



BTC

MOET



RESULTS REPORT 2016

INTERVENTION FACILITY FOR CAPACITY BUILDING (FCB)

VIE 11 888 11



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Acronyms

APEFE	Association pour la Promotion de l'Education et de la Formation à l'Etranger
ASEAN	Association of South East Asian Nations
BE	Belgium
BBS	Belgian Bilateral Scholarships
BIPP	Support to the Innovation and Development of Business Incubators Policy Project
BTC	Belgian Technical Cooperation
CB	Capacity Building
CBSP	Capacity Building Service Providers
CIUF-CUD	Commission universitaire pour le Développement
DAAD	German Academic Exchange Service
DGD	Directorate General for Development Cooperation and Humanitarian Aid
ETR	End-term Review
FCB	Facility for Capacity Building
FERD	Foreign Economic Relations Department of MPI
GDP	Gross Domestic Product
GIZ	Gesellschaft für Internationale Zusammenarbeit
HCMC	Ho Chi Minh City
HDI	Human Development Index
HERA	Higher Education Reform Agenda
HR	Human Resources
HRD	Human Resources Development
ICD	International Cooperation Department of MOET
ICP	Indicative Cooperation Programme
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MIC	Middle-income Country
MOET	Ministry of Education and Training
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
VID	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 (max. 2 pages)

Human resources

Apart from the BTC team and MOET PMU, an international consultant and a national consultant under tender packages No. 3 & 4 were recruited on part-time basis to provide the PMU with technical assistance in effective capacity building. In addition, national consultants under other tender packages were also recruited to support the PMU in elaboration of required documents like the Project Operational Manual (POM), implementation strategies of relevant project activities, beneficiary institutions selection policy, and setting up the M&E system, etc.

Administration and logistics

Due to the delay in implementation of project activities and disbursement, there was no cash call during 2016 other than the first cash calls of € 281,000 transferred in 2015.

The procurement of IT equipment and apart of office equipment as needed for the PMU has been completed.

All required periodical paper works like progress reports, financial reports, working and financial plans, etc., have been produced and submitted to stakeholders for approval on time.

Major events

The 2nd PSC of FCB was held on May 17th, 2016 to endorse the progress report of the 1st semester of 2016 and the tentative working and financial plans of the 2nd semester of 2016.

Activities

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

- 02 tender packages under CM modality: Package No. 1 - A0102 (1) - Preparation of the Project Operational Manual (POM) and Package No. 2 - A0102 (2) - National consultant to develop and operate the M&E system were completed in mid-July 2016. Their selection results were approved on November 22nd 2016 by MOET leadership. The CSA for Package No. 1 was awarded and signed on 06/12/2016. The POM is under development and expected to be available for PSC approval by end of February 2017. Meanwhile, the Package No. 2. was just awarded and signed at the end of January 2017 due to delays in tender approval procedures; and the first report is planned to be available by end of March 2017.

- 02 tender packages under OM modality: Package No. 3 - A0103 (1) – National consultant(s) to support selected organizations to develop their HRD and CB plans under R1 and Package No. 4 - A0103 (2) – International consultant to develop policy for implementation of R1 activities, other technical supports as needed for other project activities were completed in Mid-June 2016. Their CSA were awarded and signed on 20/7/2016. These consultants will provide technical advices to the FCB operation until the project end. The overall implementation strategy for project activities, policies for selection of beneficiaries and governance rules of Selection Panels has been elaborated by the consultants and submitted to the PSC for approval in late January 2017.

- 02 workshops on “Human Resource Development” were organised in Hanoi and Ho Chi Minh city in May and Sep 2016 respectively. Approx. 200 representatives from 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 these workshops, where

they had chance to share information on their organisations' 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 during the next 2 years.

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

- The scholarship activities are on-going. In 2016, scholarships were provided for 60 on-going scholars in Belgium (out of which there are 33 scholars awarded before FCB and 27 scholars of the FCB's 2015 intake) by the BTC scholarship unit in Brussels. 32 scholars have completed their study at the end of 2016. 28 scholars including 7 PhD and 21 master students are on-going; and all of them would finish their study by end of September 2017.

- Discussion with Vietnam Belgium Alumni (VBA) and the Vietnam Belgium Friendship Association on relevant activities for the Belgium alumni is on-going based on a proposal sent by the Association in early Nov 2016. The eligible activities and relevant financial procedures to provide support to these activities are being considered by the PMU and will be submitted for PSC approval in February 2017

- 01 tender package under OM modality: Package No. 5 - A0204 - National consultant to develop the policy for operation of the fund facilitating fellowships in Belgium for Alumni was completed in Mid-November 2016. Its CSA was awarded and signed in late December 2016. The assignment is on-going. The 1st draft of operation policy and procedures for the Belgium fellowship fund should be submitted to project stakeholders for comments by 15th January 2017.

➤ *Under the Result 3: Management & professional skills are strengthened through short-term training and other embedded capacity building initiatives*

- After long discussion, MPI and the PMU met in October 2016 and agreed on the coordination mechanism for implementation of the short trainings in Belgium. The tender package under OM modality: Package No. 6 - A0301 - National consultant to develop the implementation strategy for short trainings/study tours in Belgium and follow-up CB initiatives was completed in Mid-November 2016. Its CSA was awarded and signed on 25/11/2016. The assignment is on-going. The 1st draft of the implementation strategy for short trainings/study tours in Belgium was sent to all project stakeholders for comments in late December 2016. MPI is collecting comments from related agencies and the final operation policy is expected to be submitted to PSC for approval by late February 2017.

- For the tender package under CM modality: Package No. 7 - A03_02 - National consultant to develop the implementation strategy for short trainings in Vietnam and follow-up CB initiatives was re-launched in May 2016, but the applications were not very responsive. Taking into account the importance of this activity, the PMU requested BTC for an NOL to the form of direct appointment in late August 2016. As agreed by BTC, the FCB PMU has drafted the dossiers of requirements and submitted them to the leaders of MOET for approval of the results of direct appointment. However, MOET is re-considering the tender procedure for this package, leading to more delay in the implementation progress of this activity. The issue has been discussed between the PMU and BTC and the cancellation of this tender package will be proposed to the PSC and MOET for approval.

- Preparation of Concept Note guidelines and templates, and organization of training workshops on concept note writing in HCMC and Hanoi. As a result, 25 concept notes were received and evaluated, and out of those, 12 notes that are most eligible have been selected.

- Preparation of proposal guidelines and templates, and organization of a training workshop on proposal writing in Hanoi for 12 institutions whose concept notes were selected.

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; + Vietnamemes alumni of Belgium.
Impact ¹	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	2016

¹ 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 2016
		Previous years	Year covered by report (2016)		
Output 1	328,725	0	4,049.52	324,675.48	1.23%
Output 2	3,355,000	1,277,233.31	571,566.05	1,249,309.20	62.76%
Output 3	1,925,110	0	4,772.96	1,920,337.04	0.25%
Z	475,800	22,288.48	61,798.23	391,713.29	17.67%
Total	6,084,635	1,299,521.79	642,248.76	4,002,325.01	35.46%

1.3 Self-assessment performance

1.3.1 Relevance

	Performance
<p>Relevance</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>Effectiveness</p> <p>The project has been in operation for 18/48 months and the main focus in 2016 was to implement the tender plan. The procurement was slow due to applications were inadequate and irresponsive; and moreover, the approval procedure was so time consuming and lengthy. This leads to so much delay in the implementation of most project activities as they are all dependent on the availability of implementation strategies to be developed by the consultants to be recruited.</p>	B

1.3.3 Efficiency

	Performance
<p>Efficiency</p> <p>Apart from activities A02_01 and A02_02 – master scholarship in Belgium that have been implemented so smoothly, other activities have been delayed due to difficulties hindering the tenderer selection process. However, the PMU has taken initiatives in combining activities under result 1 with activity under Result 3 to define and provide support to the potential targeted institutions, promising to reduce the time needed for call for proposal and award process in 2017.</p>	B




With the good cooperation of all consultants on board, all required documents like POM, implementation strategy of relevant project activities, selection policy for target beneficiaries, etc. are expected to be finalised for PSC approval in Q1/2017.	
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1.3.4 Potential sustainability

Potential sustainability See the narrative in 2.2.3	Performance B
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1.4 Conclusions

There were certain delays in the implementation of project activities for different reasons, but the main reason was the approval procedures of tenderer selection results under the co-management modality is slow and lengthy. However, with a clear and timely guidance, direction of the PSC, BTC Vietnam and the PMU, together with the endeavours of FCB PMT, the project has achieved encouraging progress in 2016. 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>On behalf of the FCB Director</p>  <p>Nguyen Xuan Vang</p>	<p>Resident Representative BTC Vietnam</p>  <p>Alain Devaux</p>
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2 Results Monitoring²

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)³ indicates the overall objective to develop human resources and forming quality human resources up to regional standards and eventually international standards. This Plan sets the target of trained or skilled personnel of the total workforce at 55% by 2015 and at 70% by 2020 (or 44 million people). Of the newly trained workforce, 78% will receive vocational and technical training while 21% will obtain educational qualifications. In terms of training level, 18.7% (or 8.3 million people) will be trained at diploma level and above by 2020. The Plan also sets the target to have 30% of university lecturers with doctorate degrees by 2020, many of which to be trained abroad.

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

² Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

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

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 one 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, HRD may be treated either as a thematic issue or as a modality to achieve a particular sector development outcome. Meanwhile, capacity was defined as "the ability of an individual or institution/organization to perform effectively, comprehensively and sustainably their mandates and functions"⁴. 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

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

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 resources⁵ 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. This change process would certainly influence the workload of MOET assigned staffs and the decision-making process within MOET regarding FCB 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.

At present, there are no changes in the management of the Project. The International Cooperation Department of MOET is still taking the lead in the PMU. The PMU has generally received good support from concerning departments within MOET.

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 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

⁵ *Consultative Group of Donors Meeting for Vietnam in 2012, in Hanoi.*

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 February 2017. The development of an M&E system will include a baseline study, a Result Chain, a Results Measurement Plan, a Results Measurement Framework for each results area of the FCB. Review and re-definition of indicators (baseline and target) will also be considered.

Outcome⁶: The quality of human resources of Vietnam is enhanced through strengthening the innovative and management skills and capacities of Vietnamese individuals and targeted institutions.					
Indicators⁷	Baseline value⁸	Value year N-1⁹	Value year N¹⁰	Target year N¹¹	End Target¹²
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. <ul style="list-style-type: none"> ✓ % of success in reaching their envisaged CB outcomes among involved individuals. ✓ Number of such individuals successful in their CB. ✓ % of success in reaching their envisaged CB outcomes among involved organizations. ✓ Number of such organizations successful in their CB. 					
The extent to which the FCB significantly					

⁶ Use the formulation of the outcome as mentioned in the logical framework (TFF)

⁷ Use the indicators as shown in the logical framework (from TFF or last version of logical framework)

⁸ The value of the indicator at time 0. Refers to the value of the indicators at the beginning of the intervention (baseline)

⁹ The achieved value of the indicator at the end of year N-1

¹⁰ The achieved value of the indicator at the end of year N. If the value has not changed since the baseline or since the previous year, this value should be repeated.

¹¹ The planned target at the end of year N

¹² The target value at the end of the intervention

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.					
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.					
Overall % of female participation in direct CB funded by the FCB.					

2.2.2 Analysis of progress made

The project experienced important execution delay both in the last 6 months of 2015 and the whole year 2016. Accounts for the delay are many as defined by the project PMU, but the key reasons are:

- There are quite a lot of administration procedures both of Vietnam and Belgium that the project should go through during the implementation of project activities. In addition, the MOET members of the PMU all are working on part-time basis, so their time commitment for the project is rather small while the number of BTC contracted staff is limited to one Coordinator and one Financial officer;
- The implementation of tender plan was time-consuming and slow due to applications were inadequate and irresponsive. Moreover, approval of procurement related documents was so time consuming due to the fact that the PMU director is not fully authorised by MOET leaders.

In 2016, apart from the planning, administrative and HR management work like (i) Preparation of periodical reports and plans as stipulated ; (ii) Organization of PSC as well as of PMU as needed ; and (iii) Completion of procurement of all IT equipment, and a part of office equipment for the PMU, the FCB PMU focused mainly on the implementation of tender packages, including :

- Package No. 1 (CM) - Preparation of the Project Operational Manual (POM); completed in mid-July; selection result approved by MOET in late November; CSA awarded and signed early December; POM expected to be available for PSC approval by end of February 2017;
- Package No. 2 (CM) - National consultant to develop and operate the M&E system: completed in mid-July 2016; selection result approved by MOET in late November 2016; contract awarded and signed in late January 2017;
- Package No. 3 (OM) - National consultant(s) to support selected organizations to develop their HRD and CB plans under R1 and Package No. 4 (OM) – International consultant to develop policy for implementation of R1 activities, other technical supports as needed for other project activities: Completed in Mid-June 2016; CSA awarded and signed on 20/7/2016. The PMU work intensively with the consultant team to develop the implementation policy for the project activities. All the possibilities and models applicable were considered to find the most effective ways to reach the targeted beneficiary organisations.
- Package No. 5 (OM) - National consultant to develop the policy for operation of the fund facilitating fellowships in Belgium for Alumni: Completed in Mid-November 2016;

CSA awarded and signed in late December 2016; the 1st draft report should be submitted to project stakeholders for comments by 15th January 2017;

- Package No. 6 - National consultant to develop the implementation strategy for short trainings/study tours in Belgium and follow-up CB initiatives: Completed in Mid-November 2016; CSA was awarded and signed on 25/11/2016; the 1st draft report sent to all project stakeholders for comments in late December 2016; the final operation policies expected to be available for PSC approval by late February 2017;

- Package No. 7 - National consultant to develop the implementation strategy for short trainings in Vietnam and follow-up CB initiatives: Re-launched in May; BTC's NOL to the form of direct appointment in late August; pending for MOET's decision on tender procedure.

2.2.3 Potential Impact

For result 1, the project has been 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. 42/60 scholars has returned to Vietnam and quickly resume their responsibilities in their organisations. Most of them got promotion and/or better appreciated in their organisation and promise to contribute actively to the development of the country in general. More activities for the alumni in 2017 will be organised to evaluate the outcome and impact of this scholarship program.

For result 3: No capacity building/training activity has been financed due to delays in the consultancy to develop implementation strategy. It is planned that the selection of partner organisations will be carried out in Q 2/2017.

2.3 Performance output 1¹³



2.3.1 Progress of indicators

Output 1: Effective approaches and practices of training/CB are used by beneficiary institutions					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
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.					
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.					
Vietnamese organizations satisfied of FCB support for developing their own effective training/CB strategies and actually implementing such strategies.					
Appropriateness and actual use of the CB M&E system designed and used for CB initiatives funded by the FCB.					
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.					

2.3.2 Progress of main activities

Progress of <u>main</u> activities ¹⁴	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		

¹³ The template accommodates up to 3 Outputs (chapters 2.2, 2.3, 2.4). If the intervention has more outputs, simply copy and paste additional output chapters. If the intervention has less than 3 outputs, simply delete the unnecessary chapters. As for the outcome level, you may also replace this table by the intervention's own format (e.g. from your operational monitoring tool)

¹⁴ 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.

1.4. Development of Project Operational Manual (POM) (new)		x		
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2.3.3 Analysis of progress made

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 1.1 - Introducing effective approaches and practices on training/capacity building. Two workshops on "Human Resource Development" were organised in Hanoi and Ho Chi Minh city in May and Sep 2016 respectively. Approx. 200 representatives from 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 these 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 during the next 2 years.

The International consultant on capacity building is still to review the overall implementation policy for the project, mainly on the choice of prioritized training areas and procedures for selection of targeted beneficiary institutions. These choices should be finalised within the BTC back up mission planned for February/March 2017, which is important to ensure the project reach its targeted objectives and effectively use FCB limited resources.

The Project Operational manual is under development by a national consultant and the 1st draft should be delivered to stakeholders for comment by end of January 2017, and final draft should be available for PSC's approval by end of February 2017. Meanwhile, the contract for National consultant to develop and operate the M&E system was just signed at the end of January 2017 due to delays in tender approval procedures; and the first report is planned to be available by end of March 2017.

2.4 Performance output 2

2.4.1 Progress of indicators

Since the M&E system of the project has not been developed, it is not possible for the moment to track progress of these indicators. For the fact that the 2015 selection is the last selection of the master study program, it should be reconsidered if further tracking of this indicator is needed. The M&E consultant is expected to assist the PMU in the next 6 months to identify relevant indicators for this activity.

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					
Success of scholarship recipients/returnees of postgraduate (master) studies in Belgium in achieving their CB goals and development contribution ambitions upon return to Vietnam.					
Significant contribution to the continuous professional development of alumni and other participants of activities and initiatives supported by the FCB under its A02_03					
Degree of effectiveness of the interlinked and embedded strategy of CB for scholarship beneficiaries and follow-up for alumni of postgraduate studies in Belgium or co-conducted and certified by Vietnamese and Belgian universities.					
In-depth and qualitative feasibility study with respect to jointly funded Vietnamese-Belgian scholarships for postgraduate studies in Belgium.					
Degree of contribution of the FCB to enhanced sustainability in the role of Vietnamese Belgian Alumni (Association and topic groups/networks/...) in support of the professional development of their members.					

2.4.2 Progress of main activities

Progress of <u>main</u> activities ¹⁵	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			x	

- ¹⁵ 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.

and PhD.				
4. Facilitate fellowships in Belgium for Alumni			x	

2.4.3 Analysis of progress made

The scholarship activities are on-going. In 2016, scholarships were provided for 60 on-going scholars in Belgium (out of which there are 33 scholars awarded before FCB and 27 scholars of the FCB's 2015 intake) by the BTC scholarship unit in Brussels. 32 scholars have completed their study at the end of 2016. 28 scholars including 7 PhD and 21 master students are on-going; and all of them would finish their study by end of September 2017.

Discussion with VBA and the Vietnamese Friendship association on relevant activities for the Belgium alumni is on-going based on a proposal sent by the Association in early November 2016. The eligible activities and relevant financial procedures to provide support to these activities are considered by the PMU and will be submitted to the PSC for approval in February 2017. Meanwhile, the national consultant to develop the operation policy and procedures for the Belgium fellowship fund is to submit his first draft report by mid February 2017.

2.5 Performance output 3¹⁶

2.5.1 Progress of indicators

Output 3: Management and professional skills are strengthened through short-term training and other embedded CB initiatives.					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
Successful achievement of set training/CB outcomes by recipients of FCB-funding for short-term training/exposure in Belgium					
Successful achievement of set training/CB outcomes by individual and organizational beneficiaries of FCB-funding for « short-term training and blended individual CB in Vietnam » (A03_02).					

2.5.2 Progress of main activities

Progress of <u>main</u> activities ¹⁷	Progress:			
	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

After long discussion, MPI and the PMU met in October 2016 and agreed on the coordination mechanism for implementation of the short training in Belgium. The consultant team for developing the implementation strategy and selection procedures for short trainings/study tours in Belgium was recruited in November and the first report has been submitted by end of Dec 2016. MPI is collecting comments from related agencies and the final operation policies should be approved by the project PSC in Q1 2017.

Following the two workshops on HRD organized as combination of activities under A0101 and A0302, interested organisations were invited to send the PMU a Concept note to present their interest in FCB's technical and financial support. A training workshop on project proposal writing was provided by FCB consultants in Nov 2016 to representatives of 12 organisations with the best Concept notes. The workshop was to help them develop their project concept notes into full proposals, discuss possible cooperation and/or prepare for participating in the Call for proposals.

¹⁶ 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.

¹⁷ 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.

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.

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

Risk Identification			Risk analysis			Risk Treatment			Follow-up of risk	
Description of Risk	Period of identification	Risk category	Probability	Potential Impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Poor quality of local training facilities.	TFF preparation (2013)	Implementation	Medium	Medium	M	Assessment of the potential training institutions	Consult. & PMU	Q4/2016	Definition of relevant criteria on going	In progress
Low performance of the PMU	TFF	Management	Medium	High	M	Careful selection of PMU staff	BTC&MOET	Q4/2015	PMU staff selected, all administrative procedures for PMU operation has been completed by Dec 2015	Terminated
						Clear bi/annual action planning and quarterly progress reporting	PMU	Project life	To be carried out throughout project life	In progress
Low performance of capacity building service providers and/or execution partners	TFF	Management	Medium	Medium	M	Careful selection of partners	Selection Panels	Q1/2017	Definition of relevant criteria and technical supports by consultants on CB	In progress
						Establishment/approval of "Guiding Principles and Governance Rules of the FCB Selection Panels"	Consult. & PSC	Q1/2107		
						Measures for quality and continuity assurance	PMU	N/A		

Potential beneficiary institutions are insufficiently aware of the possibilities	TFF	Effectiveness	Medium	Medium	M	Development/approval of implementation strategy, selection policy.	Consult. & PSC	Q1/2017	Implementation strategy, selection policy, etc. are under elaboration and finalization for submission to PSC for approval	In progress
Low level of ownership among beneficiary individual/organizations	TFF	Effectiveness	Medium	Medium	M	Organization of meetings/information sharing with/awareness raising workshops for potential beneficiary institutions	PMU & Consult.	Project life	2 workshops for introduction of FCB support held in HN and HCMC in May and September 2016 respectively with approx. 200 participants. 2 more workshop is planned for 2017	In progress
						Call for ideas/proposals and targeted calls for application that allow screening applications/proposals for sufficient guarantee with respect to ownership and feasibility	Consult. & PMU	Project life	1st call for concept notes done. 25 organizations submitted their concept notes. 12 selected. A workshop on proposal writing organized for these 12 organizations to provide them with concrete guidelines	In progress

											and template. Their full proposals are to be evaluated and selected for funding.	
									Carefull selection of proposals for funding and contractual agreements that promote ownership of beneficiary institutions	Selection Panels & PMU	Project life	
Low effectiveness on capacity development due to a dilution of limited resources	TFF	Effectiveness	Low	Medium				L	To focus on a limited number of well-targeted areas of capacity	PSC & Selection Panels	Project life	In progress
Low levels of commitment of scholarship recipients in returning to Vietnam and/or low success in achieving their expected contribution to sustainable socio-economic development in	TFF	Effectiveness	Low	Medium				L	Required commitment of the scholarship applicants	Selection Panel		Terminated
									Continued attention to the development ambition of the scholarship recipients through the pre-departure initiative	BTC & MOET	Project life	In progress
									Continued attention to the development ambition of the scholarship recipients through new returnee support and subsequent	BTC & MOET	Project life	In progress

Vietnam							follow-up and continuous professional development opportunities				for alumni	
Funding of unsustainable alumni initiatives or non-lasting Vietnamese-Belgian partnerships	TFF	Sustainability	Medium	Medium	Medium	M	Feasibility and sustainability of the proposals and partnerships as criteria for funding Insisting on sufficient co-funding by the participants / beneficiaries institutions	PMU & Selection Panels	Project life		Cooperation with existing alumni and Vietnam-Belgium friendship groups to select the most potential partnerships	In progress
Lack of integrity, undue pressure and/or other causes of biased selection/awarding of beneficiaries, proposals, contracts, etc.	TFF	Fiduciary	Medium	Medium	Medium	M	Procedures, guiding principles, manuals, etc. Validation of conclusion of selection panels	Consul. & PMU	Q1/2017		Under preparation	In progress

3 Steering and Learning

3.1 Strategic re-orientations

Not applicable

3.2 Recommendations

During the 2nd meeting in May 2016, the Project Steering Committee agreed in principle with the Progress Report of the 1st Semester of 2016. The detailed Action and Financial Plans of the 2nd Semester of 2016 was submitted to the PSC for approval in June 2016.

Recommendations	Actor	Deadline
The detailed Action and Financial Plans of the 2 nd Semester of 2016 were approved in June 2016.	PSC	N/A

3.3 Lessons Learned

Lessons learned	Target audience
The tender approval procedures under CM modality has taken a lot of time and 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).

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				
<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			
1.1 What is the present level of relevance of the intervention?				
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.		
1.2 As presently designed, is the intervention logic still holding true?				
	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.		

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				
<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
			C	
2.1 How well are inputs (financial, HR, goods & equipment) managed?				

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

3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N				
<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 EFFECTIVENESS :	A	B	C	D
total score			C	
3.1 As presently implemented what is the likelihood of the outcome to be achieved?				
	A	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.		
	B	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.		
X	C	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.		
	D	The intervention will not achieve its outcome unless major, fundamental measures are taken.		
3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?				
	A	The intervention is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions		

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

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

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

Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D
		B		

4.1 Financial/economic viability?

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.

4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?

	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.

4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?

	A	Policy and institutions have been highly supportive of intervention and will continue to be so.
X	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.
	C	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.

	D	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.
4.4 How well is the intervention contributing to institutional and management capacity?		
	A	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).
X	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.
	C	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.
	D	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 decisions¹⁸.

Decision		Action			Follow-up				
N°	Decision	Identification period (mmm.yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
1	Reduction of the project implementation duration from 54 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
3	Detailing the implementation plan for A0301	Jul-15	1st PSC Meeting	PSC	Drafting the plan on tenderer selection for submitting to PSC for approval	PMU	Dec-15	Approved by PSC	CLOSED
4	Estimate total budget committed for A0201 & A0202 and plan for using the remaining budget	Jul-15	1st PSC Meeting	PSC	Drafting the plan	PMU	Q3/2015	The plan was developed and agreed in principle between MOET, BTC and MPI	CLOSED
5	Approval of the Plan on tenderer selection	Feb-16	PSC's Decision	PSC	Preparation of overall financial plan for A0201 & A0202 and other activities	BTC/PMU	Q4/2015	Approved by PSC	CLOSED
					Drafting TOR of each package, launching	PMU	May-16	TORs approved by BTC&MOET,	CLOSED

¹⁸ 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.

				tenders in accordance with the plan					tender launched	
				Tenderer selection process					Consultants of A0103, A0204, A0301, A0102(1) recruited; Others on-going	ONGOIN G
6	Approval of the Progress Report of the 2nd Semester of 2015			Report sent to all PSC members					Progress report approved	CLOSED
7	Approval of the indicative overall Action & Financial Plans for the period of 2015-2019			Report sent to all PSC members					Overall Action & Financial Plan 2015-2019 approved	CLOSED
8	Approval of the proposed Action & Financial Plans of the 1st Semester of 2016		Mar-16	Implementing the plan	PSC's Decision	PSC			The plan implemented	CLOSED
9	Approval of the allocation of 6000 Euro under the budget line A0102 to hire a consultant to develop the POM			Preparing the TOR and tender selection procedures					Consultant recruited; POM being developed	CLOSED
10	Approval of the Progress Report of the 1st Semester of 2016		May-16	Elaboration of the Action & Financial Plan of the 2nd Semester of 2016	PSC's Minutes	PSC			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	Implementing the plan	PSC's Decision	PSC			The plan implemented	CLOSED

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?	Not yet
Planning MTR (registration of report)	06/2017
Planning ETR (registration of report)	12/2018
Backstopping missions since	10/2016

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

Please see the annex attached for more information.

4.6 Communication resources

Following the communication plan of the BTC Representation office in 2015, a flyer for FCB is being developed with basic information on the project. The flyer will be printed for distribution upon agreement of the project director.

The information on FCB supports has been conveyed to potential targeted beneficiary institutions through workshops held by the PMU. As soon as the implementation strategy for each project activity be developed in early 2017, calls for proposals will have been advertised on the partner website as well as public newspapers.

