



BTC



MOST



RESULTS REPORT 2016

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

VIE 12 047 11

ACRONYM	4
1.1 INTERVENTION FORM.....	5
1.2 BUDGET EXECUTION (*).....	6
1.3 SELF-ASSESSMENT PERFORMANCE.....	6
1.3.1 <i>Relevance</i>	6
1.3.2 <i>Effectiveness</i>	6
1.3.3 <i>Efficiency</i>	7
1.3.4 <i>Potential sustainability</i>	7
1.4 CONCLUSIONS	7
2 RESULTS MONITORING	10
3.1 EVOLUTION OF THE CONTEXT	10
2.1.1 <i>General context</i>	10
2.1.2 <i>Institutional context</i>	11
2.1.3 <i>Management context: execution modalities</i>	11
2.1.4 <i>Harmo context</i>	13
2.2 PERFORMANCE OUTCOME	14
2.2.1 <i>Progress of indicators</i>	14
2.2.2 <i>Analysis of progress made</i>	18
2.2.3 <i>Potential Impact</i>	18
2.3 PERFORMANCE OUTPUT 1	19
2.3.1 <i>Progress of indicators</i>	19
2.3.2 <i>Progress of main activities</i>	19
2.3.3 <i>Analysis of progress made</i>	19
2.4 PERFORMANCE OUTPUT 2	21
2.4.1 <i>Progress of indicators</i>	21
2.4.2 <i>Progress of main activities</i>	21
2.4.3 <i>Analysis of progress made</i>	21
2.5 PERFORMANCE OUTPUT 3	24
2.5.1 <i>Progress of indicators</i>	24
2.5.2 <i>Progress of main activities</i>	24
2.5.3 <i>Analysis of progress made</i>	24
2.6 PERFORMANCE OUTPUT 4	26
2.6.1 <i>Progress of indicators</i>	26
2.6.2 <i>Progress of main activities</i>	26
2.6.3 <i>Analysis of progress made</i>	26
2.7 TRANSVERSAL THEMES	27
2.7.1 <i>Gender</i>	27
2.7.2 <i>Environment</i>	27
2.7.3 <i>Other</i>	28
2.8 RISK MANAGEMENT	29
3 STEERING AND LEARNING	37
3.1 STRATEGIC RE-ORIENTATIONS.....	37
3.2 RECOMMENDATIONS.....	37
3.3 LESSONS LEARNED	37

4	ANNEXES.....	38
4.1	QUALITY CRITERIA.....	38
4.2	DECISIONS TAKEN BY THE STEERING COMMITTEE AND FOLLOW-UP	41
4.3	UPDATED LOGICAL FRAMEWORK.....	44
4.4	"BUDGET VERSUS CURRENT (Y – M)" REPORT	45

Acronym

BIPP	Support to the Innovation & Development of Business Incubators Policy Project
BTC	Belgian Development Agency
EURO	European Currency (€)
FA	Financing Agreement
GA	Grant Agreement
GDP	Gross Domestic Product
HCMC	Ho Chi Minh City
HCMUT	Ho Chi Minh University of Technology
HCMUT-TBI	Technology Business Incubation Center Ho Chi Minh University of Technology
HQ	Headquarter
IOM	InnoFund Operational Manual
ITA	International Technical Adviser (BTC)
M&E	Monitoring and Evaluation
MoST	Ministry of Science and Technology
N/A	Not Applicable
NTBIC	NACENTECH Technology Business Incubator Center Hanoi
ODA	Oversea Development Assistance
PMU	Project Management Unit
POM	Project Operational Manual
PSC	Project Steering Committee
Q	Quarter
R&D	Research and Development
RR	Resident Representative (BTC-Vietnam)
SATI-TECH	Designing, Pilot Manufacturing and Testing Center - Hanoi
SME	Small Medium Enterprise
S&T	Science and Technilogy
TBI	Technology Business Incubator
TFF	Technical 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	<i>Initial Budget: € 4,400,000, of which the Belgian contribution is € 4,000,000</i> <i>Revised Budget since May 2016: € 2,200,000 of which the Belgian contribution is € 2,000,000</i>
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	30 December 2018
End date Specific Agreement	30 June 2019
Target groups	<i>Direct beneficiaries:</i> <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. <i>Indirect beneficiaries:</i> <ul style="list-style-type: none"> • 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
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	<i>Result Area 1:</i> Enhanced legal framework for supporting S&T SMEs and TBIs

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

	<i>Result Area 2: Incubator policy development enhanced through pilot testing with two one-stop shop TBIs to determine best practices and lessons learnt</i>
	<i>Result Area 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</i>
	<i>Result Area 4: A monitoring and evaluation framework is established and operated to ensure project results are captured and feedback into the policy development process</i>
Year covered by the report	2016

1.2 Budget execution (*)

Description	Budget	Expenditure			Balance	Currency: EUR
		Previous year 2015	Year covered by report (2016)	Total amount		Disbursement rate at the end of year (2016)
Total	2,000,000	194,926	470,863	665,789	1,334,211	33.29%
Output 1	129,258	40,405	28,232	68,637	60,621	53.10%
Output 2	337,651	9,212	88,065	97,277	240,374	28.81%
Output 3	688,572	43,126	212,719	255,845	432,727	37.16%
Output 4	53,184	14,290	10,259	24,550	28,634	46.16%
Z	766,335	87,893	131,588	219,481	546,854	28.64%
X	25,000	-	-	-	25,000	0.00%

1.3 Self-assessment performance

1.3.1 Relevance

Relevance	Performance
<p>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.</p>	<p>Despite the drastic project's budget reduction, in 2016 the various implementation activities deployed and acceptances by the project stakeholders is continuously underlining the relevance of the project's intervention logic.</p>

1.3.2 Effectiveness

Effectiveness	Performance
<p>Effectiveness The effectiveness of the project is picking up momentum whereby all project stakeholders starting to contribute towards the implementation</p>	<p>The performance rating is satisfactory whereby the project has taken further steps in 2016 to improve the implementation</p>

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 project intervention.	effectiveness of the project.
---	-------------------------------

1.3.3 Efficiency

	Performance
Efficiency The implementation efficiency is in line with the agreed procedures and processes. The implementation efficiency of the PMU is satisfactory with room to improve.	In light of the many start-up difficulties and implementation challenges the project experienced as well as considering in 2016 a 50% project budget reduction without changing the intervention logic, the implementation performance of the project in 2016 is highly commendable, dynamic and very positive with all result areas well on track.

1.3.4 Potential sustainability

	Performance
Potential sustainability The sustainability of the project objective and the various intervention measures is medium. Due to the relevance of the project and the commitment of the involved project stakeholders it can be assumed that the adaptation level of the tools and mechanisms introduced by the project remains medium to high.	At this stage of the project the performance rating for the sustainability level is too early but the project partners rate the sustainability performance with a boyant trend relative to the shown implementation outputs/results.

1.4 Conclusions

During the reporting period, BIPP gathered substantial implementation momentum. End January 2016 the 3rd PSC meeting was convened providing further implementation directions to the project. Beginning May the newly appointed BTC-ITA resumed his duties instrumentally supporting the improved implementation dynamics as well as lifting the overall implementation quality of all result areas.

Following a decision by the Belgian Government to reduce the BIPP-budget from 4m€ to 2m€, together with MOST, the revised budget was discussed and established. This exercise was based on the following principles:

- Preserve the ambitions and logic of the intervention as a policy support program with a pilot component on TBI and funding/support instruments for S&T enterprise development.
- Maximize the expertise within the PMU, and reduce to a maximum the use of external expertise/consultants.
- Reduction of overhead-costs where feasible.
- Balancing the budget between BTC-management and co-management modality.
- Reducing scope of support to the TBI's and Innofund to a sustainable level, based on needs of the TBI's.

The revised budget received consent by the BIPP project director. Hence, no changes in

the logframe are needed, as it only concerns a reduction in scope, not affecting the result areas nor the So and OO. The 4th PSC in 09/2016 confirmed the revised budget.

Result Area 1 – Policy Support: The policy Road Map was completed. The Hanoi Institute of Policy & Management delivered the draft study to BIPP. The next step will be to collect comments on the draft document from a range of selective sector stakeholders. Upon receipt of comment/observations, the consultant will finalize the study document and officially submit to MoST. Furthermore, MoST/BIPP initiated the the development of the handbook on Technology Business Incubation. The implementation of the activity will be completed within Q1/2017. Noticeably, this activity will be solely financed from counterpart fund.

Result Area 2 – Incubation Support: In 09/2016 the two Technology Business Incubators (HCMC + Hanoi) received their Grant Agreements:

- Ho Chi Minh University for Technology TBI: € 100,000.--
- NACENTECH TBI : € 170,000.—

The implementation of the two Grant Agreements is in full progress. BIPP technical staff providing ongoing technical assistance in the further skill development of TBI staff as well as providing guidance on capacity building measures for the TBI target groups. The implementation speed is encouraging. All activities under the two Grant Agreements are closely monitored by BIPP.

Result Area 3 - InnoFund: In 09/2016 the State Agency (SATI-TECH) assigned to implement the InnoFund received the Grant Agreement with €495,000.--. In the Q4/2016 a total of 10 S&T projects were approved with combined total value of €299,000.--. The project selection process was conducted in full compliance with the InnoFund Operational Manual (IOM) and received MoST Vice Ministers approval. Close monitoring of the individual projects by BIPP is ongoing. BIPP is currently preparing the 2nd round of project funding.

Result Area 4 - Monitoring: The project indicators and result chain were endorsement in the 4th PSC meeting (22.09.2016). Ensuring that all required M&E project data's are timely and accurately recorded, the PMU established a M&E analyzing system which will allow to extract any implementation data (both financial as well as performance/output data) thus responding to any progress/performance inquiry. The current Operational Planning is in line with the revised budget. Milestones are set. All required reporting in 2016 were delivered on time to the project authorities. In 05/2016 BTC-HQ conducted a project backstopping mission supporting the PMU and BTC-RR in response to the budget reduction of EURO 2 Mio. PMU staff performance in 2016 is highly commendable. Strong team work, work commitment and close cooperation with MOST and project stakeholders are the hallmarks of the dynamic project implementation progress.

Implementation Progress Analysis – Challenges, Risks, Mitigation: The drastic budget cut and the need to operationally adjust all aspects of the project (but without changing the intervention logic) was very challenging. Nonetheless the task was managed and BIPP now has a clear implementation direction with realistically achievable results. Though, the remaining project duration will place considerable implementation pressure on each result area. However, the PMU is fully geared to manage timely the complete implementation of all project activities. At this stage of the project, the overall risk level in all four result areas is Medium. The PMU developed a range of effective risk mitigation measures centering on increased capacity building on partner level, improved quality audit and output monitoring, intensified dialogue to increase project ownership sense and inclusion, as well as the establishment of a tide financial monitoring system for the Grant Agreements. Regular coordination meeting between BTC and MoST further strengthen the implementation progress and risk management of the project.

Revised Project Budget: At the end of December 2016 the revised project budget utilization rate was 33% (€665,734.-). The counterpart funding from MoST materialized in accordance with the commitment schedule.



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;

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

- **Strengthening the human resources base for innovation:** The country needs 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.

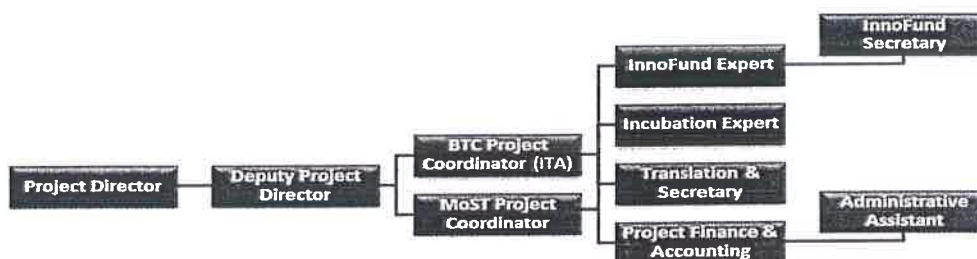
The strategy also has the objective of 5,000 S&T enterprises, 60 high-tech incubators/business incubators by 2020.

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 PMU maintained its office (on the 14th Floor, Licogi 13 Building, 164 Khat Duy Tien, Thanh Xuan, Hanoi) and per 31.12.2016 the PMU structure was as follows:



The position of the Incubation Expert as well as InnoFund Secretary was not yet filled but within Q1/2017 the recruitment and hiring process will be completed. Both positions are of great importance as to manage the increasing workload of monitoring and managing the individual Financing Agreements under the InnoFund as well as the activities of the two pilot-TBI's (Hanoi + HCMC).

Since May 2016 the project gained substantial momentum which required a complete work adjustment on all management levels of the project. Though the recognition of all stakeholders to pull together and increase the implementation performance of all scheduled activities is a clear demonstration of the mutual understanding and sharing between the two partners in the co-management modality (MoST + BTC). The project ownership of the MOST alleviated throughout all activities.

An Institutional Capacity Building program was borne from the findings of the Organizational Assessment (both Finance and Management) as well as based on the various meetings and discussions with the key actors within the three Beneficiary Parties of the Grant Agreements (SATI-TECH, NTBIC and HCMUT). The objective of the capacity building program is to further strengthen the operational ability of the three Beneficiary Parties implementing the Grant Agreement. In addition these capacity building measures also aims to underline the financial investments made by BIPP in the three organizations (via the Grant Agreements). The target groups for the capacity building program are the management and operational staff of NTBIC, SATI-TECH and HCMUT.

During the reporting period, the PMU started to develop the individual training modules, focusing on: BTC Grant Management, Cashflow Management, Project Monitoring and Reporting Tools, Project Management Tools and Time Management, Project Accounting, Communication and Report Writing Skills, TBI Client Targeting- Incubator Promotion and Marketing, Financial Planning and Cost Calculation, Promotion of Private Sector (venture) Capital, Incubation Support Services, Incubator Survival Strategy, Entrepreneurial Assessment Tool, Business Plan Development, Marketing Innovation, Risk management. These training modules will continue in 2017.

The overall Operational Planning and its matrix were adjusted in line with the revised budget. All four results are well covered and realistically scheduled. Milestones are set.

Regarding the Project Steering Committee (PSC), since inception of the project a total of four (4) PSC's were held with the following main decisions:

PSC 1	18.12.2014	Inauguration of the project/PMU and start of the project
PSC 2	23.09.2015	<input type="checkbox"/> Approval of updated project budget <input type="checkbox"/> Approval of POM <input type="checkbox"/> Approval of Business Plans of two TBI's <input type="checkbox"/> Approval of IOM <input type="checkbox"/> Approval for development of Incubation Handbook <input type="checkbox"/> Approval for online based InnoFund Monitoring system
PSC 3	29.01.2016	<input type="checkbox"/> Approval for the engagement of an ITA
PSC 4	22.09.2016	<input type="checkbox"/> Approval for the Grant Agreements for NTBIC, HCMUT-TBI and SATI-TECH <input type="checkbox"/> PSC endorsement for the Organizational Assessments of NTBIC, HCMUT-TBI and SATI-TECH <input type="checkbox"/> PSC endorsement NTBIC / HCMUT-TBI revised Business Plans <input type="checkbox"/> PSC endorsement for the revised InnoFund Operational Manual

		<ul style="list-style-type: none"> □ PSC endorsement Project Indicators + Result Chain □ PSC endorsement for revised Operational Work Plan □ PSC endorsement for the revised Project Budget □ PSC endorsement for the guiding request to fill the remaining staff vacancies in the PMU, the clarification by MoST regarding the counterpart funding and request for timely report submissions under the Grant Agreements and project progress.
--	--	--

The PSC 5 is scheduled for Q1/2017 (after TET festivities).

Other Project Related Activities by the PMU

During the reporting period BIPP was involved in the following additional activities:

- ✓ BTC conducted a Backstopping Mission during 18. – 27.05.2016. The mission objective was to support the PMU and BTC-RR in project response to the project budget reduction of 2m€.
- ✓ BTC Financial Audit: This audit took place during 01-02.Nov.2016 conducted by the Belgium Government Audit Authority and BDO. The final audit report was not yet available at the end of the reporting period.
- ✓ TECHFEST Vietnam 2016 (in Hanoi): BIPP actively participated in this important annual event during 12.-13.Nov.2016. The TECHFEST is one of the largest national start-up ecosystem event endorsed by MoST and co-organized by many Ministries, agencies and start-up supporting organizations in Vietnam. TECHFEST has close to 1,000 attendances. BIPP involvement in this event was focused on providing limited organizational support as well as participation in several podium discussions. TECHFEST represented a superb platform for BIPP partners to present the project objectives and to dialogue with many professionals from the global S&T entrepreneurship network in Vietnam and abroad. Noticeably, the BTC Regional Representative Mr. Alain Devaux received public recognition from the Minister of Science and Technology Mr. Chu Ngoc Anh for BTC's strong commitment in supporting the science and technology start-up ecosystem in Vietnam.

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

In Q2/2016 the project finally defined the project indicators which were confirmed by the 4th PSC in September 2016. Regrettably the required Result Measurement Plan (RMP) and Result Measurement Framework (RMF) could not be completed within the reporting period due to difficulties encountered engaging a qualified local consultant to undertake this task. Despite many reminders and alerts from the side of the ITA, MoST did not place sufficient emphasis to service this important task. It is assumed that in Q1/2017 this monitoring element will be completed.

The progress status for the achievement rate of the indicators is disclosed hereafter:

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).

OBJECTIVES	INDICATOR	BASELINE	TARGET	SOURCE OF MEASUREMENT	PROGRESS
OVERALL OBJECTIVE	Number of S&T Enterprises in Vietnam increase by 50% from the year 2014 to 2020	132 S&T enterprises registered in a total of 2,000 S&T enterprises	198 S&T enterprises registered in a total of 3,000 S&T enterprises	<ul style="list-style-type: none"> By the indicators in National S&T Strategy period 2011-2020 issued by the Prime Minister on Decision No. 418/QĐ-TTg dated 11 April 2012 'White Paper' of MoST 	The deployed implementation activities during the reporting period supporting the positive trend towards the achievement of the overall objective.
	Number of S&T incubators in Vietnam increase by 50% from the year 2014 to 2020	30	45	<ul style="list-style-type: none"> By the indicators in National S&T Strategy period 2011-2020 issued by the Prime Minister on Decision No. 418/QĐ-TTg dated 11 April 2012 'White Paper' of MoST Based on the baseline 30 in 2014 and 60 in target 2020 	
	The Government adopted a stronger policy commitment for the further growth and acceleration of the S&T community (incl. S&T enterprises / researchers / TBIs) by issuing relevant official documents / decrees / circular by 2020	N/A	N/A	Government Statistik	
SPECIFIC OBJECTIVE	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	N/A	1	Handbook on legal framework regarding the field of technology business incubation and supporting incubation activities from state fund (PMU/MoST Records)	The development of the subject handbook was initiated in Q4/2016 though not yet completed. Completion will be in Q1/2017

SME sector.	Decree 80 revised in accordance with the recommendations contained within the Road Map by 2018	N/A	N/A	Formal Government publication on the legal document	The project has not yet initiated a structural dialogue with MoST how best this specific indicator will be serviced. This dialogue is scheduled for 2017
RESULTS					
RESULT # 1					
Enhanced legal framework for supporting S&T SMEs and TBIs	Road Map on pre-incubation and incubation is established and endorsed by MoST in 2016	N/A	1	MoST Records	Policy Road Map was completed and submitted to MoST
	One (1) workshop organized in 2016 for dissemination recommendations developed by the Road Map to a wider audience from the S&T community	N/A	1	PMU Records	Workshop was staged in Q4/2016 and results were incorporated into the Policy Road Map study.
	Handbook on legal framework in the filed of technology business incubation and supporting incubation activities from state fund	N/A	1	PMU Records	In Q4/2016 this activity has started and will be completed within Q1/2017
RESULT # 2					
Incubator policy development enhanced through pilot testing with two one-stop shop TBIs to determine best practices and lessons learnt	NACENTECH TBI recruits 30 tenant by 2018	3	30	NACENTECH Records	By the end of Q4/2016 a total of 6 tenants were located in the TBI
	NACENTECH TBI graduates 30% tenant by 2018 (of which 10% receive additional external investment capital)	N/A	15	NACENTECH Records	No graduation of TBI tenants within 2016
	HCM TU TBI recruits 15 tenant by 2018	4	15	HCM TU TBI Records	By the end of Q4/2016 a total of 8 tenants were located in the TBI
	HCM TU TBI graduates 30% tenant by 2018 (of which 10% receive additional external investment capital)	1	8	HCM TU TBI Records	No graduation of TBI tenants within 2016

	Each of the two TBIs submitted to MoST at least 2 annual reports and 1 final report disclosing progress results / best practices examples / recommendations on lesson learnt	N/A	6	MoST Records HCM TU TBI Records NACENTECH Records	The first annual report is due by the end of 2017
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	At least two (2) call for proposals are conducted	N/A	2	PMU Records	The 1st call for proposal was completed in 2016
	At least 20 Financing Agreements (FA) are signed under the Innofund	N/A	20	PMU Records	10 Financing Agreements were signed in 2016
	One (1) Final report of the Innofund operation disclosing progress results / best practices examples / recommendations on lesson learnt	N/A	1	PMU Records	The first annual report is due by the end of 2017
	One (1) report suggesting the future operational viability and sustainability of an Innofund within MoST incorporating recommendations, best practices and lessons learnt	N/A	1	MoST Records	The subject report will be developed within Q4/2017
RESULT # 4					
A monitoring and evaluation framework is established and operated to ensure project results are captured and feedback into the policy development process	Performance indicator established	N/A	1	PMU Records	Completed in 2016
	Result chains for each of the four result areas established	N/A	4	PMU Records	Completed in 2016
	Quarter monitoring reports submitted to BTC + MoST	N/A	10	PMU Records	2014: 1 MONOP 2015: 2 MONOP (Q1+3) 2016: 4 MONOP
	Result Monitoring Plan (RMP) established	N/A	1	PMU Records	Will be finalized by Q1/2017
	Result Measurement Framework established	N/A	1	PMU Records	Will be finalized by Q1/2017

2.2.2 Analysis of progress made

The drastic budget cut and the need to operationally adjust all aspects of the project (but without changing the intervention logic) was very challenging. Nonetheless the task was managed and BIPP now has a clear implementation direction with realistically achievable results. Though, the remaining project duration will place considerable implementation pressure on each result area. However, the PMU is fully geared to manage timely the complete implementation of all project activities. At this stage of the project, the overall risk level in all four result areas is Medium. The PMU developed a range of effective risk mitigation measures centering on increased capacity building on partner level, improved quality audit and output monitoring, intensified dialogue to increase project ownership sense and inclusion, as well as the establishment of a tide financial monitoring system for the Grant Agreements. Regular coordination meeting between BTC and MoST further strengthen the implementation progress and risk management of the project.

According to MoST, due to Vietnamese administrative procedures MoST can only report the financial allocation of the counterpart funding to the project on an annual base. At the end of the reporting period MoST disclosed the annual total expenditures. For the year 2017 the project has not yet received any counterpart funding planning indication.

2.2.3 Potential Impact

The sustainability of the project objective and the various intervention measures is medium. Due to the relevance of the project and the commitment of the involved project stakeholders it can be assumed that the adaptation level of the tools and mechanisms introduced by the project remains medium to high. At this stage of the project the performance rating for the sustainability level is too early but the project partners rate the sustainability performance with a boyant trend relative to the shown implementation outputs/results.

2.3 Performance output 1⁴

2.3.1 Progress of indicators

Result 1 : Enhanced legal framework for supporting S&T SMEs and TBIs					
Indicators	Baseline value	Value 2014/15	Value 2016	Value 2017	End Target 2018
Road Map on pre-incubation and incubation is established and endorsed by MoST in 2016	N/A	N/A	N/A	N/A	1 Road Map
One (1) workshop organized in 2016 for dissemination recommendations developed by the Road Map to a wider audience from the S&T community	N/A	N/A	N/A	N/A	1 Workshop
Handbook on legal framework in the field of technology business incubation and supporting incubation activities from state fund	N/A	N/A	N/A	N/A	1 Handbook

2.3.2 Progress of main activities

Progress of <u>main</u> activities ⁵	Progress:			
	A	B	C	D
A 1.1 - Development of Road Map for the development of all aspects of pre-incubation and incubation		X		
A 1.2 - Development of Circular on technology business incubation		X		
A 1.3 - Support to essential inter-ministerial and/or inter-agency cooperation with respect to technology business incubation <i>(Activity cancelled due to budget restrictions)</i>				
A 1.4 - Study Tour to view international best practice in government policies to encourage technology business incubation. <i>(Due to ODA budget restriction postponed. However, if counterpart funding is available, a study tour maybe organized and be funded fully by counterpart budget!)</i>			X	
A 1.5 - Networking, awareness raising and information exchange <i>(Activity cancelled due to budget restrictions)</i>				

2.3.3 Analysis of progress made

A1.1: The development of the policy Road Map was completed. The assigned consultant (Hanoi Institute of Policy & Management) delivered the draft study to BIPP. The next step

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.

(within January 2017) will be to seek comments on the draft document from a range of selective sector stakeholders. Upon receipt of comment/observations, the consultant will finalize the study document and officially submit to MoST. It is assumed that this entire activity process will be completed within January 2017.

A 1.2: MoST/BIPP initiated the tendering for the planned establishment for the development of a Circular in form of a Handbook on Technology Business Incubation. The selection of the national consultant and the subsequent implementation of the activity will be completed within Q1/2017. Noticeably, this activity will be solely financed from counterpart fund.

A 1.3: Due to budget restriction, this project activity is cancelled.

A 1.4: Due to budget restriction the study tour is postponed. However, if counterpart funding is available, a study tour maybe organized and be funded fully by counterpart budget!

A 1.5 : Project website exist and is maintained. Though due to budget restriction, further project activity under this heading are cancelled.

2.4 Performance output 2

2.4.1 Progress of indicators

Output 2: incubator policy development enhanced through pilot testing with two one-stop shop TBIs to determine best practices and lessons learnt					
Indicators	Baseline value	Value 2014/15	Value 2016	Value 2017	End Target 2018
NACENTECH TBI recruits 30 tenant by 2018	3	0	6	0	30
NACENTECH TBI graduates 30% tenant by 2018 (of which 10% receive additional external investment capital)	N/A	0	0	0	9
HCM TU TBI recruits 15 tenant by 2018	4	0	8	0	15
HCM TU TBI graduates 30% tenant by 2018 (of which 10% receive additional external investment capital)	N/A	0	0	0	5
Each of the two TBIs submitted to MoST at least 2 annual reports and 1 final report disclosing progress results / best practices examples / recommendations on lesson learnt	N/A	0	0	0	6

2.4.2 Progress of main activities

Progress of <u>main</u> activities ⁶	Progress:			
	A	B	C	D
A 2.1 - Support to the preparation of a business plan for NACENTECH - TBI		X		
A 2.2 - Support to the operational funding of the NACENTECH - TBI (NTBIC)		X		
A 2.3 - Procurement of essential office equipment for the NACENTECH - TBI (NTBIC)		X		
A 2.4 - Provision of advisory services for NACENTECH - TBI (NTBIC)		X		
A 2.5 - Support to the preparation of a business plan for HCMC TU-TBI		X		
A 2.6 - Support to the operational funding of the HCMC TU-TBI		X		
A 2.7 - Provision of advisory services for HCMC TU-TBI		X		

2.4.3 Analysis of progress made

A 2.1 : The business plan for NACENTECH TBIC was revised and confirmed by the PSC in Q4/2016

A 2.2 : The Grant Agreement for NACENTECH TBIC with €170,000.— was signed on 22.09.2016 and will expire on 21.09.2018. The implementation of the scheduled activities

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.

started accordingly.

A 2.3 : Procurement of essential office equipment for the NACENTECH TBIC started but was not yet fully completed at the end of the reporting period. However, the procurement drive will be completed within Q1/2017. All procurements are closely verified by BIPP and are conducted in full compliance with the Vietnamese Procurement Law.

A 2.4 : In line with the scheduled activities manifested in the corresponding Grant Agreement, NACENTECH BIC implemented and provided a wide range of advisory and capacity building measures to their respective target group. The following activities were implemented :

Activities	Outputs	Status
Recruitment and training of NTBIC operational staff	9 staff recruited and 3 capacity building trainings conducted.	Internal staff training on-going progress.
Operational software (Account / ERP / HR / M&E)	Software is purchased and installed	Completed
Procurement of basic office equipment	Part of office equipment in place	On-going progress
Design of promotional leaflet for NTBIC (brand recognition)	Leaflets for brand recognition are designed.	Completed
Annual workshop regarding technology transfer and business incubation	1 workshop conducted with 60 participants.	Completed
Capacity building for potential S&T ideas to be incubated	1 training course conducted with 32 participants.	Completed
Introduction workshop for potential S&T start-ups	1 workshop conducted with 25 participants.	Completed
Contest for advanced students and young researchers for further identification of potential S&T incubation ideas	1 contest conducted, 146 teams participated, the final round was on 17/12/2016	Completed
Development of start-up and incubation promotional materials	Start-up and incubation promotional materials partly available	On-going progress
Creating data base on new technologies, technology transfers, potential researchers and experts working in the field of innovation	Expanded national and international networking of mentors and experts in innovation field	On-going progress
Design and development of the portal and website for virtual incubation	Developed and updated website for virtual incubation available	On-going progress
Identification and selection of high potential client for incubation	1 event conducted with 60 participants.	Completed
Training on financial management and market development	1 training course conducted with 32 participants.	Completed

A 2.5 : The business plan for HCM University of Technology – TBI was revised and confirmed by the PSC in Q4/2016

A 2.6 : The Grant Agreement for HCM University of Technology – TBI with €100,000.— was signed on 22.09.2016 and will expire on 21.09.2018. The implementation of the scheduled activities started accordingly.

A 2.7 : In line with the scheduled activities manifested in the corresponding Grant

Agreement, NACENTECH BIC implemented and provided a wide range of advisory and capacity building measures to their respective target group. The following activities were implemented :

Activities	Outputs	Status
Start-up S&T community Workshop	3 workshops conducted with total 82 participants	Completed
Start-up Open day	1 event conducted with 182 participants	Completed
Online S&T incubation newsletter	Articles published	On-going progress
Publication/TV	Publication released	On-going progress
Lean Start-up Laboratory (Training)	2 Lean start-up training courses conducted with total 30 participants.	Completed
Capacity Building Training	2 training courses conducted with total 28 participants	Completed
Renovation of TBI	Renovation of TBI-Building started. All required office equipment in place	On-going progress

2.5 Performance output 3⁷

2.5.1 Progress of indicators

Output 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					
Indicators	Baseline value	Value 2014/15	Value 2016	Target 2017	End Target 2018
At least two (2) call for proposals are conducted	N/A	0	1	1	2
At least 20 Financing Agreements (FA) are signed under the InnoFund	N/A	0	10	10	20
One (1) Final report of the InnoFund operation disclosing progress results / best practices examples / recommendations on lesson learnt	N/A	0	0	0	1
One (1) report suggesting the future operational viability and sustainability of an InnoFund within MoST incorporating recommendations, best practices and lessons learnt	N/A	0	0	0	1

2.5.2 Progress of main activities

Progress of <u>main</u> activities ⁸	Progress:			
	A	B	C	D
A 3.1 - Design and establish systems for InnoFund to act as a support fund for capacity building		X		
A 3.2 - Operate the InnoFund (call for proposals, selection and funding)		X		
A 3.3 - 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		
A 3.4 - Provide support to incubators to assist their tenants with the preparation of applications for investment funding		X		

2.5.3 Analysis of progress made

A 3.1 : A total of 10 sub-projects were selected and approved by PSC 4. The selection process was conducted in full compliance with the InnoFund Operational Manual (IOM). However, during this process it became apparent, that a range of implementation aspects for in the IOM proved to be not appropriate thus requires review. Keeping in mind that the first identification/selection round for projects to be funded under the InnoFund was treated as a "pilot", thus the gained experiences and identified deficiencies in the IOM will have to lead to corrections and should be proposed to the next PSC for consideration. This step is insofar important as BIPP should refine the implementation effectiveness of the InnoFund facilities and its related IOM for the next funding round.

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.

A 3.2 : The implementation of the Grant Agreement for **the InnoFund** under SATI-TECH also progressed well during the reporting period. As stated a total of 10 projects were selected and confirmed by MoST. The following table provides the overview of the approved project:

Project Title	Project Leader & Institution	Sector	Location	≈ €
Innovative Technology in Posture-Correcting Chairs Production and Spine-Related Diseases Prevention	Phạm Thị Kim Loan Ngan Ha Commercial, Manufacturing and Import-Export One Member LLC	Private	Tp.HCM	43,064
A pilot scale production of high quality Gac (<i>Momordica cochinchinensis</i>) oil using microwave drying pre-treatment prior to hydraulic press	Phạm Thị Duy Hoang Anh Flavors & Food Ingredients Company Ltd.	Private	Tp.HCM	26,862
Application of Nanotechnology for Manufacturing Functional Food (Fucoidan-Curcumin-Ginseng) and its Commercialization in order to Prevent and Support Treatment against Cancer	Hà Phương Thư Institute of Materials Science	Public	Ha Noi	21,277
Enhance the fabricating technology, manufacture and commercialize extrusion dies for producing configured aluminium alloy bars of varying profiles used in the construction	Phạm Đức Cường Hanoi University of Industry	Public	Ha Noi	36,128
Produce adsorbent for phosphate removal in wastewater and removing of H ₂ S in biogas based on by-product FE(OH) ₃	Cao Vũ Hưng Invitek Joint Stock Company	Private	Ha Noi	23,191
Building A Brand Identity System And Brand Communication	Nguyễn Hải An Center for business incubation of agricultural high technology	Public	Tp.HCM	43,106
Improve capacity for the Center for Agricultural Technology Incubation at Vietnam National University of Agriculture	Nguyễn Việt Long Center for Agricultural Technology Incubation	Private	Ha Noi	37,234
Building capacity in providing standardized incubation services to create the foundation for the sustainable development of Saigon Hi-tech Business Incubation Center	Lê Thành Nguyễn Saigon Hi-Tech Park Incubation Center	Public	Tp.HCM	21,277
Strengthening the administrative capacity for hanoi food processing and packaging business incubator	Le Van Quan Hanoi Business Incubator for Processing and Packaging Food (HBI) – Hanoi Center for Supporting Small and Medium Enterprises Incubator	Public	Ha Noi	23,404
Enhance capacity of building trademark for traceable organic agricultural products	Nguyễn Phú Hòa Center for Technology Business Incubation - Nong Lam University Hochiminh City	Public	Tp.HCM	23,532
TOTAL				299,075

The related Financing Agreements with the individual project owners were also drafted and will be signed within January 2017. Thereafter the implementation of the multifold project activities will commence and being concluded within the next 12 month.

2.6 Performance output 4

2.6.1 Progress of indicators

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 2014/15	Value 2016	Target 2017	End Target 2018
Results chains exist for each key results area/sub-area and each has a set of clearly defined indicators - benchmark and target	N/A	0	1	0	1
A result monitoring plan exists for BIPP and its results areas	N/A	0	1	0	1
Monitoring reports are submitted to the PSC in accordance with the results monitoring plan	N/A	1	2	4	10
Annual BIPP portfolio report submitted to PSC within two months of end of each year	N/A	1	1	1	4

2.6.2 Progress of main activities

Progress of <u>main</u> activities ⁹	Progress:			
	A	B	C	D
A 4.1 - Establish a BIPP monitoring system		X		
A 4.2 - Operate the BIPP monitoring system		X		

2.6.3 Analysis of progress made

A 4.1 : The project indicators were defined as well as the result chain for each result area established. The result measurement plan and result framework are drafted. In addition the M&E online monitoring system was finalized by the sub-contractor. Furthermore the BTC and Vietnamese project reporting requirements were reviewed enabling the project to timely submit the required reporting to the project authorities.

A 4.2 : As to ensure that all required M&E data's deriving from the implementation of the three Grant Agreements are timely and accurately recorded, the PMU also established a M&E analyzing system which will allow the project to extract quickly any implementation data (both financial as well as performance/output data) to respond to any progress and performance inquiry.

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 (i.e. a researcher, an enterprise).

2.7.1 Gender

While 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 has been defined with gender disaggregation where appropriate, to show male/female participation.

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

The Road Map on pre-incubation and incubation has considered the 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 Hà Tĩnh, 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

Identification of Risk or Issue		Analysis of Risk or Issue			Mitigation of Risk or Issue			Follow-up of Risk or Issue	
Risk description	Period of Identification	Likelihood	Potential Impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Government will not adopt necessary policy reforms (R1)	TFF preparation (2013)	Medium	Medium	Medium Risk	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 Consultant	Q4/2017	The development of the policy drafting road map was contracted to the consultant 'Hanoi Institute of Policy & Management'. The implementation progress has pass inception phase and the development of main report is in progress. The cornerstones of the implementation completion are: - Inception Report - Target group surveys - Consultation Workshops - Final Report It is expected that the Policy Road Map Report will be completed by end December 2016. Thereafter, MoST will enter into consultation for policy reforms.	In progress

<p>Poor coordination between key Government stakeholders limits the effectiveness of reforms (R1)</p>	<p>TFF preparation (2013)</p>	<p>OPS</p>	<p>Medium</p>	<p>Medium</p>	<p>Medium Risk</p>	<p>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</p>	<p>PMU MoST</p>	<p>Q3/2017</p>	<p>The coordination between the different concerned Government stakeholders is already part of the policy road map development process. Thus a higher degree of awareness is gradually built. Further coordination and enforcement of adequate coordination will follow after the policy road map is finalized and officially presented by MoST to all other concerned Government stakeholders.</p>	<p>In progress</p>
<p>Two pilot TBIs are not operated in accordance with recommendations as to best practice and with their approved business plans (R2)</p>	<p>TFF preparation (2013)</p>	<p>OPS</p>	<p>Medium</p>	<p>Medium</p>	<p>Medium Risk</p>	<p>TBIs must have their business plans prepared with support from qualified consultants and the business plans must be approved by the PSC.</p>	<p>PMU Consultant TBI</p>	<p>Q3/2015</p>	<p>Business Plans available and PSC approved. In other TBIs signed with BIPP/BTC Grant Agreement (GA) for the implementation of the start-up support activities. The GA details are: - HCMUT: €100K (22.09.2016 - 21.09.2018) - NTBIC: €170K (22.09.2016 - 21.09.2018) Both TBIs received their initial 30% fund allocation from the GA.</p>	<p>In progress</p>

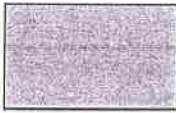
<p>Selection of projects for support from Innofund is not undertaken on basis of technical need and to broaden knowledge for policy formulation (R3)</p>	<p>TFF preparation (2013)</p>	<p>OPS</p>	<p>Low</p>	<p>Low</p>	<p>Low Risk</p>	<p>Establishment of an Innofund selection committee operating according to the agreed selection criteria.</p>	<p>PMU</p>	<p>Q4/2016</p>	<p>The Innofund Selection Committee (ISC) convened on 11.11.2016 and selected 10 projects for funding with a total Grant exposure of ≈€xxxK. The final decision for go-ahead was made by the MoST Vice Minister (PSC Chairman) and BTC RR (PSC Co-Chairman) in December 2016. The corresponding Financing Agreements (FA) between SATI-TECH (GA implementing Agency) and the final project beneficiaries is in progress and expected to be completed by latest early January 2017. SATI-TECH received its 30% fund allocation under the GA of € 148.5K in Dec. 2016.</p>	<p>In progress</p>
<p>Adequate knowledge and experience of technology business incubation does not exist in Vietnam to achieve result (R1 + 2 + 3)</p>	<p>TFF preparation (2013)</p>	<p>DEV</p>	<p>Low</p>	<p>Low</p>	<p>Low Risk</p>	<p>The project is designed to make use of international experience and best practice.</p>	<p>PMU</p>	<p>Throughout the entire project life cycle</p>	<p>The PMU incorporates sound incubation promotion and incubation policy drafting expertise. This extensive knowledge base is used to ensure that all scheduled activities under R1 + 2 + 3 are well covered and reflected in the quality outputs</p>	<p>In progress</p>

<p>Adequate knowledge and experience of modern M&E techniques for private sector development does not exist in Vietnam to achieve result (R4)</p>	<p>TFF preparation (2013)</p>	<p>DEV</p>	<p>Low</p>	<p>Low</p>	<p>The project is designed to make use of international experience and best practice</p>	<p>PMU</p>	<p>Throughout the entire project life cycle</p>	<p>The PMU has sufficient experiences in developing an adequate and functional M&E system for the project (R4). The project has set all indicators and developed the result chain respectively. Both were confirmed by the PSC4 (22.09.2016). The required RMP + RMF are in progress for completion. Expected time of completion Q1/2017.</p>	<p>In progress</p>
<p>M&E is not viewed as an essential element of the project and the resultant findings are not adequately independent and meaningful (R4)</p>	<p>TFF preparation (2013)</p>	<p>DEV</p>	<p>Medium</p>	<p>Medium</p>	<p>M&E will be undertaken by the PMU; this should ensure the required degree of independence and professionalism.</p>	<p>PMU</p>	<p>Throughout the entire project life cycle</p>	<p>The PMU has lifted the importance of the establishment of a functional M&E system on top of their priority list. The main project partners are involved as well.</p>	<p>In progress</p>

<p>Coordination of activities between results 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</p>	<p>TFF preparation (2013)</p>	<p>DEV</p>	<p>Low</p>	<p>Low</p>	<p>Low Risk</p>	<p>The coordination between the different project activities are assured by the PMU. The Logframe, other activity interlinkages and the result chain per individual activities are the guiding documents ensuring that the coordination between the activities are optimized.</p>	<p>PMU</p>	<p>Throughout the entire project life cycle</p>	<p>The PMU has installed adequate communication and coordination mechanisms which ensures the continuous integral implementation approach of R1+2+3.</p>	<p>In progress</p>
<p>Supported TBI are not financial sustainable (R2)</p>	<p>TFF preparation (2013)</p>	<p>DEV</p>	<p>Medium</p>	<p>Medium</p>	<p>Medium Risk</p>	<p>The PMU has carefully evaluated the financial sustainability aspects of the two TBIs. The current TBI management is fully aware of the necessary steps to be taken to achieve this objective. PMU professionals are</p>	<p>PMU MoST Consultant</p>	<p>Throughout the entire project life cycle</p>	<p>Based on the agreed 3-year business plans and strategic implementation of the agreed activities the TBIs are continuously strengthening their market position thus underlining their good chance for a financial sustainability beyond the project life span. The GA's will further boost the sustainability aspect of their institutional existence.</p>	<p>In progress</p>

Innofund ceases to operate at the end of the project (R3)	TFF preparation (2013)	DEV	Medium	Medium	Medium Risk	actively supporting this cause. 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 MoST	Q3/2017	Based on the continuous experiences and lessons learnt from the Innofund implementation, MOST will have more confidence to consider and formulate a 'successor' venture capital fund.	In progress
No on-going M&E feeding into policy formulation after the end of the project (R4)	TFF preparation (2013)	DEV	Low	Low	Low Risk	The PMU will develop systems and capacity within MOST to undertake further M&E work.	PMU	Throughout the entire project life cycle	Continuous positive experiences with a functional M&E system will gradually improve the awareness of MOST of the usefulness and effectiveness of M&E data to be used for policy drafting.	In progress
Operational funding is not used for the right purposes (R2)	TFF preparation (2013)	FIN	Low	Low	Low Risk	Approved Business plans before signature of execution agreement.	PMU TBI	Q3/2015	The PMU has already installed adequate check and balancing procedures ensuring that project funds are utilized for their correct	In progress

Misuse of Innofund (R3)	TFF preparation (2013)	FIN	Low	Low	Low Risk	Management and monitoring expert per result (verification of operational funding).	PMU	Throughout the entire project life cycle	purpose. The PMU maintains close supervision over the use of project funds.
						Reporting by TBI.	TBI		
						Innofund funding will only be based on approved proposals. The Innofund will mainly support the soft component (excertise). Strict guidelines for the Innofund will be put in place.	PMU	Throughout the entire project life cycle	The PMU has already installed adequate check and balancing procedures ensuring that project funds are utilized for their correct purpose. The PMU maintains very close supervision over the use of project funds.
						Reporting obligations of beneficiaries of the Innofund (progress reports, financial reports and final reports).	PMU	Throughout the entire project life cycle	In progress

						Monitoring expert of result 3 will monitor the correct use of the Innovation grants.	PMU	Throughout the entire project life cycle	
--	--	--	--	--	---	--	-----	--	--

3 Steering and Learning

3.1 Strategic re-orientations

Following a decision by the Belgian Government to reduce the BIPP-budget from 4m€ to 2m€, together with MOST, the revised budget was discussed and established. This exercise was based on the following principles:

- Preserve the ambitions and logic of the intervention as a policy support program with a pilot component on TBI and funding/support instruments for S&T enterprise development.
- Maximize the expertise within the PMU, and reduce to a maximum the use of external expertise/consultants.
- Reduction of overhead-costs where feasible.
- Balancing the budget between BTC-management and co-management modality.
- Reducing scope of support to the TBI's and Innofund to a sustainable level, based on needs of the TBI's.

The revised budget received consent by the BIPP project director. Hence, no changes in the logframe are needed, as it only concerns a reduction in scope, not affecting the result areas nor the So and OO. The 4th PSC in 09/2016 confirmed the revised budget. Henceforth, there is no need for any strategic re-orientation of the project.

3.2 Recommendations

The following recommendations are made to improve the implementation efficiency / effectiveness of the project:

- a) The vacant PMU positions for the Incubation Expert and the InnoFund Secretary shall be filled in line with the 4th PSC recommendation as soon as possible.
- b) More regular coordination meetings between BIPP and MoST.
- c) The IOM requires revision in order to incorporate the made lessons learned from the first round of project identification and project selection.
- d) The targeting strategy for the 2nd identification / selection round under the InnoFund must start in Q1/2017 and requires a stronger participation of the InnoFund implementation agency SATI-TECH.
- e) The implementation monitoring visit to the individual beneficiaries under the three Grant Agreements must be intensified in 2017.

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?					
X	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)			
	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

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

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).

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

Assessment POTENTIAL SUSTAINABILITY : total score		A	B	C	D
			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

N°	Decision			Action		Follow-up			
	Decision	Identification period (mmm.yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
1	Approval of TORs for recruiting an individual National Consultant for establishing the (Financial) Organizational Assessment (OA) Studies on the 2 TBI's and the InnoFund holding Implementation Agency	15-Jun	Operational Report	PMU	Preparation of TOR, identification of Consultant, implementation of bidding procedures, contracting and mission deployment	PMU	30.07.2016	OA mission in progress with completion end July 2016	CLOSED
2	Approval of NTBIC-TBI revised Business Plan, the Organizational Assessment and the implementation of the Grant Agreement by BTC+PSC	22-Sep	PSC Protocol	BTC, PSC	Implementation of all activities under the Grant Agreement (VIE1204711/GRANT/002)	NTBIC-TBI, PMU	21.09.2018	Implementation of Grant Agreement in Progress	CLOSED
3	Approval of HCMUT-TBI revised Business Plan, the Organizational Assessment and the implementation of the Grant Agreement by BTC+PSC	22-Sep	PSC Protocol	BTC, PSC	Implementation of all activities under the Grant Agreement (VIE1204711/GRANT/003)	HCMUT-TBI, PMU	21.09.2019	Implementation of Grant Agreement in Progress	CLOSED
4	Approval of SATI-TECH Organizational Assessment and the implementation of the Grant Agreement by BTC+PSC	22-Sep	PSC Protocol	BTC, PSC	Implementation of all activities under the Grant Agreement (VIE1204711/GRANT/001)	SATI-TECH, PMU	21.09.2020	Implementation of Grant Agreement in Progress	CLOSED

5	Approval by PSC for the revised InnoFund Operational Manual (IOM)	22-Sep	PSC Protocol	BTC, PSC	Implementation of all activities under the IOM	SATI-TECH, Sub-Beneficiary Parties, PMU	22.09.2021	Implementation of IOM in Progress	CLOSED
6	Approval by PSC on project indicators and result chain per result area	22-Sep	PSC4 Protocol	BTC, PSC	Monitoring of all defined project indicators	PMU	22.09.2016	Indicator monitoring system in place and monitoring of achievement rate in progress	CLOSED
7	Approval for revised Operational Plan	22-Sep	PSC Protocol	BTC, PSC	Periodic review of the scheduled project activities disclosed in the project's operational plan.	PMU	30.12.2018	Half year review of operational plan and if necessary implementation adjustments are made	CLOSED
8	Endorsement for the Grant Agreements for NTBIC, HCMUT-TBI and SATI-TECH	22-Sep	PSC4 Protocol	BTC, PSC	Signing of the Grant Agreements	SATI-TECH, HCMUT-TBI, NTBIC, PMU, BTC	22.09.2016	All three Grant Agreement were signed	CLOSED

10	Hiring of two vacant staff positions in the PMU namely: InnoFund Secretary + Incubation Expert	22-Sep	PSC4 Protocol	PMU	PMU launch recruitment drive for both positions	PMU	30.12.2016	Recruitment advertisements placed and CV collected. Selection in progress	ONGOING
11	Approval for revised Counterpart Project Budget	22-Sep	Operational Report	PMU MOST	Clarification and official notification of the available counterpart funding until project end	PMU MOST	30.01.2017	MOST submitted informally to PMU the available counterpart budget. However, no PSC approval.	ONGOING
12	Approval for revised Co-Management Project Budget	22-Sep	PSC4 Protocol	BTC, PSC	Revised project budget monitoring	PMU	22.09.2016	Periodic review on the disbursement rate of the project budget	CLOSED

4.3 Updated Logical framework

There are no changes to the Logical framework.

4.4 “Budget versus current (y – m)” Report 2016

Budget	Currency in EURO	Budget - TFF	F. Planning 2016	Expenditure 2016	Rate compare with budget	Rate compare with Plan
A		1,208,665	1,584,220	339,275	28.07%	21.42%
A_01	Result 1 - Enhanced legal framework for supporting S&T SMEs and TBIs /	12€,258	171,360	28,232	21.84%	16.48%
A_01_01	Development of a circular on technology business incubation	8,821	4,200	3,671	41.61%	87.40%
A_01_02	Development of a Road Map for the development of all aspects of pre-incubation and incubation	6,356	2,000	169	2.65%	8.43%
A_01_03	Support to essential inter-ministerial and/or inter-agency cooperation with respect to technology business incubation.	-	6,000		0.00%	0.00%
A_01_04	Study tour to view international best practice in government policies to encourage technology business incubation	-	30,000	-	0.00%	0.00%
A_01_05	Networking, awareness raising and information exchange	9,644	25,360	-	0.00%	0.00%
A_01_06	HR Result 1 - Permanent Staff	9,463	13,800	263	2.78%	1.91%
A_01_07	Consultancy contract	94,974	90,000	24,129	25.41%	26.81%
A_02	Result 2 - Incubator policy development enhanced through pilot testing with 2 one-stop shop TBIs to determine best practices and lessons learnt /	337,651	144,360	88,065	26.08%	61.00%
A_02_01	Support to the preparation of a business plan for NACENTECH BIC	1,947	2,500	1,882	96.64%	75.26%
A_02_02	Support to the operational funding of the NACENTECH BIC (3 years)	177,500	45,000	51,024	28.75%	113.39%
A_02_03	Procurement of essential office equipment for the NACENTECH BIC	-	5,000	-	0.00%	0.00%
A_02_04	Provision of advisory services for NACENTECH BIC	-	600	-	0.00%	0.00%
A_02_05	Support to the preparation of a business plan for HCM University Technology TBI	3	2,000	226	7528.33%	11.29%

A_02_06	Support operational funding HCM University Technology TBI (2 years)	107,500	45,000	31,838	0.30	0.71
A_02_07	Provision of advisory services for HCM University Technology TBI	-	700	-	0.00%	0.00%
A_02_08	HR Result 2 - Permanent staff	50,701	13,560	3,096	6.11%	22.83%
A_02_09	Consultancy contract	-	30,000	-	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	688,572	1,162,150	212,719	30.89%	18.30%
A_03_01	Design and establish systems for Innofund to act as a support fund for capacity building	3,943	5,000	-	0.00%	0.00%
A_03_02	Operate the Innofund	577,062	1,074,650	177,728	30.80%	16.54%
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	15,000	-	5,017	33.45%	0.00%
A_03_04	Provide support to incubators to assist their tenants with the preparation of applications for investment funding	-	6,000	-	0.00%	0.00%
A_03_05	HR Result 3 - Permanent staff	56,190	16,500	16,651	29.63%	100.92%
A_03_06	Consultancy for R3-within the service contract	36,377	50,000	13,322	36.62%	22.20%
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	53,184	106,350	10,259	19.29%	9.65%
A_04_01	Establish a BIPP monitoring system	-	5,000	-	0.00%	0.00%
A_04_02	Operate the BIPP monitoring system/HR Result 4 - Permanent staff	37,155	77,300	10,215	27.49%	13.21%
A_04_03	HR - consultancy	16,029	24,050	44	0.28%	0.18%
X	Reserve budgetaire (max 5% total activities)	25,000	-	-	-	-
X_01	Reserve budgetaire	25,000	-	-	-	-

X_01_01	Reserve budgetaire COGESTION	25,000	-	-	-	0.00%	0.00%
X_01_02	Reserve budgetaire REGIE	-	-	-	-	0.00%	0.00%
Z	General means	766,335	274,670	131,538	17.16%	47.89%	
Z_01	HR cost	563,083	186,650	125,092	22.22%	67.02%	
Z_01_01	Coordinators	390,000	139,850	95,851	24.58%	68.54%	
Z_01_02	Finance and administration team	173,083	46,800	29,241	16.89%	62.48%	
Z_02	Investment	7,480	9,620	150	2.01%	1.56%	
Z_02_01	Office equipment	1,100	2,000	150	13.66%	7.51%	
Z_02_02	IT equipment	6,380	7,620	-	0.00%	0.00%	
Z_03	Running costs	71,272	32,400	3,279	4.60%	10.12%	
Z_03_01	Communication	8,000	4,000	68	0.85%	1.70%	
Z_03_02	Office consumables	15,372	8,000	1,834	11.93%	22.92%	
Z_03_03	Missions/ Transport	17,400	8,000	718	4.13%	8.98%	
Z_03_04	External communication and representation costs	10,000	3,000	424	4.24%	14.13%	
Z_03_05	Training	5,000	3,000	148	0.00%	0.00%	
Z_03_06	Financial cost	1,500	400	(4)	-0.26%	-0.97%	
Z_03_07	VAT costs	-	-	-	0.00%	0.00%	
Z_03_08	Other running costs	14,000	6,000	91	0.65%	1.51%	
Z_04	Monitoring, evaluation & coordination meeting	124,500	46,000	3,017	2.42%	-	
Z_04_01	Monitoring and evaluation	64,000	30,000	-	0.00%	0.00%	

Z_04_02	Audit		36,000	-	-					
Z_04_03	Backstopping		24,500	16,000	3,017				0.00%	0.00%
		TOTAL GENERAL MEANS	766,335	274,670	131,538				17.16%	47.89%
		COGESTION	1,233,665	1,584,220	339,275				27.50%	21.42%
		Grand total	2,000,000	1,858,890	470,813				23.54%	25.33%

