



BTC



MOST



RESULTS REPORT 2015

**INTERVENTION SUPPORT TO THE INNOVATION AND
DEVELOPMENT OF THE BUSINESS INCUBATORS POLICY
PROJECT (BIPP)**

VIE 12 047 11

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Acronym

BTC	Belgian Technical Cooperation, the Belgian development agency
BIPP	Support to the innovation and development of Business Incubators Policy Project
CM	Co-management (cogestion)
HCMC	Ho Chi Minh City
HCM UT	Ho Chi Minh University of Technology
M&E	Monitoring and Evaluation
MOST	Ministry of Science and Technology
NACENTECH	National Centre for Technology Progress
NACENTECH BIC	National Centre for Technology Progress - Business Incubation Centre
OM	Own-management (regie)
PMU/PMT	Project Management Unit/Project Management Team
PFM	Project finance manual
POM	Project operation manual
S&T	Science and Technology
SC	Steering Committee
SME	Small and Medium-sized Enterprise
TBI	Technology Business Incubator
TOR	Terms of Reference
TFF	Technical and Financial File

1 Intervention at Glance

1.1 Intervention form

Intervention title	Support to the innovation and development of business incubators policy project (BIPP)
Intervention code	VIE 12 047 11
Location	Hanoi – Vietnam
Total budget	€ 4,400,000, of which the Belgian contribution is € 4,000,000
Partner Institution	Ministry of Science and Technology
Start date Specific Agreement	20 January 2014
Date intervention start /Opening Steering Committee meeting	08 April 2014
Planned end date of execution period	19 July 2019
End date Specific Agreement	19 January 2020
Target groups	<p><i>Direct beneficiaries:</i></p> <ul style="list-style-type: none"> • MOST – as the responsible ministry for policies supporting the formation and development of S&T enterprises and TBIs; • TBIs throughout Vietnam; • Pre-incubation and incubation clients of TBIs throughout Vietnam supported by the InnoFund. <p><i>Indirect beneficiaries:</i></p> <ul style="list-style-type: none"> • The business community; • The broader S&T community, which consists of 1,500 S&T organizations (R&D institutes, universities, S&T centres, etc.) with a total S&T staff of 60,000 people; • University students; • The general public.
Impact ¹	The General Objective of this project aims to contribute to the social-economic development strategy of Vietnam and assist Vietnam to continue its economic growth to become an industrialized nation by the year 2020 through a strong force of S&T enterprises.
Outcome	The Specific Objective of the project is to support the MOST in developing an enabling environment for S&T SMEs based on an improved legal framework and a set of coherent mechanisms for starting and operating S&T incubators to enhance the S&T SME sector.
Outputs	<p>Enhanced legal framework for supporting S&T SMEs and TBIs</p> <p>Incubator policy development enhanced through pilot testing with two one-stop shop TBIs to determine best practices and lessons learnt</p>

¹ Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

	Incubator policy development enhanced through the pilot operation of a seed fund (Innofund) to support the pre-incubation and incubation of potential S&T SMEs to determine best practices and lessons learnt
	A monitoring and evaluation framework is established and operated to ensure project results are captured and feedback into the policy development process
Year covered by the report	2015

1.2 Budget execution (*)

	Budget	Expenditure		Balance	Disbursement rate at the end of year n
		Previous years 2014	Year covered by report (n) 2015		
Total	4,000,000	34,679.11	160,247.19	3,805,073	4.87%
Output 1	564,000	0.91	40,403.85	523,595.24	7.16%
Output 2	819,000	0	9,212.09	809,787.91	1.12%
Output 3	1,424,500	0	43,125.92	1,381,374.08	3.03%
Output 4	419,000	0	14,290.16	404,709.84	3.41%
Z	75,000	0	0	75,000	0%

1.3 Self-assessment performance

1.3.1 Relevance

	Performance
Relevance The intervention is very relevant as it will contribute to the improvement of the policy framework for technology business incubation – an essential element of increasing the competitiveness of Vietnamese enterprises; and more extensively to the Socio-Economic Development Strategy 2011-2020. The present intervention logic is holding true.	The performance rating is positive and considering the complexity of the project.

1.3.2 Effectiveness

	Performance
Effectiveness The effectiveness of the project is picking up momentum whereby all project stakeholders starting to contribute towards the implementation process. Although implementation challenges still exist, however, the project Steering Committee and the PMU are very well aware of the strategic importance of the project thus developing mitigation methods to optimize the effectiveness of the	The performance rating is satisfactory whereby the project has taken adequate implementation steps to improve the implementation effectiveness of the project.

project intervention.	
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1.3.3 Efficiency

Efficiency	Performance
<p>The implementation efficiency is in line with the agreed procedures and processes. The implementation efficiency of the PMU is satisfactory with room to improve.</p>	<p>The performance rating of the implementation efficiency is satisfactory. Additional capacity building measures are required to improve the efficiency process of the involved project actors.</p>

1.3.4 Potential sustainability

Potential sustainability	Performance
<p>The sustainability of the project objective and the various intervention measures is high. Due to the high relevance of the project and the high commitment of the involved project stakeholders it can be assumed that the adaptation level of the tools and mechanisms introduced by the project remains high.</p>	<p>At this stage of the project the performance rating for the sustainability level is too early but the project partners rate the sustainability performance as positive.</p>

1.4 Conclusions

In the starting phase of project implementation, the progress of project activities has been pushed up, but the implementation of bidding procedures and selection of bidders in conformity with regulations is time-consuming. The project was confronted some difficulties as follows:

- The business incubation is an almost new aspect, thus the recruitment of qualified staff has confronted many difficulties, such as: (1) the PMU has not received enough qualified proposals from international as well as national experts, the international expert withdrew his application for personal reasons resulting in the extension of bid deadline, and another international consultant required his fees in excess of the project budget rates. This has slowed down the implementation progress of major project activities since the preparation of relevant documents for their operation has been designed with the support of international consultants. (2) Some technical staff of the project, after working for the project for a long time, resigned due to their personal reasons.
- The PMU officers assigned by the MOST work in part-time mode, needing more frequent information and professional supports from the BTC Vietnam, as well as more professional supports from the BTC Coordinator so as to accelerate the progress of the project.

On behalf of the BIPP
 Director
 Tran Dac Hien

Resident Representative
 BTC Vietnam
 Alain Devaux

2 Results Monitoring²

3.1 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.

In order to boost its economy, Vietnam needs to rely more on productivity gains driven by innovation, according to the Organization of Economic Co-operation and Development (OECD) and the World Bank Review of Science, Technology and Innovation in Vietnam. The OECD-World Bank Study looks at the key elements, relationships and dynamics that drive the Vietnamese innovation system and opportunities to enhance it through government policy.

"Increased competition in globalizing markets means that it is more important than ever to invest early in advanced technological capabilities. This will help Vietnamese enterprises better position themselves in global value chains."

Despite its historical record of scientific research, Vietnam's innovation system in the modern sense is only emerging. Current science, technology and innovation capabilities are weak and the national innovation system is in a nascent and fragmented state. Research and development both in the public and private sectors still have a lot of room for improvement, according to the report.

"Vietnam's challenge is to achieve sustainable high GDP growth in a less buoyant international environment. To avoid falling into a 'middle-income trap', the country will need to considerably improve its domestic innovation capabilities."

The OECD-World Bank joint review provides several recommendations for policy makers to foster science, technology and innovation in Vietnam:

- **Improving framework conditions for innovation:** The macroeconomic framework, the general business environment, product market regulations, the intensity of competition, openness to trade and foreign direct investment, business finance, the tax system, the level and quality of entrepreneurship, and the infrastructure are all framework conditions that together influence Vietnam's innovation performance;
- **Improving public governance of the innovation system:** Governments play a key role in providing long-term orientation on social and economic priorities, ensuring that resources for innovation are adequate, public actors perform well, and the various components of the innovation system link up and form a coherent whole;
- **Strengthening the human resources base for innovation:** The country needs

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

to turn a brain drain to a brain gain, increase the quality of education at all levels, provide more opportunities for upgrading skills of those already in the workforce, place more emphasis on entrepreneurship and soft skills, and facilitate knowledge exchange among universities, government research institutions, and the industry;

- **Fostering innovation in the business sector:** Fostering business innovation will require essential improvements in framework conditions, as well as targeted innovation policy measures and effective means of attracting and embedding foreign-invested firms that can stimulate and promote innovation;
- **Increasing the contribution of public research:** Future policy development for public research organizations and universities should enhance their relevance to the country's economy and job market, address resource constraints, and more effectively steer and fund publicly sponsored research;
- **Fostering innovation linkages:** Efforts are needed to strengthen collaboration on innovation between firms or between firms and public research actors.

The Vietnam's science and technology strategy for social and economic development 2011-2020 sets challenging objectives:

- Total expenditure on R&D rising to 2.0% of GDP by 2020 with the private sector contribution rising from the current 0.25% to around 1.4% of GDP;
- 9-10 researchers/10,000 people by 2015 and 11-12 researchers/10,000 people by 2020;
- Contribution of high-tech to GDP is 45% by 2020;
- The technological innovation rate achieve 10-15% (2011-2015) and >20% (2016-2020);
- International publications increase by 15-20% per annum.

The strategy also has the objective of 5,000 S&T enterprises, 60 high-tech incubators/business incubators by 2020.

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 BIPP PMU has been established in accordance with the Specific Agreement and the TFF with key members appointed, including the PMU Director, Deputy Director and Co-coordinator. The PMU has started its engagement by kicking off several initial principal activities under the co-management modality. Under close directions and considerations of the Steering Committee, the Project has gained positive evolutions during the 4th Quarter of 2014. 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 MOST has always maintained and hi-lightened throughout all activities.

Project staff (recruitment 03 permanent national technical experts, 01 secretary/translator) : signed contracts with a national incubation management (Result area 2) who started working on March 16th, 2015, with a national S&T policy and

monitoring expert (Result area 1) and a national InnoFund management and monitoring expert (Result area 3) who started working on April 15th, 2015, and with a secretary/translator who started working on April 1st, 2015.

International consultants: Following the decision of the 1st SC on changes in the HR planning, the contracting modality has been modified from a “single framework contract” to an “individual contract” for the 04 key positions of international consultants, and the positions of national technical and M&E experts have been combined into one function. The PMU will revise and finalize TORs for key international consultants as well as national experts of PMT and will launch the tender under CM soon. 04 qualified candidates for 04 Result areas who better met the requirements of TORs have been selected. However, the international S&T policy and project management advisor under the Result area 1 has withdrawn his application for personal reasons, which made the PMU have to request the donor for a second call; and the international incubation management consultant under the Result area 2 and the PMU have failed in negotiation of the contract. The PMU, therefore, has only submitted to BTC for NOL and the PMU Director for approval of the selection results of two international consultants under the Result Areas 3 and 4 for InnoFund management and design of M&E system respectively. The awarding and signing of contracts with these two consultants have been done in June 2015. The international consultant on management of the InnoFund has started his working for the project since June 22nd, 2015 and the international consultant on design of the project M&E system has started his working for the project since July 6th, 2015.

Short-term national and international consultants: (1) Completion of bidding procedures, awarding and signing contract to hire a software developer for the package of design and development of a website for the BIPP. The relevant documents have been given the NOL by BTC and approved by the PMU Director; (2) Completion of bidding procedures and the selection of a short-term national consultant on updating, researching and reviewing the policy system and the existing situation of incubation in Vietnam, collaborating with the international consultant to develop a legal document on technology business incubation. The relevant documents have been given the NOL by BTC and approved by the PMU Director; (3) Completion of bidding procedures and selection of a short-term national bidding consultant for the package of development of the Road Map for S&T business incubation in Vietnam for the period of 2015-2025. The relevant documents have been given the NOL by BTC and approved by the PMU Director; (4) Completion of bidding procedures of the package of development of the Road Map for S&T business incubation in Vietnam for the period of 2015-2025, and the submission of bid evaluation results to BTC for its NOL is in process; (5) Completion of bidding procedures and selection of a short-term national consultant on supporting the development of financial model for NACENTECH TBIC. The relevant documents have been given the NOL by BTC and approved by the PMU Director; (6) Completion of bidding procedures, awarding and signing the contract to hire a short-term international consultant on reviewing and guiding the finalization of business plans of NACENTECH TBIC and HCMUT-TBI. The relevant documents have been given the NOL by BTC and approved by the PMU Director;

After the Specific Agreement of the “Support to the Innovation and Development of Business Incubators Policy Project (BIPP)” was signed on the 20th January 2014, the Personnel and Organization Department as the project owner has completed the related activities in the setting-up phase including:

- Establishment of the Project Steering Committee (PSC) under the Decision No. 658/QĐ-BKHCHN of the Minister of MOST dated 8th April 2014, and of the Project Management Unit (PMU) under the Decision No. 668/QĐ-BKHCHN of the Minister of MOST dated 10th April 2014;

- First installment of counterpart fund for 2014 (of 03 billion Vietnam Dong, equivalent to about € 110,000) allocated under the Decision No. 1484/QĐ-BKHCN of the Minister of MOST dated 20th June 2014;
- Implementation of financial procedures: 02 bank accounts (EUR & VND) for the Belgian contribution under co-management opened; VAT code of PMU registered; Digital Signature Certificate of the tenderer registered;
- Recruitment of supporting staff for the PMU office: BTC Co-coordinator, Administration & Finance Officer and Administration and Finance assistant;
- Preparation of the basic infrastructure for the PMU working location: Rented the PMU Office on the 14th Floor, Licogi 13 Building, 164 Khuat Duy Tien, Thanh Xuan, Hanoi; rehabilitating, repairing the interior part of the office and setting up the partitions; providing some office staff with furniture (tables and chairs, cabinets...); setting up IT equipment, telephone system and internet for the office;
- Undertaking the technical consultancy on “*Survey and assessment of the existing status of and demand for the business incubation of the potential S&T enterprises and proposal of some implementation solutions*”, using the counterpart fund. A serie of research surveys and workshops have been implemented in order to give recommendations for the development of S&T business incubation policy;
- Preparation of the estimated overall action and financial plans for the lifespan of the Project based on the Technical and Financial File (TFF).

2.1.4 Harmo context

The BIPP Project is taking place in a context where environment is an important issue both for Vietnam and for Belgian authorities. A series of five projects related to environment and climate change formulated in 2012 are being implemented : 3 projects dealing with water management and urbanisation in the context of climate in the provinces of Ha Tinh, Ninh Thuan and Binh Thuanh ; in addition to these 3 projects, a Technical Support Unit is in charge of providing expertise and know how throughout the projects implementation phase - which could also be an asset and a reference for the BIPP project ; the fifth project is a support to the implementation of the Green Economy Strategy of Vietnam which will take the shape of a 5 million euros Facility dedicated to finance pilot projects, show cases, case studies, capacity building and communication activities related to the green economy of Vietnam. The links between the Green Economy Facility and the BIPP projects may be expected to be high since they both relate to the necessity for Vietnam to invest in new (greener) ways of doing business, in new approaches in the use of raw material, water, or energy and in new market opportunities being more sustainable economically and ecologically. It is expected that both projects may benefit from each other’s experiences and successes.

Moreover, the BIPP project may also benefit from lessons learnt of other donor-funded programmes within the MOST, especially the Innovation Partnership Programme (IPP) – an ODA programme financed jointly by the Governments of Vietnam and Finland – that is in its second phase running through 2014-2018. IPP supports Vietnam’s overall goal of becoming an industrialized middle-income knowledge economy by the year 2020. The programme objective is to boost sustainable economic growth in Vietnam through the increased production and export of innovative products and services. Working closely with key national and international partners the programme aims to scale up innovation training in Vietnam and improve support mechanisms for new innovative companies targeting international markets. Besides providing seed funding and connections for the best teams in Vietnam, IPP builds the capacity of public and private stakeholders through entrepreneurship and innovation training programmes.

2.2 Performance outcome

2.2.1 Progress of indicators³

With regards to the definition and setting of progress indicators, the project experienced unforeseen delays. Although this task supposed to be completed within nine month of the date of inception, the project was unable to specify the required progress indicators. The reasons for the delay are centring on the underperformance of the assigned M&E expert team recruited. Upon realization of this deficiency the project took immediate corrective measures but could not complete the task upon end of this reporting period.

The project, however, can assure that the definition of all project indicators, the result chain for each result area, the result measurement plan as well as the result measurement framework will be completed by Q2-2016.

The project actors are fully aware of the deficiency and are in full efforts to correct the current unsatisfactory situation regarding the lack of an adequate result monitoring system as well as the required online based M&E platform. All project stakeholders including the project steering committee were duly informed of the circumstances which has led to the prevailing delay and recognized the provided reasons and plausibility. Nonetheless, the project steering committee has urged the PMU to take all possible efforts and initiatives to ensure that a functional result monitoring system will be in place at the indicated time enabling the project authority, MoST and BTC to properly evaluate the implementation performance of the project.

2.2.2 Analysis of progress made

Due to the explanation above provided the progress of setting up a functional result monitoring system is unsatisfactory for the reporting period. However, the project has taken clear corrective measures to mitigate the current unsatisfactory situation. In Q2-2016 the project will have a fully functioning result monitoring system.

2.2.3 Potential Impact

The project authorities are fully aware of the possible negative impact regarding the missing result monitoring system on the overall performance of the project. It is for this reason that the project authorities have established mitigation measures which will assure the drastic and rapid correction of the unsatisfactory situation.

³ You can use the table provided, or you can replace it by your own monitoring matrix format. Add/delete columns according to the context (some interventions will need to add columns for previous years while other – new - interventions will not have a value for the previous year).

2.3 Performance output 1⁴

2.3.1 Progress of indicators

Due to the explanation above provided the final result indicator will be defined, quantified and reported during the next reporting period.

Result 1 : An enhanced legal framework for incubation					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
Draft circular on technology business incubation					
Road map on pre-incubation					
Recommendations (within the Road Map) for improved inter-ministerial and/or inter-agency submitted					

2.3.2 Progress of main activities

Progress of <u>main</u> activities ⁵	Progress:			
	A	B	C	D
1 Development of a circular on technology business incubation			X	
2 Development of a Road Map for the development of all aspects of pre-incubation and incubation		X		
3 Support to essential inter-ministerial and/or inter-agency cooperation with respect to technology business incubation			X	
4 Study tour to view international best practice in government policies to encourage technology business incubation		X		
5 Networking, awareness raising and information exchange		X		

2.3.3 Analysis of progress made

A0101: Development of a policy on technology business incubation to ensure a simplification of the regulatory environment making the operation of incubators simpler and more user-friendly (for both operators of the incubators and their tenants).

- Hiring an individual national consultant to do a study, review the policy system and current situations of incubation activities in Vietnam, in collaboration with an international consultant do conduct a report on "Policy analysis and review of legal framework for technological Business Incubators in Vietnam".

⁴ 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)

⁵ 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.

A0102: Development of a Road Map for the development of all aspects of pre-incubation and incubation

- The TOR of development of the Road Map for S&T business incubation in Vietnam for the period of 2015-2025 was given NOL by BTC. A complementary procurement plan for this activity was also given NOL by BTC and approved by the PSC. The bidding procedures: Preparation of bidding documents, bid publishing, establishment of bid evaluation team were carried out by the Project in June 2015. Such actions as evaluation of bids, appraisal and approval of bid results, selection of contractors, awarding, contract signing, and contract implementation... were carried out in August 2015. On 05th November, 2015, the PMU completed and sent the relevant documents to request BTC for NOL to implement the bidding package.

A0103: Support to essential inter-ministerial and/or inter-agency cooperation with respect to technology business incubation.

- The TOR for the Taskforce development was completed (please see file attached hereby). However, the Taskforce has not yet implemented their activities due to the bidding package of development of the Road Map for S&T business incubation in Vietnam for the period of 2015-2025 has not been given NOL by BTC.

A0104: Study tour to view international best practice in government policies to encourage technology business incubation.

- This activity will put in the Action Plan of the 1st Semester of 2016.

A0105: Networking, awareness raising and information exchange

- Development of the project website: Completion of the design and development of the BIPP website; this website has been delivered, accepted and officially came into operation in September 2015; the information about the project activities have been updated frequently on the project's website.

A0107: Consultancy contract

- Elaboration of the Project Operational Manual (POM) (complementarily endorsed by the PSC at the 1st meeting on December 18th, 2014)
- The POM was submitted to the BTC for NOL and to the PSC for approval at its 2nd Meeting on 23rd September, 2015. The Ministry of Science and Technology approved the POM at the Decision No. 3122/QĐ-BKHHCN dated 04th November, 2015.
- Development and publication of a bilingual handbook on technology incubation, S&T enterprises and technology business incubators in Vietnam for the period of 2015-2025

- The PSC has approved the additional plan at its 2nd Meeting; the PMU has submitted it to BTC for NOL to approve the procurement plan. However, due to the inappropriate budget adjustments, the activities have not yet been given NOL by BTC.

2.4 Performance output 2

2.4.1 Progress of indicators

Due to the explanation above provided the final result indicator will be defined, quantified and reported during the next reporting period.

Output 2: Two one-stop shop TBIs supported to pilot best practice in TBI operation and feedback into policy development					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
Number of tenants recruited by NACENTECH BIC					
Number of graduated tenants of NACENTECH BIC					
Number of tenants recruited by HCMC University of Technology TBI					
Number of graduated tenants of HCMC University of Technology TBI					

2.4.2 Progress of main activities

Progress of <u>main activities</u> ⁶	Progress:			
	A	B	C	D
1 Support to the preparation of a business plan for NACENTECH BIC		X		
2 Support to the operational funding (Subsidy) of the NACENTECH BIC		X		
3 Procurement of essential office equipment for the NACENTECH BIC		X		
4 Provision of advisory services for NACENTECH BIC		X		
5 Support to the preparation of a business plan for HCMC University of Technology TBI		X		
6 Support to the operational funding (Subsidy) of HCMC University of Technology TBI		X		
7 Provision of advisory services for HCMC University of Technology TBI		X		

2.4.3 Analysis of progress made

A0201: Support to the preparation of a business plan for NACENTECH TBIC

- The business plan for NACENTECH TBIC has been given NOL by BTC and approved by the PSC at its 2nd Meeting on 23rd September, 2015. The Ministry of Science and Technology has approved the business plan for NACENTECH TBIC at the Decision No.

⁶ 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.

3123/QĐ-BKHCHN dated 04th November, 2015.

A0202: Support to the operational funding of the NACENTECH BIC

- Based on the approved Business Plan and the Grant Agreement which was given NOL by BTC, the PMU signed the Grant Agreement with NACENTECH TBIC and completed procedures for granting the operational funding for NACENTECH TBIC under the Grant Agreement. However, until now, BTC has not yet approved.
- NACENTECH TBIC has implemented some activities as follows: completion of organization structure; signing pre-incubation contracts with 34 units and research groups; organization of the competition of Startup Ideas 2015 for students which attracted the participation of 38 student groups; conducting survey of the needs of technology incubation and S&T business incubators for start-ups; access to customers.

A0203: Procurement of essential office equipment for the NACENTECH BIC

- This activity will be put in the Action Plan of the 1st Semester of 2016

A0204: Provision of advisory services for NACENTECH BIC

- The PMU has appointed the project staff to support NACENTECH TBIC to implement some activities such as: completion of organization structure; signing pre-incubation contracts with 34 units and research groups; organization of the competition of Startup Ideas 2015 for students which attracted the participation of 38 student groups; conducting survey of the needs of technology incubation and S&T business incubators for start-ups; access to customers.
- This activity will continue after the operational funding is transferred to NACENTECH TBIC as stipulated in the Business Plan and Execution Agreement approved by the PSC.

A0205: Support to preparation of a business plan for HCM University of Technology – TBI

- The business plan for HCMUT-TBI was given NOL by the BTC and approved by the PSC at its 2nd Meeting on 23rd September, 2015. The Ministry of Science and Technology has approved the business plan for HCMUT-TBI at the Decision No. 3124/QĐ-BKHCHN dated 04th November 2015.

A0206: Support to the operational funding of HCM University of Technology – TBI

- Based on the approved Business Plan and the Grant Agreement which was given NOL by BTC, the PMU signed the Grant Agreement with HCMUT-TBI and completed procedures for granting the operational funding for HCMUT-TBI under the Grant Agreement. However, until now, BTC has not yet approved.
- Because HCMUT-TBI has not yet been granted the operational fund, the activities as scheduled have not yet been implemented. However, in December 2015, HCMUT-TBI in cooperation with some international organizations organized one start-up event with an international scale, with the participation of more than 5000 participants (please see the attached file hereby)

A0207: Provision of advisory services for HCMUT-TBI

- This activity will continue to take place after the operational funding is transferred to HCMUT-TBI as stipulated in the Business Plan and Execution Agreement approved by the PSC.

2.5 Performance output 3⁷

2.5.1 Progress of indicators

Due to the explanation above provided the final result indicator will be defined, quantified and reported during the next reporting period.

Output 3: Potential S&T SMEs are incubated and supported through a seed fund (Innofund)					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
Number of applications for support are approved and support provided through Innofund					
Sustainability review of Innofund completed					

2.5.2 Progress of main activities

Progress of <u>main</u> activities ⁸	Progress:			
	A	B	C	D
1 Design and establish systems for Innofund to act as a support fund providing capacity building		X		
2 Operate the Innofund (call for proposals, selection and funding)		X		
3 Undertake a study to assess the prospects, potential, operational costs and financial sustainability of operating Innofund as a permanent grant and/or loan-based instrument		X		
4 Provide support to incubators to assist their tenants with the preparation of applications for investment funding		X		

2.5.3 Analysis of progress made

A0301: Design and establish systems for Innofund to act as a support fund for capacity building

- The Innofund Operational Manual and Guidelines for Applicants to the Innofund were sent to BTC and other stakeholders for comments and recommendations in early August 2015 (via 02 workshops held in Hanoi and HCMC) and given NOL by BTC. They have been approved in principle at its 2nd Meeting on 23rd September, 2015.
- According to the conclusion of the 2nd PSC Meeting, the PMU has added some contents regarding the fund management agency for Private Sector Beneficiaries for the Innofund Operational Manual. On 30th November, 2015, the Innofund Operational Manual was sent to BTC for NOL.

A0302: Operate the Innofund

⁷ 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.

⁸ 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.

- Organization of InnoFund launching ceremony on 25th September, 2015 in Hanoi, with the participation of representatives of BTC and the Embassy of Belgium in Vietnam.
- Organization of 02 Workshops to introduce InnoFund and call for proposals (in Danang and Ho Chi Minh City) in October 2015.
- Organization of propaganda for advertisement and introduction of the InnoFund on the media means in October 2015. This activity was given NOL by BTC for its implementation; however, the payment procedures have not yet been approved by BTC.
- Developing online submission system of applications and report generation (InnoFund Portal): was given NOL by BTC and TOR and procurement plan were approved by the Ministry of Science and Technology. The PMU sent the official Dispatch to request BTC for NOL to hire a short-term national consultant on bidding procedures for this bidding package. Currently, BTC has not yet given NOL for hiring the short-term national consultant on bidding procedures for this bidding package.
- After finishing the call for proposals of 2015 (on 15th November, 2015), the PMU received 79 proposals for Innofund.
- Proposals has been evaluated according to the approved evaluation steps as follows: (1) Eligibility Check: 51 proposals are eligible; (2) duplication check, 02 proposals are eliminated due to the duplication; (3) technical evaluation: sent the official Dispatch to request for providing a list of national evaluation experts from S&T expert database for technical evaluation of proposals, the international InnoFund expert conducted financial evaluation of proposals. However, due to the notice from BTC on temporarily halting the project activities, the invitation of national expert for technical evaluation of proposals and futher assessment steps have also to be halted. (Report on evaluation activities of proposals attached hereby).

2.6 Performance output 4

2.6.1 Progress of indicators

Due to the explanation above provided the final result indicator will be defined, quantified and reported during the next reporting period.

Output 4: A monitoring and evaluation framework is established and operated to ensure project results are captured and feedback into the policy development process					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
Results chains exist for each key results area/sub-area and each has a set of clearly defined indicators - benchmark and target					
A result monitoring plan exists for BIPP and its results areas					
Monitoring reports are submitted to the PSC in accordance with the results monitoring plan					
Annual BIPP portfolio report submitted to PSC within two months of end of each year					

2.6.2 Progress of main activities

Progress of <u>main</u> activities ⁹	Progress:			
	A	B	C	D
1 Establish a BIPP monitoring system				X
2 Operate the BIPP monitoring system				X

2.6.3 Analysis of progress made

A0401: Establish a BIPP monitoring system

- The design and development of a M&E system has been conducted by the international consultant.
- The development of the online M&E system was given NOL by BTC and its TOR and procurement plan was approved by the Ministry of Science and Technology. The PMU sent the official Dispatch to request BTC for NOL to hire a short-term national consultant on bidding procedures for this bidding package. Currently, BTC has not yet given NOL to hire a short-term national consultant on bidding procedures for this bidding package.

A0402: Operate the BIPP monitoring system

- The monitoring systems of the BIPP will be operated as soon as having been designed and developed with the support of the international consultant and endorsed by the PSC.

⁹ 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.

2.7 Transversal Themes

Several transversal themes have been taken into account within the BIPP intervention with a wide range of target groups involved, especially TBIs throughout Vietnam and their pre-incubation or incubation clients (a researcher, an enterprise...).

2.7.1 Gender

When establishing the M&E systems for the BIPP, the indicators (baseline and target) for each key step in each results chain at process, output, outcome and impact level will be defined with gender disaggregation when appropriate, to show male/female participation.

Applicants from women for support from the Innofund will receive special consideration.

The Road Map on pre-incubation and incubation will seek to mainstream gender equality throughout the document.

2.7.2 Environment

The BIPP project is taking place in a context where environment is a significant issue both for Vietnam and for Belgian authorities with a clear demonstration of a series of five bilateral projects related to environment and climate change on going. A first set of 3 projects at province level dealing with water management and urbanisation in the context of climate change have been formulated in the provinces of Ha Tinh, Ninh Thuan and Binh Thuan. In addition to these 3 projects, a Technical Support Unit is in charge of providing expertise and know how throughout the projects implementation phase. The Support Unit could also be an asset and a reference for the BIPP project. The fifth project is a support to the implementation of the Green Economy Strategy of Vietnam which takes the shape of a 5 million euros Facility dedicated to finance pilot projects, show cases, case studies, capacity building and communication activities related to the green economy of Vietnam. The links between the Green Economy Facility and the BIPP projects may be expected to be high since they both relate to the necessity for Vietnam to invest in new (greener) ways of doing business, in new approaches in the use of raw material, water, or energy and in new market opportunities being more sustainable economically and ecologically. It is expected that both projects may benefit from each other's experiences and successes.

More specifically, the BIPP project will develop the following principles for all its activities:

- Applicants for the Innofund operating in areas of "green technology" will receive special consideration. Details and specific criteria will be provided in application documents and guidelines, and the jury in charge of selected projects proposals will pay due attention to the ecological qualities of applications with a view of promoting innovative concepts, designs, approaches and business paradigms
- All applications for the Innofund will be expected to adhere to specific environmental standards and regulations which will be specified in the tender documents.
- The Road Map on pre-incubation and incubation will seek to mainstream environmental protection throughout the document.
- Capacity building in the field of environment will be strongly supported, for both public bodies and private partners.

In order to verify and document the fact that the project is following these principles regarding environmental issues, specific criteria will be defined in the future monitoring

framework designed within the project.

Expertise in the field of environment will be provided for through the project according to the specific needs identified to promote, select or support projects.

Exchanges and contacts with other incubators related to green issues will be encouraged in order to facilitate the creation of networks and draw synergies.

2.7.3 Other

The social economy can be broken down into three sub-sectors; the community sector, the voluntary sector and the social enterprise sector with the latter comprising businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.

BIPP will have no impact – positive or negative – on the community or voluntary sectors. However, BIPP will support the operation of TBIs – which can operate as either standard commercial enterprises or social enterprises.

On other themes like children's right and HIV/AIDS, etc., the BIPP project will have no impact – positive or negative.

2.8 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
Government will not adopt necessary policy reforms	TFF	Implementation and management	Medium			The production of a guiding Road Map (linked to actions to increase awareness in policy makers) should allow policy makers to understand need for reform and move at a realistic pace of reform	PMU	Q3/2016		
Poor coordination between key Government stakeholders limits the effectiveness of reforms	TFF	Implementation and management	High			A review of areas where improved coordination is essential will be undertaken as such issues are identified through the Road Map on incubation and pre-incubation and the special Task Force established for this purpose will seek to resolve coordination issues	PMU	Q3/2016		
Two pilot TBIs are not operated in accordance with recommendations as to best practice and with their approved business plans	TFF	Implementation and management	Medium			TBIs must have their business plans prepared with support from qualified consultants and the business plans must be approved by the PSC	PMU CONSUL TBI	done		
Selection of projects for	TFF	Implementation	Medium			Establishment of an Innofund	PMU	Q3/2016		

support from Innofund is not undertaken on basis of technical need and to broaden knowledge for policy formulation		and management				selection committee operating against agreed selection criteria				
Adequate knowledge and experience of technology business incubation does not exist in Vietnam to achieve result	TFF	Effectiveness	Medium			The project is designed to make use of international experience and best practice				
Adequate knowledge and experience of technology business incubation does not exist in Vietnam to achieve result	TFF	Effectiveness	Medium			The project is designed to make use of international experience and best practice				
Adequate knowledge and experience of technology business incubation does not exist in Vietnam to achieve result	TFF	Effectiveness	Medium			The project is designed to make use of international experience and best practice				
Adequate knowledge and experience of modern M&E techniques for private sector development does not exist in Vietnam to achieve result	TFF	Effectiveness	Medium			The project is designed to make use of international experience and best practice				
M&E is not viewed as an essential element of the project and the resultant findings are not adequately independent and meaningful	TFF	Effectiveness	Medium			M&E will be undertaken by the PMU: this should ensure the required degree of independence and professionalism	PMU			
Poor coordination of activities between results	TFF	Effectiveness	Medium			The implementation of Consultancy support for results	PMU	Q3/2016		

areas 1, 2 and 3 is not undertaken: all three results areas are operated in a “silo” manner that limits essential exchange of experience and data between the three results areas						areas 1, 2 and 3 will be contracted as a single service contract to ensure that the essential linkage is maintained				
Supported TBI are not financial sustainable	TFF	Effectiveness	Medium			International support team to draft the business plans. The approval of the business plan is a precursor for future support.	PMU CONSUL TBI	Q3/2016		
Innofund ceases to operate at the end of the project	TFF	Effectiveness	Medium			BIPP will encourage the Government to adapt its existing funding instruments (NAFOSTED etc.) or established a new State funding instrument to provide on-going Innofund-type support	PMU			
No on-going M&E feeding into policy formulation after the end of the project	TFF	Effectiveness	Low			The PMU will develop systems and capacity within MOST to undertake further M&E work	PMU			
Operational funding is not used for the right purposes	TFF	Fiduciary	Medium			Approved Business plans before signature of execution agreement Management and monitoring expert per result (verification of justification for operational funding) Reporting by TBI	PMU TBI			

Misuse of Innofund	TFF	Fiduciary	Medium			<p>Innofund funding will only be based on approved proposals. The Innofund will mainly support the soft component (expertise).</p> <p>Strict guidelines for the Innofund will be put in place</p> <p>Reporting obligations of beneficiaries of the Innofund (progress reports, financial reports and final reports),</p> <p>Monitoring expert of result 3 will monitor the correct use of the Innofund grants.</p>	PMU CONSUL.			

3 Steering and Learning

3.1 Strategic re-orientations

Not applicable

3.2 Recommendations

During the 1st and the 2nd meetings, the project Steering Committee has given its endorsement on the Action and Financial Plans of 2015 of the BIPP PMU as well as on several necessary modifications to some points in the TFF so as to make it relevant to the practical conditions, facilitating the implementation of the Project.

Recommendations	Actor	Deadline
<p><i>Modification of HR planning:</i></p> <ul style="list-style-type: none"> - Recruitment of individual consultants; - Broadening the scope of the main consultant (for R1: international expert in incubation and S&T policy) towards a profile and mandate that will also provide management advice to the PMU; - The tasks of both Vietnamese experts (one technical expert and one management/monitoring expert) for each result will be integrated into one single function; - Creation of a sub-budget line from A_04_02 for a full time position of a secretary/translator; - Consultancy support to the preparation of POM, using the budget line A_01_07. 	PSC	Q2/2016

3.3 Lessons Learned

Lessons learned	Target audience
Priority should be given to the establishment of a two-way effective information exchange among stakeholders so as to have a mutual understanding of the project implementation modalities as well as approaches. for technical inputs.	MOST, Representation

4 Annexes

4.1 Quality criteria

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
		X		
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
X	B	Most activities are on schedule. Delays exist, but do not harm the delivery of outputs
	C	Activities are delayed. Corrections are necessary to deliver without too much delay.
	D	Serious delay. Outputs will not be delivered unless major changes in planning.
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.
X	B	Output delivery is and will most likely be according to plan, but there is room for improvement in terms of quality, coverage and timing.
	C	Some 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 : total score	A	B	C	D
		X		
3.1 As presently implemented what is the likelihood of the outcome to be achieved?				
	A	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.		
X	B	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.		
	C	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.		
	D	The intervention will not achieve its outcome unless major, fundamental measures are taken.		
3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?				
	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.		
X	B	The intervention is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.		
	C	The intervention has not entirely succeeded in adapting its strategies to changing external conditions in a timely or adequate manner. Risk management has been rather static. An important change in strategies is necessary in order to ensure the intervention can achieve its outcome.		
	D	The intervention has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.		
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).				
<i>In order to calculate the total score for this quality criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C; At least one 'D' = D</i>				

Assessment POTENTIAL SUSTAINABILITY : total score		A	B	C	D
			X		
4.1 Financial/economic viability?					
	A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.			
X	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

Decision to take					Action			Follow-up	
Decision to take	Period of identification	Timing	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
<p><i>Modification of HR planning:</i></p> <ul style="list-style-type: none"> - Recruitment of individual consultants; - Broadening the scope of the main consultant (for R1: international expert in incubation and S&T policy) towards a profile and mandate that will also provide management advice to the PMU; - The tasks of both Vietnamese experts (one technical expert and one management/monitoring expert) for each result will be integrated into one single function; - Creation of a sub-budget line from A_04_02 for a full time position of a secretary/translator; - Consultancy support to the preparation of POM, using the budget line A_01_07. 					TORs are under revision	PMU	End of January 2015	On-going	
<p>Approved following documents:</p> <ul style="list-style-type: none"> - The Project Operational Manual, version 1.0; 2. - Given the issuance of certain policy documents for supporting the technology business incubation after the formulation of the BIPP, 						PMU	End of January 2016	On-going	

<p>and to make the project implementation more relevant and feasible, the PSC approved the wording of the A0101 in the TFF that reads “Development of a policy on technology business incubation...” instead of “Development of a circular on technology business incubation...”;</p> <ul style="list-style-type: none"> - The draft Innofund Operational Manual and assigning the PMU to draft and issue the Guidelines for Applicants to the Innofund in principle; - The Business Plans and Execution Agreements of NACENTECH TBIC and HCMUTTBI; - Increment of fund under the budget line A0104 – Study tour to view international best practice in government policies to encourage technology business incubation: from 20,000€ estimated in the previous approved plan to 60,000€ (out of which the remaining amount of 10,000€ under the budget line A0104 will be spent up, and complementary amount of 30,000€ will be transferred from the budget line A0107); - Development and publication of a bilingual handbook on technology incubation, S&T enterprises and technology business incubators in 								
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<p>Vietnam for the period of 2015 – 2025 with an estimate of 65,000€ provided for under the budget line A0107 (with its TOR prepared by PMU);</p> <ul style="list-style-type: none"> - TOR for hiring of a software developer to partially integrate the Innofund system into the BIPP website with an estimate of 20,000€ provided for under the budget line A0302; - TOR for the hiring of a software developer to develop a centralized online monitoring system with an estimate of 40,000€ provided for under the budget line A0402; - Adding to the budget line Z – General means, a budget line Z03 – under the comanagement modality (CM) – Running costs. This budget line will be used for booking costs for general operations incurred under the CM budget source (inclusive of office consumables, missions/transport, financial costs/deposit interests, and other running costs). 									
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4.3 Updated Logical framework

There are no changes to the Logical framework.

4.4 MoRe Results at a glance

Logical framework's results or indicators modified in last 12 months?	None
Baseline Report registered on PIT?	
Planning MTR (registration of report)	12/2016 (estimate)
Planning ETR (registration of report)	08/2018 (estimate)
Backstopping missions	05/2016

4.5 “Budget versus current (y – m)” Report 2015

Budget	The Activities	Budget - TFF	F. Planning 2015	Expenditure 2015	Rate compare with budget	Rate compare with Plan
1	2	3	4	5	6	7
A		3,226,500	420,220	107,032	3.32%	25.47%
A_01	Result 1 - Enhanced legal framework for supporting S&T SMEs and TBIs /	564,000	68,000	40,404	7.16%	59.42%
A_01_01	Development of a circular on technology business incubation	16,000	13,000	5,137	32.11%	39.52%
A_01_02	Development of a Road Map for the development of all aspects of pre-incubation and incubation	6,000	3,000	1,520	25.34%	50.67%
A_01_03	Support to essential inter-ministerial and/or inter-agency cooperation with respect to technology business incubation.	15,000	5,000	-	-	-
A_01_04	Study tour to view international best practice in government policies to encourage technology business incubation	30,000	20,000	-	-	-
A_01_05	Networking, awareness raising and information exchange	35,000	4,000	9,644	27.56%	241.11%
A_01_06	HR Result 1- Parmanent Staff	120,000	15,000	9,177	7.65%	61.18%
A_01_07	Consultancy contract	342,000	8,000	14,925	4.36%	186.56%
A_02	Result 2 - Incubator policy development enhanced through pilot testing with 2 one-stop shop TBIs to determine best practices and lessons learnt /	819,000	150,720	9,212	1.12%	6.11%
A_02_01	Support to the preparation of a business plan for NACENTECH BIC	5,000	5,000	69	1.38%	1.38%

A_02_02	Support to the operational funding of the NACENTECH BIC (3 years)	255,000	37,000	-	-	-
A_02_03	Procurement of essential office equipment for the NACENTECH BIC	20,000	20,000	-	-	-
A_02_04	Provision of advisory services for NACENTECH BIC	2,500	620	-	-	-
A_02_05	Support to the preparation of a business plan for HCM University Technology TBI	5,000	5,000	3	0.07%	0.07%
A_02_06	Support operational funding HCM University Technology TBI (2 years)	205,000	37,500	-	-	-
A_02_07	Provision of advisory services for HCM University Technology TBI	2,500	600	-	-	-
A_02_08	HR Result 2 - Permanent staff	144,000	30,000	9,140	6.35%	30.47%
A_02_09	Consultancy contract	180,000	15,000	-	0.00%	0.00%
A_03	Result 3 - Incubator policy development enhanced through the pilot operation of a seed fund (Innofund) to support the pre-incubation and incubation of potential S&T SMEs to determine best practices and lessons learnt	1,424,500	138,500	43,126	3.03%	31.14%
A_03_01	Design and establish systems for Innofund to act as a support fund for capacity building	13,500	13,500	3,943	29.21%	29.21%
A_03_02	Operate the Innofund	1,082,000	65,000	7,347	0.68%	11.30%
A_03_03	Undertake a study to assess the prospects, potential, operational costs and financial sustainability of operating Innofund as a permanent grant and/or loan based instrument	35,000	-	-	-	-
A_03_04	Provide support to incubators to assist their tenants with the preparation of applications for investment funding	18,000	-	-	-	-
A_03_05	HR Result 3 - Permanent staff	96,000	20,000	8,781	9.15%	43.91%

A_03_06	Consultancy for R3-within the service contract	180,000	40,000	23,055	12.81%	57.64%
A_04	Result 4 - A monitoring and evaluation framework is established and operated to ensure project results are captured and feedback into the policy development process	419,000	63,000	14,290	3.41%	22.68%
A_04_01	Establish a BIPP monitoring system	5,000	5,000	-	-	-
A_04_02	Operate the BIPP monitoring system/HR Result 4 - Permanent staff	360,000	50,000	6,168	1.71%	12.34%
A_04_03	HR - consultancy	54,000	8,000	8,123	15.04%	101.53%
X	Reserve budgetaire (max 5% total activites)	75,000	-	-	-	-
X_01	Reserve budgetaire	75,000	-	-	-	-
X_01_01	Reserve budgetaire COGESTION	25,000	-	-	-	-
X_01_02	Reserve budgetaire REGIE	50,000	-	-	-	-
Z	General means	698,500	65,560	53,215	7.62%	81.17%
Z_01	HR cost	408,000	53,600	47,678	11.69%	88.95%
Z_01_01	Coordinators	180,000	20,000	18,194	10.11%	90.97%
Z_01_02	Finance and administration team	228,000	33,600	29,484	12.93%	87.75%
Z_02	Investment	17,000	2,000	199	1.17%	9.96%
Z_02_01	Office equipment	5,000	1,000	69	1.38%	6.88%
Z_02_02	IT equipment	12,000	1,000	130	1.09%	13.04%
Z_03	Running costs	106,000	9,960	2,883	2.72%	28.95%
Z_03_01	Communication	18,000	400	25	0.14%	6.21%
Z_03_02	Office consumables	30,000	2,000	1,879	6.26%	93.97%
Z_03_03	Missions/ Transport	22,500	4,000	374	1.66%	9.35%
Z_03_04	External communication and representation costs	10,000	1,500	-	-	-
Z_03_05	Training	-	-	-	-	-

Z_03_06	Financial cost	1,500	60	(38)	-2.51%	-62.72%
Z_03_07	VAT costs	-	-	-	-	-
Z_03_08	Other running costs	24,000	2,000	643	2.68%	32.13%
Z_04	Monitoring, evaluation & coordination meeting	167,500	-	2,454	1.47%	-
Z_04_01	Monitoring and evaluation	70,000	-	-	-	-
Z_04_02	Audit	60,000	-	-	-	-
Z_04_03	Backstopping	37,500	-	2,454	6.54%	-
	TOTAL GENERAL BUGETARY	748,500	65,560	53,215	7.11%	81.17%
	COGESTION	3,251,500	420,220	107,032	3.29%	25.47%
	Grand total	4,000,000	485,780	160,247	4.01%	32.99%

4.6 Communication resources

Not available at this stage.