



***BTC***

**RESULTS REPORT 2017**  
**FACILITY FOR CAPACITY BUILDING (FCB)**  
**VIE 11 888 11**

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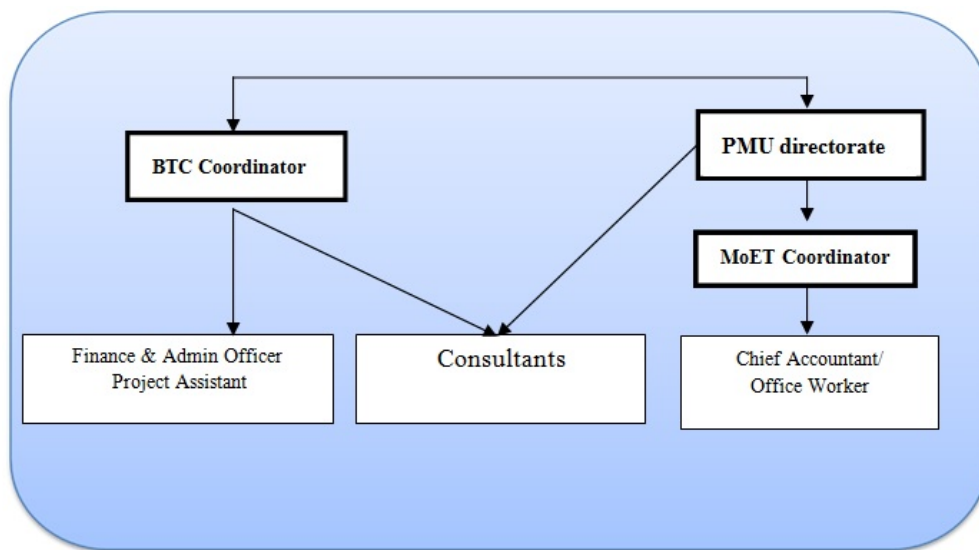
## Acronyms

BBS	Belgian Bilateral Scholarships
BIPP	Support to the Innovation and Development of Business Incubators Policy Project
BTC	Belgian Technical Cooperation
CB	Capacity Building
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
MOF	Ministry of Finance
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 Operation Manual
PSC	Project Steering Committee
SA	Specific Agreement
SEDP	Socio-economic Development Plan
SEDS	Socio-economic Development Strategy
SNV	Netherlands Development Organization
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

## 1 Intervention at a glance

### Human resources

The FCB PMU was established by MOET under the Decision No. 2291/QĐ-BGDĐT dated July 1st, 2015. The organisation structure of the PMU is as follows:



However, there have been some changes in MoET assigned staff to work for the PMU, following the MoET decision No. 2351/QĐ-BGDĐT dated 12/7/2017 to resize the PMU. By end of 2017, the PMU include the following members:

- Mr. ... – FCB PMU Director (waiting for appointment);  
Mr. Nguyễn Ngọc Dũng, Vice director of MoET PMU, Vice director for FCB;
- Mrs. Nguyễn Thị Minh Tâm, Expert of the ICD, MOET Co-coordinator;
- Ms. Tạ Thu Trang, Expert of the VIED - Chief Accountant for Vietnamese resources;
- Ms. Do Huyen Trang - Office Worker.

For BTC side, Mrs. Dao Thi Ngan Ha - BTC Coordinator has resigned from her post in July 2017. BTC has appointed Mrs. Tran Thi Thanh Huong - BTC Program officer as the BTC Coordinator for FCB project, starting from 1st Aug 2017.

Mr. Trần Tuấn Tú remains the Project Management Assistant/Financial Officer.

Apart from the PMU members, the PMU is supported by part time consultants including an international consultant, a national consultant on capacity building, and an M&E expert. Two other consultants are working as Training adviser and Training Coordinator. The PMU plans to recruit a Finance adviser to follow grant agreements and an Office assistant to support the PMU operation in 2018.

## **Administration and logistics**

Following the TFF, MOET contribution is to cover the cost for FCB office. However, MOET could not accommodate all FCB team and therefore, BTC contracted staffs for FCB is anchored within the BTC representation office. As BTC move to the Belgian Embassy since 1/1/2018, MoET has provided an office for FCB PMU within a MoET building. The office needs some renovation urgently, so that it can fully function until the project end.

Most of necessary IT equipments have been purchased in 2017. The PMU will buy some small additional office equipment as soon as the new office is renovated.

As recommended by the MTR report in Oct 2017, the PMU is to recruit a Finance adviser and Office assistants to support the PMU's operation in 2018.

## **Major events**

1. The 3rd PSC was organised in January 2017 to approve the activity plan for 1st semester of 2017;
2. An Ad-hoc PSC meeting was organised in March 2017 to approve the implementation strategy for A.1.1 and A.3.2, as well as the PSC's approval for using grant agreement procedure for selection of project beneficiaries under A.3.2.;
3. The 4th PSC was organised in August 2017 to approve the activity plan for the 2nd semester of 2017;
4. 02 PSC decisions were released in May and Dec 2017 for approval of the list of 21 GA partners for the project;
5. In August 2017, MOET issued a decision to restructure the PMU following which MoET withdraw 5 staffs from different functional departments out of the PMU and assigned the Vice Director of the MoET umbrella project management unit as FCB PMU;
6. By 31/9/2017, the PSC Chairman cum Project Director - Mrs. Nguyen Xuan Vang retired. The decision for replacement of Mr. Vang is not yet available at the date of this report;
7. The Mid-term-review for FCB was carried out during the last week of September - early October 2017. The final report was delivered by end of November 2017;
8. 6 Grant agreements were signed by end of Sept and 15 other GAs were signed in Dec, with total amount of more than 1.8 million EUROs;

## **Activities**

➤ *Under the Result 1: Effective approaches and practices of training/capacity building are used by beneficiary institutions*

- The PMU has developed plan and TORs for 02 training courses on HRD planning and 02 training courses on performance management for targeted individuals working in targeted beneficiary institutions. The consultant on CB also discussed with MoET to draft plan for 2 workshops on education management for MoET officials. However, these two trainings were not implemented due to fail in finding suitable consultant and change in PMU Directorate. These trainings therefore will be incorporated into the training plan for 2018;
- The POM is approved in principle by the PSC in mid August 2017.
- The baseline study and M&E system report has been approved by the 4th PSC in Aug;

*Under the Result 2: Capacity for innovation and management is developed through master scholarships & follow-up*

- Continuation of provision of scholarships for 22 on-going scholars in Belgium (out of which there are 5 scholars awarded before FCB and 17 scholars of the FCB's 2015 intake) by the BTC scholarship unit in Brussels. Up to the end of Dec 2017, 17 scholars have completed their study and came back Vietnam. Only 3 scholars stays in Belgium and will complete their study in Q1 2018;
  - The VBFA proposal was finalised in Oct 2017. Organisation analysis and contract negotiation was carried out in Nov. The GA was finalised and signed on 28/12/2017.
  - The first call for applications was launched in May 2017. However, only six (06) applications were received and one proposal was chosen for finance. The PMU has planed to launch a 2nd call in Q4 2017 but delayed until Q1 2018 due to lack of human resources to work on this activity and change of PMU leadership.
- *Under the Result 3: Management & professional skills are strengthened through short-term training and other embedded capacity building initiatives*
- The detailed implementation plan for 2017 was finalized by end of July, following which 01 TOR for one high-ranking study tour and 01 TOR for a training course on ODA projects management has been developed. In Dec 2017, the training for ODA project management had been carried out in Belgium with 17 trainees from MPI. The training was evaluated as very satisfactory with MPI's expectation. The TOR for study tour would be revised and further discussed to be implemented in Q2 2018.
  - Following the PSC decision in March to follow direct award procedure to proposals selected from the call in 2016, the PMU finalized the selection result and assisted the chosen partners to finalise their proposals. 6 GAs were signed by end of Sept 2017, to be implemented from Oct 2017 until end of 2018. The PMU organised 01 training workshop in Nov 2017 for project management and financial guidelines for these subprojects. 2 over 6 organisations has received the first fund transfer in Dec 2017. 4 other organisations' fund request are under consideration of the PMU;
  - Follow the PSC decision for direct awards to ETEP partners in March 2017, the PMU coordinated with MoET authorities and the ETEP PMU to finalize their proposals by 30/8/2017. Technical supports were provided to ensure the activities proposed fit with FCB's objectives. 7 GAs were finalised and signed by 15th December 2017. These GAs are valid from 1/1/2018 until 28/2/2019.
  - As result of the 2nd call for proposal in May 2017, 7 proposals were chosen for finalisation and contract negotiation in Q3 2017. 7 GAs were concluded in Dec and will be implemented from 1/1/2018 until 28/2/2019. The PMU organised a training workshop in early Jan 2018 to provide guidelines on operation and financial management for these sub-projects. 02 full time consultants were also contracted since April and Sept 2017 to provide technical support and quality assurance for the activities under these GAs.

## 1.1 Intervention form

Intervention title	Facility for Capacity Building (FCB)
Intervention code	VIE 11 888 11
Location	Hanoi
Total budget	€ 6,200,925 - Belgian contribution Vietnamese contribution consists of the cost for office rent and costs of personnel appointed by MOET.
Partner Institution	Ministry of Education and Training
Start date Specific Agreement	10 December 2014
Date intervention start /Opening steering committee	01 July 2015
Planned end date of execution period	30 June 2019
End date Specific Agreement	09 December 2020
Target groups	<i>Targeted beneficiaries:</i> + Leaders and professionals directly involved in HR development, training, capacity development and organizational development in organizations active in targeted sectors of the ICP 2011-2015; + Young professionals potential to contribute to the development of Vietnam; + Vietnamese alumni of Belgium.
Impact <sup>1</sup>	The General Objective of this project aims to contribute to the sustainable development and growth of Vietnam by facilitating Vietnam to become a knowledge-based industrialized country by 2020.
Outcome	The Specific Objective of the project is to enhance the quality of human resources of Vietnam through strengthening the innovative and management skills and capacities of Vietnamese individuals and targeted institutions.
Outputs	Effective approaches and practices of training/capacity building are used by beneficiary institutions. Capacity for innovation and management is developed through master scholarships & follow-up. Management & professional skills are strengthened through short-term training and other embedded capacity building initiatives.
Year covered by the report	2017

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



## 1.2 Budget execution (\*)

	Budget	Expenditure		Balance	Disbursement rate at the end of year 2017
		Previous years	Year covered by report (2017)		
Output 1	328,725	4,049.52	100,741.12	223,934.36	32%
Output 2	3,355,000	571,566.05	240,861.41	799,712.33	76%
Output 3	1,925,110	4,772.96	95,415.40	1,824,921.64	5%
Z	475,800	61,798.23	71,141.37	316,785.89	33%
<b>Total</b>	<b>6,084,635</b>	<b>642,248.76</b>	<b>508,159.30</b>	<b>3,281,644.22</b>	<b>47%</b>

## 1.3 Self-assessment performance

### 1.3.1 Relevance

	Performance
<p><b>Relevance</b></p> <p>Vietnam continues to be one of the fastest developing economy in South East Asia and the country is considering development of human resources a priority for achieving the target of being a knowledge-based industrialized country by 2020. The intervention is very relevant as it will contribute to the enhancement of the quality of human resources of Vietnam through strengthening the innovative and management skills and capacities of Vietnamese individuals and organizations. To ensure focus, the project aims to targeted areas of capacity that are relevant to the ICP 2011-2015 priority sector only</p>	A

### 1.3.2 Effectiveness

	Performance
<p><b>Effectiveness</b></p> <p>The project has been in operation for 30/48 months and the main focus in 2017 was to finalise 21 grant agreements with 21 partners chosen from both open call for proposals and direct award procedures. The complicated grant agreement procedure and shortage of human resources of the PMU, as well as changes in the PMU leaders make the signing of the agreements later than expected. The expected disbursement for these GA is therefore heavily affected. Through all those difficulties, the PMU has made great efforts through the year.</p>	B

### 1.3.3 Efficiency

	Performance
<b>Efficiency</b>	B



<p>The scholarship in Belgium under A02_01 and A02_02 – have been running smoothly. The activities with the alumni has been delayed, but finally concluded through a grant agreement signed by end of December 2017. One short term trainings in Belgium was carried out successfully, and the lessons learnt will be carried out for activities in 2018. The biggest success of the year is the finalisation of 21 grant agreements with total value of 1,8 mill EURO, all to be implemented in 2018.</p> <p>Performance of the PMU has been improved thanks to the recruitment of 02 consultants working as fulltime supporter and supervisor for A.2.4 and A.3.2.</p>	
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### 1.3.4 Potential sustainability

<p><b>Potential sustainability</b> See the narrative in 2.2.3</p>	<p><b>Performance</b> <b>B</b></p>
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### 1.4 Conclusions

There were certain delays in the implementation of project activities for different reasons, namely the complicated approval procedures for grant agreements, lack of human resources in the PMU and change of PMU leaders. However, thanks to the support of the Representation and the new MOET leaders, together with the endeavours of FCB PMU, the project has achieved encouraging progress in 2017. The timely supports and two-way exchange of information between the two partners in the co-management modality have been always respected. The project ownership of the MOET has always been maintained and hi-lightened throughout all activities.

<p style="text-align: center;"><b>On behalf of the FCB Deputy Director</b></p>  <p style="text-align: center;"><b>Nguyen Ngoc Dung</b></p>	<p style="text-align: center;"><b>Resident Representative BTC Vietnam</b></p>  <p style="text-align: center;"><b>Krista Verstraelen</b></p>
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## 2 Results Monitoring<sup>2</sup>

### 2.1 Evolution of the context

#### 2.1.1 General context

The Socio-Economic Development Strategy (SEDS) 2011-2020 of Vietnam 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 for Vietnam to lay the foundations for a modern, industrialized society by 2020.

Vietnam's Human Development Index value for 2014 was 0.666 – which put the country in the medium human development category – positioning it at 116 out of 188 countries and territories. Between 1980 and 2014, Vietnam's Human Development Index value increased from 0.463 to 0.666, an increase of 43.8 percent or an average annual increase of about 1.07 percent. The rank is shared with El Salvador and South Africa. Between 1980 and 2014, Vietnam's life expectancy at birth increased by 8.2 years, mean years of schooling increased by 3.3 years and expected years of schooling increased by 3.3 years. Vietnam's Gross National Income per capita increased by about 371.5 percent between 1980 and 2014.

**Table 1: Vietnam's HDI indicators for 2014 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	0.666	116	75.8	11.9	7.5	5,092
Thailand	0.726	93	74.4	13.5	7.3	13,323
Philippines	0.668	115	68.2	11.3	8.9	7,915
East Asia and the Pacific	0.710	-	74.0	12.7	7.5	11,449
Medium HDI	0.630	-	68.6	11.8	6.2	6,353

**Source: Human Development Report 2015, UNDP**

Following the SEDP 2011-2015, Vietnam's 10 year Master Plan for Human Resources Management (2011-2020)<sup>3</sup> 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

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

<sup>3</sup> Decision N° 1216/QĐ-TTĐ of July 22, 2011.

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 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 programmes to send Vietnamese students to trainings abroad: **Programme 322** (started in 2000 and continued by programme 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 1,650 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) universities/colleges lecturers to accelerate innovation and quality improvement in higher education institutions.

Furthermore, Vietnam target to have several international standard universities and at least one Vietnamese institution recognized and ranked as on of the world's 'top' 200 universities by the year 2020. The Vietnamese authorities also welcome high quality joint master programmes 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 is ambiguity and varied comprehensiveness around these two concepts, and its relevancy to multiple sectors. Depending on circumstances, HDR 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"<sup>4</sup>. 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 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 resources<sup>5</sup> 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.

### 2.1.2 Institutional context

The institutional anchorage of the intervention is still relevant. However, there were certain organizational changes within the partner institution (MOET) with a newly-appointed minister and changes in the organisation structure of the Departments. The International Cooperation Department, where the FCB PMU is encored is now merged with the Vietnam International Education (VIED) into the Vietnam International Cooperation department (ICD). The PMU is also supplemented with a Vice Project Director from the MoET Umbrella Project Management Department. All these institutional changes cause certain delays decision-making process for the FCB related issues.

### 2.1.3 Management context: execution modalities

The project uses a mix of two management modalities: Co-management with the leading role of the PMU established under MOET direction and BTC own management for a number of activities. MOET shows great commitment and support to BTC own management activities. Meanwhile BTC considers sound consultant and mutual agreement is the guiding principle and the key to ensure the smooth operation of the project.

Since Oct 2017, the Vice Project Director is in charge of project management for the Project Steering Chairman cum Project Director is retired. The project is supposed to stay within the newly established International Cooperation Department, but an official decision on this issue, as well as the direction of the PMU is not yet available.

### 2.1.4 Harmo context

In its international cooperation with Vietnam, Belgium has always attached high importance to capacity development. There are several **other Belgian supports in the education sector** that

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<sup>4</sup> UNDP, "Capacity Assessment and Development: in a Systems and Management Context", January 1998.

<sup>5</sup> Consultative Group of Donors Meeting for Vietnam in 2012, in Hanoi.

focus on academic cooperation, academic and/or institutional strengthening of the Vietnamese partner universities or quality improvement in lower/upper secondary education and vocational training. FCB will consult and see how the project can come in as complementary for those interventions. This will also need support and directions from the Belgian Embassy.

FCB was designed as part of the *Indicative Cooperation Programme (ICP)* between Vietnam and Belgium for the period 2011-2015, which focuses on 2 main areas: **Water and sanitation management in the framework of Urbanization and Climate Change** and **Governance in areas of Public Administration** . All on-going and newly-starting interventions under this ICP also comprise important capacity building ambitions and specific components targeting capacity building among partner organizations and beneficiaries. Ensuring the effectiveness of capacity building efforts, therefore, is a cross-cutting issue for all projects. Coordination with these ongoing programs/projects is an option to be investigated by the FCB PMU as avoiding overlap is obligatory. While other projects have to follow a somehow rigid activities framework, FCB has the advantage in flexibly utilize different tools such as awareness raising campaign, experience sharing working groups, on-the-job training and coaching, learning by doing, national and international study tours as long as these tools are proved to be effective for a certain targeted groups in certain context.

Consultation with MOET and local partners on other ongoing capacity building efforts in Vietnam is essential to find the niche for FCB while ensuring harmonisation with other development interventions.

## 2.2 Performance outcome



### 2.2.1 Progress of indicators

Due to the delay in implementation of tender, the M&E system for FCB could not be set up as planned. It is re-scheduled to be developed in Q1/2017 with the M&E consultant on board since Jan 2017. The development of an M&E system includes a baseline study, a Result Chain, a Results Measurement Plan, a Results Measurement Framework for each results area of the FCB. All of these products has been finalised in August 2017 and approved by the PSC. However, due to the fact that most of activities are under newly signed grant agreements, most of the M&E value can only be measures starting from Jan 2018.

A Mid - term - review was carried out by independent consultants (MDF) in Sept - Oct 2017. The main conclusions of this MTR is also included in different parts of this report.

Outcome[1]: The quality of human resources of Vietnam is enhanced through strengthening the innovative and management skills					
Indicators[2]	Baseline value[3]	Value year N-1[4]	Value year N[5]	Target year N[6]	End Target[7]
The Vietnamese individuals and organizations 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.					
ü % of success in reaching their envisaged CB outcomes among involved individuals.	not applicable	45%	76%	70%	70%
ü Number of such individuals successful in their CB.	0	120	81	70%	70%
ü % of success in reaching their envisaged CB outcomes among involved organizations.	not applicable	not applicable	9%	70%	70%
ü Number of such organizations successful in their CB.	not applicable	not applicable	21	21	70%
The extent to which the FCB significantly contributes to enhanced support for and expertise in effective CB among a sustainable group of related supporters (at management and leadership level) and professional experts in Vietnam.	not applicable	not applicable	not applicable	significantly	significantly
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.	not applicable	not applicable	not applicable	modest	modest
Overall % of female participation in direct CB funded by the FCB.	not applicable		64%	30%	30%

## 2.2.2 Analysis of progress made

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

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

The start of the FCB in-country activities was to create awareness for organisational capacity development and interest to initiate organisational improvement projects. Target groups for these activities were managers and their deputies from universities and provincial public organisations responsible for CD, like DOHA, DOET. Three of these 1-day workshops were organised, see Table 1.

	Location	Beneficiary organisations <sup>(*)</sup>	Number	Of which				Date
				Male	%	Female	%	
1	Hanoi	Provincial agencies (25) Education organisations (EDU) (34) Others (1)	60	32	53	28	47	May 2016
2	HCMC	ADM (22) EDU (12) OTH (1)	35	24	69	11	31	Sep. 2016
3	Da Nang City	ADM (34) EDU (46)	80	62	78	18	22	May 2017

\* Beneficiary organisations: ADM – Provincial administrative agencies, mainly DOHA and DOET; EDU – Universities and higher education schools; OTH – Others (NGO, private agency)

The workshops consisted of two parts as combined designed activities under A.1.1 and A.3.2: providing information on capacity development concepts and exploring HRD needs from the

beneficiary organisations. The workshop ended with the invitation to submit Concept Notes for an organisational improvement project. In total 42 Concept Notes were received

Interested organisations with good concept notes are supported by project consultants to develop full proposals. From the 42 concept notes received, 13 were selected un A.3.2 and become full proposals.

Following the MTR report, the 1-day workshop for awareness creation was not sufficient. Adjusting from the regular training approach prevalent in the beneficiary organisations towards an organisational improvement perspective needs more time. Attention to additional topics is suggested, e.g.:

- Transfer of learning after training
- Performance management; the principal's role
- Organisational conditions for improved performance (e.g. job descriptions, manuals, procedures/work processes, structure)
- Project management, organisational change

For the final year of the project FCB is now preparing additional workshops and more comprehensive training programs for the same participants as mentioned in Table 1 and for interested MOET Departments. The Personnel Department under MoEt has already expressed its interest. Even though FCB will not be in the position to support follow-up projects after these workshops, it would still be useful for these organisations to create a diversified perspective on capacity development.

**Activity 1.2: Set up, continuously improve and use a proper monitoring and evaluation (M&E) system.**

This activity aims at providing the project with the means to function professionally: the M&E system, the Project Operational Manual (POM), hand-outs for proposal writing and working with a base line. Consultants were hired to produce series of documents:

- Literature review on M&E approaches on Capacity Building in Vietnam (undated). This review describes the Vietnamese situation based on two ADB programmes: one on vocational training and one on Public Policy Training. M&E on capacity building is explained through international examples. Parts of this review may be of use for the upcoming awareness workshops.
- Report on M&E System, May 2017; M&E Manual, June 2017; FCB Base Line Report, June 2017.

These three reports take the original TFF logical framework as starting point. This is understandable, because it is the only guide the consultant had for setting up the M&E system. At the same time, as explained in the previous chapter, the TFF logframe and indicators were not yet complete and needed fine-tuning in order to be suitable as FCB's implementation guide. This fine-tuning did not take place. Moreover, these reports were published when the project was already 2.5 years in operation with 1.5 year to go; a base line at this moment is a bit overdue.

- Glossary of Capacity Building Methods and proposal writing manual. To prepare the Beneficiary Organisations for their proposal writing, they were provided with these two documents, together with copies of the workshop materials (prepared under act. 1.1).

Concerning the M&E function of FCB, the MTR suggests to put more emphasis on monitoring the implementation of the 21<sup>6</sup> sub-projects. Progress and results of these sub-projects may provide learning materials for both MOET and BTC.

The Project Operational Manual (POM) was published in July 2017. A very well structured manual containing all necessary procedures and regulations. Also here it is a pity it came rather late in the

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<sup>6</sup> Twenty projects that are part of activity 3.2 and one project as part of activity 2.3 (VBA)



project, when all major decisions on beneficiaries and activities have already been taken. It can still be used for the final year and for project closure.

### Activity 1.3: Providing technical assistance in embedded capacity building

In the year 2017, FCB is regularly using technical assistants (TA) as follows:

	Act. nr.	Consultant/Supplier	Content	Days spent date to	Days left in contract
1	1.1	Ms. Pham Thi Bich Ngoc	National consultant for capacity building workshops	99	43
2	3.2	Ms. Pham Thi Bich Ngoc)	Developing FCB implementation plan	20	0
3	R1+2	Mr. Adam McCarty	CB international consultant for FCB	51	22
4	2.4	Mr. Pham Vu Thang	Operation Manual for Fellowship Fund	20	0
5	3.1	MCaD company	Strategy and Operation Manual	18	0
6	1.2	Mr. Nguyen Van Phuc	Project Operation Manual (POM)	Lump sum	-
7	1.2	Ms. Tran Thi Ngoc Diep	M&E system, manual and base line	68	112
8	3.2	Ms. Pham Thi Mai Oanh	Consultant for follow up of short trainings	132	Extended until 31/12/2018
9	3.2	Ms. Nguyen Thi Lan Huong	Follow up ETEP partners and alumni activities	114	End by 28/2/2018

Most consultants were hired for results 1 and 3, one for the Fellowship Fund in result 2. Since FCB is a project promoting a new approach to CD through training, workshops and coaching, the role of TA is essential while the PMU organises and provide the conditions for introducing its beneficiaries to relevant TA supports. National consultant, especially the two full time consultants has been off great support for the PMU. The part time international and national consultant has been useful also, in terms of developing strategy and TORs for CD activities.

Complicating factor in hiring consultants are the internal MOET procurement procedures. The decision making process is lengthy and has created delays in hiring the appropriate consultants for activities 1.1, 1.2 and 3.2, contracted in the co-management modality; It is proposed that all future consultancies should be under regie modality to save time for the project.

### Result 2: Capacity for innovation and management is developed through master scholarships and follow-up

Activity 2.1 and A.2.2 : Continuation of uncompleted scholarships in Belgium awarded before the start of FCB and new scholarships engaged in 2014

FCB took over the administration of scholarships that already started earlier, including 79 scholarships and the newly selected of 28 scholars in 215. The PMU took care of the administration

and finance.

The table below shows the updated situation of these scholars by 31/12/2017

	2014	2015	2016	2017	2018
On-going	79	74	62	23	3
Newly selected	0	28	0	0	0
Returnees	0	5	40	39	20
Total	79	107	102	62	23

Most of the academic study disciplines focus on the services sector, like education, health, business and communication, see table 5.

Disciplines	Number
Education	14
Health	13
Water Supply and Sanitation	5
Government and Civil Society	9
Other Social Infrastructures and Services	2
Transport and Storage	1
Communication	9
Banking and Finance Services	5
Business and Other Services	18
Agriculture	6
Forestry	1
Industry	9
Construction	6
General Environment Protection	5
Other Multi-sector	1
Developmental Food and Food Security Assistance	3
TOTAL	107

Of these scholarships 85% concerned a masters programme, 15% PhD. 64% of the students were female, 36 % male. Almost all fall in one of the ICP priority areas.

During the MTR the interviews with alumni generated positive experiences on the scholarship programme. The PMU plans to cooperate with VBA to carry out end-of-scholarship reporting and an ex-post evaluation on the career progress of the returned grantees. , as well as surveying the scholarship results and impacts in 2018.

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

At the start of FCB it was foreseen that the Vietnam Belgian Alumni organisation (VBA) would be supported towards increased sustainability. After ample discussions and for practical reasons, late 2016 the PMU agreed to shift ownership of this activity to the Vietnam Belgium Friendship Association (VBFA), a government run network agency under which the VBA is one of the branches; the other two major branches are the Solvay Club and the Club Bell Union. These three branches are enthusiastic groups of alumni keeping the linkages between Belgium and Vietnam alive. The PSC approved working with the VBFA in March 2017. Since then the PMU worked with them in preparing their proposal.

The PMU continues to provide support for VBFA in finalising their proposal and the grant agreement was finally signed on 28/12/2017. Project implementation is to start from 1/1/2018 until 28/2/2019 with total budget of €190,000. The project aims at VBFA to become a sustainable organisation partnering with Belgian Universities. The three objectives, and related activities, of the proposal are:

1. *Sustainable development for VBFA:*
  - Formulating VBFA development strategy towards 2025;
  - Building VBFA trade-mark/identifying set;
  - Developing the operation manual for VBFA;
  - Setting up the website;
  - Developing ex-student online database and training on the software/data utilization
  - Purchasing equipment for the secretariat
2. *Experience exchange among VBFA members:* Organizing 2 conferences and 7 seminars in different provinces where VBFA chapters exist
3. *Connection between VBFA and the Belgian business community and research institutes:* Conducting 4 training courses in Vietnam and 1 course in Belgium

Activity 2.4: Facilitate Fellowships in Belgium for Alumni

After the operational guidelines for the fellowship fund were approved by the PSC in March 2017, in May a first call for proposals was sent out by VBA to their branches. It is a €75,000 fund that promotes inter-university cooperation, even though the total amount is limited. Six proposals were received of which one was good enough to be funded: one action research proposal for amount of €5,000. A second call was prepared in Q4 2017, to be launched in Q1 2018. VBFA is an important partner to disseminate information on the call to all of its branches and their members.

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

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

These activities – with a total budget of €300,000 – were intended to be the continuation of the earlier DGD managed international training programme. The activities are to be managed by the Ministry of Planning and Investment (MPI) using an implementation strategy that would be formulated at FCB start-up. In October 2016, an agreement with MPI led to the formulation of operational guidelines for this activity, approved in March 2017. Because of staff changes in the Department responsible for these activities the first ideas for training were discussed with the PMU in May and finalised in July 2017. One training on ODA management was completed in December 2017. The TOR for a high ranking study tour need for finetuning to be implemented in Q2 2018.

Activity 3.2: Short-term training and blended individual capacity building in Vietnam.

Preparations for these activities started already in 2016, the implementation strategy that guides the activities was PSC approved in March 2017. The activities are closely linked with Activity 1.1, the awareness creation workshops. A selection of the organisations taking part in these initial workshops were interested in developing a project proposal for their own capacity enhancement, with an external budget of maximum €85,000. A total of 21 proposals – including the proposal from the Vietnam Belgium Friendship Association (VBFA) that is part of activity 2.3 – was approved by

the Project Steering Committee (PSC) and are ready for implementation.

The project consultants assisted the beneficiary organisations (BO) in three ways:

- How to develop the Concept Note, formulated after the awareness workshop, into an acceptable proposal. Two 2-day proposal writing workshops were organised to prepare the BOs on what the proposal should look like.
- After sending in the first draft proposals, the organisations were coached towards improving the proposal and make them suitable for funding as a CD project. These discussions highlighted the complexity of working from a training to an OD approach. The majority of proposals still depend on the premise that training in itself will lead to organisational improvements. The PMU decided to further work on this issue during implementation and not wait for a 100% perfect proposal. It will be an assignment for the consultants to assist in lifting the training results to the organisational level.
- Even though the proposals have been approved by the PMU, its funding requires additional approval by BTC-HQ. Two full-time consultants have been hired to assist the beneficiaries in preparing the agreements. The MTR has looked at these agreements and of the opinion that they are rather extensive for the relatively small sub-project amounts. In addition, the financial control regulations within the beneficiaries are already quite strict.

The list of the beneficiaries and their projects are as below:

	Beneficiary organisation	Proposed activities(selection)
1	National University of Civil Engineering	<ul style="list-style-type: none"> <li>• Awareness raising workshops for lecturers</li> <li>• Gap analysis for existing curricula</li> <li>• Development of curriculum framework on infrastructure engineering</li> <li>• Pilot implementation of new curriculum</li> <li>• Development of training manual for new curriculum and teaching</li> </ul>
2	University of Water Resources	<ul style="list-style-type: none"> <li>• Upgrading faculty staff capacity via holding two technical workshops and two online training courses</li> <li>• Upgrading educational management staff capacity via holding 2 training workshops on “Application of Multimedia Technology for ELearning” and “Accreditation and Quality Assurance for higher education program in Vietnam”</li> <li>• Revising and upgrading the curricula.</li> </ul>
3	University of Pharmacies	<ul style="list-style-type: none"> <li>• Clinical pharmacy practice training: methods and skills in clinical practice at the hospitals, and building pharmacotherapy self-assessment program (PSAP)</li> <li>• Community pharmacy practice training, teaching skills</li> <li>• Organizing international workshop on “Practical training and pharmacist practice in Vietnam</li> <li>• Improving the capacity of training organization, quality management, university administration via organizing a training course on quality assurance, evaluation</li> </ul>
4	Department of Home Affairs in Can Tho	<ul style="list-style-type: none"> <li>• Workshop on conducting a survey on the current capacity of human resource (HR) management for civil servants and public employees of DOHA</li> <li>• Short-term training and retraining courses on specialized knowledge and skills related to the field of human resource (HR) management</li> <li>• Experience sharing tour for survey result sharing</li> </ul>
5	Lao CaiDOHA	<ul style="list-style-type: none"> <li>• 2 training courses (basic and advanced) on public administration skills</li> <li>• Organize a training course for 66 civil servants, of which 28 from DOHA.</li> </ul>
6	BinhThuanD OET	<ul style="list-style-type: none"> <li>• Organizing 16 basic IT training courses for 350 Principals and Vice-Principals.</li> </ul>

		<ul style="list-style-type: none"> <li>Organizing 14 training courses for school management software application</li> <li>Organizing study tours for 200 principals and vice principals</li> </ul>
7	Foreign Trade University	<ul style="list-style-type: none"> <li>Management training and improving knowledge;</li> <li>Coaching practical management skills;</li> <li>Obtaining experience through study tours and conferences</li> </ul>
8	Dong Thap University	<ul style="list-style-type: none"> <li>Training and credentialing;</li> <li>Short-term courses and workshops;</li> <li>Conducting scientific research;</li> <li>Consultancy by foreign partners</li> </ul>
9	National University of Sciences and Technology	<ul style="list-style-type: none"> <li>2 short training courses of water resources management given by KU Leuven</li> <li>5 skill training courses given by VN and international experts;</li> <li>International workshop in Hanoi</li> <li>Study tour for learning, evaluation and monitoring at NinhThuan</li> </ul>
10	QuyNhon University	<ul style="list-style-type: none"> <li>5 short training courses on HRD</li> <li>2 study visits on HRD management and development policies</li> </ul>
11	Ha TinhDOHA	<ul style="list-style-type: none"> <li>Development, finalization and appraising 4 sets of training documents;</li> <li>Tool and criteria set for evaluation of work performance</li> <li>Training and Study tour</li> </ul>
12	Kon Tum DOET	<ul style="list-style-type: none"> <li>10 training courses enhancing planning capacity</li> <li>10 training courses on financial management</li> <li>Organizing study tour for principals and vice principals</li> </ul>
13	Hanoi DOET	<ul style="list-style-type: none"> <li>Enhance competence of Community Learning Centre leaders on using plant protection products, fertiliser safety in cultivation, farming and contribute to ensure hygiene and food safety, protect environment and biodiversity</li> </ul>
14	Thai Nguyen University of Education	<ul style="list-style-type: none"> <li>Organize 2 training courses on Leadership, management of university change</li> <li>Organizing 1 training course on Innovation, creativity in exploring and exploiting the training market and developing the training program</li> <li>Organizing 3 training courses on Building and implementing strategic plans</li> <li>Creating a wide diffusion of innovation and development, meeting the requirements of the Industrial Revolution 4.0 in all areas of operation</li> </ul>
15	Vinh University	<p>Organizing 12 academic workshops, e.g.:</p> <ul style="list-style-type: none"> <li>* to improve the methodology to develop academic curriculum</li> <li>*to improve the capacity to analysis current context and academic curriculum</li> <li>* to raise the capacity to develop output standards for the curriculum in the direction of capacity approach</li> <li>*Organizing 3 study tours to learn the experiences to improve the capacity of implementing academic curriculum in the direction of capacity approach</li> <li>*to improve the capacity of evaluating students' academic results in the curriculum in the direction of capacity</li> <li>* Organizing 3 short-term training courses to improve the capacity of accrediting the academic curriculum in the direction of capacity approach</li> </ul>
16	Ha Noi Pedagogical University Number 2	<ul style="list-style-type: none"> <li>English course for 20 managers</li> <li>2 training courses on University management; and monitoring and evaluating the staff's performance</li> <li>2 study tours</li> </ul>
17	National Academy of Education	<ul style="list-style-type: none"> <li>* Short-term training on " University Governance in the context of the industrial revolution 4.0: Experience and Solutions"</li> <li>*Short-term training on "Strengthening management capacity for program</li> </ul>

	Management	development, and training and fostering implementation in universities" *Short-term training course on "Management capacity building for international cooperation and scientific research" *Short-term training course on "Improving governance capacity of education quality in university" *Short-term training course on improving governance capacity of education quality in university" *short-term training course on "Capacity Building for University Resource Management"
18	Hue Teacher Training University	1. Develop the curriculum and materials to foster capability to monitor the staff work performance 2. Develop the curriculum and materials to foster capability to evaluate staff work efficiency 3. Fostering the development of the capability to monitor staff work performance 4. Fostering the development of the capability to evaluate staff work efficiency 5: In-country study tours to universities which have carried out effectively the monitoring staff work performance and evaluating work efficiency activities 6. Organize practicing of monitor and evaluate staff's under the guidance and counsel of the experts 7. Organize the practice of building criteria for evaluating the work efficiency of staff which is suitable for the characteristics of each unit, with the guidance and counsel of the experts
19	Da Nang University of Education	<ul style="list-style-type: none"> <li>• Organizing the design of training programs and workshops on resource mobilization and utilization</li> <li>• Organizing a class for 80 managing staff members</li> <li>• Field trips to institutions having experience in advanced management in Can Tho and Ho Chi Minh City</li> </ul>
20	Hanoi National Univ of Education	<ul style="list-style-type: none"> <li>• Two classes to improve higher education governance capacities</li> <li>• Organizing two courses on professional and modern teaching methods</li> <li>• Organizing 2 English courses for 40 managers</li> </ul>
21	VBFA	<ul style="list-style-type: none"> <li>• Sustainable development for VBFA (strategic plan)</li> <li>• Experience exchange among VBFA members: Organizing 2 conferences and 7 seminars in different provinces where VBFA chapters exist</li> <li>• Connection between VBFA and the Belgian business community and research institutes: Conducting 4 training courses in Vietnam and 1 course in Belgium</li> </ul>

A special group of beneficiaries are called '*Lead Teacher Training Universities*', chosen by to become models for the other 114 teacher training institutes in the country. The interesting aspect of supporting these LTTUs is that they will also be the focus of a larger \$95 million World Bank supported programme that started in June this year (EETEP<sup>7</sup>). EETEP, managed by MOET Department for Teacher and Education Management (DTEM), aims at improving the organisational performance of the LTTUs and the continuous professional development of their teachers (CPD). EETEP is currently engaged with organisational assessments of the LTTUs. For the FCB-PMU it will be important to set up practical coordination with the EETEP-PMU in DTEM. Seven of a total of eight LTTUs were interested in working together with FCB and subsequently submitted proposals. The proposals were all accepted by the PSC by end of September 2017 and 7 grant agreements were signed in mid December 2017, to be valid until 28/2/2018.

<sup>7</sup> Enhancing Teacher Education Programme (EETEP), Programme Appraisal Document, World Bank, June 2016.

### 2.2.3 Potential Impact

For result 1, the project has able to define a group of potential beneficiary organisations that are interested in the project activities. Trainings and discussions with these organisations were carried out with support from the consultants to define the area in need of support and possibilities for funding. These organisations were also provided with guides and support in proposal writing. This process is expected to help these organisation to define better their capacity gaps and ready for further capacity building processes, with or without FCB support.

For result 2: the selection of beneficiaries in 2015 and transfer of on-going scholarship holders from the BBS to FCB was done smoothly, causing no major difficulties to the scholarship holders in Belgium. Most of them performed well and appreciate the knowledge obtained from Belgium universities, and return to Vietnam. As mentioned above, and highly recommended by the MTR, the PMU need to cooperate with VBFA to carry out a survey on the professional development of these alumni before giving opinion on the impact of the program.

For result 3: Some capacity building/training activity has been carried out by 02 GA partners. The first report should be available in end of Q2 2018.

## 2.3 Performance output 1



### 2.3.1 Progress of indicators

Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target	Note
Satisfied participants (cf. A01_01 – 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/CB concepts and are supportive to apply them for their own organizations.	not applicable	50%	50%	70%	75%	3 workshops organised in HN, HCMC and Danang. However, following the MTR report, the 1-day workshop for awareness creation was not sufficient. Adjusting from the regular training approach prevalent in the beneficiary organisations towards an organisational improvement perspective needs more time. The workplan of 2018 will be designed base on this suggestion
Vietnamese professionals (having participated in A01_01) sufficiently capacitated in effective training/CB as to significantly contribute to more effective training/CB in their own organizations or in the organizations that they support as service deliverers.	not applicable	not applicable	9%	not applicable	75%	7 over 80 participants in the workshop got the FCB funding for thier CB proposal under A.3.2
Vietnamese organizations satisfied of FCB support for developing their own effective training/CB strategies and actually implementing such strategies.	not applicable	not applicable	9%	70%	70%	The workshop in Danang resulted in 7 Gas
Appropriateness and actual use of the CB M&E system designed and used for CB initiatives funded by the FCB.	not applicable	not applicable	not applicable	not applicable	qualitative	The M&E system is approved since Aug 2017, Gas are signed in Q4 only
The extent to which the FCB has contributed to the organizational/institutional strengthening of Vietnamese Training Service Providers and to their capacity to offer broader and integrated training/CB services.	not applicable	not applicable	not applicable	not applicable	70%	

### 2.3.2 Progress of main activities

Progress of <u>main activities</u> <sup>8</sup>	Progress:			
	A	B	C	D
1.1. Provide target groups and organizations with tools, instruments, expertise and support for effective training/capacity building			X	
1.2. Set up, continuously improve and use a proper monitoring and evaluation system		X		
1.3. Providing technical assistance (TA) in embedded capacity building		X		
1.4. Development of Project Operational Manual (POM) (new)		X		

### 2.3.3 Analysis of progress made

During 2017, the 02 technical consultants (both national and international) on HRD and capacity building have been cooperating well with the PMU to develop the detailed working plan for Activity

<sup>8</sup> A: The activities are ahead of schedule  
 B: The activities are on schedule  
 C: The activities are delayed, corrective measures are required.  
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.



1.1 - Introducing effective approaches and practices on training/capacity building. One workshops on “Human Resource Development” were organised in Danang in May 2017. Approx. 10 representatives from 80 universities, research institutions and central as well as provincial agencies (concerning finance, planning and investment, natural resources and environment, agricultural and rural development, home affairs and education) participated in the workshops, where they had chance to share information on their organisation's human resource development activities, exchange on good practices, challenges in their work and seek for advice from the project's consultants. The participants also received advices from the project consultants on new methods/approaches for developing HRD plans, training tools and the chance for receiving FCB's technical support under A.3.2.

Two more training series on HRD and OD were prepared but could not implemented due to complicated procedures for hiring trainers following Vietnamese procedures.

Following the MTR's suggestion, the International consultant on capacity building is to review the overall implementation policy for the project and draft TOR for consultancies to support the 21 GA partners to develop a comprehensive HRD plans. The national consultant on CB has developed the draft plan for training series and materials to be developed and distributed to the project partners, as part of the plan to continue support for better understanding and application of up-to-date practices on CD.

The M&E system is to be revised and deliver its first report on the CD activities financed in Q1 2018, following recommendation of the MTR.

## 2.4 Performance output 2

### 2.4.1 Progress of indicators

The M&E consultant is expected to assist the PMU in the next 6 months to identify relevant indicators for this activity, in cooperation with VBFA.

Output 2: Capacity for innovation and management is developed through Master scholarships & follow-up						
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target	
Satisfaction of scholarship beneficiaries with respect to the scholarship related organization and services	not applicable	100%	100%	80%	80%	To be confirmed by a survey in 2018 in cooperation with VBFA
Success of scholarship recipients/returnees of postgraduate (master) studies in Belgium in achieving their CB goals and development contribution ambitions upon return to Vietnam.	not applicable	100%	100%	80%	80%	To be confirmed by a survey in 2018 in cooperation with VBFA
Significant contribution to the continuous professional development of alumni and other participants of activities and initiatives supported by the FCB under its A02_03	not applicable	not applicable	not applicable	not applicable	80%	the GA with VBFA is signed by end of Dec 2017
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.	not applicable	not applicable	not applicable	not applicable	70%	
In-depth and qualitative feasibility study with respect to jointly funded Vietnamese-Belgian scholarships for postgraduate studies in Belgium.	not applicable	not applicable	not applicable	not applicable	not applicable	
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.	not applicable	not applicable	not applicable	not applicable	good contribution	

### 2.4.2 Progress of main activities

Progress of <u>main</u> activities <sup>9</sup>	Progress:			
	A	B	C	D
1. Continuation of uncompleted scholarships in Belgium awarded before the start of FCB and new scholarships engaged in 2014.	x			
2. Targeted capacity enhancement through new scholarships for international master studies.	x			
3. Support the sharing of expertise, expert feedback, professional networks and other professional development initiatives by Vietnamese holders of Belgian master degrees and PhD.			x	
4. Facilitate fellowships in Belgium for Alumni		x		

### 2.4.3 Analysis of progress made

104 over total 107 scholars have returned home. No report on scholarship end is available.

<sup>9</sup> A: The activities are ahead of schedule  
 B: The activities are on schedule  
 C: The activities are delayed, corrective measures are required.  
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

Discussion with VBA and the Vietnamese Friendship association on relevant activities for the Belgium alumni is finalised in a grant agreement sign in December 2017.

## 2.5 Performance output 3<sup>10</sup>

### 2.5.1 Progress of indicators

<b>Output 3: Management and professional skills are strengthened through short-term training and other embedded CB initiatives.</b>					
<b>Indicators</b>	<b>Baseline value</b>	<b>Value year N-1</b>	<b>Value year N</b>	<b>Target year N</b>	<b>End Target</b>
Successful achievement of set training/CB outcomes by recipients of FCB-funding for short-term training/exposure in Belgium	not applicable	not applicable	90%	75%	75%
Successful achievement of set training/CB outcomes by individual and organizational beneficiaries of FCB-funding for « short-term training and blended individual CB in Vietnam » (A03_02).	not applicable	not applicable	not applicable	not applicable	75%

### 2.5.2 Progress of main activities

<b>Progress of <u>main</u> activities<sup>11</sup></b>	<b>Progress:</b>			
	A	B	C	D
1. Targeted capacity enhancement through short trainings and international study tours in Belgium.		x		
2. Short-term training & blended individual CB in Vietnam		x		

### 2.5.3 Analysis of progress made

Due to change in the person in charge at MPI, the implementation plan for 2017 was only finalised in May 2017. By July, 02 TOR were developed and one finalised by August. One training in Belgium was carried out successfully in December.

Following the workshops in Danang, the PMU received 17 Concept notes. A training workshop on project proposal writing was provided by FCB consultants in Jul 2017 to representatives of these 17 organisations to introduce them more details on the project requirements and guides on how to develop their project proposals.

7 best proposals were chosen by end of Aug 2017 and continue to get support from the FCB consultants through the process to adjust the activities and negotiate terms and conditions of the grant agreements. By mid December 2017, 7 GAs were signed.

The 7 ETEP partners joined the concept note and proposal writing procedures with the interested beneficiaries of A.3.2 (even though their concept notes are not rated). By much discussion on the activities proposed and expected results, the final result framework were agreed and finalised in 7 GAs in December 2017.

<sup>10</sup> If the Logical Framework contains more than three Outputs, copy-paste the 2.4 chapter and create 2.6 for Output 4, 2.7 for Output 5, etc.

<sup>11</sup> A: The activities are ahead of schedule  
 B: The activities are on schedule  
 C: The activities are delayed, corrective measures are required.  
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

## 2.6 Transversal Themes

Several transversal themes have been taken into account within FCB intervention with a wide range of target groups involved, especially organizations active in targeted sectors of the ICP 2011-2015 with specific attention given to gender equity.

### 2.6.1 Gender

Attention for gender equity will be mainstreamed throughout the different activities in each of the result areas of FCB. For example:

- The proposed selection criteria for scholarships for postgraduate (master) studies in Belgium comprises an explicit quota of minimum 50% female beneficiaries (cf. A02\_02). For 2015 selection, 64% of the selected candidates are female. This percentage is more or less the same as the percentage of female applicants (66%) which prove that the selection process has been carried out with transparency and attention to gender balance.
- Overall quantitative and financial targets of minimum 50% for female participants. This quota will be taken as one of the criteria for selection of beneficiaries for all project activities.

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

- In result 1, through A01\_01 and A01\_02, special attention may be given to understanding and addressing particular challenges of enhancing female access to training/CB and to understanding and fostering the conditions of success for high efficiency in prolonged training/CB 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 CB interventions may be envisaged and funded under A03\_02 (“Short-term training & individual CB 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.
- 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 organizational 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/CB of individuals from the latter may be organized. Particular attention may also be given to the strengthening of gender focal points in the institutions of the priority sectors.

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

The project is quite aware of and actively working on the gender issue. The awareness raising

workshops (act. 1.1) contained 1/3 women participants, the international scholarships were for 2/3 taken by female students. Also looking at the FCB support itself, half of the consultants that were hired were women.

### 2.6.2 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 organizations in such environmental-related areas.

In addition, when designing the FCB funded CB 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 CB 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 CB 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.

The focus on environmental issues is exemplified by the disciplines chosen for scholarships: 22% was on studies related to environmental topics. Also three of the 21 Beneficiary Organisations working on sub-projects are universities in the environmental sector.

### 2.6.3 Other

Within the framework of FCB, the PMU will pay attention to the issue of corruption as an important area to ensure transparency and efficiency in the use of project resources. Members of every selection committee must sign in a Declaration of Impartiality and Confidentiality" to mitigate any potential conflict of interest throughout the selection process.

## 2.7 Risk management

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Poor quality of local training facilities.	TFF preparation (2013)	OPS	Low	Medium	Low Risk	Assessment of the potential training institutions	Consul. & PMU	N/A	Training service providers are selected through Vietnamese & Belgian tender process	In progress
Low performance of the PMU	TFF preparation (2013)	OPS	Medium	Medium	Medium Risk	Request MoET to appoint PMU leader and increase coordinate with other departments/project, assign staffs for the PMU, with clear task description	BTC & MoET	01-06-19	PMU established in Jul 2015, restructured in Aug 2017 following MOET decision for restructuring all PMUs. Waiting for assignment of new PSC Chairman & PMU director	In progress
						Clear bi/annual action planning and quarterly progress reporting	PMU	01-06-19	The PMU staffs on MOET side are withdrawn & could not contribute much to project implementation. The PMU had rely on consultants to carry out project activities	In progress

Low performance of capacity building service providers and/or execution partners	TFF preparation (2013)	OPS	Medium	Medium	Medium Risk	Careful selection of partners	Selection Panels	Q4/2017	Selection of GA partners finished in Q4 2017, resulted in 21 GA signed. Continued support for GA partners till project end	In progress
						Establishment/approval of "Guiding Principles and Governance Rules of the FCB Selection Panels"	Consul&PSC	Q2/2017		
						Careful selection procedure and support to GA partners to get the best proposals	PMU	Q4/2017		
Potential beneficiary institutions are insufficiently aware of the possibilities for support	TFF preparation (2013)	OPS	Low	Low	Low Risk	Develop & approval of implementation plan that attracts potential partner institutions	Consul. & PMU	Project life	Clear guide and template provided to potential beneficiaries on proposal writing Continued providing technical support to the GA partners along with their execution of training and CB activities	In progress
						Organization of meetings/information sharing with/awareness raising workshops for potential beneficiary institutions				
						Selection the best proposals following GA guide criteria for proposals evaluation			Preparation for organization of awareness raising, sharing experience in HRD workshop in the Centre of Vietnam; TNA questionnaires sent out to potential beneficiaries	



Low level of ownership among beneficiary individual/organisations	TFF preparation (2013)	OPS	Low	Medium	Low Risk	Call for ideas/proposals and targeted calls for application that allow screening applications/proposals for sufficient guarantee with respect to ownership and feasibility	Consul. & PMU	Project life	21 GA signed with clear responsibilities for beneficiary organisations	In progress
						Carefull selection of proposals for funding and contractual agreements that promote ownership of beneficiary institutions request for stronger MOET involvement in PMU activities	PMU & selection panel	Project life		
Low effectiveness on capacity development due to a dilution of limited resources	TFF preparation (2013)	OPS	Medium	Medium	Medium Risk	To focus on a limited number of trainings on well-targeted areas of capacity	PMU	Project life	The PSC has agreed to focus in provincial agencies (DOET and DOHA) and higher education institutions selected for Gas. The activities under A.1.1 continue to raise the selected targeted groups. The training subject and training content will be carefully selected to fit the beneficiaries' needs	In progress
Low levels of commitment of	TFF preparation	OPS	Medium	Low	Low Risk	Required commitment of the scholarship	Selection panels	during and	A GA signed wwith VBFA to finance	In progress

scholarship recipients in returning to Vietnam and/or low success in achieving their expected contribution to sustainable socio-economic development in Vietnam	(2013)					applicants		after project closure	various activities for alumni and develop a strategy for VBFA as the host agency for alumni activities beyond the project life		
						Continued attention to the development ambition of the scholarship recipients through the pre-departure initiative					BTC& MoET
						Continued attention to the development ambition of the scholarship recipients through new returnee support and subsequent follow-up and continuous professional development opportunities					VBFA
Funding of unsustainable alumni initiatives or non-lasting Vietnamese-Belgian partnerships	TFF preparation (2013)	DEV	Medium	Medium	Medium Risk	Feasibility and sustainability of the proposals and partnerships as criteria for funding	PMU & Selection Panels	Project life	Cooperation with existing alumni and Vietnam-Belgium friendship groups to select the most potential partnerships	In progress	
						Insisting on sufficient co-funding by the participants / beneficiaries institutions					
Lack of integrity, undue pressure	TFF preparation (2013)	FIN	Low	Low	Low Risk	Clear procedures, guiding principles, manuals, etc.	Consul&PM U	Q1/2017	Implementation strategies and guidelines were approved by PSC	Terminated	

and/or other causes of biased selection/awarding of beneficiaries, proposals, contracts, etc.						Validation of selection result by PSC members	Selection Panels & PSC	N/A	Selection panel members sign in the integrity declaration	Terminated
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### 3 Steering and Learning

#### 3.1 Strategic re-orientations

*Not applicable*

#### 3.2 Recommendations

Below is the summary of recommendation made by the MTR (to be validated by FCB PSC in early Q1 2018)

- Be pragmatic in the final phase of FCB. Focus on the sub-projects, their use for MOET and, together with VBFA/VBA and DGD, prepare for the situation after BTC has left Vietnam;

For result 1, remaining funds can be well used for additional CD awareness creation activities. Both the target groups for activity 1.1 and MOET officials are suggested to take part in these activities. Promoting the FCB concept of capacity building to GoV officials is in line with the national policies on HRD and institutional reform.

- Adjusting its M&E system to measure better the sub-projects both on their separate project results and in their collective result as being organisational change projects to contribute to overall FCB project evaluation;

Stimulate the involvement of relevant MOET Departments in the discussions on progress and results of the 21 sub-projects,

Strengthen PMU capacity with increased consultancy services, especially on CD expertise;

Carry out a study to measure the positive contribution of the scholarship program since 1971 to the country's development;

#### 3.3 Lessons Learned

Lessons learned	Target audience
The tender procedures under CM modality again is complicated and take alot of time, which caused much delay in the implementation of the project work plan. This should be taken into account in project design so that the PMU can have a more realistic action plan. Consideration for moving apart of the fund to regie budget line may help to accelerate the tender processes.	MOET, BTC
Further commitment and project ownership of MOET and PMU; and timely and closer cooperation among project stakeholders (MOET, MPI, BTC, FCB PMU, Alumni...) should be improved so as to facilitate the implementation of relevant activities to achieve expected results.	PMU, All project stakeholders

**4 Annexes**  
**4.1 Quality criteria**

For each of the criteria (Relevance, Efficiency, Effectiveness and Potential Sustainability) a number of sub-criteria and statements about those sub-criteria have been formulated. By choosing the statement that fits your intervention best (add an 'X' to select a statement), you can calculate the total score for that specific criterion (see below for calculation instructions).

<b>1. RELEVANCE: The degree to which the intervention is in line with local and national policies and priorities as well as with the expectations of the beneficiaries</b>				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment RELEVANCE: total score	A	B	C	D
	X			
<b>1.1 What is the present level of relevance of the intervention?</b>				
X	A	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.		
...	B	Still fits well in national policies and Belgian strategy (without always being explicit), reasonably compatible with aid effectiveness commitments, relevant to target group's needs.		
...	C	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.		
...	D	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.		
<b>1.2 As presently designed, is the intervention logic still holding true?</b>				
	A	Clear and well-structured intervention logic; feasible and consistent vertical logic of objectives; adequate indicators; Risks and Assumptions clearly identified and managed; exit strategy in place (if applicable).		
X	B	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.		
	C	Problems with intervention logic may affect performance of intervention and capacity to monitor and evaluate progress; improvements necessary.		
	D	Intervention logic is faulty and requires major revision for the intervention to have a chance of success.		

<b>2. EFFICIENCY OF IMPLEMENTATION TO DATE: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into results in an economical way</b>				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least two 'A', no 'C' or 'D' = A; Two times 'B', no 'C' or 'D' = B; at least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment EFFICIENCY : total score	A	B	C	D
			X	
<b>2.1 How well are inputs (financial, HR, goods &amp; equipment) managed?</b>				

	<b>A</b>	All inputs are available on time and within budget.
X	<b>B</b>	Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.
	<b>C</b>	Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.
	<b>D</b>	Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.
<b>2.2 How well is the implementation of activities managed?</b>		
	<b>A</b>	Activities implemented on schedule
X	<b>B</b>	Most activities are on schedule. Delays exist, but do not harm the delivery of outputs
	<b>C</b>	Activities are delayed. Corrections are necessary to deliver without too much delay.
	<b>D</b>	Serious delay. Outputs will not be delivered unless major changes in planning.
<b>2.3 How well are outputs achieved?</b>		
	<b>A</b>	All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
	<b>B</b>	Output delivery is and will most likely be according to plan, but there is room for improvement in terms of quality, coverage and timing.
X	<b>C</b>	Some output are/will be not delivered on time or with good quality. Adjustments are necessary.
	<b>D</b>	Quality and delivery of outputs has and most likely will have serious deficiencies. Major adjustments are needed to ensure that at least the key outputs are delivered on time.

<b>3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N</b>				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>				
<b>Assessment EFFECTIVENESS :</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<b>total score</b>			<b>C</b>	
<b>3.1 As presently implemented what is the likelihood of the outcome to be achieved?</b>				
	<b>A</b>	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.		
X	<b>B</b>	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.		
	<b>C</b>	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.		
	<b>D</b>	The intervention will not achieve its outcome unless major, fundamental measures are taken.		
<b>3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?</b>				
	<b>A</b>	The intervention is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions		

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

<b>4. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).</b>				
<i>In order to calculate the total score for this quality criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A ; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C ; At least one 'D' = D</i>				
<b>Assessment POTENTIAL SUSTAINABILITY : total score</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
		B		
<b>4.1 Financial/economic viability?</b>				
X	A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.		
	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.		
	C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.		
	D	Financial/economic sustainability is very questionable unless major changes are made.		
<b>4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?</b>				
	A	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.		
X	B	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.		
	C	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.		
	D	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.		
<b>4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?</b>				
	A	Policy and institutions have been highly supportive of intervention and will continue to be so.		
	B	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.		
X	C	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.		

	<b>D</b>	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.
<b>4.4 How well is the intervention contributing to institutional and management capacity?</b>		
	<b>A</b>	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).
	<b>B</b>	Intervention management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.
X	<b>C</b>	Intervention relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.
	<b>D</b>	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.



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

Provide an overview of the important strategic decisions taken by the steering committee and the follow-up of those decisions<sup>12</sup>.

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<sup>12</sup> You can use the table of this template, or you can replace it by your own format (e.g. from your operational monitoring), as long as it provides the same information.

Decision		Action			Follow-up				
N°	Decision	Identification period (mm-yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
1	Reduction of the project implementation duration from 34 months to 48 months	Jul-15	1st PSC Meeting		Re-drafting the overall Action and Financial Plans for 2015-2019 and submitting to PSC for approval	PMU	Aug-15	Approved by PSC	CLOSED
2	Approval of the Action and Financial Plans of 2015	Jul-15	1st PSC Meeting	PSC	Detailing the 2015 Action and Financial Plans	PMU	Q4/2015	Approved by MOET	CLOSED
					Drafting the plan on tenderer selection for submitting to PSC for approval	PMU	Dec-15	Approved by PSC	CLOSED
3	Detailing the implementation plan for AD301	Jul-15	1st PSC Meeting	PSC	Drafting the plan	PMU	Q3/2015	The plan was developed and agreed in principle between MOET, BTC and MPU	CLOSED
4	Estimate total budget committed for AD201 & AD202 and plan for using the remaining budget	Jul-15	1st PSC Meeting	PSC	Preparation of overall financial plan for AD201 & AD202 and other activities	BTC/PMU	Q4/2015	Approved by PSC	CLOSED
5	Approval of the Plan on tenderer selection	Feb-16	PSC's Decision	PSC	Drafting TOR of each package, launching tenders in accordance with the plan Tenderer selection process	PMU	May-16 Oct-16	TORs approved by BTC&MOET, tender launched Consultants of AD103, AD301, AD102(1) recruited. Orders on going	CLOSED ONGOING
6	Approval of the Progress Report of the 2nd Semester of 2015				Report sent to all PSC members	PMU	Mar-16	Progress report approved	CLOSED
7	Approval of the indicative overall Action & Financial Plans for the period of 2016-2019				Report sent to all PSC members	PMU	Mar-16	Overall Action & Financial Plan 2015-2019 approved	CLOSED
8	Approval of the proposed Action & Financial Plans of the 1st Semester of 2016	Mar-16	PSC's Decision	PSC	Implementing the plan	PMU	Jun-16	The plan implemented	CLOSED
9	Approval of the allocation of 6000 Euro under the budget line AD102 to hire a consultant to develop the POM				Preparing the TOR and tender selection procedures	PMU	Mar-16	Consultant recruited late December 2016; POM being developed	CLOSED
10	Approval of the Progress Report of the 1st Semester of 2016	May-16	PSC's Minutes	PSC	Elaboration of the Action & Financial Plan of the 2nd Semester of 2016	PMU	Jun-16	Approved by PSC members via exchange of letter	CLOSED
11	Approval of the detailed Action & Financial Plans of the 2nd Semester of 2016	Jul-16	PSC's Decision	PSC	Plan implemented	PMU	Dec-16	Plan implemented	CLOSED
12	Approval of the Progress Report of the 2nd Semester of 2016 and Action & Financial Plans of the 1st Semester of 2017	Feb-17	PSC's Decision	PSC	Implementing the plan	PMU	Jun-17	Implementing the plan	CLOSED
13	Application of Grant Agreement to the 3 <sup>rd</sup> party through calls for proposals	Feb-17	PSC's Decision	PSC	prepare for 2nd call in 2017	PMU	N/A	Restricted call launched in May 2017	CLOSED
14	Recruitment of extra technical consultants for project	Feb-17	PSC's Decision	PSC	Preparing TOR and recruitment procedures	PMU	Mar-17	A national consultant recruited	CLOSED
15	Establishment of Selection Panels	Mar-17	PSC's Decision	PSC	Selection panel to work following guidelines for activities	PMU		N/A	CLOSED
16	Approval of the implementation strategies and guidelines of activities A3.1 and A3.2 – Short-term trainings in Vietnam, A3.1 – Short-term trainings and study tours in Belgium; and operation guidelines of the Activity A2.4 – Belgium alumni fellowship fund.	Mar-17	PSC's Decision	PSC	To apply these guides in corresponding project activities	PMU		guidelines applied for selection of beneficiaries	CLOSED
17	Addition of VBFA in the list of FCB targeted beneficiaries.	Mar-17	PSC's Minutes	PSC	VBFA is to submit full proposal. The PMU is to work with VBFA following direct award of grant procedures	PMU, VBFA	Apr-17	VBFA has finalised their proposal, GA negotiation is under going	CLOSED
18	Agreed application of direct grant award procedures for the selected institutions from the call for proposal in 2016.	Mar-17	PSC's Minutes	PSC	Preparing direct grant awarding procedures after beneficiary institutions to be evaluated and selected by Selection Panel	PMU, Consul, S-Panel	Apr-17	6 Gas has been concluded by end of Sept	CLOSED
19	Agreed the PMU's approach to the limited call, focusing several pre-identified beneficiary groups and addition of ETEP stakeholders to the list of FCB's targeted beneficiaries, and application of direct grant award procedures for these beneficiaries.	Mar-17	PSC's Minutes	PSC	The PMU is to work with ETEP stakeholders for exploration of further collaboration possibilities for support	PMU	Apr-17	PMU has collected proposals from 7 ETEP partners and finalising contents to be included in the Gas	CLOSED
20	Approve the overall activity plan, tender plan and financial plan for Jul - Dec 2017 as proposed by the PMU	Aug-17	PSC's Minutes	PSC	On-going, a revised disbursement plan was submitted to BTC HQ to reflect the most feasible disbursement of the project	PMU	Dec-17	Under A.1.1, the PMU is revising the TOR for 2 proposed trainings to reduce delay on tender procedures. Under A.2.3, GA negotiation with VBFA is underway. Under A.3.1, tender document for ODA training is under processing. Under A.3.2, PMU is working intensively with 7 newly selected beneficiaries and 7 ETEP partners to finalise the activities to be financed. GA must be signed before 15/12/2017	CLOSED
21	Agree on principle with the POM. PMU can adjust this document during its application, provided that the adjustment does not breach the general management principle as stipulated in the FCB TFF	Aug-17	PSC's Minutes	PSC	PMU to apply and submit amendment when needed	PMU	N/A	LAF and RAF to comment on procedures if	CLOSED
22	Approve in principle the base line report. BTC experts will continue working with the PMU to finalize and apply the M&E system to all project activities.	Aug-17	PSC's Minutes	PSC	Base line report sent to BTC HQ for comment. The M&E consultant is to guide GA partners on the use of the M&E system in Nov 2017	PMU	N/A		ONGOING
23	Agree for the PMU to develop the communication plan for FCB and establish the official FCB communication portal on the website of the Vietnam International Education Cooperation Department. BTC's consultants would work with technicians of the department and design the content of the information to be posted on this	Aug-17	PSC's Minutes	PSC	Delayed for MOET is under reorganization of the ICD and VIED departments	PMU	Q3/2018	The PMU to prepare a brief introduction on the project activities to be post on this website. A short term consultant for communication may be recruited in Q3 2018	ONGOING
24	Agree to allow the PMU to compile a budget modification version to make use of the un-booked fund in Q3 2017. PSC members would contribute ideas and suggestion for the PMU concerning this task	Aug-17	PSC's Minutes	PSC	Discussion underway	PMU	Dec-18	The revised budget must be submitted to the next PSC in Dec 2017	ONGOING
25	Approve the list of 14 newly selected beneficiaries in	11-12-17	PSC decision	PSC	Sign GA with 14 organisations	PMU	15-12-17	technical support & monitoring plan for GA	ONGOING

### 4.3 Updated Logical framework

There are no changes to the Logical framework.

### 4.4 MoRe Results at a glance

Not available at this stage.

Logical framework's results or indicators modified in last 12 months?	N/A
Baseline Report registered on PIT?	Sept 2017
Planning MTR (registration of report)	12/2017
Planning ETR (registration of report)	4/2019
Backstopping missions since	10/2016

### 4.5 "Budget versus current (y – m)" Report

Budget vs Actuals (Year to Date, by Quarter) of VIE1188811											
Project Title : <b>Facility for Capacity Building (scholarship)</b>											
Budget Version : <b>C01</b>											
Currency : <b>DGD</b>											
YID : <b>Report includes all valid transactions, registered up to today</b>											
Status	Fin Mode	Amount	Start to 2016	2017				Total	Total Exp.	Balance	%
				Q1	Q2	Q3	Q4				
<b>A</b>	<b>THE QUALITY OF HUMAN</b>	<b>5 608 835.00</b>	<b>2 323 248.74</b>	<b>86 187.07</b>	<b>145 088.42</b>	<b>117 947.37</b>	<b>84 794.05</b>	<b>437 017.92</b>	<b>2 760 256.67</b>	<b>2 848 568.33</b>	<b>49%</b>
	<b>01 Result 1: Effective</b>	<b>328 725.00</b>	<b>4 049.52</b>	<b>294.98</b>	<b>36 865.58</b>	<b>63 590.55</b>		<b>100 741.12</b>	<b>104 790.64</b>	<b>223 934.38</b>	<b>32%</b>
	01 Provide target groups and	COGEST 155 000.00	3 312.23		5 592.96	575.50		6 168.47	5 480.70	145 519.30	8%
	02 Set-up, continuously	COGEST 40 000.00	640.98			9 200.00		9 200.00	5 840.98	30 159.02	25%
	03 Providing technical	REGIE 133 725.00	96.31	294.98	31 272.62	53 805.05		85 372.85	85 468.96	48 256.04	64%
	<b>02 Result 2: Capacity for</b>	<b>3 355 000.00</b>	<b>2 314 426.26</b>	<b>86 596.36</b>	<b>97 311.07</b>	<b>45 733.07</b>	<b>9 218.91</b>	<b>240 861.41</b>	<b>2 555 287.67</b>	<b>799 712.33</b>	<b>76%</b>
	01 Continuation of	REGIE 1 846 000.00	1 605 540.51	15 905.36	16 890.90	3 500.00		36 086.26	1 641 606.77	204 393.23	89%
	02 Targeted capacity	REGIE 1 244 000.00	708 766.38	72 693.00	72 691.80	42 233.07		9 218.91	196 636.78	338 396.84	73%
	03 Support the sharing of	COGEST 190 000.00	0.00						0.00	190 000.00	0%
	04 Facilitate fellowships in	REGIE 75 000.00	119.37		7 958.37			7 958.37	8 077.74	66 922.26	11%
	<b>03 Result 3: Management &amp;</b>	<b>1 325 110.00</b>	<b>4 772.96</b>	<b>293.73</b>	<b>10 912.77</b>	<b>8 633.75</b>	<b>75 575.14</b>	<b>95 415.39</b>	<b>100 188.36</b>	<b>1 624 921.64</b>	<b>5%</b>
	01 Targeted capacity	REGIE 306 110.00	141.78		2 124.92	41 262.81		43 387.73	43 529.49	282 580.51	14%
	02 Short term training &	COGEST 1 619 000.00	4 631.20	293.73	10 912.77	6 508.83	34 312.33	52 027.67	56 658.87	1 562 341.13	3%
<b>X</b>	<b>CONTINGENCIES</b>	<b>116 250.00</b>	<b>0.00</b>						<b>0.00</b>	<b>116 250.00</b>	<b>0%</b>
	01 Contingencies	116 250.00	0.00						0.00	116 250.00	0%
	01 Contingencies Co-	COGEST 38 000.00	0.00						0.00	38 000.00	0%
	02 Contingencies BTC-	REGIE 78 250.00	0.00						0.00	78 250.00	0%
<b>Z</b>	<b>GENERAL MEANS</b>	<b>475 800.00</b>	<b>67 872.74</b>	<b>17 337.99</b>	<b>14 802.57</b>	<b>15 109.11</b>	<b>23 861.88</b>	<b>71 141.35</b>	<b>193 014.10</b>	<b>318 785.90</b>	<b>33%</b>
	<b>01 Human resources</b>	<b>216 000.00</b>	<b>72 494.96</b>	<b>16 156.69</b>	<b>13 447.09</b>	<b>12 306.16</b>	<b>15 019.94</b>	<b>56 969.88</b>	<b>129 484.84</b>	<b>86 515.16</b>	<b>60%</b>
	01 Coordinator (Project Co-	REGIE 108 000.00	27 040.58	6 646.21	5 074.07	6 190.02	7 825.67	25 725.97	52 766.55	55 233.45	49%
	02 Assistant project manager	REGIE 81 000.00	27 117.03	9 510.48	8 373.02	6 164.78	7 194.27	31 242.55	58 353.58	22 640.42	72%
	03 Project assistant	REGIE 27 000.00	18 337.35			21.36		21.36	18 358.71	8 641.29	68%
	<b>02 Investments</b>	<b>22 000.00</b>	<b>8 662.58</b>			<b>1 333.82</b>	<b>298.09</b>	<b>1 631.71</b>	<b>10 294.29</b>	<b>11 705.71</b>	<b>47%</b>
	01 Office Equipment,	COGEST 12 000.00	845.48			1 333.82	219.46	1 553.08	2 398.56	9 601.44	20%
	02 IT Equipment	COGEST 10 000.00	7 817.10				78.63	78.63	7 855.73	2 104.27	79%
	<b>03 Operational Expenses</b>	<b>129 800.00</b>	<b>2 029.20</b>	<b>1 184.40</b>	<b>23.16</b>	<b>1 316.05</b>	<b>1 857.01</b>	<b>4 360.62</b>	<b>6 409.83</b>	<b>123 390.17</b>	<b>5%</b>
	01 Services and	COGEST 32 400.00	0.00				348.66	348.66	346.06	32 053.34	1%
	02 Transportation & Mission	COGEST 20 000.00	0.00						0.00	20 000.00	0%
	03 Telecommunications	COGEST 16 200.00	0.00						0.00	16 200.00	0%

04 Consumables and other	COGEST	40.000,00	667,87	776,83	-41,07	1.134,66	1.498,94	3.371,37	4.033,24	44.980,76	8%
05 Legal advice &	REGIE	3.000,00	0,00						0,00	3.000,00	0%
06 Training	REGIE	8.000,00	1.314,00	418,90	63,40			482,30	1.796,30	6.203,70	22%
07 Financial costs	REGIE	1.200,00	47,33	-13,33	0,83	161,39	11,41	180,30	227,63	972,37	19%
<b>04 Audit and Monitoring &amp;</b>		<b>108.000,00</b>	<b>4.696,00</b>	<b>-3,11</b>	<b>1.332,32</b>	<b>93,28</b>	<b>6.716,65</b>	<b>8.136,14</b>	<b>12.825,14</b>	<b>95.174,86</b>	<b>12%</b>
01 Evaluation	REGIE	60.000,00	0,00						0,00	60.000,00	0%
02 Audit	REGIE	24.000,00	0,00						0,00	24.000,00	0%
03 Backstopping	REGIE	24.000,00	4.696,00	-3,11	1.332,32	93,28	6.716,65	8.136,14	12.825,14	11.174,86	53%
	REGIE	4.919.325,00	2.353.206,62	105.452,49	143.427,33	114.303,87	72.225,71	435.413,39	2.828.620,03	1.190.704,97	70,00
	COGEST	2.181.600,00	17.514,86	1.072,57	16.464,66	18.752,62	36.456,02	72.745,87	50.660,74	2.090.939,26	4,00
	<b>TOTAL</b>	<b>6.200.925,00</b>	<b>2.411.121,48</b>	<b>106.525,06</b>	<b>159.891,99</b>	<b>133.056,49</b>	<b>108.685,73</b>	<b>508.159,26</b>	<b>2.915.280,77</b>	<b>3.281.644,23</b>	<b>47,00</b>



Budget vs Actuals (Year to Date) for Quarter of 10/21/2014. Budget vs Actuals 75 (Jan to 10/14)

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## 4.6 Communication resources

The information on FCB supports has been conveyed to potential targeted beneficiary institutions through workshops held by the PMU and through the FCB's partners. Calls for proposals will have been advertised on the partner website as well as public newspapers. As soon as the institutional enchoe of the PMU is clarified, the PMU will develop a communciation plan for 2018. mplementation strategy for each project activity be developed in early 2017, .