



**BTC**

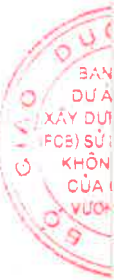
**MOET**



# **RESULTS REPORT 2015**

## **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**

After the official signature of the FCB intervention on December 10<sup>th</sup>, 2014, the Minister of MOET signed decisions to establish its Steering Committee (SC) and its Project Management Unit (PMU) respectively in July 2015. Under the latter, the PMU Director, MOET Coordinator and four other members were appointed. Other supporting staffs like the PMU Chief Accountant was appointed, and a cashier and an administrative worker were contracted by MOET.

After completing BTC selection and recruitment procedures, the BTC-contracted team of BTC Project Management Assistant/Finance Officer and BTC Project Coordinator were officially recruited and started working on the project from July 15<sup>th</sup>, 2015 and November 1<sup>st</sup>, 2015 respectively.

### **Administrative set-up and logistics**

During the inception phase, two main operational accounts in Euro and VND for the Belgian contribution under the CM modality were opened and the first cash calls were prepared and amounts of € 181,000 and € 100,000 were transferred to these accounts in July and August 2015 respectively; the stamp and tax code of the PMU were registered.

While waiting for the setting up of the PMU office, the BTC recruited project staff have been temporarily working at the Representation.

The progress report of inception phase and estimated action and financial plans for the 2<sup>nd</sup> half of 2015 were prepared, submitted to and approved by the PSC1. The PSC1 has agreed to reduce the project duration from 54 months to 48 months as requested by the Belgium side so that all the interventions supported by Belgium Gov will be concluded by June 30<sup>th</sup>, 2019. Other paper works such as indicative overall action and financial plans for the period of 2015-2019, a plan on tenderer selection, etc. have also been developed and waiting for PSC's approval.

### **Major events**

The 1<sup>st</sup> PSC of FCB was held on July 24<sup>th</sup>, 2015 to officially kick-off the intervention.

### **Activities**

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

Several brainstorming meetings with potential targeted beneficiary organizations and training/CB Service Providers were organized in preparation for the provision of FCB support under the activity A01\_01 upon the availability of the M&E system under the activity A01\_02 and the consultancy on the implementation strategy under the activity A01\_03.

In waiting for the PSC's approval of the plan on tenderer selection, the TORs for consultancy service to develop and operate a proper M&E system, consultancy service to develop the Project Operational Manual (POM) as well as the CB technical assistance

(international and national expertise) have been prepared and waiting for the PMU's approval.

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

Regarding A02\_01 - Continuation of scholarships awarded before FCB: During the transition period from the BBS program to FCB, BTC has continued providing support to 77 on-going scholars in Belgium. These services are provided by the Representation office and BTC scholarship unit in Belgium.

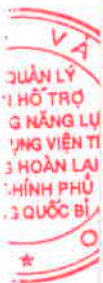
Regarding A02\_02 - Targeted capacity enhancement through new scholarships for international master studies : The selection of new scholars for international master study (2015 intake) was completed in April 2015, resulted in a final list of 30 official and 15 reserved candidates; new scholarship awards were finally defined and offered to 28 selected candidates; two pre-departure seminars for the newly-selected scholarship holders of the 2015 intake was organized in Hanoi and HCMC in late August 2015. And monthly payments and logistical support as needed during their stay(s) in Belgium have been being provided by the BTC scholarship unit in Brussels.

Regarding A02\_03 – Supports provided to the VBA : Until now, none of proposals from the VBA for FCB's support has been received by the PMU. The PMU will discuss further with the VBA in details on the implementation of this activity.

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

Regarding A03\_01 - Capacity enhancement through short trainings/study tours in Belgium : A draft implementation plan for short-term training and international study tours in Belgium was developed and sent to MPI for consideration in September 2015. The PMU will work directly with MPI on how to implement this activity.

Regarding A03\_02 - Short-term training & blended individual capacity building in Vietnam: Meetings with some potential targeted beneficiaries and training/CB service providers for a better understanding of the need and possible supports from FCB were organized; and the TOR for consultancy service to develop the implementation strategy and corresponding procedures for short-term training and other embedded CB initiatives in Vietnam has been prepared and waiting for the PMU's approval.



### 1.1 Intervention form

<b>Intervention title</b>	<b>Facility for Capacity Building (FCB)</b>
<b>Intervention code</b>	<b>VIE 11 888 11</b>
<b>Location</b>	<b>Hanoi</b>
<b>Total budget</b>	<b>€ 6,200,925 - Belgian contribution</b> <b>Vietnamese contribution consists of the cost for office rent and costs of personnel appointed by MOET.</b>

<b>Partner Institution</b>	Ministry of Education and Training
<b>Start date Specific Agreement</b>	10 December 2014
<b>Date intervention start /Opening steering committee</b>	01 July 2015
<b>Planned end date of execution period</b>	30 June 2019
<b>End date Specific Agreement</b>	09 December 2020
<b>Target groups</b>	<p><i>Targeted beneficiaries:</i></p> <ul style="list-style-type: none"> <li>+ 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;</li> <li>+ Young professionals potential to contribute to the development of Vietnam;</li> <li>+ Vietnamemes alumni of Belgium.</li> </ul>
<b>Impact<sup>1</sup></b>	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.
<b>Outcome</b>	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.
<b>Outputs</b>	<p>Effective approaches and practices of training/capacity building are used by beneficiary institutions.</p> <p>Capacity for innovation and management is developed through master scholarships &amp; follow-up.</p> <p>Management &amp; professional skills are strengthened through short-term training and other embedded capacity building initiatives.</p>
<b>Year covered by the report</b>	2015

## 1.2 Budget execution (\*)

	Budget	Expenditure		Balance	Disbursement rate at the end of year 2015
		Previous years	Year covered by report (2015)		

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



<b>Total</b>					
<b>Output 1</b>	<b>328,725</b>	<b>0</b>	<b>0</b>	<b>328,725</b>	<b>0%</b>
<b>Output 2</b>	<b>3,355,000</b>	<b>256,891.44</b>	<b>1,498,541.04</b>	<b>1,599,567.52</b>	<b>52.32%</b>
<b>Output 3</b>	<b>1,925,110</b>	<b>0</b>	<b>0</b>	<b>1,925,110</b>	<b>0%</b>
<b>Z</b>	<b>475,800</b>	<b>0</b>	<b>8,417.93</b>	<b>467,382.07</b>	<b>1.77%</b>
<b>Total</b>	<b>6,084,635</b>	<b>256,891.44</b>	<b>1,506,958.97</b>	<b>4,320,784.59</b>	<b>28.99%</b>

### 1.3 Self-assessment performance

#### 1.3.1 Relevance

	<b>Performance</b>
<p><b>Relevance</b>            Vietnam continue 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

	<b>Performance</b>
<p><b>Effectiveness</b>            The project has just been in operation for 6 months and the priority was to complete administrative procedures for project set up which is rather lengthened due to different formalities on the Vietnamese side. Especially recruitment of consultants for projects activities are pending for the approval of the tender plan and can only be implemented in the first part of 2016. By end of this first period, the PMU is now in full operation and show great potential to boost up project activities in 2016.</p>	

#### 1.3.3 Efficiency

	<b>Performance</b>
<p><b>Efficiency</b>            Thanks to good cooperation between BTC and MOET, activity A02_02 - master scholarship in Belgium has been implemented smoothly right after signature of the SA and no PMU in place. However, other activities, especially the</p>	


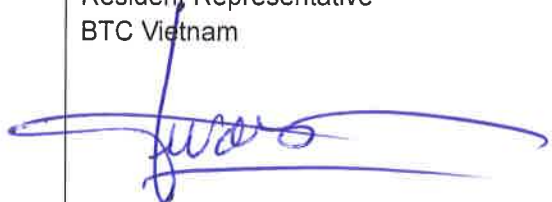
baseline study which was planned for the inception phase, are at certain postponement and pending for the approval of tendering procedures on MOET's side.	
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### 1.3.4 Potential sustainability

Potential sustainability	Performance
Too early to evaluate.	

### 1.4 Conclusions

The implementation progress of project activities during the inception phase has not been as initially expected due to the fact that there were lots of time-consuming administrative procedures to go through and unavailability of the project legal framework (POM, FOM, implementation strategy and corresponding procedures for each project activity, etc.). However, with a clear and timely guidance, direction, of the PSC, BTC Vietnam and the PMU, together with the endeavours of FCB PMT, after the 1st PSC, the project has gradually come into orderly operation and achieved certain positive progress in late 2<sup>nd</sup> semester of 2015. 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.

On behalf of the FCB PMU Director  Nguyen Xuan Vang	Resident Representative BTC Vietnam  Alain Devaux
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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.

<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.

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 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, 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. There are no major evolutions in this context during the reporting period.

### 2.1.3 Management context: execution modalities

The project uses a mix of two management systems: Vietnamese system under which a PMU was 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.

Following the signature of the SA, the PSC has been established and composed of representatives from line ministries and key MOET departments. The first PSC saw high mutual agreement among PSC members on the project direction and management structure. The PMU was also established in July 2015, and the International Cooperation

<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.



Department has been assigned by MOET leaders to take the lead in the PMU. The PMU has received good support from concerning departments within MOET to complete administrative procedures according to the Vietnamese legislation for project setting and the project has gained positive evolutions in the late 2<sup>nd</sup> Semester of 2015. These achievements are clear demonstrations of the mutual understanding and sharing between the two partners in the co-management modality. The project ownership of the MOET has always been maintained and hi-lightened throughout all activities.

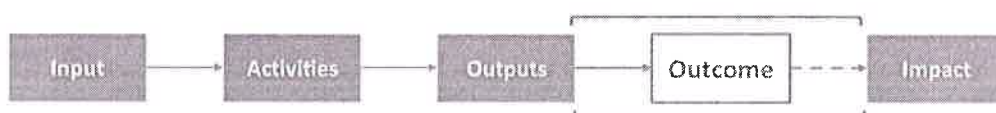
#### 2.1.4 Harmo context

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 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

By the time of this report, it is only possible to gauge the value of some indicators relating to Result 2 i.e. Capacity for innovation and management is developed through

master scholarships and follow up. The selection under FCB was carried out in Q1 - Q3 2015 and initial evidences showed that the beneficiaries had high satisfaction with the scholarship related organisation and services. Yet FCB has to set up a more systematic data collection system to receive and analyse the feedback from this group for better proving of the level of success. Information from that system will also be used to develop activities for this group of beneficiaries.

Also under the Result 2 , FCB is handling a large number of ongoing scholars from the scholarship program (master and PhD). This group also shows high satisfaction with the service provided as well as contentment with quality of the trainings in Belgium. More activities for newly returned scholars and alumni will be further developed in 2016 and help to define better the level of effectiveness of the program.

The M&E system for FCB is expected to be developed in Q2 2016. The development of an M&E system including a baseline study, a Result Chain, a Results Measurement Plan, a Results Measurement Frameworks for each results area of the FCB. Review and re-definition of indicators (baseline and target) will also be considered.

Other project activities are pending for discussion on implementation plan and recruitment of concerning consultants.

<b>Outcome<sup>6</sup>: The quality of human resources of Vietnam is enhanced through strengthening the innovative and management skills and capacities of Vietnamese individuals and targeted institutions.</b>					
<b>Indicators<sup>7</sup></b>	<b>Baseline value<sup>8</sup></b>	<b>Value year N-1<sup>9</sup></b>	<b>Value year N<sup>10</sup></b>	<b>Target year N<sup>11</sup></b>	<b>End Target<sup>12</sup></b>
<p>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.</p> <ul style="list-style-type: none"> <li>✓ % of success in reaching their envisaged CB outcomes among involved individuals.</li> <li>✓ Number of such individuals successful in their CB.</li> <li>✓ % of success in reaching their envisaged CB outcomes among involved organizations.</li> <li>✓ Number of such organizations successful in their CB.</li> </ul>					

<sup>6</sup> Use the formulation of the outcome as mentioned in the logical framework (TFF).

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

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

<sup>9</sup> The achieved value of the indicator at the end of year N-1

<sup>10</sup> 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.

<sup>11</sup> The planned target at the end of year N

<sup>12</sup> The target value at the end of the intervention

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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.					
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

In the first 6 months of the project, the focus was on administrative procedures to register and activate project structure following Vietnamese legislation. Right after the MOET decision to set up the PMU, BTC also started recruitment of the Financial Assistant. This person, in cooperation with MOET assigned staffs take care of all administrative procedures including opening bank accounts, registering tax code, project stamp, registering budget code for Vietnamese contribution, procurement of office equipment etc... The first PSC was also organised in late July 2015, approving the action & financial plans for 2015. However, the approval of the project plan on tenderer selection is pending the consideration of MOET leaders and functional departments, which is lengthened than expected. This leads to a certain delay in implementation of important tender packages for the project including the M&E consultant and capacity building consultant for Activity 1. The Terms of reference for these consultants have been developed and agreed with the PMU. It is expected that these tenders can be launched right after the Tet holidays, after the approval of plan on tenderer selection.

Activities A02\_01 and A02\_02 – Continuation of scholarships awarded before FCB and provision of new scholarships awarded to newly-selected scholars (2015 intake) are implemented following the initial work plan in the TFF thanks to good cooperation between BTC and MOET prior to the establishment of the PMU. Good support from BTC scholarship unit is also important to ensure timely delivery of the scholarship program.

### 2.2.3 Potential Impact

Activity A02\_01 – Continuation of scholarships awarded before FCB is progressing well with support from the BTC scholarship unit. No major change in result and impact of this activity is foreseen.



Activity A 02\_02 - Newly-selected scholars (2015 intake) was implemented with the same rules and policy as the traditional scholarship program, representing a good continuation and smooth transition from the scholarship program to FCB. The major change is the participation of Vietnamese partner - MOET in the selection process. Eventhough the selection criteria and selection procedure remain the same as previous years, the perception and consideration of MOET members in the selection committee on these criteria present different viewpoint in evaluating the qualification of beneficiaries as well as priority sectors for training. This has certain impact on the selection result in two aspects: the number of candidates from public institutions accounted for 68% of the number of scholarship holders showing that priority was given more to candidates from public institutions. Candidates working in the sector of infrastructure development (industry, engineering) and social studies (education, communication) were also given priority in the selection procedure and accounted for 36% and 29% of the total number of awards respectively. Candidates working in banking, finance and business sector received less favour but still accounted for 36% of the total awards. It would be interesting to have a deeper analysis against the need for capacity development in these areas for all future FCB activities.

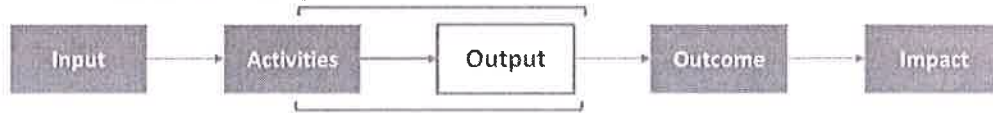
The fact that there exist different alumni groups but none has a legal status makes it uneasy to decide if the support for legal status of VBA under A02\_03 is still relevant as forseen in the project design. Continued discussion and consideration between the PMU and alumni group leaders may lead to certain changes in activity A02\_03 and A02\_04. This is to ensure equal access of all alumni groups to the project's limited resources.

For activity A03\_01 - Short training in Belgium : Discussion with MPI is still ongoing to make best use of the limited funding while taking into account continuation of previous training program such as the one with APEC.

*Most of main activities under Result 1 and Result 3 have not been implemented yet.*



## 2.3 Performance output 1<sup>13</sup>



### 2.3.1 Progress of indicators

This activity has not yet been implemented.

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

<sup>13</sup> 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)

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

Analysis of the target groups of beneficiaries are ongoing with some brain storming meetings between the PMU and targeted beneficiary institutions. The terms of reference for 2 important consultants have been developed and ready to be implemented upon the PSC's approval of the project plan on tenderer selection including:

- Recruitment of a national M&E expert to develop and operate the M&E system, including a baseline study, a Result Chain, a Results Measurement Plan, a Results Measurement Frameworks for each result area of FCB and the definition of indicators (baseline and target).
- Recruitment of one international and one national consultant for capacity development. These consultants will be in charge of advising the PMU in developing implementation strategy and work plan for the activity 1.

<sup>14</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.



## 2.4 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.

<b>Output 2: Capacity for innovation and management is developed through Master scholarships &amp; follow-up</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>
Satisfaciton 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 <sup>15</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		

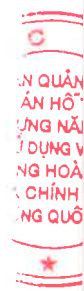
### 2.4.3 Analysis of progress made

For the activity A02\_01, BTC continues to provide services to the on-going scholarship through the coordination between the representation office and the scholarship unit in BTC HQ. In 2016, BTC and the PMU will discuss in more details on the need for report and control of the newly returning scholars in cooperation with the activity A02\_03 and A02\_04.

For the activity A02\_02, as mentioned above, the project stakeholders chose to follow the same procedures and policies as previous selections under the BBS program to ensure timely selection of candidates for the 2015 academic year. In Jan. 2015, an Ad-hoc selection committee was set up with representatives of BTC and MOET. A representative of DGD was also invited to participate in the selection round. BTC and MOET cooperated closely and the pre-selection round was completed by March 2015. The selection round was organised in April and May with evaluation base on both file evaluation and interview. The selection result was finalised by end of May 2015 with 45 pre-selected candidates. The file of all pre-selected candidates were sent to Belgian universities for admission. Two pre-departure workshops were organised in Hanoi and Ho Chi Minh City in August to exchange and guide the candidates with policies and procedures of the program. Regular contacts through email and phone with the candidates were maintained to ensure all candidates get the best support and satisfy with the service provided. By end of October 2015, 28 awards were identified and the candidates were sent to Belgium from Aug. to Oct. 2015. Among 28 selected candidates, 64% are female, 68% are from public sector, mainly universities and research institutions. 12/28 scholars stay for 1 year master study, 2 stay for 3 years training and the rest (14) stay for 2 years training programs.

Certain exchange and brain storming meetings have been made between the PMU and alumni groups. However, to ensure effective use of the limited fund, the project decides to have more consultation rounds with MOET and project stakeholders before implementing

<sup>15</sup> A: The activities are ahead of schedule  
 B: The activities are on schedule  
 C: The activities are delayed, corrective measures are required.  
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.



the fellowship program and support to VBA. A consultant will be recruited to assist the PMU in this task.

## 2.5 Performance output 3<sup>16</sup>

### 2.5.1 Progress of indicators

This activity has not yet been implemented, pending the recruitment of a consultant for capacity building, development of strategy to identify targeted group of beneficiaries and development of a detailed work plan.

<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					
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

<b>Progress of <u>main</u> activities<sup>17</sup></b>	<b>Progress:</b>			
	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
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

A draft implementation plan for the activity A03\_01 has been developed and sent to MPI for consideration. However, further discussion is needed to identify the best approach for implementation of this activity for best use of the limited funding.

The project design is open for all areas of capacity while the project resource is limited. The PMU, therefore, has several meetings with potential beneficiary institutions and

<sup>16</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>17</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.

training service providers to investigate the need and prospect the best way to approach most urgent training needs. This can be done as long as the baseline survey and set up of monitoring indicators to see the targeted level of capacity are available. A consultant for capacity building will be recruited to assist the PMU and MPI in developing the action plan for these activities.



## 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

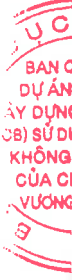
important area to ensure transparency and efficiency in the use of project resources. Members of every selection committee must sign in a Declaration of Impartiality and Confidentiality" to mitigate any potential conflict of interest throughout the selection process.



## 2.7 Risk management

Risk Identification		Risk analysis			Risk Treatment			Follow-up of risks		
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	Selection Panel led by MOET	April 2016	Waiting for establishment of Selection Panel by MOET	In progress
Low performance of the PMU	TFF	Management	Low	High	M	Careful selection of PMU staff	BTC&MOET	Q4/2015	PMU staff selected	Terminated
Low performance of capacity building service providers and/or execution partners	TFF	Management	Medium	Medium	M	Clear bi/annual action planning and quarterly progress reporting	PMU	Project life	To be carried out throughout project life	
						Careful selection of partners	Selection Panels	June 2016		
						Establishment/approval of "Guiding Principles and Governance Rules of the FCB Selection Panels"	Consul & PSC	April 2016	Under preparation	In progress
						Measures for quality and continuity assurance	PMU	N/A		

Potential beneficiary institutions are not aware of the possibilities for support	TFF	Effectiveness	Medium	Medium	M	Development/approval of implementation strategy , selection policy..	Consul. & PSC	April 2016	Under preparation	In progress
						Organization of meetings/information sharing with/awareness raising workshops for potential beneficiary institutions	PMU	June 2016		
Low level of ownership among benefited individual/organizations	TFF	Effectiveness	Medium	Medium	M	Establishment/approval of "Guiding Principles and Governance Rules of the FCB Selection Panels"	Consul. & PSC	April 2016	Under preparation	In progress
						To focus on those components of the FCB for which sufficient ownership has been demonstrated and hold/adapt other components to ensure sufficient ownership before starting their implementation	PMU	Project life		
Low effectiveness on	TFF	Effectiveness	Low	Medium	L	To focus on a limited number of well-targeted	PSC & Selection	Project life	Under preparation	In progress



capacity development due to a dilution of limited resources					areas of capacity	Panels				
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 Vietnam	TFF	Effectiveness	Low	Medium	L	Required commitment of the scholarship applicants	Selection Panel	Commitment by scholarship recipients	In progress	
						Continued attention to the development ambition of the scholarship recipients through the pre-departure initiative	BTC & MOET			
Funding of unsustainable alumni initiatives or non-lasting Vietnamese-Belgian partnerships	TFF	Sustainability	Medium	Medium	M	Continued attention to the development ambition of the scholarship recipients through new returnee support and subsequent follow-up and continuous professional development opportunities	BTC & MOET	To be carried out through out project life	In progress	
						Feasibility and sustainability of the proposals and partnerships as criteria for funding	PSC & Selection Panels	Under preparation	In progress	
										Insisting on sufficient co-funding by the participants

Lack of integrity, undue pressure and/or other causes of biased selection/awarding of beneficiaries, proposals, contracts, etc.	TFF	Fiduciary	Medium	Medium	M	/ beneficiaries institutions		Consul. & PSC	April 2016	Under preparation	In progress
						Procedures, guiding principles, manuals, etc.	PSC & Selection Panels				
						Validation of conclusion of selection panels		N/A			

### 3 Steering and Learning

#### 3.1 Strategic re-orientations

*Not applicable*

#### 3.2 Recommendations

During the 1<sup>st</sup> meeting, the Project Steering Committee has given its endorsement on the Action and Financial Plans of 2015 of the PMU. The PSC has also agreed to reduce the project duration from 54 to 48 months following the request of BTC. A revised overall work plan of the project has been developed and will be submitted to the next PSC for approval.

Recommendations	Actor	Deadline
Reduction of the project duration from 54 months to 48 months with a new deadline for project closure by June 30 <sup>th</sup> , 2019.	BTC, PMU	N/A

#### 3.3 Lessons Learned

Lessons learned	Target audience
The administrative procedures for project start up takes a lot of time and have major effects on the project work plan. This should be taken into account in project design so that the PMU can have a more realistic action plan.	MOET, BTC
An effective information exchange among stakeholders should be the one of the priority for the project during the start up phase. This would ensure mutual understanding among project stakeholders on the project implementation modalities as well as approaches for timely technical inputs.	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>					
<b>Assessment RELEVANCE: total score</b>		<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<b>1.1 What is the present level of relevance of the intervention?</b>					
X	<b>A</b>	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.			
...	<b>B</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.			
...	<b>C</b>	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.			
...	<b>D</b>	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>					
	<b>A</b>	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>B</b>	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.			
	<b>C</b>	Problems with intervention logic may affect performance of intervention and capacity to monitor and evaluate progress; improvements necessary.			
	<b>D</b>	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>					
<b>Assessment EFFICIENCY : total score</b>		<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>

<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
	<b>B</b> Most activities are on schedule. Delays exist, but do not harm the delivery of outputs
X	<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>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>B</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.
	<b>C</b> 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.
	<b>D</b> 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*

<b>Assessment POTENTIAL SUSTAINABILITY : total score</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>

**4.1 Financial/economic viability?**

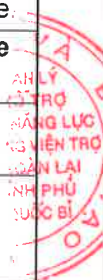
X	<b>A</b>	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.
	<b>B</b>	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.
	<b>C</b>	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.
	<b>D</b>	Financial/economic sustainability is very questionable unless major changes are made.

**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</b>	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.
X	<b>B</b>	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.
	<b>C</b>	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.
	<b>D</b>	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.

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

	<b>A</b>	Policy and institutions have been highly supportive of intervention and will continue to be so.
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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.
<b>4.4 How well is the intervention contributing to institutional and management capacity?</b>		
	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 decisions<sup>18</sup>.

Decision to take		Action			Follow-up				
Decision to take	Period of identification	Timing	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
Modification on the project execution duration: Reduction of the project duration from 54 months to 48 months with a new deadline for project closure by June 30 <sup>th</sup> , 2019.	Start up phase	Jul 2015	BTC	PSC	Preparation of the indicative overall action and financial plans for 2015-2019 to submit to the PSC for approval.	PMU	End of Jan 2016	On-going	Waiting for PSC approval

<sup>18</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.

#### 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	N/A

#### 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.

As agreed with other project stakeholders and in waiting for signature of the Specific Agreement, for the activity A02\_02 - scholarship for master study in Belgium - the project made use of the Embassy's website for publishing information on the selection policy and procedures. Later communication with candidates has been done by the Representation mainly through email. BTC and the PMU co-organised 2 workshops in Hanoi and Ho Chi Minh city in Aug 2015 to meet new candidates for the scholarship. The PMU director also took this opportunity to inform them about the FCB and new directions of the scholarship program.

Due to the complexity of the targeted beneficiary groups, an overall communication plan for the project will be developed as soon as the implementation strategy for each project activity be developed in early 2016.