared to the envisaged CB outcomes.
 - The M&E system takes into account the transversal themes throughout the process of implementation (from the preparation of this system up to the assessment and improvement of it).
 - In line with the “embedded and linked strategies to CB”, the M&E system will collect data and opinions on the extent to which specific combinations of different CB instruments are effective and what conditions must be met for such combinations and approaches to be effective in the Vietnamese environment.
- Collect the data to establish a baseline situation
 - Collect data on a regular basis for monitoring the project’s progress and performance
 - Produce and share with the national partner periodic M&E reports:
 - This activity should result in an appropriate Capacity Building M&E system within the first year of the project. Throughout the FCB’s implementation, this M&E system will be further fine-tuned.
 - This activity would be conducted / coordinated by PMU with technical expertise provided by international and national consultancies (refer to activity 1.3). In these areas, the FCB will also receive input from BTC expertise and cross-country experience in M&E for CB efforts.

3.3.1.3 Activity 1.3: Providing technical assistance in embedded capacity building

In order to appropriately implement the FCB’s intervention strategies, there is a need for specialized technical assistance in effective capacity building, complementing the role of the Project Management Unit (PMU).

While the PMU has an overall coordinating role for the FCB and must administer the implementation of all components of the project, the technical assistance will focus on the methodological aspects of effective capacity building and on facilitating the change process of shifting from a training paradigm to blended and embedded capacity building. The technical assistance shall lead, guide, facilitate and where required conduct the activities 1.1 and 1.2. In addition, the technical assistance may be requested to provide quality control and support to the activities under results 2 and 3.

A combined support by both international and national technical expertise is to be provided⁷.

The staff of the PMU is also expected to benefit extensively from the technical assistance provided through this activity and should gradually take on some of the roles of methodological advice and quality control in effective training / capacity building and in related monitoring and evaluation.

⁷ Estimated workload; National consultant: 221 working days, International consultant: 105 working days – 5 missions

3.3.2 Result 2: Capacity for innovation and management is developed through Master scholarships & follow-up

Under the FCB, the provision of scholarships to individuals will be embedded in a chain of actions including (a) pre-departure support, (b) returnee support, (c) fellowship and (d) other opportunities for continuous professional development and exchange of expertise after returning to Vietnam. This new approach aims to better prepare the scholarship holder to study abroad and embed them in a longer professional skills enhancement process, firstly as an individual, but where appropriate, anchored in an organisational development context. This approach is expected to further enhance both the attractiveness and the developmental effectiveness of the scholarships.

Where appropriate, synergies between this individual level support and the organisational strengthening ambitions of the Vietnamese organisations under activity 1.1 will be explored.

3.3.2.1 Activity 2.1: Continuation of uncompleted scholarships in Belgium awarded before the start of FCB and new scholarships engaged in 2014

This activity assures that existing engagements decided in the past will be honoured. The focal point in Vietnam for these on-going scholarships will be transferred from the BTC Representation and from the Belgian Embassy to the PMU of the new FCB project.

This activity will comprise the following:

- Liaising with the (on-going) scholarship holders granted up to 2016 through the BBS programme on the transition period and their related contractual arrangements.
- Continue monthly payments and logistical support as needed during their stays in Belgium. This can be done through the BTC scholarship unit in Brussels in collaboration with the FCB PMU.
- Periodic reporting on the implementation of the continuation of BBS by the PMU, liaising with the BTC scholarship unit in Brussels.
- Follow-up on end of scholarship reporting to the FCB by returning beneficiaries.
- Plan and execute scholarships conform existing procedures for the year 2014.

3.3.2.2 Activity 2.2: Targeted capacity enhancement through new scholarships for international master studies

The experience and practice from the previous scholarship program will be the basis to create the overall policy and guide for selection (procedures and criteria) to be applied under FCB. This selection guide will be prepared by the PMU and submitted for approval to the PSC in the first six months of the project (see chapter 5).

The following guiding principles will be considered:

- Priority is given to the sectors in which the Belgian cooperation is active, but still allowing 25% of the scholarships to be granted outside of these sectors.
- Priority is given to people from disadvantaged areas, women and people working in the public agencies.
- Partial scholarships may be considered to finance current outstanding students of joint Vietnam – Belgium training programs to benefit from additional training in Belgium.

The selection process will involve four main steps:

1. **Open call for application:** Based on the guide for selection developed, the PMU will

launch an open call for applications. The call should state clearly the selection processes, eligibility criteria and main guiding principles for selection of scholarship holders.

2. **Pre-selection** to remove non-eligible applications: The PMU will scan applications. Applications that do not meet the minimum requirements are rejected; the applicants involved are immediately informed of such decisions. This step is fully documented.
3. **Selection:**
 - A first step is a file-based analysis of the applications leading to a ranking and shortlist of candidates, that includes a scoring on each of the selection criteria, with a short but clear justification of each score. This is done by the PMU together with members of the corresponding selection panel. For operational purposes, the number of shortlisted applicants should not exceed 3 times the expected number of scholarship beneficiaries. The applicants are informed about the decision and the shortlisted candidates are invited for an interview.
 - In a second step, interviews and final ranking of the candidates leads to the selection of candidates and stand-by candidates. Based on the file-based analysis and the approved selection criteria, the selection panel raises appropriate questions to test the candidates' qualifications and evaluate them on a competitive basis against the selection criteria. The selection panel (cf. 5.4.3 for its composition) decides on a final score for each candidate for each of the selection criteria and justifies its scoring in a selection report to be signed by all members.
4. **Award decision:** Application files of selected candidates (but not the stand-by candidates) are sent to corresponding Belgian universities for evaluation of academic qualifications and issuing of admission. The PMU will coordinate with the BTC scholarships unit in Brussels to contact these Belgian universities to inform and support the candidates in completing their application file and registration for desired training. Once official admission is issued, the PMU will inform the candidate of the official scholarship award decision and provide pre-departure support for the scholarship holders. The final list of awarded scholars will be reported to the PSC. Stand-by candidates are informed as well.

The selection process will be followed by the implementation of scholarships:

5. **Acceptance by beneficiaries and their signed commitment** to return to Vietnam, to work on their proposed contribution to Vietnamese development and to participate in post scholarship follow-up and reporting.
6. A **pre-departure preparatory** activity combining the following ambitions:
 - 6.1. Establish contacts between the selected scholarship beneficiaries and Vietnamese-Belgian Alumni and other Belgian actors present in Vietnam. Sharing of experiences of alumni, answers to questions of the new scholarship beneficiaries and tips for general / topic-specific pre-departure preparation to the study in Belgium (“How to succeed in the study in Belgium?”).
 - 6.2. Peer exchange and alumni coaching on individual learning objectives and development ambitions of new scholarship beneficiaries (“How to best use the study time in Belgium to prepare for success upon return?”).
 - 6.3. Peer exchange and alumni coaching on issues such as “How to best use the study time in Belgium to build networks and/or prepare for win-win partnerships with Belgian

individuals and/or organisations?"; "How to use the study time in Belgium to sharpen your ability for innovation & creativity and for management roles in changing environments?".

7. Liaising with the scholarships beneficiaries and **providing monthly payments and logistical support** as needed during the stay(s) in Belgium. This is done through the BTC scholarship unit in Brussels.
8. **End of scholarship reporting to the FCB** by returning beneficiaries.

3.3.2.3 Activity 2.3: Support the sharing of expertise, expert feedback, professional networks and other professional development initiatives by Vietnamese holders of Belgian master degrees and PhD

The FCB aims at supporting and enabling the work of professional development groups of Vietnamese holders of Belgian master degrees and PhDs, hereafter referred to as 'alumni'. This endeavour includes support for related partnerships with Belgian actors.

The targeted beneficiaries of this activity are:

- All the returning scholarship holders (short and long term) of the previous, on-going and future BBS awarded by the FCB for study in Belgium.
- Alumni of joint Belgium – Vietnamese training programs in Vietnam.

The following activities can be conducted:

- Support the VBA (Vietnam Belgium Alumni) as a sustainable organisation by allocation of a small budget for its operation, including the setting-up of a permanent secretariat.
- Re-entry seminars for returnees: This activity would be conducted yearly, around September / October. The first cycle of returnee support would thus start end Q3 of 2015. The form and content of these re-entry seminars can be discussed with related agencies and alumni, depending on their concerns. The purpose of this activity is to re-connect the returnees with their local environment, sharing knowledge/skills obtained from training in Belgium and discuss their plan on how to utilise new knowledge/skills in their work place. The re-entry activities also aim to link the returnees with the alumni network and where possible, provide coaching/advise to facilitate their implementation of "planned contributions to Vietnamese development" ambition.
- Formal and informal professional networking, peer counselling and exchange for alumni professional development groups in which at least one professional development seminar/meeting will be organised every quarter (4 times/year). This can include: seminar for alumni to share their lessons learned from Belgium and linkage with their current professional development; exchange between alumni professional development groups and Belgian professionals visiting Vietnam; exchange and peer reviews among alumni members on certain professional topics, particularly the ones in FCB focus area.
- Providing alumni with fellowships, enabling them to attend scientific seminars in Belgium, to join in small research projects in collaboration with Belgian partners, to revisit their Belgian academic institutions as guest lecturers, ... A certain grant fund will be reserved for this activity and details of the policy for operation of the fund will be decided by the PMU at the project start.

3.3.3 Result 3: Management & professional skills are strengthened through short term training and other embedded capacity building initiatives.

3.3.3.1 Activity 3.1: Targeted capacity enhancement through short trainings and international study tours in Belgium

Activity 3.1 might comprise the following:

- Develop and approve during the start-up phase of the FCB the implementation strategy and corresponding procedures for activity 3.1 while taking into account both on-going commitments and practices of the previous BBS, such as those related to short-term training provided by APEC in maritime transport and port management. Collection of 'needs assessments' and 'proposals' from key FCB actors. The FCB project will provide norms and guidelines for good proposals.
- Identification of potential service providers and/or partners for short-term training or exposure through: (1) selection of well-suited standard training packages, (2) a tender for tailor-made services or (3) targeted calls for proposal.
- Selection of beneficiaries by the Selection Panel.
 - Refer to section 5.4.3 for the composition of the Selection panel.
 - Where appropriate the selection process could be initiated through targeted / limited calls for application.
 - Where possible, priority will be given to applications that embed the requested short training/international exposure in Belgium within 'blended' (need for clear definition) and 'prolonged' CB (need for clear definition) processes; thus increasing the chances of success in effectively reaching the envisaged CB outcomes.
- Support for short training and study tours in Belgium through the BTC scholarship unit in Brussels.
- Post-traineeship sharing of knowledge and experience in Vietnam (refer to activity 2.3.).

3.3.3.2 Activity 3.2: Short-term training & blended individual capacity building in Vietnam

This activity focuses on short-term training and other, blended and interrelated, individual technical and professional skills enhancement initiatives in Vietnam; thus implementing the follow-up intervention strategy of the FCB and where appropriate ensuring its embedment in organizational HR development plans.

Activity 3.2 might comprise the following:

- Develop and approve the implementation strategy and corresponding procedures to be defined and approved during the start-up phase of FCB. Priority will be given to Vietnamese organisations that have developed their own strategies for effective training / capacity building. See activity 1.1 to finance part of their own capacity building needs.
- Targeted calls for application for short-term training to strengthen management and professional skills at individual and/or organisational level. The selected proposals must be made on a concrete analysis of training / capacity building needs and propose a (series) of short-term training sessions. Priority will be given to support in remote / poor / disadvantaged provinces and/or in support of ethnic minorities.
- Implementation of the selected capacity building processes and paths.
 - In order to be selected, the proposals must comprise interrelated and embedded

training / capacity building activities (including follow-up).

- The implementation of the selected training / capacity building processes and paths will also comprise interim reporting, monitoring and (qualitative / financial) control.
- In line with the annual setting of strategic priorities for FCB implementation (to be discussed and decided upon by the JSC), this activity could allow specific focus on gender-equity related CB needs, at national or local levels. At the same time part of the FCB funding might be earmarked in support of CB in remote / poor / disadvantaged provinces and/or in support of ethnic minorities.

3.4 Indicators and means of verification

The various indicators can be found *in the logical framework* (See Annex 7.1). The tables comprise specific sources of verification.

However, the indicators proposed in the TFF are not meant to be exhaustive nor static; more indicators could be added or considered during the baseline study or as part of the on-going FCB implementation strategy setting and corresponding monitoring & evaluation mechanisms.

- The baseline study planned at the beginning of the project will validate or specify the indicators and the corresponding baseline values.
- Each time new FCB implementation strategies are decided upon and corresponding capacity building processes are approved for funding, corresponding indicators should be identified and integrated in the FCB monitoring and evaluation system.

3.5 Description of beneficiaries

As mentioned in chapter 2, the targeted beneficiaries of the FCB are both Vietnamese individuals and organisations, with a particular focus on individuals and organisations active in the 'FCB targeted areas of capacity'.

The identification and selection of the beneficiaries of the FCB will be an on-going process to be conducted in line with the annual or half-yearly priority setting by the PSC. While the PMU will be instrumental in preparing and supporting the selection processes, the actual decisions for identifying the beneficiaries will be delegated to the corresponding selection panel.

3.6 Risk Analysis

3.6.1 Implementation risks

Risks	Risk Level	Risk mitigation measure <i>(and comments)</i>
Poor quality of local training facilities.	Medium	<ul style="list-style-type: none"> • Assessment of the potential training institutions

3.6.2 Management risks

Risks	Risk Level	Risk mitigation measure <i>(and comments)</i>
Low performance of the PMU	Low probability	<ul style="list-style-type: none"> • Careful selection of PMU staff (Project Manager, Project Coordinator and

Risks	Risk Level	Risk mitigation measure <i>(and comments)</i>
	of occurrence (But high impact)	Project Management Assistant / Financial Officer) <ul style="list-style-type: none"> • Clear annual and half-yearly action planning & quarterly progress reporting by the PMU • Monitoring role of the PSC and more particularly: <ul style="list-style-type: none"> ○ monitoring of the performance of the Project Manager ○ monitoring of the Project Coordinator and Project Management Assistant / Financial Officer
Low performance of capacity building service providers and/or FCB project execution partners	Medium	<ul style="list-style-type: none"> • Careful selection of capacity building service providers and/or FCB project execution partners • The establishment / approval of “Guiding Principles and Governance Rules of the FCB selection panels”. • Integrating measures for quality and continuity assurance and risk mitigation in the calls for proposals / selection process / public procurement and in the contracts / agreements made between the project and such partners.

3.6.3 Effectiveness risks

Risks	Risk Level	Risk mitigation measure <i>(and comments)</i>
Potential beneficiary institutions are insufficiently aware of the possibilities	Medium	<ul style="list-style-type: none"> • FCB’s intervention strategy acknowledging that understanding of and support for effective CB must be gradually built among the stakeholders involved in FCB (= activities of result 1). • Flexibility of the FCB implementation strategy to focus first on those components of the FCB for which sufficient conditions of success are united or can be united with support of the project.

<p>Low level of ownership among individual/organisational participants (beneficiaries) of FCB funded CB</p>	<p>Medium</p>	<ul style="list-style-type: none"> • Call for ideas / proposals and targeted calls for application that allow screening applications / proposals for sufficient guarantees with respect to ownership and feasibility. (Remark: This measure is to be built into the “Guiding Principles and Governance Rules of the FCB selection panels”.) • Flexibility of the FCB implementation strategy to focus first on those components of the FCB for which sufficient ownership has been demonstrated and hold / adapt other components as to ensure sufficient ownership before starting their implementation.
<p>Low effectiveness of the FCB because of a lack of focus and because scholarships and training are funded in all kind of areas; leading to a dilution of limited resources and inability of the FCB to make a difference (be a relevant contributor).</p>	<p>Low</p>	<ul style="list-style-type: none"> • A strategic choice to focus the FCB on a limited number of well-targeted areas of capacity; will remain flexible as to allow the FCB to exploit interesting opportunities. • The strategic choice of the FCB are to focus on continued, interrelated and embedded capacity building processes that better unite the conditions of success for relevant capacity building outcomes.
<p>Risks specific for Result 2</p>		
<p>Low levels of commitment of scholarship recipients (postgraduate studies in Belgium) in returning to Vietnam and/or low success in achieving their expected contribution to sustainable socio-economic development in their country</p>	<p>Low</p>	<ul style="list-style-type: none"> • Increased importance of the envisaged contribution to development of the scholarship applicants and to the feasibility of such ambition and to the trustworthiness of the applicant’s commitment. • Continued attention to such development ambition of the scholarship recipient from the pre-departure initiative, through new returnee support and subsequent follow-up and continuous professional development opportunities.

3.6.4 Sustainability risks

Risks	Risk Level	Risk mitigation measure <i>(and comments)</i>
Funding of unsustainable alumni initiatives or non-lasting Vietnamese-Belgian partnerships	Medium	<ul style="list-style-type: none"> • Insisting on sufficient co-funding by the participants / beneficiaries. • Feasibility and sustainability of the proposals and partnerships as criteria to be used for FCB funding.

3.6.5 Fiduciary risks

Risks	Risk Level	Risk mitigation measure <i>(and comments)</i>
Lack of integrity, undue pressure and or other causes of biased selection / awarding of beneficiaries, proposals, contracts, etc.	Medium	<ul style="list-style-type: none"> • Procedures, guiding principles, manuals etc. as specified in §5.4. • Validation of conclusion of selection panels by Chairperson and Co-Chairperson of the JSC (or by their delegates)

4 RESOURCES

4.1 Financial resources

4.1.1 Vietnamese contribution

The Vietnamese contribution will consist of the cost for office rent and costs of personnel appointed by MOET (Project Manager and secretarial support).

4.1.2 Belgian contribution

The Belgian contribution amounts to € 6,200,925. The detailed budget is shown in the table provided on the next page.

TOTAL BUDGET VIE 11 888 11 in Euro		Mode of Execution	BUDGET TOTAL	%	Year 1 (Q3-Q4)	Year 2	Year 3	Year 4	Year 5
A	The quality of human resources of Vietnam is enhanced through strengthening the innovative and management skills and capacities of Vietnamese individuals and targeted institutions.		5,608,835	90%	653,690	2,299,045	1,076,200	1,080,600	499,300
A 01	Result 1: Effective approaches and practices of training/capacity building are used by beneficiary institutions		328,725	5%	56,250	97,375	90,700	77,100	7,300
A 01 01	Provide target groups and organisations with tools, instruments, expertise and support for effective training / capacity building proposals	Co-Management	155,000		15,000	48,500	43,000	48,500	0
A 01 02	Set-up, continuously improve and use a proper monitoring and evaluation system.	Co-Management	40,000		30,000	5,000	2,000	2,000	1,000
A 01 03	Providing technical assistance in embedded capacity building	BTC-Management	133,725		11,250	43,875	45,700	26,600	6,300
A 02	Result 2: Capacity for innovation and management is developed through master scholarships & follow-ups		3,355,000	54%	431,830	1,598,170	522,500	540,500	262,000
A 02 01	Continuation of uncompleted scholarships in Belgium awarded before the start of FCB and new scholarships engaged in 2014	BTC-Management	1,846,000		425,330	1,390,670	30,000	0	0
A 02 02	Targeted capacity enhancement through new scholarships for international master studies	BTC-Management	1,244,000		6,500	122,500	412,500	470,500	232,000
A 02 03	Support the sharing of expertise, expert feedback, professional networks and other professional development initiatives by Vietnamese holders of Belgian master degrees and PhD	BTC-Management	265,000		0	85,000	80,000	70,000	30,000
A 03	Result 3: Management & professional skills strengthened through short term training and other embedded capacity building initiatives.		1,925,110	31%	165,610	603,500	463,000	463,000	230,000
A 03 01	Targeted capacity enhancement through short trainings and international study tours in Belgium.	BTC-Management	306,110		165,610	140,500	0	0	0
A 03 02	Short term training & blended individual capacity building in Vietnam	Co-Management	1,619,000		0	463,000	463,000	463,000	230,000
X	Contingencies		116,290	2%	14,290	25,500	25,500	25,500	25,500
X 01	Contingencies		116,290	2%	14,290	25,500	25,500	25,500	25,500
X 01 01	Contingencies Co-Management	Co-Management	38,000		6,000	8,000	8,000	8,000	8,000
X 01 02	Contingencies BTC-Management	BTC-Management	78,290		8,290	17,500	17,500	17,500	17,500
Z	General Means		475,800	8%	56,550	96,600	124,100	93,100	105,450
Z 01	Human resources		216,000	3%	24,000	48,000	48,000	48,000	48,000
Z 01 01	Coordinator (Project Co-Manager)	BTC-Management	108,000		12,000	24,000	24,000	24,000	24,000
Z 01 02	Assistant project manager / Financial Officer	BTC-Management	81,000		9,000	18,000	18,000	18,000	18,000
Z 01 03	Project assistant	BTC-Management	27,000		3,000	6,000	6,000	6,000	6,000
Z 02	Investments		22,000	0%	16,000	3,000	2,000	1,000	0
Z 02 01	Office Equipment, Furniture & Office Improvement	BTC-Management	12,000		6,000	3,000	2,000	1,000	0
Z 02 02	IT Equipment	BTC-Management	10,000		10,000	0	0	0	0
Z 03	Operational Expenses		129,800	2%	16,550	31,600	30,100	30,100	21,450
Z 03 01	Services and maintenance costs (incl. utilities)	BTC-Management	32,400		3,600	7,200	7,200	7,200	7,200
Z 03 02	Transportation & Mission Costs (incl. intern. flights)	BTC-Management	20,000		2,500	5,000	5,000	5,000	2,500
Z 03 03	Telecommunications	BTC-Management	16,200		1,800	3,600	3,600	3,600	3,600
Z 03 04	Consumables and other operational costs	BTC-Management	49,000		6,000	12,000	12,000	12,000	7,000
Z 03 05	Legal advice & consultancies	BTC-Management	3,000		1,500	1,500			
Z 03 06	Training	BTC-Management	8,000		1,000	2,000	2,000	2,000	1,000
Z 03 07	Financial costs	BTC-Management	1,200		150	300	300	300	150
Z 04	Audit and Monitoring & Evaluation		108,000	2%	0	14,000	44,000	14,000	36,000
Z 04 01	Evaluation	BTC-Management	60,000				30,000		30,000
Z 04 02	Audit	BTC-Management	24,000			6,000	6,000	6,000	6,000
Z 04 03	Backstopping	BTC-Management	24,000			8,000	8,000	8,000	
TOTAL			6,200,925		724,530	2,421,145	1,225,800	1,199,200	630,250

BTC- Management	4,348,925
Co-Management	1,852,000

4.2 Human resources

The project will recruit a limited number of staff to be deployed at the PMU.

Table 4: Overview of the human resources of the PMU

Function	Time allocation	Duration (month)	Appointed by	Funded by
Project Manager	50%	54	MOET	VN
Project Coordinator (BTC)	100%	54	BTC	BE
Project Management Assistant / Financial Officer	100%	54	BTC	BE
Project assistant(s) – short term or longer term contracts as needed	100%	54	BTC ⁸	BE
MOET provided secretarial support	50%	54	MOET	VN

The Representation of BTC in Hanoi will recruit the local staff financed by Belgium with the consent of MOET, and manage their contract.

MOET will likewise seek consent from BTC for the key personnel specifically recruited for the project. The Belgian contribution will also be used to finance international consultancy support (estimated for approximately 105 working days) and national consultancy support (estimated for approximately 220 working days) as detailed in section 3.3.3.

4.3 Material resources

The equipment to be purchased is:

- Office equipment & furniture for the PMU
- IT equipment for the PMU

⁸ Proposed by PMU, appointed by BTC and funded by Belgian contribution

5 IMPLEMENTATION MODALITIES

5.1 Contractual framework

The General Agreement between the Belgian Government and the Socialist Republic of Vietnam was signed 11th October 1977.

The Indicative Cooperation Programme (2011-2015) between the Government of the Kingdom of Belgium and the Socialist Republic of Vietnam was signed 24th June 2011.

The present Technical and Financial File (TFF) is part of the Specific Agreement signed between the Socialist Republic of Vietnam and the Government of the Kingdom of Belgium, determining the legal framework of the intervention.

5.2 Institutional framework

This project is executed under joint Belgian-Vietnamese responsibility.

For the Vietnamese Party:

The Ministry of Education and Training (MOET) is the Vietnamese administrative entity responsible for the implementation of the project and for the Vietnamese contribution to the project. The MOET is the **Authorising Officer** of the project. MOET is responsible for the daily management of the project activities through the Project Management Unit (PMU).

The MPI is the government agency that performs the state administrative function over planning and investment. The Ministry is among others responsible for the management of Official Development Assistance. MPI will be represented in the Project Steering Committee and a representative of the MPI will have a key role in the Selection Panel for short term trainings.

For the Belgian Party:

The Directorate-General for Development Cooperation and Humanitarian Aid (DGD), under the “Federal Public Service Foreign Affairs, Foreign Trade and Development Cooperation” of the Government of Belgium is the Belgian administrative entity responsible for the Belgian financial contribution to the project.

The Belgian Technical Cooperation (BTC), represented by its Resident Representative in Hanoi, is co-responsible for the follow up and implementation of the project. The BTC Resident representative is the **Co-Authorising Officer** of the project.

5.3 Project Life Cycle

The duration of the Specific Agreement (SA) is six years (72 months) while the actual implementation phase of the intervention is 4 and a half years (54 months). The execution phase starts when the SA is signed and includes a start-up phase (estimation: 6 months) and a closing phase (6 months). All project activities must be terminated at the end of the 4 years and a half execution period.

Scholarships and trainings, ...) approved during the implementation phase can, for as far they will be completed before the expiry of the SA take place during the closing phase.

The project life cycle entails the following 3 phases:

5.3.1 Preparatory Phase

After the signature of the SA but before the effective start of the project implementation a number of tasks can already be prepared:

- Establishment of the PMU
- Recruitment process of staff
- Opening Bank accounts, ...

Some expenses can be made but only those linked to the recruitment processes and the procurement of IT equipment:

HR	
HR recruitment costs	5,000 EUR
Logistics	
Procurement of IT equipment	10,000 EUR
Total	15,000 EUR

5.3.2 Implementation Phase

The project implementation phase can start after BTC has been notified by the Belgian State. The Project Steering Committee will decide on the exact starting date of the implementation phase that will last for 54 months. The implementation phase consists of three phases:

Starting Phase: 6 months

The first phase of the implementation is a starting phase of maximum 6 months during which the following activities will be carried out (not exclusive):

- Meeting of the Project Steering Committee (PSC)
- The recruitment of staff
- Drafting and approval of the Project Operation Manual (POM)
- Drafting and approval of the manual 'Guiding Principles and Governance Rules for FCB selections'
- Constituting the Selection Panels and organisation of their 1st meeting as required
- Preparation and launching of the call for applications for the scholarship for master studies in Belgium (in preparation of the 2015 intake)
- Drafting and approval of the first project implementation plan (Year 1)
- Preparation and execution of the baseline study and the development of the M&E system (cf. activity 1.2)
- Organisation of networking activities and communication about the FCB to potential actors and beneficiaries (in preparation of activities 1.1)

Operational implementation phase: 42 months

See chapter 3 for details concerning the proposed activities .

Beyond this phase no new financial commitments shall be made and no new capacity building initiatives to be funded by the FCB may be initiated unless those approved by the PSC.

Closing phase: 6 months

The preparation of the closing phase will start before the end of the operational implementation phase. Timely attention for the closing process is necessary because capacity building processes take considerable time to be completed. The PMU will have to ensure that all activities are started in time to be fully finalised before the end of the closing phase.

The PMU will prepare a financial report and submit this to the Project Steering Committee: BTC will launch the project end-term review (ETR) of the project at that time.

The project will be closed at the latest at the end of the validity period of the Specific Agreement.

Beyond the validity of the Specific Agreement, no expenditure will be accepted unless it relates to commitments entered into force before the expiry date of the Specific Agreement and has been approved by the Project Steering Committee.

5.4 Implementation and follow-up structures

5.4.1 Project Steering Committee

The Project Steering Committee (PSC) represents the highest coordination and management level of the project. It provides strategic guidance to the Project Management Unit and assures that the project objectives are timely achieved.

The PSC is created at project start-up. It meets at the beginning of the project to approve the indicative action plan. Within the limitations imposed by the Specific Agreement, the PSC shall lay down its own internal rules and regulations and take its decisions by consensus.

The PSC will consist of the following members:

- The Director General of the International Cooperation Department of MOET as Chairman
- The Resident Representative for BTC in Vietnam as Co-chairman
- A representative of the Ministry of Planning and Investment
- A representative of the Ministry of Finance
- A representative of MOET – Department of Planning and Finance
- A representative of MOET - VIED
- A representative of MOET – Higher Education Department

The PSC Chairman and Co-chairman can invite different stakeholders, as non-voting members, to attend the PSC meeting.

The Project Steering Committee will meet on a six-monthly basis. PSC members can request an extraordinary meeting to PSC chairman.

The PSC will assume the following responsibilities and is mandated to:

- Ensure that the roles and responsibilities of the different entities involved in the project are clearly defined;
- Define and approve any adjustment in FCB strategies; provide policy and implementation guidance to all project stakeholders;
- Approve modifications of activities, modalities and budget realignments provided that such modifications do not alter the project's general and specific objectives nor its overall budget;
- Approve proposals to modify the project indicators;

- Approve the project inception report, including the overall work and financial plan of the project;
- Approve the implementation manuals at the start of the intervention and any subsequent changes, including:
 - the Project Operational Manual,
 - the Guiding Principles and Governance Rules of selection panels,
- Approve the six-monthly progress and financial reports;
- Approve the six-monthly action and financial plans;
- Approve the activities to receive FCB support as submitted by PMU
- Appraise the progress of the project and the intermediate achievement of its results
- Approve the terms of reference of the mid-term and final evaluation missions. Endorse the recommendation and ensure the implementation;
- Seek approval of both Governments for modifications to the validity of the project's Specific Agreement, changes to the specific objectives, the duration of the Specific Agreement and the project's overall budget;
- Ensure that annual external audits are carried out by an accredited accounting firm, appraise any findings and recommendations and follow-up their implementation. Based on the conclusions of the audit reports, the PSC can decide to increase the frequency of the audit;
- Approve the action plan related to the closing process (planning, last operational and financial commitments), the final report and the final closure of the project, following the procedure mentioned in the guideline "Closing procedures" provided by BTC;

The PMU will ensure the secretariat of the PSC meetings. All reports must be written in both English and Vietnamese, and be submitted to PSC members at least 6 working days before the PSC meeting.

The minutes of the PSC meeting as well as the amended reports with comments and recommendations from PSC members will be transmitted at the latest one week after the PSC meeting.

The PSC decides by consensus. The PSC members may designate a delegate to the PSC in case they are not able to attend the meeting. The delegate must be fully mandated to take decisions.

The Project Steering Committee will meet on a six-monthly basis until the closure of the project, but any member may request an extraordinary meeting. At least 5 working days are needed for the chairman and his secretariat to organize an extraordinary meeting.

The steering committee is mandated to:

- Ensure that the roles and responsibilities of the different entities involved in the project are clearly defined and delegate responsibilities to the Selection Panels of the FCB;
- Define and approve the FCB strategies and provide policy and implementation guidance to all project stakeholders;
- Approve the work plan of the project, including the financial planning;
- Approve the six-monthly progress and financial reports;
- Approve the six-monthly action and financial plans;
- Approve the implementation manuals at the start of the intervention and any subsequent

changes, including:

- the Project Operational and Financial Procedures Manual,
- the Guiding Principles and Governance Rules of the FCB selection panels,
- Approve selection and awarding decisions when such responsibilities have not been delegated to a Selection Panel and/or to the PMU;
- Approve the terms of reference of the mid-term and final evaluation missions and endorse their recommendations (including ensuring the implementation of approved changes recommended by the mid-term evaluation report);
- Ensure that annual external audits are carried out by an accredited accounting firm, appraise any findings and recommendations and follow up their implementation;
- Recommend any essential modification of the objectives, the total budget and/or the duration of the project to the Vietnamese and Belgian Government;
- Approve the changes of the composition and responsibilities of the PSC, the Selection Panels and the PMU;
- Approve modifications to the TFF, except for modifications of the objectives, the total budget and the duration of the project;
- Approve the action plan related to the closing process (planning, last operational and financial commitments), the final report and the final closure of the project, following the procedure mentioned in the guideline “Closing procedures” provided by BTC;
- Approve the final report and the final closure of the project.

5.4.2 The Programme Management Unit (PMU)

The PMU will be headed by a Project Manager (appointed by MOET, with no-objection by BTC) and a Project Coordinator (appointed by BTC, with no-objection by MOET) who will jointly be responsible for the daily management of the project.

The PMU will be composed of:

- a Project Manager (54 months);
- a Project Coordinator (54 months);
- a Project Management Assistant / Financial officer (54 months);
- ad-hoc administrative support staff, recruited and financed by the project;
- secretarial support (part time) provided by MOET

The PMU will be based in Hanoi City.

The Project Manager and the Project Coordinator will jointly:

- Execute the daily management project activities described in this TFF and the approved project work plans;
- Ensure that all activities and related outputs contribute to the expected project results and specific objective, through a close monitoring based on pre-defined indicators;
- Provide guidance on project methodology and strategy
- Assure the administrative support for the PSC (secretariat, agenda, documents, minutes and

dissemination of minutes)

- Prepare and submit to the PSC the implementation manuals, at the start of the intervention and any subsequent changes, including:
 - the Project Operational and Financial Procedures Manual (POM),
 - the Guiding Principles and Governance Rules of the FCB Selection Panels,
- Establishing the project work plan and budget that will be presented to the first Project Steering Committee (PSC) during the first 3 months of the project starting phase,
- Prepare the quarterly (operational & financial) planning and progress reports to be submitted to BTC for approval;
- Prepare and submit to the PSC the six-monthly (operational & financial) planning and progress reports; Appropriately prepare any issues and proposals to be submitted for decision or guidance by the PSC;
- Coordinate the execution of the project in accordance with the project work plans approved by the PSC;
- Compile the projects annual reports and final report at the end of the project following BTC guidelines;
- Undertake regular monitoring and report on monitoring findings;
- Contribute to and submit to the PSC the terms of reference of the mid-term and final evaluation missions;
- Ensure the transparency and integrity of all selection and awarding processes of the FCB, conduct and/or monitor quality control of key capacity building services funded by the FCB, ensure good governance and economic use of the project resources and met BTC requirements with respect to treasury and budget management;
- Prepare a draft ToR for the Mid-Term Review and other review missions as deemed required;
- Facilitate the work by providing all necessary information to the external audits and evaluation missions and to guarantee the good execution of their recommendations;
- Follow-up all the necessary administrative procedures for tax and VAT exemption/refund;
- Ensure the adequate closure of the project activities, including the preparation of the final report at the end of the project duration and other needed activities following the procedure mentioned in the guideline “Closing Procedure” provided by BTC
- Provide administrative support to the Selection Panels (secretariat, agenda, documents, minutes, dissemination of minutes);
- Propose to the PSC any essential modifications of the objectives, the total budget and/or the duration of the project to the Vietnamese and Belgian Government;
- Tender (where such responsibility has been delegated to the PMU) for the procurement of works, goods and services in conformity with applicable regulations;
- Preparing an end-of- project consolidated report to be presented to the PSC no later than one month before the end of the project. The report includes the minutes of this PSC meeting and provides a full account of the expenditures of both the Vietnamese and Belgian contributions. It also includes a list of the equipment to be handed over to the Vietnamese Government and the destination of the remaining budgets.

The PMU reports directly to the PSC in terms of activities and results linked to the project. The PMU has to ensure that adequate human resources are deployed in order to achieve qualitative and timely results

The organization and operation of the PMU will be further described in the Project Operational and Financial Procedures Manual (POM) to be approved by the PSC in alignment with Vietnamese Rules and Regulations for ODA projects.

5.4.3 Three FCB Selection Panels

Three Selection Panels will be established (See Chapter 3) to support the PMU in evaluating the applications and/or proposals received, leading to the selection of beneficiaries and/or service delivers for capacity building initiatives funded by the FCB.

These selection panels will evaluate, select and approve policies, selection criteria and proposals/applications while the PMU will coordinate the secretariat of these panels and execute the FCB activities.

The overall role of the FCB Selection Panels are:

- To support and advice the PMU on FCB implementation strategies
- To assist the PMU director to list and select the conditions (specifications / ToRs) for selection of beneficiaries and/or capacity building activities to be supported by FCB
- To select the beneficiaries/CB activities to be supported by FCB
- To contribute to the quality review of FCB activities

All permanent and ad-hoc members of the FCB Selection Panels must sign a 'Declaration of Impartiality and Confidentiality'. Any member who happens to be confronted with a potential conflict of interest with any applicant or application must declare such (risk of) conflict of interest and immediately withdraw from further participation from the discussions or proceedings regarding the concerned selection process.

The PMU acts as secretariat for the organization of these Selection Panels, but is in the same time guardian of the impartiality and transparency of the selection process.

Until full validation, the conclusions of the Selection Panel are to be treated as confidential and may not be communicated.

A manual with 'Guiding Principles and Governance Rules for FCB selections' will be developed at the start of the project and submitted for approval by the PSC. Once approved by the PSC, it will be the basis for the general operations and specific tasks of these Selection Panels.

The following table provides an overview on the selection panels to be established and their tasks:

Table 5: Overview of the composition and tasks of different selection panels

Selection panels	Tasks	Composition
Short Term International Trainings (3.3.3.1 Activity 3.1)	<ul style="list-style-type: none"> - Approve the selection policy for beneficial organizations/individuals to receive FCB supports for traineeships in Belgium - Evaluate, rank and select proposals from Vietnamese organizations applying for FCB support 	<ul style="list-style-type: none"> - MPI representative, Chair - MOET – ICD representative - BTC representative - Experts and other invitees (ad hoc)
Long Term International Trainings (3.3.2.2 Activity 2.2)	<ul style="list-style-type: none"> - Step 1: <ul style="list-style-type: none"> o After pre-selection (removal of non –eligible applications) the selection panel will rank the applicants. o The shortlist will be limited to 3 times the number of scholarships that can be awarded. - Step 2: <ul style="list-style-type: none"> o The panel will thereafter interview shortlisted candidates and make up a final ranking 	<ul style="list-style-type: none"> - MOET-VIED representative, Chair - MOET - ICD representative - BTC representative - Experts and other invitees (ad hoc)
Trainings / Capacity Building activities in Vietnam Alumni-related activities (3.3.3.1 Activity 3.2)	<ul style="list-style-type: none"> - Approve the selection policy for capacity building activities in Vietnam region to be supported by FCB - Evaluate, rank and select proposals for support from beneficial organizations and CB service providers - Approve selection policies and conditions for alumni - related capacity building initiatives - Evaluate and approve applicants for alumni - related capacity building initiatives according to the approved selection criteria. 	<ul style="list-style-type: none"> - MOET - ICD representative, Chair - BTC representative - Experts and other invitees (ad hoc)

5.5 Operational Management

5.5.1 Underlying Principles

This project will use a mix of two **management systems**

- o the Vietnamese system
- o the BTC system

As far as responsibilities are concerned, two modes exist in the project:

- o **Joint responsibility:** both the Vietnamese partner and BTC are responsible. For the finance and procurement management areas, the term “co-management” is used.
- o **BTC responsibility:** BTC is responsible. For the finance and procurement management areas, the term “BTC management” is used.

The overall responsibility mode for this intervention is “**joint responsibility**”, so **co-management** applies for most management areas. Some specific processes like technical backstopping, audits, MTR, ETR, capitalization services, etc. and the management of activities executed in Belgium or other countries (Belgian scholarships, fellowships, etc.) will, for administrative reasons, remain under Belgian responsibility.

Notwithstanding the choices of systems and responsibility modes, the principles of partnership, collaboration, transparency and mutual information will apply in managing the project.

The co-management modality will follow the guidelines on management and utilisation of ODA, defined in the Vietnamese Decree 38 of 2013, and its revisions.

The PMU will ensure adherence to the UN-EU guidelines, and its revisions, for financing local costs in development cooperation in Vietnam. Deviations should be motivated and obtain approval of the steering committee.

The chairperson of the PSC (appointed by MOET) will be the authorising officer and the Resident Representative of BTC in Hanoi will be the co-authorising officer and give necessary “no-objections”.

5.5.2 Human Resources

MOET will appoint the chairperson of the PSC and the FCB Project Manager.

The BTC Representation in Vietnam will select and contract both the ‘Project Coordinator’ and the ‘Project Management Assistant / Financial officer’, with the consent of MOET; BTC will manage their contract.

Any ad hoc support staff to be financed by the project will be selected by the PMU and contracted by BTC if the budget line is in BTC-Management and by Vietnam for budget lines in co-management.

For overview see 4.2 and ToR in annexes.

5.5.3 Financial management

All financial resources of the program will be managed transparently and reported in accordance with the principles of joint partnership and respecting the rules on public financial management.

The PMU is responsible for the management of funds and will respect the principles of cost efficiency, economy, transparency and respect of the Vietnamese legal framework.

The financial management of the project will be assured by the PMU, based upon action and financial plans previously approved by the PSC.

5.5.3.1 Bank accounts

Main and operational accounts under co-management

Two bank accounts called "Belgian contribution FCB" shall be opened for the Belgian contribution at a commercial bank in Vietnam approved by both MOET and the BTC Representation: a main account in EUR and a second one in VND. The main account will be replenished by BTC in quarterly instalments based on the provisions made in the approved action plans. The VND account will be replenished from the main account. The accounts will be operated by double signature, according to the modalities defined in the following table:

Table 6: Basis for operating the Bank Accounts

Signature 1	Signature 2	Limit
FCB Project Manager (appointed by MOET)	FCB Project Coordinator (appointed by BTC)	25,000 EUR
Authorising officer	Co-authorising officer:	>25,000 EUR
Chairperson of the PSC – appointed by MOET	BTC Resident Representative	The limit depends on MOET rules and the regulations of the BTC representation

Main and operational accounts under BTC management

For local expenses under BTC management, an account shall be opened in Vietnam and managed according to BTC procedures. This account will be replenished by BTC in quarterly instalments based on the provisions needed for financing the approved action plans.

5.5.3.2 Funds transfer

The PMU (the Project Manager and Project Coordinator jointly) will submit requests for fund transfers to the BTC Resident Representative.

Following notification of the Implementation Agreement between the Belgian state and BTC, a cash call can be sent to the BTC Representation. This first instalment might correspond to the needs for the first six months.

Subsequent requests for transfers must be based on action and financial plans approved by the PSC.

Each transfer should equate to the estimated funding requirements of the project as prepared by the PMU for the succeeding three months, plus a small margin for contingency. The transfer of funds by BTC to the FCB bank accounts will be made at the beginning of each quarter provided that:

- The financial accounts for the project are up to date and have been submitted to the BTC Representative;
- The financial plan for the quarter to be financed has been submitted to the BTC Representative;
- The amount of the transfer request does not exceed the remaining budget balance;
- Any recommendations proposed by external audits have been followed up or implemented and reported to the BTC Representation

In addition, intermittent urgent cash transfers may be requested; such urgent cash calls are only acceptable if they are fully justified in relation to extraordinary events.

The final payment of the project will follow the same conditions as described above.

5.5.3.3 Financial planning

Every quarter, the PMU (the Project Manager and Project Coordinator jointly) must elaborate a financial planning for the current quarter and for the following quarters and following years based upon the six-monthly action plans approved by the steering committee. The financial planning should be completed according BTC procedures and submitted to the BTC Representation.

5.5.3.4 Accounting

The accounting of the project will use BTC-approved accounting software and guidelines while respecting the Vietnamese rules for ODA projects defined in following regulations, or their revisions:

- a. Decree 38/2013/ND-CP of the government on the promulgation of Regulations on ODA use and management.
- b. A circular to guide on application off Degree 38/2013/ND-Cp is under consultation.
- c. Circular 219/2009/MOF dated 19/11/2009 of Ministry of Finance on the cost norms applied for ODA projects/programs. This decision will be revised/updated following issue of Decree 38 as mentioned above.
- d. Circular No. 225/2010/MOF dated 31/12/2010 concerning the financial management mechanism ODA funds.

The accounting documents are compiled and approved on a monthly basis following BTC procedures. The accounting documents must be signed for approval by the project manager and project coordinator). The accounting documents that must be forwarded to the BTC Representation include an electronic file, the supporting documents as well as the bank statements and petty cash statements.

5.5.4 Budget management

Budget constraints: The total budget and the budget per execution mode ('co-managed' and 'BTC managed') may not be exceeded. The budget of the project sets out the budgetary limits within which the project must be executed.

Budget increase: In case a budget increase is needed, a well-justified request for such budget increase must be submitted by the Vietnamese Party to the Belgian Party, after approval by the PSC.

Budget change: Both Parties can initiate a revision of the allocation by budgetary lines to be approved in a PSC meeting. In every case, the PMU must document the budget modifications.

The following budgetary changes are possible through a decision of the PSC:

- Change of the budget structure;
- Reallocation of means between financing modes;
- Transfer of resources between existing budget lines if the change exceeds 10% of the budget line;
- Decision on the use of the contingencies budget.

(The contingencies budget can only be used for project activities and after approval of the SC. Its use must always be accompanied by a change of the budget.)

5.5.5 Public Procurement

Co management

Procurement of goods, works and services executed in co-management will follow the Vietnamese regulations for public tendering.

The legislation also defines standard bidding documents for all forms of procurement and the format of the evaluation report on submitted bids.

The PMU (the Project Manager and Project Coordinator jointly) must endorse the allocation, invoices and payments of contracts in writing.

In order to comply with the Belgian requirements for control of public expenses, the use of Vietnamese systems has to be combined with an ad-hoc system of BTC No-objections. In that respect BTC will adapt its own guideline about procurement competences and no-objection to manage its share of responsibility. The thresholds for the non-objection process will be in line with the BTC rules and regulations related to delegation of responsibilities and will be detailed in the POM.

When applicable, the no-objection is required at the following steps of the process:

- Tender documents (complete file) including ToR and selection criteria;
- Attribution report including proposal of contract;
- Acceptance of the works / supplies.

Upon request, all members of the PSC will have access to all administrative, financial and technical documentation regarding project procurement.

BTC management

For the BTC -management budget lines, procurement will be done according to the Belgian law on public tendering.

Table 7: Belgian procurement procedure to apply and publication requirement

Procedure	Publication	Works	Supplies	Services
Direct purchase Detailed ToR or specific call for proposals. Minimum 3 pro-forma	Not mandatory	Below 8.500 EUR	Below 8.500 EUR	Below 8.500 EUR
Competitive negotiated procedure Detailed specifications or specific call for proposals. Minimum 3 invitations	Invitation to national and/or international bidders subject to the technical complexity of the assignment and the availability of the needed expertise in the country	Between 8.500 and 85.000 EUR	Between 8.500 and 85.000 EUR	Between 8.500 and 85.000 EUR
Open procedure Detailed specifications	Mandatory: Invitation to national and/or international bidders subject to the technical complexity of the assignment and the availability of the needed expertise in the country	Above 85.000 EUR	Above 85.000 EUR	Above 85.000 EUR

Remarks: In many cases the FCB will use a negotiated procedure through a specific targeted call for proposals on capacity building initiatives (with a maximum budget of 85.000 euro per proposal). The procedure might include several stages leading to a conditional selection of a proposal to be subsequently confirmed through a further negotiation of the agreement / contract on the capacity building initiatives to be conducted or related capacity building services to be provided. Such final stage in the awarding procedure will allow complementing the selected proposal with any required measures to ensure the quality and effectiveness of the selected capacity building initiative and/or to mitigate any relevant governance or integrity risk related to the selected proposal. This will include specific risk management measures if partial advances must be funded by the FCB.

5.5.6 Monitoring & Evaluation

5.5.6.1 Monitoring

Process	System	Responsibility
Baseline study	BTC	Joint
Mid Term review (MTR)	BTC	BTC
End-term Review (ETR)	BTC	BTC
Backstopping	BTC	BTC

A **Baseline Study** will be carried out during the starting phase of the project. The baseline study shall provide user friendly qualitative and quantitative indicators to allow adequate monitoring and evaluation of the FCB project's implementation, performance and outcome.

The PMU will be responsible for continuous data collection and periodic **monitoring & reporting**. To do so, the PMU will be supported by national and international technical assistance (cf. activity 1.3) and through backstopping by BTC experts from Brussels.

An overall monitoring vis-à-vis the specific objective and the three result areas of the FCB project will be set-up. This will comprise:

- Starting from concrete propositions in the Logical Framework described in annex, fine-tuning and/or defining indicators (baseline and target) for key step in each result.
- Where appropriate distinguishing between process / activity, output, outcome and impact level.
- Where appropriate, baseline and target data as well as real progress data will be disaggregated by gender, to show male / female participation.
- Designing appropriate systems for periodic / on-going data collection on the FCB project implementation at activity, output and outcome level and ensuring the correctness and timeliness of such data collection.
- Producing periodic (quarterly, half yearly and yearly) progress and monitoring reports in line with BTC project reporting and monitoring requirements.

5.5.6.2 Evaluation

An external Mid-Term Review (MTR) shall be conducted at the end of the 2nd year of the FCB implementation. The MTR will focus on the performance of the project and verify its realizations. The MTR report will be submitted to the PSC for endorsement of the proposed recommendations. Consequently the PMU will define an implementation plan of the recommendations in line with the decisions of the steering committee. The follow-up of this plan will be included in each progress report.

An external End Term Review (ETR) shall be carried out at the latest 6 months before the end of the intervention. The ETR will focus on the intervention's achievements as well as on its lessons learned. This mission will perform a check of compliance with results listed in this TFF and will capitalize lessons learned.

These exercises will be conducted under the final responsibility of BTC as part of its M&E policy. To strengthen mutual accountability the review exercises should be aligned, with similar Vietnamese procedures. The PMU will facilitate and support the MTR and ETR missions.

5.5.6.3 Backstopping

Technical follow-up and support missions by BTC experts from BTC experts will be conducted, at least on annual basis.

The PMU will facilitate and collaborated intensively with such backstopping missions.

5.5.7 Financial and procurement audit

Financial and procurement audit

BTC will contract an independent qualified audit firm (International Accounting Standards) to perform an annual audit of the project accounts. BTC will write the terms of references of the audits. These audits will be financed through the budget line 'Audit and M&E'.

The audit reports will be submitted to the PSC who will decide on the measures to be taken, if any. This annual external audit will:

- Check the compliance, ex-post, between payments from the specific bank account and the actual realisations, with the supporting documents, kept by the project;
- Check the respect of the management procedures of the project including management of all project assets and procedures mentioned in the POM;
- Check the respect of the public procurement Vietnamese or Belgian legislation and internal regulations as well as the transparency, integrity and governance of calls for proposals and corresponding selection processes conducted by the FCB.

The auditing reports shall be discussed in the PSC.

The PMU shall prepare an action plan, based on the audit recommendations, as needed to address the noticed weaknesses. The action plan and its follow up must be presented at each PSC meeting, which will approve its implementation. The cash call will be conditioned by the follow up or settlement of possible reserves/issues revealed by the audit mission.

Both Parties should consult each other to settle those reserves/issues.

In addition to the annual audit, specific audits can be initiated by each Party at any time, provided the other Party is informed.

If the audit is negative, or if the evaluation of experiments using similar modalities appears to be negative, BTC is entitled to submit to the PSC a modification of the execution modalities in order to limit the related fiduciary risks.

If the auditing report shows that the funds are not managed in a transparent and appropriate way, BTC can suspend the next instalment and request the reimbursement of the funds already transferred.

Audits by Belgian external bodies

In accordance with the legal status of BTC, each year an Audit Committee reviews the accounts of BTC. Within this framework, the Audit Committee may also carry out audits of programmes in Vietnam. The Audit Committee of BTC may also request the BTC's internal auditor to audit a specific programme or project. Those audits being independent of BTC management nonetheless must be fully facilitated by the BTC representation and by the program and project management units.

The remarks formulated by such audits require the same follow-up as explained above for the financial and procurement audits.

5.5.8 Taxes and Duties

No part of the Belgian contribution shall be used to pay taxes, customs, import duties or other tax-related fees (including VAT) on supplies or equipment, labour and services.

- The Government of Vietnam exempts all goods, equipment and services purchased for non-refundable ODA projects from all custom duties and taxation in accordance to Vietnamese laws and regulations. The administrative procedures for tax exemption or tax and duties reimbursement will be assumed by the Vietnamese partner.
- If full exemption is not possible under Vietnamese laws and regulation whatever taxes or duties are claimed, they will be taken in charge by the Vietnamese partner.

5.5.9 Closure of the project

The project commits itself to close the specific accounts at the end of the execution agreement of the project. The PSC will be responsible to implement the closing process according the guideline "Closing procedures" of BTC.

One year before the end of the project the PSC will validate a closing action plan. Six months before the end of the project, an updated closing action plan and a financial balance (see guideline closing procedure) will be prepared by the PMU and submitted and approved by the PSC. This updated closing action plan will, among other issues, list the outstanding commitments, the guarantees, advances or any liability towards external parties.

The PSC will agree upon the re-allocation of the funds remaining on the projects accounts. The final financial report must be submitted three (3) months after the end of project activities and at the latest six (6) months before the end of the Specific Agreement.

Drafting the Final Report is the responsibility of the PMU that could decide to hire an external consultant for this purpose. The Final Report shall be submitted to the PSC members at the final Steering Committee meeting for approval. The report will include an overview of the realized activities and a satisfaction survey of a representative sample of beneficiaries. The final financial report is a part of the Final Report.

The PSC is responsible for the approval of the final financial statement and the closure of the project accounts. During the last meeting of the PSC the members shall make propose a destination of all program assets and the remaining financial balance, if any. Belgium and Vietnam will confirm this proposal.

The project will be closed at the latest at the end of the validity period of the Specific Agreement (duration of the intervention + 18 months).

Beyond the validity of the Specific Agreement, no expenditure will be accepted unless it relates to commitments entered into force before the expiry date of the Specific Agreement and has been approved by the PSC.

5.5.10 Reporting

The quality (reliability, timeliness, completeness) of the reporting will determine the disbursements for the project. All reports must be issued in both Vietnamese and English. In case of differences of interpretation, the English version will prevail. BTC may ask for additional information on the report content and/or additional documents.

Progress reports

The frequency and format of the progress reports shall comply with the harmonized reporting

system agreed between the Government of Vietnam and the donors, in accordance with Decision 803/2007/QĐ-BKH on ODA Reporting Mechanism and Formats (issued by the Minister of MPI) and use its prescriptions and templates.

During the starting phase, on the basis of the PMU and BTC proposals, the first PSC will decide on the reporting structure and all necessary templates. If necessary, the Vietnamese system will be amended to guarantee that the reports will include the following requirements:

- Overview of activities executed and results achieved: this part will identify the difference between what has been planned (on an operational and financial ground) with what has been implemented:
 - follow-up of the implementation of the planning with a list of the activities implemented;
 - follow-up of the procurement plan;
 - if useful, narrative explanation of the activities;
 - list of incomes and expenses of the previous quarter;
 - budget follow up;
 - cash flow reports (bank account statements and cash reconciliation).
- Analysis of the implementation: this part will identify the reasons for not respecting the planning, clear action plan with corrective measures, responsible and deadlines.
 - identification and description of successes;
 - identification and description of problems;
 - a narrative highlighting the discrepancies with the previous periods;
 - identification and description of risks.
- Activity and financial planning update:
 - update of the planning taking into account the analysis of successes, problems and risks;
 - update of the procurement planning;
 - the three-monthly budgeted Action Plans and list of main engagements;
 - the related cash forecast.

Specific information for the PSC meetings

The following documents will be presented to the PSC:

- The progress report of the implementation period since the former PSC
- Action plan for the following 6 months (compiling information regarding operations, procurement and financial planning)
- Strategic recommendations and / or decisions to be endorsed by the PSC

Annual report

The PMU Director will present annually a result-oriented consolidated report on progress towards results (output and outcome) and concisely assess progress, suggest recommendations to the PSC and highlight lessons learned. To be sent no later than end of February, every calendar year, for submission to DGD.

The standards set in the BTC M&E Policy must be respected. The timing will respect the Belgian and the Vietnamese requirements.

Reporting is to be undertaken regularly in accordance with the following table.

Table 8: Reporting Summary

Reports	Responsible	Content	Destination
Quarterly progress report and operational planning	PMU	Progress reporting and planning (activities, finance, tenders, ...)	MOET BTC Representation
6-monthly progress report and action plan Prior to a Steering Committee meeting	PMU	Progress reporting and activity and financial planning	PSC
Annual Report	PMU	Annual progress report (results, activities, budget)	PSC
External audit reports	BTC (Produced by Auditing firm)	Financial audit + value for money	PSC BTC
MTR Report	BTC (Produced by External consultant)	External Midterm review	PSC
End Term Review Report	BTC (Produced by External consultant)	Final Evaluation	PSC
Final Report	PMU	Provisional acceptance of program activities	PSC

5.6 Modification of the TFF

The Project Steering Committee can approve any modification of the TFF, except for adjustment of the project name, project owner, general and specific objectives, the total budget and the duration of the project.

6 CROSS CUTTING THEMES

6.1 Environment

Environmental issues and more specifically those linked to water & sanitation management urbanisation and climate change are at the core of the Vietnamese-Belgian Cooperation (cf. first priority sector of the ICP 2011-2015).

This could become more apparent through choices during implementation of project of targeted areas of capacity such as:

- Mitigation of climate change impact
- Mitigation of rapid urbanisation hazards – including environmental hazards
- Renewable energy
- Water and sanitation management – including their environmental issues
- Waste management

In other words, a part of the capacity enhancement initiatives conducted through the activities listed under result areas 2 and 3 of the FCB could target enhancement of the capacity of the Vietnamese individuals and organisations in such environmental-related areas.

In addition, when designing the FCB funded capacity building interventions and/or preparing and awarding calls for related proposals, environmental issues could be taken into account. The same holds for other public procurement used by the project, through the inclusion of environmental criteria in terms of references and tender documents. To the extent possible and economically justifiable, efforts will be made to reduce the environmental impact of capacity building processes funded by the FCB and to limit any avoidable or wasteful use of energy or natural resources for FCB activities, a special focus will be given to the impact of transport required for FCB activities.

This can for example be achieved through approaches using online / distant / e-based approaches for learning, expertise exchange and other capacity building modalities; attention for synergies such as making best use of the presence of Belgian / international experts who happen to be in Vietnam for BTC projects related to environmental issues.

The FCB monitoring system, including mid-term and final reviews and reporting will include specific chapters related to the integration of environmental issues in the project's results and activities, procurement and daily management.

6.2 Gender

Attention for gender equity will be *mainstreamed* throughout the different activities in each of the result areas of the FCB. A few examples:

- The proposed selection criteria for scholarships for postgraduate (master) studies in Belgium comprises an explicit quota of minimum 50% female beneficiaries (cf. activity 2.2).
- Overall quantitative and financial targets of minimum 50% for female participants.
 - An overall quantitative target (number of participants) of minimum 50% female participants is set for all direct training / capacity building initiatives funded by the FCB.
 - Complementing the quantitative target, an overall financial target (cost of training / capacity building per participant totalled per gender of participants) of minimum 50% funding in support of female participants is set for all direct training / capacity building initiatives funded by the FCB.
 - Such targets allow a variation in percentage of gender participation between the

different types of activities (1.1 and activities of results 2 and 3) but still aims at an overall average of minimum 50% female participants.

In addition specific gender equity related ambitions can be pursued under the different result areas and activities of the FCB.

- In result 1, through activities 1.1 and 1.2, special attention can be given to understanding and addressing particular challenges of enhancing female access to training / capacity building and to understanding and fostering the conditions of success for high efficiency in prolonged training / capacity building of women in Vietnam.
- In result 2, specific attention may be given to fostering (potential) women leadership; starting with the pre-departure coaching of female scholarship beneficiaries, the fostering of creating woman leadership relevant networks or topic groups among the alumni, etc.
- In result 3 specific capacity building interventions may be envisaged and funded under activity 3.2 (“Short term training & individual capacity building in Vietnam”) in order to support (potential / emerging) woman leadership and/or other gender equity ambitions in Vietnam. This can further build on lessons learned and good practices of the Training Facility and other initiatives in Vietnam.
 - Where appropriate the above can start with awareness raising initiatives on ‘gender mainstreaming’.
 - Numerous gender trainings have been provided as stand-alone events. In order to avoid the ad hoc character of such trainings, the FCB could introduce and experiment with the “Joint Learning Journeys” (JLJ) approach. These JLJ guide the introduction of gender mainstreaming processes in projects and programmes. Actors/stakeholders start interactive processes, mostly with coaching, in order to integrate certain gender sensitivity in organisational functioning. These JLJ can be conducted over longer periods.
- Specific collaboration can be envisaged for alumni topic-groups with the Wikigender project of the OECD/DAC and or other networks providing discussion for building capacities in gender related areas and for integrating gender in organisational development.
- Furthermore, the FCB could explore any other opportunity to collaborate with WikiGender for the creation of initiatives for building/exchanging gender related capacities in the ICP’s priority sectors.

Specific attention shall be given to gender equity relevant issues within each of the targeted areas of capacity.

- In order to make this explicit, “Gender equity” could be chosen during implementation a transversal “targeted area of capacity” for the FCB.
- In case of support needed from the national gender machinery, training / capacity building of individuals from the latter may be organised. Particular attention may also be given to the strengthening of gender focal points in the institutions of the priority sectors.

Finally, the PMU should include specific gender equity ambitions in the fine tuning of the FCB implementation strategies and in the annual action planning and periodic reporting, monitoring and evaluation of the FCB.

7 ANNEXES

7.1 Logical framework

	Intervention logic	Indicators	Sources of verification	Hypotheses
GO	<p>General objective.</p> <p>To contribute to the sustainable development and growth of Vietnam by facilitating Vietnam to become a knowledge-based industrialised country by 2020.</p>			<p>Remarks:</p> <p>The scale of the FCB is tiny compared to the magnitude of the challenges of the global objective and to the enormosity of national and international resources being committed and employed to contribute to the sustainable development of Vietnam. Therefore the expected impact / contribution towards achieving the General Objective can only be very limited!</p>

	Intervention logic	Indicators	Sources of verification	Hypotheses
SO	<p>Specific objective.</p> <p>The quality of human resources of Vietnam is enhanced through strengthening the innovative and management skills and capacities of Vietnamese individuals and targeted institutions.</p>	<ul style="list-style-type: none"> The Vietnamese individuals and organisations that benefit from FCB support sufficiently enhance relevant skills and capacities as needed for them to be able to better perform in their roles and better achieve their ambitions. <ul style="list-style-type: none"> ✓ % of success in reaching their envisaged CB outcomes among involved individuals. ✓ Number of such individuals successful in their CB. ✓ % of success in reaching their envisaged CB outcomes among involved organisations. ✓ Number of such organisations successful in their capacity building. The extent to which the FCB significantly contributes to enhanced support for and expertise in effective capacity building among a sustainable group of related supporters (at management and leadership level) and professional experts in Vietnam. 	<ul style="list-style-type: none"> FCB monitoring & evaluation data; with systematic scoring of success in achieving set CB objectives / outcomes. <ul style="list-style-type: none"> ✓ Self-scoring and qualified reporting by individuals and organisations involved (with preferably 6 months' time lag between CB activity and self-assessment of the CB outcome. ✓ Scoring by 3rd observers (supervisors, coaches, peers, clients, ...) 	<ul style="list-style-type: none"> The FCB is able to (gradually) foster and animate increasing interest, support and expertise in effective training / capacity building ('embedded', 'blend', and 'interlinked' CB) among FCB individual and organisational beneficiaries and other stakeholders, including (potential) CB service providers. Individual and organisational beneficiaries of FCB funded CB processes sufficiently continue throughout the chain of actions (embedded training / CB process) as designed and tailor made for their specific CB ambitions. In other word, only a small % of participants abandon on started CB processes. The training, coaching, mentoring and other CB roles undertaken within FCB funded initiatives are of high quality. The developed CB strategies and interlinked CB processes used in the FCB framework are effective. The FCB, through its PSC and PMU ensures that the

	Intervention logic	Indicators	Sources of verification	Hypotheses
		<ul style="list-style-type: none"> ✓ <i>Specific targets for this indicator may be set quantitatively and/or described qualitatively after the baseline study and when further detailing the FCB intervention strategies.</i> • The extent to which the FCB significantly contributes to the launching and/or development of (sustainable) win-win partnerships between Vietnamese actors and Belgian actors, themselves appropriately contributing to exchange of experience and on-going professional development of the actors involved. ✓ <i>Specific targets for this indicator may be set quantitatively (such as number of Vietnamese and Belgian actors involved) and/or described qualitatively (relevance and sustainability of the partnerships / networks) after the baseline study and when further detailing the FCB intervention strategies.</i> • Overall % of female participation in direct CB funded by the FCB. <p><u>Remarks:</u> some indicators detailed at result level are also relevant at the SO level.</p>	<ul style="list-style-type: none"> • Qualitative progress and results reporting by PMU and by partners / service providers in the implementation of the FCB • Opinion of MTR and ETR 	<p>FCB intervention strategies remain aligned to any key changes in national strategies such as the “Human Resource Development Strategy of Vietnam 2011-2020”, the Higher Education Reform Agenda (HERA) 2006-2020 and the national SEDP.</p> <ul style="list-style-type: none"> • Good coordination and synergy between the FCB and (the CB components and ambitions of) other BTC interventions in Vietnam. • Both from Vietnamese and Belgian side, there is a strong demand and potential for win-win partnerships (including professional networks) in the FCB targeted areas of capacity. <p><u>Remarks:</u> some hypotheses and/or assumptions detailed at result level are also relevant at the SO level.</p>
R 1	<p><u>Result 1:</u> Effective approaches and practices of training/capacity building are used by beneficiary institutions</p>	<ul style="list-style-type: none"> • Satisfied participants (cf. activity 1.1 - participants with a management, leadership or other key position) indicating that they now better understand the relevance and main advantages and challenges of effective embedded training / capacity building concepts and are supportive to apply them for their own organisations. • Vietnamese professionals (having participated in activity 1.1) sufficiently capacitated in effective training / capacity building as to significantly contribute to more effective training / capacity building in their own organisations or in the organisations that they support as service deliverers. • Vietnamese organisations satisfied of FCB support for developing their own effective training / CB strategies and actually implementing such strategies. 	<ul style="list-style-type: none"> • FCB monitoring & evaluation data; with systematic feedback, self-assessments and/or peer reviews by participants. • Qualitative progress and results reporting by PMU and by partners / service providers in the implementation of the FCB • Opinion of MTR and ETR 	<ul style="list-style-type: none"> • Sufficient interest among Vietnamese stakeholders in tackling the shortcomings of stand-alone approaches in (long and short term) training and in sharing, exploring and using better (international and national) practices and concepts of effective training / capacity building. • Initial successes in blended, interlinked and embedded training / capacity building and concrete examples of their effectiveness in the Vietnamese context will further increase interest in and support for approaches to effective CB. • Within the current Vietnamese context, there is no scope, demand or opening for the FCB to directly target institutional and organisational capacity building. Institutional or Organisational Capacity

	Intervention logic	Indicators	Sources of verification	Hypotheses
		<ul style="list-style-type: none"> • Appropriateness and actual use of the Capacity Building M&E system designed and used for CB initiatives funded by the FCB. • The extent to which the FCB has contributed to the organisational / institutional strengthening of Vietnamese Training Service Providers and to their capacity to offer broader and integrated training / capacity building services. 		<p>Assessments as a (standard) starting entry point for designing FCB funded CB would not be acceptable. However there is a clear scope and demand for focussing on effective individual capacity building providing the Vietnamese Organisations with enhanced quality in their human resources, including enhancing the innovation, management and organisational / institutional developmental skills that they need to strengthen their own organisations and institutions when the opportunities and demands arise to do so.</p>
R 2	<p><u>Result 2</u>: Capacity for innovation and management is developed through Master scholarships & follow-up.</p>	<ul style="list-style-type: none"> • Satisfaction of scholarship beneficiaries with respect to the scholarship related organisation and services. • Success of scholarships recipients / returnees of postgraduate (master) studies in Belgium in achieving their CB goals and development contribution ambitions upon return in Vietnam. • Significant contribution to the continuous professional development of alumni and other participants of activities and initiatives supported by the FCB under its activity 2.3. • Degree of effectiveness of the interlinked and embedded strategy of CB for scholarship beneficiaries and follow-up for alumni of postgraduate studies in Belgium or co-conducted and certified by Vietnamese and Belgian universities. • In-depth and qualitative feasibility study with respect to jointly funded Vietnamese – Belgian scholarships for post-graduate studies in Belgium. • Degree of contribution of the FCB to enhanced sustainability in the role of Vietnamese Belgian Alumni (Association and topic groups / networks / ...) in support of the professional development of their members. 	<ul style="list-style-type: none"> • FCB monitoring & evaluation data; with systematic feedback, self-assessments and/or peer reviews by participants and their coaches. • Qualitative progress and results reporting by PMU and by partners (such as topic groups of alumni) in the implementation of the FCB • Opinion of MTR and ETR 	<ul style="list-style-type: none"> • Embedding scholarships for postgraduate studies in a longer term process with pre-departure and returnee support and follow-up opportunities for exchange of expertise and professional development will lead to a significant increase in the effectiveness of the envisaged capacity building and in the achievement of the set contribution to development ambitions. • There exist interesting opportunities for synergies between: <ul style="list-style-type: none"> ✓ the initiatives envisaged under activity 2.3 (“Support the sharing of expertise, expert feedback, professional networks and other professional development initiatives for and by Vietnamese holders of Belgian master degrees or PhD”) ✓ the initiatives envisaged under activity 3.2 (“Short term training & blended individual capacity building in Vietnam”). ✓ the other BTC interventions in Vietnam. <p>The PMU of the FCB will continuously liaise between the actors and stakeholders involved and foster such synergies.</p> <p>Remarks: see also the hypotheses and assumptions described under the specific objective and the result 1.</p>

	Intervention logic	Indicators	Sources of verification	Hypotheses
R 3	<p><u>Result 3</u>: Management & professional skills are strengthened through short term training and other embedded capacity building initiatives.</p>	<ul style="list-style-type: none"> • Successful achievement of set training / CB outcomes by recipients of FCB-funding for short term training / exposure in Belgium. • Successful achievement of set training / CB outcomes by individual and organisational beneficiaries of FCB-funding for “short term training & blended individual capacity building in Vietnam” (activity 3.2). 	<ul style="list-style-type: none"> • FCB monitoring & evaluation data; with systematic feedback, self-assessments and/or peer reviews by participants and their coaches. • Qualitative progress and results reporting by PMU and by partners (such as topic groups of alumni) in the implementation of the FCB • Opinion of MTR and ETR 	<ul style="list-style-type: none"> • Embedding short term training in embedded training / capacity building processes (fitting within well-designed CB strategies) will lead to a significant increase in the effectiveness of the envisaged capacity building and in the achievement of the set ambitions for performance improvement and/or ability to discharge roles and functions at individual or organisational level. <p>Remarks: see also the hypotheses and assumptions described under the specific objective and the result 1.</p>

See §3.6 for an analysis of the risks (with risk mitigation measures) related to the hypothesis / assumptions listed in the last column.

7.2 Chronogram

Budget code	Results/Activities	Year 1		Year 2				Year 3				Year 4				Year 5				
		2014		2015				2016				2017				2018				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
R1: Effective approaches and practices of training/capacity building are used by beneficiary institutions																				
A_01_01	Provide target groups and organisations with tools, instruments, expertise and support for effective training / capacity building proposals																			
A_01_02	Set-up, continuously improve and use a proper monitoring and evaluation system																			
A_01_03	Providing technical assistance in embedded capacity building																			
R2: Capacity for innovation and management is developed through master scholarships & follow-up																				
A_02_01	Continuation of uncompleted scholarships in Belgium awarded before the start of FCB and new scholarships engaged in 2014																			
A_02_02	Targeted capacity enhancement through new scholarships for international master studies																			
A_02_03	Support the sharing of expertise, expert feedback, professional networks and other professional development initiatives by Vietnamese holders of Belgian master degrees and PhD																			
R3: Management & professional skills are strengthened through short-term training and other embedded capacity building initiatives.																				
A_03_01	Targeted capacity enhancement through short trainings and international study tours in Belgium.																			
A_03_02	Short-term training & blended individual capacity building in Vietnam.																			

7.3 ToR long-term personnel

7.3.1 FCB Project Manager

Duty station: Hanoi city

Duration of the assignment: 54 months

Recruited by MOET

Tasks

The Project Manager will function on a half-time basis as the daily co-leader of the PMU during the life of the Project. S/he will ensure, in conjunction with the BTC Coordinator and under the responsibility of the Project Director, that the FCB is implemented as described in the TFF in a smooth and timely manner.

In particular the MOET Project Manager will work in close coordination with the BTC Coordinator, under the supervision of the Project Director, to ensure that the members of the Joint Steering Committee are well informed of project progress and are adequately supplied with sufficient information to carry out their decision-making responsibilities.

The MOET Project Manager (in conjunction with the BTC Coordinator) will feed back to the PMU any changes in policy or direction that the Joint Steering Committee may wish to carry out within the Project framework.

Reporting to the Project Director the MOET Project Manager shall, in close cooperation with the BTC Coordinator:

- Provide overall co-leadership of the PMU and coordinate the operations of the project activities with all key stakeholders so as to ensure the coherence of the project;
- Prepare and submit to BTC the quarterly progress and financial reports;
- Prepare and submit to the PSC the six-monthly action and financial plans;
- Prepare and submit the operations manual - at the start of the intervention - to the PSC the implementation which includes:
 - Project Operational Procedures Manual
 - Project Financial Manual
- Propose to the PSC any essential modifications of the objectives, the total budget and/or the duration of the project to the Vietnamese and Belgian Government;
- Prepare the final report and oversee the final closure of the project.
- Tender (where envisaged as an action for the PMU) for the procurement of works, goods and services in conformity with applicable regulations
- Provide administrative support to the PSC (secretariat, agenda, documents, minutes; dissemination of minutes);
- Guarantee the project focus on the cross cutting issues;
- Implement such other duties of a reasonable nature as are assigned by the Joint Steering Committee

Reporting

The MOET Project Manager shall discuss and agree with the BTC Coordinator and the Chairperson of the Steering Committee on the form and frequency of reporting. Besides periodic progress and financial reports the MOET Project Manager shall provide the following reports:

- A Starting Up Report six months after commencement of the Project including assessments on the effectiveness of the PMU operations and, if needed, proposing options for improving the structures, systems and procedures;
- Consolidated and coordinated quarterly and annual progress reports including recommendations with justification for improving the effectiveness of the project activities;
- Financial reports in accordance with the requirements of BTC and the Vietnamese authorities;
- Final report summarising the results of the Project including lessons learnt, conclusions and recommendation on how the achievements of the program can be sustained;
- Any other reports as requested by the Chairperson of the Steering Committee and/or BTC.

7.3.2 BTC Project Coordinator

Duty station: Hanoi city

Duration of the assignment: 54 months

Recruited by BTC

Tasks

The BTC Coordinator will function on a full-time basis as the daily co-leader of the PMU during the life of the Project. S/he will ensure, in conjunction with the MOET Project Manager under the responsibility of the Project Director, that the FCB is implemented as described in the TFF in a smooth and timely manner.

In particular the BTC Coordinator will work in close coordination with the MOET Project Manager, under the supervision of Chairperson of the Steering Committee, to ensure that the members of the Joint Steering Committee are well informed of project progress and are adequately supplied with sufficient information to carry out their decision-making responsibilities.

The BTC Coordinator (in conjunction with the MOET Project Manager) will feed back to the PMU any changes in policy or direction that the Joint Steering Committee may wish to carry out within the Project framework.

The BTC Coordinator shall, in close cooperation with the MOET Project Manager:

- Provide overall co-leadership of the PMU and coordinate the operations of the project activities with all key stakeholders so as to ensure the coherence of the project;
- Prepare and submit to BTC the quarterly progress and financial reports;
- Prepare and submit to the PSC the six-monthly action and financial plans;
- Prepare and submit the operations manual - at the start of the intervention - to the PSC the implementation which includes:
 - Project Operational Procedures Manual
 - Project Financial Manual
- Propose to the PSC any essential modifications of the objectives, the total budget and/or the duration of the project to the Vietnamese and Belgian Government;
- Prepare the final report and oversee the final closure of the project.
- Tender (where envisaged as an action for the PMU) for the procurement of works, goods and services in conformity with applicable regulations
- Provide administrative support to the PSC (secretariat, agenda, documents, minutes; dissemination of minutes);
- Guarantee the project focus on the cross cutting issues;

- Manage the “BTC management” elements of the FCB budget in accordance with BTC regulations and report to the BTC representation as required by those regulations on their commitment and expenditure
- Implement such other duties of a reasonable nature as are assigned by the Joint Steering Committee

Reporting

The BTC Coordinator shall discuss and agree with the Project Director, the MOET Project Manager and the Chairperson of the Steering Committee on the form and frequency of reporting.

Besides periodic progress and financial reports the BTC Coordinator shall provide the following reports:

- A Starting Up Report six months after commencement of the Project including assessments on the effectiveness of the PMU operations and, if needed, proposing options for improving the structures, systems and procedures;
- Consolidated and coordinated quarterly and annual progress reports including recommendations with justification for improving the effectiveness of the project activities;
- Financial reports in accordance with the requirements of BTC and the Vietnamese authorities;
- Final report summarising the results of the Project including lessons learnt, conclusions and recommendation on how the achievements of the program can be sustained;
- Any other reports as requested by the Chairperson of the Steering Committee and/or BTC.
- Reports on the use of the “BTC management” resources as required by BTC regulations.

Profile

- University degree in social sciences, economics or a comparable discipline
- Relevant experience in capacity development and/or training activities
- Minimum 3 years’ experience in the management of a development program
- Knowledge of Vietnamese procurement regulations would be extremely advantageous
- Very good hands-on knowledge of excel and word is essential. Other programs (Database, accounting programs) a strong advantage
- Proficient in English and Vietnamese;
- Mature, good communicator and team-player;
- Able to work under stressful conditions and to cope with periods of high workload.

7.3.3 Project Management Assistant / Financial Officer

Duty station: Hanoi

Duration of the assignment: 54 months

Recruited by BTC

Tasks

The Project Management Assistant / Financial Officer is responsible for a variety of finance-related tasks including the ones listed below (this list is not exhaustive). He/she works under direct supervision of the BTC Coordinator for all BTC-management-related expenses and of both the BTC Coordinator and MOET Project Manager for all co-management-related expenses.

He/she will be one of the members of the PMU, and will work on a full-time basis.

- Responsible for financial administration and procedures;

- Control all financial administration issues: solves problems, helps improve financial administration by developing tools, points out and corrects errors and problems, reports any major problem to the co-directors and seeks advice from the BTC representation when necessary;
- Supervise compliance with legal and administrative procedures and guidelines; this implies he/she studies, checks and reinforces financial guidelines and procedures of the Belgian Technical Co-operation (for BTC-Management) in addition to the Vietnamese regulations (for co-management), including the Specific Agreement, the TFF and any guidelines provided from Brussels or the Representation in Hanoi;
- Ensure all instructions received from the representation or BTC headquarters are correctly applied and followed and that the requests are met within the deadline;
- Update guidelines and system of all types of payments in project, especially allowances;
- Banking & cheque and cash management
- Prepare, register and keep cheques;
- Ensures all invoices from external parties (contractors, suppliers...) are paid in due time, by bank transfer, cheque or cash and arrange those documents by date: her/his task of preparing bank transfer and cheque documents and manage pipeline payment to external parties;
- Attend and record all bank transactions, maintain bank accounts, ensure monthly bank statements and account overviews;
- Final responsibility for the cash management;
- Ensure liquidation of any internal advances and update advance outstanding by the end of each month and report to the Coordinator;
- Responsible for sound cash planning & cash withdrawals, so as to avoid cash shortages or large amounts cash in safe (security issue);
- Updates fixed asset register, follow up consultancies, contractor contract and stock of stationary.
- Financial activity reporting
- Record all project expenses properly in the accounting software, following guidelines and within the deadlines the latest 15th of the following month;
- Produce financial statements for control by PMU director and coordinator, make all necessary corrections and make all preparations for the monthly closing of the accounting;
- Supervise daily entry of expenses in the cashbook;
- Check and control to ensure quality and completeness of justification and supporting accounting documents of all expenses following guidelines;
- Ensure accounting coding and budgeting lines are corrects: this includes verification of financial reports, expenses and supporting documents;
- Ensure monthly balance of Cashbooks/Cashboxes and bank statements are the same, and responsible for completion and approval of reconciliation statements if any;
- Responsible for transparent and consistent filing of all accounting, banking and cash management documents.
- Produce financial reports whenever requested following format laid out (e.g. for steering committees), or develops customized formats for ad hoc reports (in excel);
- Make electronic back-up of final versions of financial reports.
- Budgeting and financial planning
 - Follow up and update of budget; Compare budget and planning with actual expenses; Provide monthly overview of budget balance to co-management and technical teams;

- Financial short-and long term planning: overall, yearly and quarterly (in co-operation with co-management and technical teams); monthly and weekly
- Overall management of bank and cash accounts, making cash calls on basis of the financial planning.
- Auditing and monitoring
 - Audit and analyse project expenses monthly, report any inconsistencies or irregularities;
 - Control supporting accounting documents on quality and completeness, and follow up on corrections by the accountant;
 - Consult and monitor financial issues related to technical project results areas
 - Preparing and assisting internal and/or external financial audit missions;
 - Any other tasks reasonably requested.

Profile

- Bachelor degree in business administration
- Minimum 2 years' experience in financial management and project administration
- Very good hands-on knowledge of excel and word is essential. Other programs (Database, accounting programs) a strong advantage;
- Proficient in English and Vietnamese with good translation skills;
- Mature, good communicator and team-player;
- Able to work under stressful conditions and to cope with periods of high workload.