

The Socialist Republic of Vietnam
Vietnam Administration of Forestry (VNFORDST)
Ministry of Agriculture and Rural Development (MARD)

The Afforestation Planning and Implementation Capacity Strengthening Project (FICAB II)

Project Completion Report

February 2013

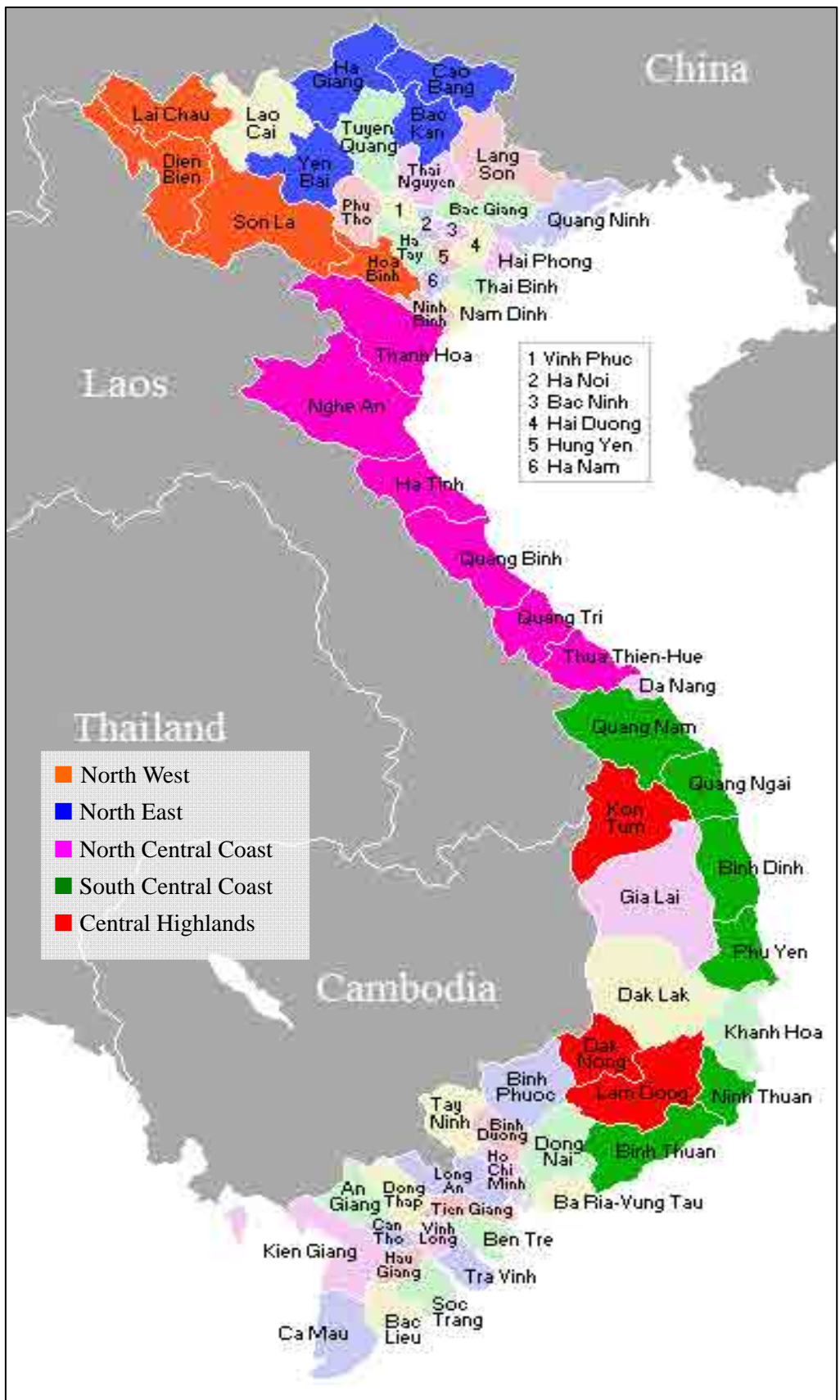
Japan International Cooperation Agency

**Japan Forest Technology Association
OPMAC Corporation**

VT

JR

12-080



- North West
 (four provinces)
 Hoa Binh
 Son La
- ★ Dien Bien
 Lai Chau
- North East
 (four provinces)
 Ha Giang
 Cao Bang
- ★ Yen Bai
 Bac Kan
- North Central Coast
 (six provinces)
 Thanh Hoa
 Nghe An
 Ha Tinh
- ★ Quang Binh
 Quang Tri
 TT-Hue
- South Central Coast
 (six provinces)
 Quang Nam
 Quang Ngai
- ★ Binh Dinh
 Phu Yen
 Ninh Thuan
 Binh Thuan
- Central Highlands
 (three provinces)
 Dak Nong
 Kon Tum
 Lam Dong
- ★ Lam Dong

- North West
- North East
- North Central Coast
- South Central Coast
- Central Highlands

- 1 Vinh Phuc
- 2 Ha Noi
- 3 Bac Ninh
- 4 Hai Duong
- 5 Hung Yen
- 6 Ha Nam

★: Provinces where a regional training center was set up

The twenty-three provinces covered by the project

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Annex 1. Transition of PDM

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Annex 5. Evaluation of the F/S and I/P reports prepared by the PSTs of 23 provinces

Exchange rate (JICA exchange rate for liquidation)

Applied year and month		Currency and exchange rate		
Year	Month	USD1=JP¥	VND1=JP¥	
2010	May	94.06	0.0050	
	June	91.10	0.0048	
	July	88.66	0.0047	
	August	87.05	0.0046	
	September	84.85	0.0044	
	October	83.67	0.0043	
	November	81.23	0.0042	
	December	84.16	0.0043	
	2011	January	82.86	0.0042
		February	82.16	0.0042
		March	81.73	0.0040
		April	82.87	0.0039
May		81.96	0.0039	
June		80.86	0.0039	
July		80.99	0.0039	
August		77.83	0.0037	
September		76.79	0.0037	
October		76.63	0.0037	
November		75.84	0.0036	
December		77.95	0.0037	
2012	January	77.91	0.0037	
	February	76.60	0.0037	
	March	80.48	0.0038	
	April	82.50	0.0039	
	May	81.07	0.0038	
	June	79.26	0.0038	
	July	79.45	0.0038	
	August	78.31	0.0037	
	September	78.63	0.0038	
	October	77.68	0.0037	
	November	79.65	0.0038	
	December	82.11	0.0039	
2013	January	85.81	0.0041	

Abbreviations Table

Abbreviation	Formal name
COCAFTES	Center of Consultancy and Forestry Technical Service
DARD	Provincial Department of Agriculture and Rural Development
DOF	Directorate of Forestry
FICAB	The Development Study on Capacity Building for Preparing Feasibility Studies and Implementation Plans for Afforestation Projects in the Socialist Republic of Vietnam
FICAB II	The Afforestation Planning and Implementation Capacity Strengthening Project
FSIV	Forest Science Institute of Vietnam
FSSP	Forest Sector Support Partnership
F/S	Feasibility Study
I/P	Implementation Plan
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
JPT	JICA Project Team
KT&T	Khang Thinh Technology and Trading Company
MARD	Ministry of Agriculture and Rural Development
M&E	Monitoring and Evaluation
OJT	On-the-job Training
PDM	Project Design Matrix
PMU	Project Management Unit
PST	Provincial Study Team
RTA	Regional Technical Advisor
RTC	Regional Training Center
Sub-DOF	Sub-Department of Forestry at Province Level
TP	Training Package
TSFAICTS	Thanh Son Forestry Agriculture Investment Consultant and Technology Service Joint Stock Company
VAFS	Vietnam Academy of Forest Science
VFU	Vietnam Forestry University
VNDOF	Vietnam Directorate of Forestry
VNFOREST	Vietnam Administration of Forestry
WU	Work Unit

Preface

This report covers the content of tasks in the Afforestation Planning and Implementation Capacity Strengthening Project in Vietnam implemented from March 2010 through February 2013.

1. Outlines of the project

1.1. Approval of the project

The Afforestation Planning and Implementation Capacity Strengthening Project in Vietnam is a technical cooperation project between the Government of Vietnam and the Government of Japan, and was conducted by Japan International Cooperation Agency (JICA). According to the Record of Discussions (R/D) and the Minutes of Meetings (M/M) signed on December 7, 2009, the project was started in March 2010. On February 18, 2011, it was officially approved by the Government of Vietnam.

1.2. Basic information of the project

Basic information of the project is shown below in Table-1.

Table-1 Basic information of the project

Item	Description
Project name	Afforestation Planning and Implementation Capacity Strengthening Project in Vietnam (abbreviation: FICAB II)
Project code	A02 (code assigned by the Government of Vietnam)
Donor	Japan
Counterpart	Vietnam Administration of Forestry, Ministry of Agriculture and Rural Development
Project period	March 2010 – February 2013
Project areas	Five regions (23 provinces) below: Northwest: Four provinces of Lai Chau, Dien Bien, Son La, and Hoa Binh Northeast: Four provinces of Ha Giang, Cao Bang, Yen Bai, and Bac Kan North Central Coast: six provinces of Thanh Hoa, Nghe An, Ha Tinh, Quang Binh, Quang Tri, and TT-Hue South Central Coast: six provinces of Quang Nam, Quang Ngai, Binh Dinh, Phu Yen, Ninh Thuan, and Binh Thuan Central Highlands: Three provinces of Dak Nong, Kon Tum, and Lam Dong
Purpose of the project	The project objective is that capacities of key forestry staff for establishing afforestation plan in target provinces is strengthened. Therefore FICAB II, establishing a cooperation system between the Vietnam Administration of Forestry of the Ministry of Agriculture and Rural Development and the Agriculture and Rural Development Departments of the provinces included in the project, (1) prepares and carries out training based on the Training Package developed in FICAB; (2) conducts feasible studies (F/S) and prepares implementation plans (I/P), and then publishes F/S and I/P reports, and (3) improves the Training Package.
Direct beneficiaries of the project	PST (Provincial Study Team) members appointed to conduct F/S and I/P training in 23 provinces included in FICAB II.
ODA type	Technical cooperation

1.3. Background of the project

In Vietnam the “VietnamForestry Development Strategy (2006 -2020)” was formulated in 2007 and sets the target of reaching 47% forest coverage by 2020, and plans to achieve an area of production forest of 8.40 million hectares including 4.15 million hectares of plantation forest. According to the strategy, it is planned to achieve new tree planting of 1.5 million hectares between 2010 and 2020 and reforestation at a rate of 0.30 million hectares per year.

However, although the government intends to foster State Forest Enterprises (SFEs) and farmers as those responsible for production forest management through restructuring among SFEs to manage the forests and the allocation of production forest among the farmers for the purpose of promoting afforestation, due to the shortage of funds invested in the forestry sector, insufficient market information, and the lack of the technical capacity for planning in rural regions, afforestation has not made significant progress.

In order to promote afforestation for production forest that lagged behind the plan, the major challenges are to improve the planning of operations related to afforestation as well as strengthen the capacity of people who are involved in afforestation planning, which is the basis of fundraising.

The government of Vietnam requested the government of Japan to carry out the afforestation planning and implementation capacity strengthening project in order to strengthen afforestation planning and implementation capacity for production forest over a wide area of Vietnam utilizing the training package that is the output of the FICAB conducted from 2005 to 2008.

1.4. Project inputs

1.4.1. List of experts dispatched

The names, areas of responsibility, assignment periods, and tasks in charge for the experts in this project are as shown in Table-2 and Table-3.

Table-2 Assignment periods for experts

Name	Tasks Assigned	Assignment Period in Japan (Days)			Assignment Period in Vietnam (Days)				Total
		March 2010 to April 2010	February 2012	Subtotal	May 2010 to March 2011	May 2011 to March 2012	April 2012 to February 2013	Subtotal	
Yoshihiko Watanabe	Chief technical adviser / Training management 1	5	2	7	170	105	100	375	382
Tomoo Mochida	Financial analysis				65	65	58	188	188
	Training management 2	4	2	6	90	55	42	187	193
Jun Kajigaki	Afforestation plan analysis and management / Marketing	4	2	6	90	80	65	235	241
	Administrative coordinator				60	60	60	180	180
Grand total		13	6	19	475	365	325	1165	1184

Table-3 Tasks in charge for experts

Task	Yoshihiko Watanabe	Tomoo Mochida	Jun Kajigaki
[March 2010 to April 2010]			
Preparation of draft inception report	Report preparation	Report preparation	Report preparation
[May 2010 to March 2011]			
Holding of joint coordinating committee meeting (provisional)	Preparation, attendance		Preparation, attendance
Selection of training implementing consultant and instructors	Negotiation with PMU		Negotiation with PMU
Selection of PST members	Negotiation with PMU		Negotiation with PMU
Holding of kick-off meeting	Preparation, attendance		Preparation, attendance
Purchase of materials	Finalization of specifications, procurement		Finalization of specifications, procurement
Establishment of regional training centers	Negotiation with PMU		Negotiation with PMU
Collection and analysis of baseline data	Supervision and guidance of local subcontractors		
Preparation of training plans for each region	Supervision and guidance of local subcontractors		

Task	Yoshihiko Watanabe	Tomoo Mochida	Jun Kajigaki
Holding of training plan briefing	Supervision and guidance of local subcontractors		Supervision and guidance of local subcontractors
Preparation of project concept	Supervision and guidance of local subcontractors	Supervision and guidance of local subcontractors	
Holding of 1st introductory training session	Supervision and guidance of local subcontractors	Supervision and guidance of local subcontractors	Supervision and guidance of local subcontractors
Preparation of OJT implementation plans by province	Supervision and guidance of local subcontractors	Supervision and guidance of local subcontractors	
Preparation and revision of training package	Supervision and guidance of local subcontractors	Supervision and guidance of local subcontractors	
Holding of training in Japan	Presence at training		Presence at training
Preparation of project progress report (1st edition)	Report preparation	Report preparation	Report Preparation
[May 2011 to March 2012]			
Holding of joint coordinating committee meeting	Preparation, attendance	Preparation, attendance	Preparation, attendance
Explanation of task plan draft to JICA	Meeting attendance	Meeting attendance	Meeting attendance
OJT	1st guidance meeting attendance	2nd guidance meeting attendance	1st guidance meeting attendance 2nd guidance meeting attendance
2nd training session	Supervision and guidance of local subcontractors	Supervision and guidance of local subcontractors	
Monitoring and evaluation of OJT and 2nd training sessions	Supervision and guidance of local subcontractors	Supervision and guidance of local subcontractors	Supervision and guidance of local subcontractors
Improvement of training package	Supervision and guidance of local subcontractors	Supervision and guidance of local subcontractors	Supervision and guidance of local subcontractors
Launch and management of website	Supervision and guidance of local subcontractors		Preparation for launch
Preparation of project progress reports (2nd and 3rd editions)	Report preparation	Report preparation	Report preparation
April 2012 to February 2013			
OJT	3rd guidance meeting attendance	3rd guidance meeting attendance	3rd guidance meeting attendance
3rd training session	Supervision and guidance of local subcontractors	Supervision and guidance of local subcontractors	
Completion of F/S and I/P reports	Supervision and guidance of local subcontractors	Supervision and guidance of local subcontractors	

Task	Yoshihiko Watanabe	Tomoo Mochida	Jun Kajigaki
Release of F/S and I/P reports	Requirement of disclosure		
Preparation of improved version of training package	Supervision and guidance of local subcontractors	Supervision and guidance of local subcontractors	Supervision and guidance of local subcontractors
Preparation of project completion report	Report preparation	Report preparation	Report preparation
Holding of joint coordinating committee	Preparation, attendance	Preparation, attendance	Preparation, attendance
Holding of project final workshop	Preparation, attendance	Preparation, attendance	Preparation, attendance
Report to JICA	Meeting attendance	Meeting attendance	Meeting attendance

1.4.2. List of materials and equipment donated

The items, quantities, dates of arrival, dates of inspection and confirmation, installation locations, and status of usage and management for the donated materials and equipment in this project are as shown in Table-4 and Table-5.

Table-4 Quantities of donated materials and equipment by installation location

Item	Installation Location				Total
	Project Office (JPT)	PMU (VNFOREST)	Regional Training Center (5 Regions)	Provinces (23 Provinces)	
Copy machine	1		5	-	6
LCD projector	1		5	-	6
Screen for projector	1		5	-	6
PC (laptop)	1	1	-	23	25
Laser printer	1		-	23	24
Phone/fax machine	1		-	23	24
Binoculars	1	1	-	23	25
GPS	2		-	23	25
Motorbike	1	1	-	-	2
Scanner	1		-	-	1
Digital video camera	1		-	-	1
Digital camera	1	1	-	-	2

Table-5 Inspection and confirmation of donated materials and equipment

Installation Location			Date of Arrival (DD/MM/YYYY)	Date of Inspection and Confirmation (DD/MM/YYYY)	Status of Usage and Management
Region	Province	Regional training center			
North West	Hoa Binh		28/10/2010	28/10/2010	Good
	Son La		16/11/2010	16/11/2010	Good
	Dien Bien	●	17/11/2010	18/11/2010	Good
	Lai Chau		19/11/2010	19/11/2010	Good
North East	Ha Giang		23/11/2010	23/11/2010	Good
	Cao Bang		28/11/2010	28/11/2010	Good
	Yen Bai	●	28/10/2010	29/10/2010	Good
	Bac Kan		22/11/2010	22/11/2010	Good
North Central Coast	Thanh Hoa		11/01/2011	11/01/2011	Good
	Nghe An		13/01/2011	13/01/2011	Good
	Ha Tinh		19/01/2011	19/01/2011	Good
	Quang Binh	●	18/01/2011	18/01/2011	Good
	Quang Tri		18/01/2011	18/01/2011	Good
	TT-Hue		21/01/2011	21/01/2011	Good
South Central Coast	Quang Nam		20/01/2011	20/01/2011	Good
	Quang Ngai		18/01/2011	18/01/2011	Good
	Binh Dinh	●	26/01/2011	26/01/2011	Good
	Phu Yen		25/01/2011	25/01/2011	Good
	Ninh Thuan		24/01/2011	24/01/2011	Good
	Binh Thuan		20/01/2011	20/01/2011	Good
Central Highlands	Dak Nong		21/01/2011	21/01/2011	Good
	Kon Tum		25/01/2011	25/01/2011	Good
	Lam Dong	●	22/01/2011	22/01/2011	Good
Project office / PMU			10/02/2011	10/02/2011	Good

1.4.3. Actual expenses for activities in Vietnam

The actual expenses (including projected expenses) for donated materials and equipment, subcontracting works, and general operations in Vietnam in this project are shown in Table-6 below. The total amount of expenses for activities in Vietnam is projected to be 797,000 USD.

Table-6 Expenses for activities in Vietnam by fiscal year (USD)

Expense Item	First-year Contract		Second-year Contract		Total
	FY2009 (March 2010)	FY2010 (April 2010 to March 2011)	FY2011 (May 2011 to March 2012)	FY2012 (April 2012 to February 2013)	
1. Donated material and equipment	0	127,000	0	0	127,000
2. Subcontracting works	0	130,000	242,000	189,000	561,000
<i>2.1 F/S and I/P training and training package revision</i>	0	130,000	0	0	130,000
<i>2.2 F/S and I/P training</i>	0	0	193,633	136,609	330,242
<i>2.3 Training package revision</i>	0	0	46,094	16,695	62,789
<i>2.4 Launch and operation of website</i>	0	0	2,325	1,990	4,315
<i>2.5 Final workshop</i>	0	0	0	34,068	34,068
3. General operations	0	35,000	37,000*	37,000*	109,000
Grand total	0	292,000	279,000	226,000	797,000

Note: Figures with * indicate projected expenditures.

2. Implementation management of the project

2.1. Implementation scheme

Figure-1 below shows an implementation scheme formed for FICAB II. The project was managed and operated by a project management unit (PMU) set up in the Vietnam Administration of Forestry (VNFOREST) and experts from Japan. Management and operation of a series of training sessions was subcontracted to a local consultant.

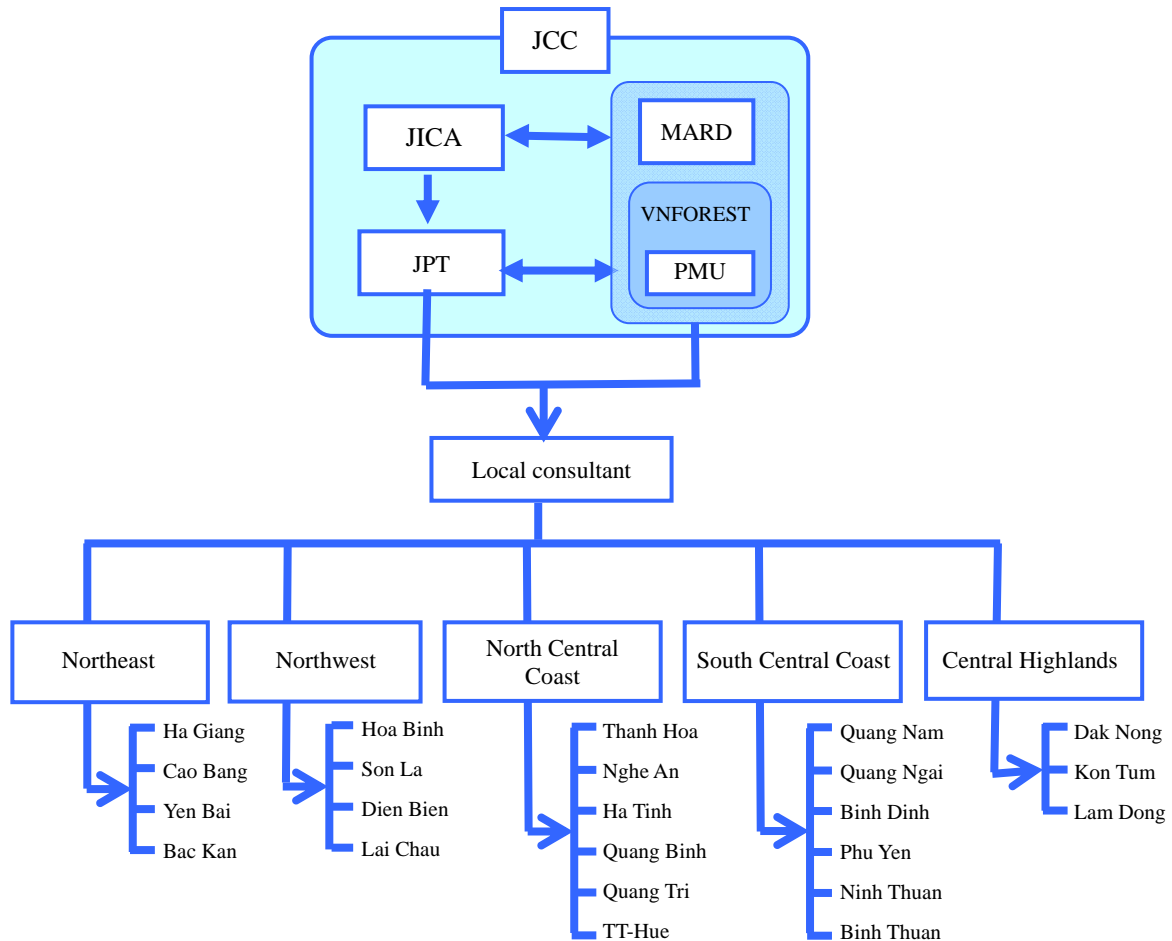


Figure-1 Project implementation scheme

2.2. PMU (Project Management Unit)

The PMU for FICAB II was officially set up on July 1, 2011. The PMU is composed of the members below:

- 1) Project Director: Dr. Nguyen Quang Duong (Director of the Department of Forestry Development, VNFOREST);
- 2) National Coordinator: Dr. Nguyen Huu Thien (Deputy Director of the Department of Forestry Development, VNFOREST);
- 3) Accounting: Accountant of VNFOREST;

2.3. JPT (JICA Project Team)

The JPT is composed of the members shown below in Table-7:

Table-7 Members of the JPT

No.	Assignments	Name
1	Chief technical adviser / Training management 1	Yoshihiko Watanabe
2	Financial analysis	Tomoo Mochida
3	Training management 2	
4	Afforestation plan analysis / Marketing	Jun Kajigaki
5	Administrative coordinator	

2.4. Provincial Study Team

In each of the 23 provinces included in FICAB II, members of PST (Provincial Study Team) consisting of five persons per team were appointed. (See Annex 3.)

2.5. Subcontractors (local consultants)

Table-8 below shows subcontracts concluded with local consultants to carry out FICAB II. The expected outputs of each subcontract are shown in Table-9.

Table-8 Subcontracts

No.	Operations subcontracted	Subcontracted year and local consultant		
		FY 2010	FY 2011	FY 2012
1	F/S & I/P training and revision of the training package	Vietnam Forestry University	—	—
2	F/S & I/P training	—	Vietnam Forestry University	Vietnam Forestry University
3	Revision of the training package	—	Thanh Son Forestry Agriculture Investment Consultant and Technology Service Joint Stock Company	Center of Consultancy and Forestry Technical Service
4	Development and management of a website	—	Dang Dinh Ngoc	Dang Dinh Ngoc
5	Conduct of the project final workshop	—	—	Khang Thinh Technology and Trading Company

Table-9 Subcontracted tasks and anticipated results

No.	Subcontracted Tasks	Anticipated Results
1	F/S and I/P training and training package improvement	- Collection and analysis of baseline data - Holding of training briefing - Preparation of training plans for each region - Preparation of OJT implementation plans for each regional province - Implementation of 1st introductory training
2	F/S and I/P training	- Holding of 1st guidance meeting - Holding of 2nd guidance meeting - Holding of 3rd guidance meeting - Holding of 2nd training session - Holding of 3rd training session - Preparation of F/S reports and I/Ps
3	Improvement of training package	- Preparation of improved version of training package (Book 1, Book 2, Book 3)
4	Launch and operation of website	- Launch and operation of project website
5	Holding of project final workshop	- Holding of project final workshop

2.6. Joint Coordinating Committee (JCC)

The Joint Coordinating Committee (JCC) for FICAB II was officially set up on July 1, 2011. JCC is composed of the members below:

1) Chairperson:

- Mr. Nguyen Ba Ngai: Deputy Director General of VNFOREST, Ministry of Agriculture and Rural Development (MARD)

2) Members of the committee:

- Dr. Nguyen Quang Duong: Director of the Forestry Development Department, VNFOREST, MARD
- Mr. Tram Kim Long: MARD: Deputy Director of the International Cooperation Department; MARD
- Mr. Pham Xuan Thinh: staffer of the Planning Department, MARD
- Ms. Phung Thi Huong: staffer of the Financial Department, MARD
- Dr. Nguyen Huu Thien: Deputy Director of the Forest Development Department, VNFOREST, MARD
- Mr. Nguyen Hoang Linh: Director of the Division of Japan, Foreign Economic Relations Department, Ministry of Planning and Investment
- Ms. Nguyen Thu Van: staffer of the Department of Debt Management and External Finance, Ministry of Finance
- Mr. Motonori Tsuno: Chief Representative of JICA Vietnam
- Mr. Yoshihiko Watanabe: Chief technical adviser of the JICA Project Team

3. Methodology for implement operations, and outputs

3.1. Methodology for implement operations and results

3.1.1. F/S & I/P training

Under FICAB II, training was conducted to strengthen abilities of major parties involved in forestry in the provinces included in the project to prepare plans concerning afforestation projects. The process of project implementation is shown below in Figure-2. Training was conducted combining main OJT training, where trainees (PST) conduct feasibility studies (F/Ss) and prepare implementation plans (I/Ps) as part of day-to-day work under the guidance of the training implementing consultant. Before participating in OJT, they receive the first introductory training session to obtain basic knowledge and skills of F/S and I/P and to gain understanding of how OJT is conducted. In the course of OJT, the second training session was conducted to review and evaluate the progress of OJT and provide trainees with supplementary skills they need to carry out F/S. When OJT was completed, they attended the third training session, where F/S and I/P were evaluated and analyzed to give them guidance for improvement. Furthermore guidance meetings were held three times for instructing the implementation process of OJT. F/S and I/P reports produced by PST were presented at the project final workshop held at the end of FICAB II as part of public relations activities for implementing afforestation projects.

For the purpose of keeping PST motivation during such a long period of training and making the training effective, measures described below were taken to offer more practical training.

(1) Preparation of F/Ss and I/Ps as PST members' practical work

Under FICAB II, provinces were requested, as a pre-condition of training, to set up a work environment that would allow PST members to prepare F/Ss and I/Ps in a practical manner.

(2) Clarification of a basic idea of the project for which the F/S is conducted

In order to conduct an F/S and prepare an I/P relevant enough to undertake a project, it is crucial to align inputs of the project with its expected results and its purposes (ends) with measures (means) to realize them, and to keep the project design logically consistent. Before conducting F/S, therefore, PST members were requested to prepare a project basic idea which is composed of an implementing agency, financing sources for a project, target products and target beneficiaries. Those elements are expected to form major factors of a project.

(3) Cooperation with other donors and cooperation programs, such as FSSP

In order to increase feasibility of F/S and I/P prepared by PSTs of 23 provinces, FICAB II provided information to Forest Sector Support Partnership (FSSP) and the PMB of MARD on the progress of project activities under FICAB II.

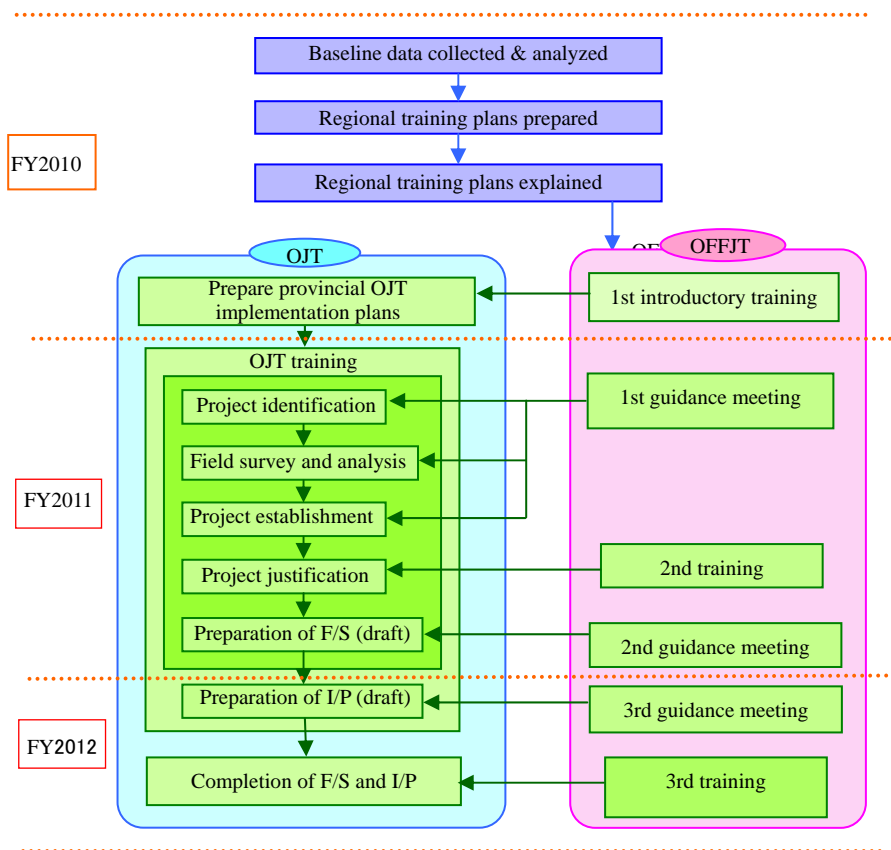


Figure-2 Training implementation process

3.1.2. Revision of the training package

(1) Outline of the training package

As shown below in Figure-3, FICAB produced a training package consisting of nine Books, from Book 1 “Training Plan” to Book 9 “I/Ps of PPs.”

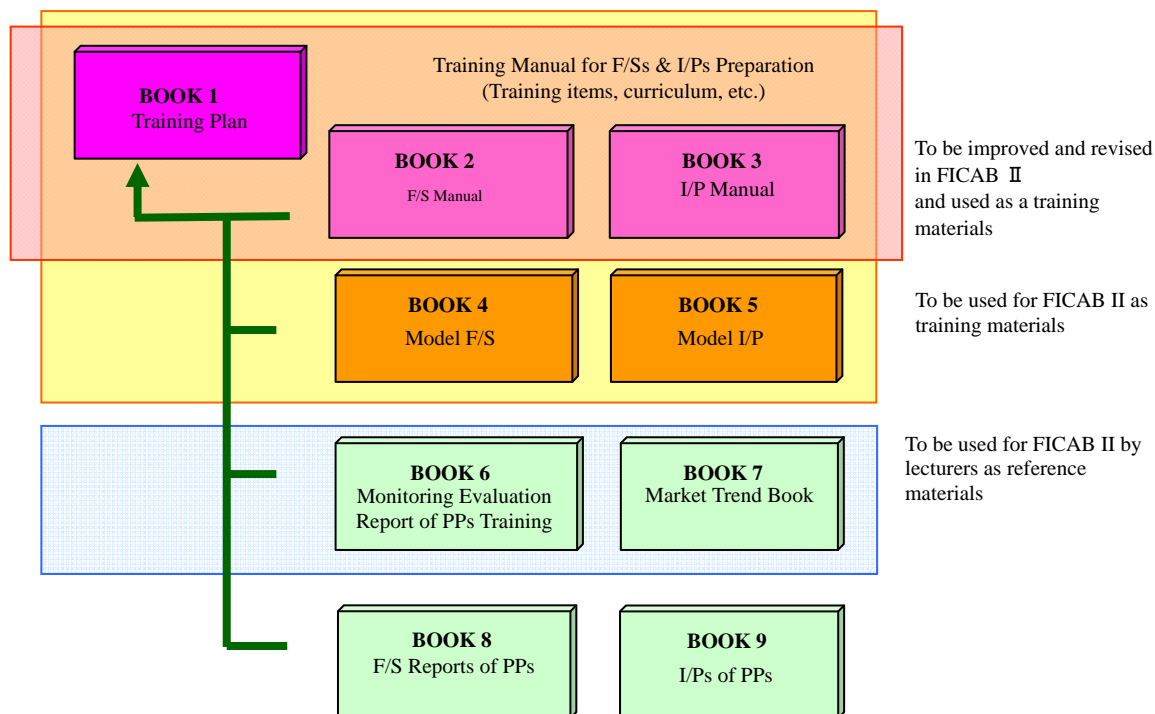


Figure-3 Contents of the training package

(2) Improvement of the training package

The training package was improved by feeding back results of a series of training sessions, which had been obtained by means of monitoring and evaluation methods developed in FICAB. In the process of revision works, opinions of external experts were reflected and technical workshops were held to exchange opinions in public, so that improvements were done in the training package to make it more relevant to the local conditions in Vietnam.

In FICAB II, revisions were made on three Books of the training package, Book 1 “Training Plan,” Book 2 “F/S Manual,” and Book 3 “I/P Manual,” in Figure-3 above. In revising these three Books, specific attention was paid in order to realize “higher applicability” of them in the context of Vietnam. The training package with “higher applicability” is characterized with its practical features in such a way that people on the ground can use it in an effective manner. It is made realistic as well in consideration of constraints that provinces face on financial and human resources and equipment available to them in conducting F/Ss and preparing I/Ps. “Applicability” must be judged not by experts from Japan, outsiders, but by those who actually make use of the package in Vietnam. Improvement in the training package, therefore, was done through an interactive process where feedback comes from parties on the side of Vietnam (VNFOREST, training implementing consultant, PST, external experts, etc.) at training sessions and a workshop.

Specifically, the training package was improved through a process shown below in Figure-4.

- (1) Make preparations based on results of baseline data analysis, and make any necessary corrections before start of actual revising works of the contents
- (2) Sort out what should be improved in the training package based on results of a range of training sessions, and prepare proposals of improvement
- (3) Have external experts (in forestry and economics) examine proposed improvements in the training package
- (4) Have opinions exchanged in public at a technical workshop
- (5) Complete an improved training package based on the results of (3) and (4) above
- (6) Approval of the package by the Joint Coordinating Committee

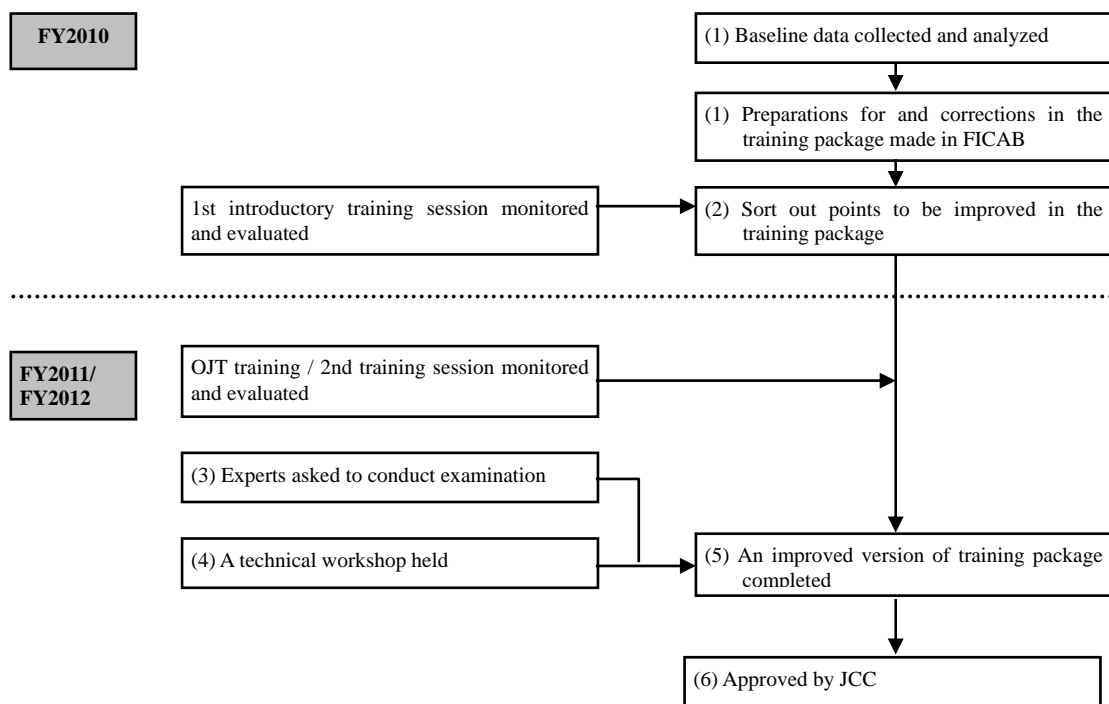


Figure-4 Process of improving a training package

3.2. Achievement of Project Objective and Outputs

3.2.1 Project objective

The project objective is "Capacity of key forestry staff for establishing afforestation plan in target provinces is strengthening". The indicator for evaluation is "F/S and I/P reports prepared by PST are evaluated that these reports achieve more than 70% of fullmark in average".

The achievement of the project objective is as follows; (1) F/S reports prepared by 23 PSTs achieved the target level which is more than 70 % of full marks. (2) 18 I/P reports achieve the target level, while 5 PSTs did not achieve.

3.2.2 Outputs

FICAB II achieved the outputs as follows and the detail outputs achieved are indicated in "4. Results of operations".

Output 1: Preparations work for the training is completed.

(1)For conducting the training, 5 regional training plans and 23 provincial training implementation plans were prepared. (2)5 regional training centers were established and 23 provincial study teams were formulated.

Output 2: Training for PST on elaborating afforestation plans is conducted.

(1) Intensive trainings were conducted three times (Total number of person-days attended by participants was 1,577). The target level of the participation rate was set at 80%. The average participation rate to the three intensive trainings was 72 % and 8 PSTs achieved the target level (80 %). (2) Guidance meetings were held three times (total number of person-days attended by participant was 775). The average participation rate to the three guidance meetings was 75 % and 14 PSTs achieved the target level. (3)PST conducted OJT training of six work units.

Output 3: F/S and I/P reports are prepared by PST and disclosed to the public.

(1)23 PSTs prepared F/S and I/P reports, respectively. (2)At the time of project final workshop, 8 provinces among 23 provinces uploaded their F/S and I/P reports on the provincial website. The F/S and I/P reports prepared by 23 PSTs are expected to be made public on the MARD website.

Output 4: The training system and training package are improved.

(1)Among 9 Books of the training package, improved were 3 Books, i.e., Book1: training plan, Book2: F/S manual and Book3: I/P manual. (2)Points that have been improved in Book1: Training Plan include additional explanations on a combined training program of intensive trainings, guidance meetings and OJTs, and on new topics of training curriculum. (3)Points that have been improved in Book2: F/S manual are i) addition of a project outline (titled as "general project information"), ii) revision of implementation process of F/S, iii) additional explanations on the Prime minister Decision 73/2010/QD-TTg and MARD Circular 69/2011/TT-BNNPTNT, (4) Points that have been improved in Book3: I/P manual are i) additional explanation on overall process of I/P, ii) revision of I/P report structure, ii) additional explanations on thinning and infrastructure plan.

3.3. Activities

Major activities to be conducted to produce outputs specified above include preparation works, intensive training, on-the-job training (OJT), and improvement of the training package.

Intensive training - first introduction, second, and third training sessions - is given to PST, who also attend three guidance meetings to receive guidance for OJT.

OJTs contain six steps of work units (WUs), and PST conduct F/Ss and prepare I/Ps for afforestation plans through the WUs.

- WU 1: Project identification
- WU 2: Field survey and analysis
- WU 3: Project establishment
- WU 4: Project justification
- WU 5: F/S report drafting
- WU 6: I/P drafting

Schedule of activities of FICAB II and results are shown below in Table 10.

Table-10 Overall plan of the project and results

Work Item	FY/Month	FY2010												FY2011												FY2012											
		4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	
FY2010																																					
Holding of joint coordinating committee meeting	Planned	[Gantt chart: Meeting in FY2010 Month 5]																																			
	Actual	[Gantt chart: Meeting in FY2010 Month 5]																																			
Creation of regional training plan	Planned	[Gantt chart: Planning from FY2010 Month 7 to 10]																																			
	Actual	[Gantt chart: Planning from FY2010 Month 7 to 10]																																			
Implementation of first introductory training session	Planned	[Gantt chart: Session in FY2010 Month 10]																																			
	Actual	[Gantt chart: Session in FY2010 Month 10]																																			
Creation of OJT implementation plans for each province	Planned	[Gantt chart: Planning from FY2010 Month 10 to 12]																																			
	Actual	[Gantt chart: Planning from FY2010 Month 10 to 12]																																			
Preparation and revision of training package	Planned	[Gantt chart: Planning from FY2010 Month 6 to 8]																																			
	Actual	[Gantt chart: Planning from FY2010 Month 6 to 8]																																			
FY2011																																					
Holding of joint coordinating committee meeting	Planned	[Gantt chart: Meeting in FY2011 Month 5]																																			
	Actual	[Gantt chart: Meeting in FY2011 Month 5]																																			
OJT	Planned	[Gantt chart: OJT from FY2011 Month 6 to 12]																																			
	Actual	[Gantt chart: OJT from FY2011 Month 6 to 12]																																			
2nd training session	Planned	[Gantt chart: Session in FY2011 Month 9]																																			
	Actual	[Gantt chart: Session in FY2011 Month 9]																																			
Improvement of training package (F/S manual)	Planned	[Gantt chart: Planning from FY2011 Month 6 to 12]																																			
	Actual	[Gantt chart: Planning from FY2011 Month 6 to 12]																																			
FY2012																																					
OJT	Planned	[Gantt chart: OJT from FY2012 Month 4 to 10]																																			
	Actual	[Gantt chart: OJT from FY2012 Month 4 to 10]																																			
Completion of improved version of training manual	Planned	[Gantt chart: Planning from FY2012 Month 4 to 11]																																			
	Actual	[Gantt chart: Planning from FY2012 Month 4 to 11]																																			
3rd training session	Planned	[Gantt chart: Session in FY2012 Month 9]																																			
	Actual	[Gantt chart: Session in FY2012 Month 9]																																			
Completion of F/S and IP reports	Planned	[Gantt chart: Planning from FY2012 Month 7 to 11]																																			
	Actual	[Gantt chart: Planning from FY2012 Month 7 to 11]																																			
Release of F/S and IP reports	Planned	[Gantt chart: Planning from FY2012 Month 10 to 12]																																			
	Actual	[Gantt chart: Planning from FY2012 Month 10 to 12]																																			
Holding of project final workshop	Planned	[Gantt chart: Meeting in FY2012 Month 12]																																			
	Actual	[Gantt chart: Meeting in FY2012 Month 12]																																			
Holding of joint coordinating committee meeting	Planned	[Gantt chart: Meeting in FY2012 Month 12]																																			
	Actual	[Gantt chart: Meeting in FY2012 Month 12]																																			

4. Results of operations

4.1. Operations for FY2009/2010: March 2010 - March 2011

4.1.1. Preparation work for project activities

(1) Opening of a project office

A project office was opened at the Non-Timber Forest Products Research Center in Hanoi (Address: 8, Chuong duong Do, Hoan Kiem, Hanoi).

(2) Selection of a training implementing consultant

A subcontract was concluded with Vietnam Forestry University (VFU) for operations for training concerning F/S and I/P and revision of the training package.

(3) Selection of PST members

In each of the 23 provinces included in FICAB II, members of PST consisting of five persons per team were selected.

(4) Explanatory meeting for the training plan

On September 15, a meeting was held in Hanoi to give 23 PSTs that took part in FICAB II explanations about outlines of the project, roles that participating provinces should play, regional training plans, project concepts, and the study tour in Japan.

(5) Preparation of regional training plans

Based on comments from JPT and discussions at the explanatory meeting for the training plan, VFU prepared regional training plans.

4.1.2. Intensive training

Intensive training sessions, first introductory trainings, were held at Regional Training Centers at the five regions of Northeast, Northwest, North Central Coast, South Central Coast, and Central Highlands for PST from the respective regions.

For the purpose of conducting OJT in FY2011 and onwards in an efficient and effective manner, the first introductory training lasted eight days with the schedule shown below as in Table-11 at the five Regional Training Centers. Participants were expected to learn basic knowledge and techniques about implementation and preparation of F/Ss and I/Ps, and how OJT and other training programs would be carried out in the coming three years.

Table-11 Results of the first training (introductory training)

Region	Venue (Province)	Date of training (eight days)	Participation rate of PST members per day* (%)
Northeast (4 provinces)	Yen Bai	October 26 - November 2	83
Northwest (4 provinces)	Dien Bien	October 29 - November 5	40
North Central Coast (6 provinces)	Quang Binh	October 16 – 23	83
South Central Coast (6 provinces)	Binh Dinh	November 15 – 22	74
Central Highlands (3 provinces)	Lam Dong	November 8 – 15	88

Note) * Participation rate is the average of each province

4.1.3. Revision of the training package

Consistency was examined between the English version and the Vietnamese version of Book 1 “Training Plan,” Book 2 “F/S Implementation Manual,” Book 3 “I/P Manual,” Book 4-1 “Model F/S,” and Book 5-1 “Model I/P” in the training package, and the package of the Vietnamese version was revised.

4.1.4. Joint Coordinating Committee (provisional)

On June 8, 2010, the provisional Joint Coordinating Committee held a meeting at VNFOREST in Hanoi. The committee heard explanations about, and deliberated, the inception report (draft) and the annual activity plan for FY2010, and approved the plan and main points of the report, as well as accepted an abbreviated name of this project as “FICAB II.” (See Annex 2.)

4.1.5. Study tour in Japan

A training session was held in Japan from November 30 to December 8, so that participants in the training program would have deeper understanding of Japan’s advanced scheme of forest management and operation, efficient timber distribution and processing channels, and forestry planning system, and 23 trainees visited timber mills and other facilities in Kumamoto Prefecture and attended lectures given by the Forestry Agency.

Table-12 below compares the plan and results of activities for FY2010. Activities set out in the plan were all completed.

Table-12 Plan and results of activities for FY2010

Activity Item	Period	Person in Charge	Activity Implementer	Expense	FY2010														
					3	4	5	6	7	8	9	10	11	12	1	2	3		
Holding of joint coordinating committee meeting (provisional)	Planned	PMU	MARD, JICA, JPT	Miscellaneous															
	Actual																		
Selection of training implementing organizations and instructors	Planned	JPT	JPT, PMU	Supplies, communication, and transportation expenses															
	Actual																		
Selection of PST members	Planned	PMU	PMU, DARD, Sub-DOF	Supplies, communication, and transportation expenses															
	Actual																		
Holding of kick-off meeting	Planned	JPT	JPT, PMU, VFU	Supplies, communication, and transportation expenses															
	Actual																		
Purchase of materials	Planned	JPT	JPT, PMU	Purchase expenses for donated materials															
	Actual																		
Establishment of regional training centers	Planned	PMU	PMU, DARD, Sub-DOF	Communication and transportation expenses															
	Actual																		
Collection and analysis of baseline data	Planned	JPT	VFU, PST	Local consultant contracts															
	Actual																		
Creation of training plans for each region	Planned	JPT	VFU, PST	Local consultant contracts															
	Actual																		
Holding of training plan briefing	Planned	JPT	VFU, PST, PMU	Local consultant contracts															
	Actual																		
Creation of project concept	Planned	JPT	VFU, PST	Local consultant contracts															
	Actual																		
Implementation of 1st introductory training	Planned	JPT	VFU, PST, PMU	Local consultant contracts															
	Actual																		
Creation of OJT implementation plans for each province	Planned	JPT	VFU, PST	Local consultant contracts															
	Actual																		
Preparation and revision of training packages	Planned	JPT	VFU	Local consultant contracts															
	Actual																		
Implementation of training in Japan	Planned	JPT	PUM, PST	Training implementation expenses															
	Actual																		
Creation of project progress report	Planned	JPT	JPT	Report creation expenses															
	Actual																		

4.1.6. Deliverables

Operations in FY 2009/2010 produced deliverables below:

[Deliverables produced by the local subcontractor]

- Baseline Survey Report (English & Vietnamese versions)
- Report of Implementation of Explanatory Meetings for Training (English & Vietnamese versions)
- Regional Training Plans (English & Vietnamese versions)
- Provincial OJT Implementation Plans (English & Vietnamese versions)
- Report of Implementation of the 1st Introductory Training Session (English & Vietnamese versions)
- Improved Version of Training Package (2010) (Vietnamese version)
- Reconsinged Work Implementation Report (English & Vietnamese versions)

[Deliverables produced by JPT]

- Inception Report (English, Japanese, & Vietnamese versions)
- Project Progress Report (No. 1) (English, Japanese, & Vietnamese versions)
- Project Progress Report (No. 2) (English, Japanese, & Vietnamese versions)
- Operations Completion Report (Japanese version)

4.2. Operations for FY2011: May 2011 - March 2012

4.2.1. OJT

1st guidance meeting

The first guidance meetings (three days) were held in June and July 2011 at Regional Training Centers for PSTs to learn how OJT, WU 1, WU 2, and WU 3 would be carried out. (See Table-13.)

Table-13 Results of the 1st guidance meetings

Region	Venue (Province)	Date of training (three days)	Participation rate of PST members per day* (%)
Northeast (4 provinces)	Yen Bai	June 26 – 28	83
Northwest (4 provinces)	Dien Bien	July 4 – 6	75
North Central Coast (6 provinces)	Quang Binh	June 30 - July 2	71
South Central Coast (6 provinces)	Binh Dinh	July 4 – 6	77
Central Highlands (3 provinces)	Lam Dong	July 4 – 6	80

Note) * Participation rate is the average of each province.

Based on what they had learned at the guidance meetings, PSTs underwent OJT, and produced assignments they had been required to complete at WU 1, WU 2, and WU 3 by September 2011.

2nd guidance meeting

The second guidance meetings (three days) were held in November and December 2011 at Regional Training Centers to review results of project justification, WU 4 of the OJT that PSTs underwent, and PST were given guidance in how to draft F/S reports, assignment for WU 5 of OJT. In reviewing results of the project justification, participants were advised to examine feasibility of projects especially from viewpoints of financial and economic analysis, impacts on society and the environment, and sustainability of projects. (See Table-14.) Guidance for WU 5 was given for participants to learn how they should integrate what they had achieved from WU 1 to WU 4 in an F/S report.

Table-14 Results of the 2nd guidance meetings

Region	Venue (Province)	Date of training (three days)	Participation rate of PST members per day* (%)
Northeast (4 provinces)	Yen Bai	November 21 – 23	75
Northwest (4 provinces)	Dien Bien	November 26 – 28	85
North Central Coast (6 provinces)	Quang Binh	December 1 – 3	87
South Central Coast (6 provinces)	Binh Dinh	December 7 – 9	66
Central Highlands (3 provinces)	Lam Dong	December 5 – 7	67

Note) * Participation rate is the average of each province.

Based on the second guidance meetings, the PSTs drafted F/S reports. The reports (draft) were examined and evaluated by the training implementing consultant to point out in what points they should be improved.

4.2.2. Intensive training

Second training session

The second training sessions (six days) were held at Regional Training Centers to offer PSTs an opportunity to learn knowledge and techniques of financial and economic analysis, one of the most important elements in the feasibility study. The sessions were also intended to evaluate and examine results of WU 1, WU 2, and WU 3 of the OJT that PSTs had undergone, and to give them guidance about how WU 4 would be carried out, where they would conduct project justification as part of OJT. (See Table-15.)

Table-15 Results of the 2nd training sessions

Region	Venue (Province)	Date of training (six days)	Participation rate of PST members per day* (%)
Northeast (4 provinces)	Yen Bai	September 19 – 24	67
Northwest (4 provinces)	Dien Bien	October 10 – 15	80
North Central Coast (6 provinces)	Quang Binh	September 26 - October 1	85
South Central Coast (6 provinces)	Binh Dinh	September 19 – 24	76
Central Highlands (3 provinces)	Lam Dong	October 17 – 22	83

Note)* Participation rate is the average of each province.

Against the target participation rate of 80%, the actual rate of participation in training sessions stood at 78%, just below the target but more or less the same level as targeted.

In addition, more than 80% of the assignments that PSTs had produced were evaluated as good or higher, which demonstrates that the training sessions improved their planning abilities. In assignments concerning financial and economic analysis, however, many mistakes were found in calculation, indicating the needs for continuous guidance.

After the second training sessions, PSTs reviewed results of WU 1, WU 2, and WU 3 to prepare for the second guidance meeting, and based on the conclusions, PST examined feasibility of the projects through conducting financial and economic analysis.

4.2.3. Revision of the training package

(1) Preparation of new guidelines

The afforestation planning guidelines concerning Prime Minister's Decision No. 73 of 2010 (No.73/2010/QD-TTg) were, based on deliberations by an expert group working for FICAB II, promulgated as a circular of the Ministry of Agriculture and Rural Development (Circular No.69/2011TT-BNNPTNT) on October 21, 2011.

The guidelines consist of a main part, which gives complementary explanations on Prime Minister's Decision No. 73 of 2010, and four annexes. Annex 1 explains what should be included in silvicultural projects covered by the guidelines, and classifies projects into five types according to operations included in them. Annex 2 explains contents of each type of project. Annex 3 describes rules about how to draw map attached, and Annex 4 specifies documents to be prepared in filing an application and asking for approval for a project.

Since the guidelines provide no detailed procedures for planning, PSTs would refer to FICAB II's F/S Manual, among others, in preparing projects.

(2) Revision of F/S Manual

Work to revise F/S Manual was conducted based on discussions between JPT and a group of experts about what part of the earlier edition should be rewritten, results of monitoring of training that had been conducted and as well as through coordination with work to prepare guidelines for Prime Minister's Decision No. 73 of 2010 (Circular 69) mentioned above. Specific 22 items of improvement have been pointed out. The first draft of revision was produced in December 2011. Revising works continued from the viewpoint of how the manual could be improved to ensure high applicability in local areas.

4.2.4. Preparation of F/S reports (draft) of 23 projects

At the WU5 (F/S Report Drafting), PSTs of 23 provinces consolidated all the results of the OJT over the four steps, through which they underwent from WU 1 (Project Identification) to WU 4 (Project Justification), for each project and prepared F/S reports (draft) for the respective projects.

Among the 23 projects, 19 projects are production forest projects, and the remaining four projects in Thanh Hoa, Nghe An, T.T.Hue and Binh Thuan provinces are protection forest projects. Among the 19 production forest projects, 14 projects were judged to be feasible, while the other five were found necessary to be reexamined for their feasibility due to unclear target markets, inadequate financing plan, and/or insufficient price estimation of target products. Although considered to be feasible, areas for improvement were pointed out for the 14 projects in their financial and economic analysis that input parameters should be made clear, that sensitivity analysis and incremental analysis should be carried out. Protection forest projects have difficulty in quantitative evaluation of economic benefits that may be produced by protecting forests. However, all protection projects were judged to be feasible.

4.2.5. Joint Coordinating Committee

On July 20, 2011, a meeting of the Joint Coordinating Committee, the first after official approval of FICAB II by the Government of Vietnam, was held at VNFOREST in Hanoi, with the participation of officially appointed members. The committee received explanations about and discussed results of activities in FY2010, the annual activity plan for FY2011 and PDM (ver. 2). The committee agreed to PDM (ver.2) and main points of the Project Progress Report (No. 2). (See Annex 2.)

On March 23, 2012, a meeting of the Joint Coordinating Committee, the second after official approval of FICAB II by the Government of Vietnam, was held at VNFOREST. The committee received explanations about and discussed results of activities in FY2011 and the annual activity plan for FY2012. The committee agreed to main points of the Project Progress Report (No. 4). (See Annex 2.)

4.2.6. Development of a website

In August 2011, a website (<http://www.ficab2.org/>) came into service. It was designed to help the training implementing consultant and PST achieve closer communication and improve efficiency in training activities by sharing information on the training among them. All training materials and aids, such as training package workbooks, used for training sessions and guidance meetings held for FICAB II were uploaded to the website and they were used by accessing the website for the effective training even when training was being carried out. The number of access to the website is as follows;

Year	2011	2012	2013 (as of 10 Jan.)
Access number	-	3583	12

Note: Access number of 2011 is included in access number of 2012.

Table-16 below shows the plan and results of activities for FY2011. All the activities set out in the plan were completed.

Table-16 Plan and results of activities for FY2011

Activity Item	Period	Person in Charge	Activity Implemente	Expense	5	6	7	8	9	10	11	12	1	2	3	
Holding of joint coordinating committee meeting	Planned Actual	PMU	MARD, JICA, JPT	Meeting expenses		■	■									■
Explanation of draft of task plan to JICA	Planned Actual	JPT	JICA, JPT	Supply expenses	■											
OJT																
WU1-WU5	Planned Actual	JPT	VFU, PST	Local consulting contracts	■	■	■	■	■	■	■	■	■	■	■	■
Guidance meeting	Planned Actual	JPT	VFU, PST, PMU, JPT	Local consulting contracts		■	■				■	■				
Creation of F/S report (draft)	Planned Actual	JPT	VFU, PST	Local consulting contracts		■	■	■	■	■	■	■	■	■	■	■
2nd training session	Planned Actual	JPT	VFU, PST, PMU, JPT	Local consulting contracts					■	■						
Monitoring and evaluation of OJT training and 2nd training	Planned Actual	JPT	VFU	Local consulting contracts	■	■	■	■	■	■	■	■	■	■	■	■
Improvement of training package	Planned Actual	JPT	TSFATCTS	Local consulting contracts	■	■	■	■	■	■	■	■	■	■	■	■
Launch and operation of website	Planned Actual	JPT	Dang Dinh Ngoc	Local consulting contracts	■	■	■	■	■	■	■	■	■	■	■	■
Creation of project progress report	Planned Actual	JPT	JPT	Report creation expenses				■	■							■

4.2.7. Deliverables

Deliverables produced in FY2011 (from May 2011 to March 2012) are as follows:

[Deliverables produced by the local subcontractor]

- Report of the 1st Guidance Meeting (English & Vietnamese versions)
- Report of the 2nd Guidance Meeting (English & Vietnamese versions)
- Report of Implementation of the 2nd Training Session (English & Vietnamese versions)
- Training Package Book 2: F/S Manual (revised English version)
- Reconsighed work Implementation Report (English & Vietnamese versions)

[Deliverables produced by the project team (JPT)]

- Project Progress Report (No. 3) (English, Japanese, & Vietnamese versions)
- Project Progress Report (No. 4) (English, Japanese, & Vietnamese versions)

4.3. Operations for FY2012: April 2012 - February 2013

4.3.1. OJT

3rd guidance meeting

The third guidance meetings (three days) were held in May and June 2012 in each of five regions to review results of F/S report (draft) preparation, the assignment of WU 5 of the OJT that PST underwent. At the meetings, PSTs were also given guidance on how to draft I/P reports, the assignment for WU 6 of OJT. In reviewing results of the F/S report (draft) preparation, participants were given advice mainly on the weak points, especially in financial and economic analysis and the implementation structure/system of the current drafted F/S reports. Guidance for WU 6 was given so that participants could learn how they should prepare an I/P report, with emphasis placed on practical training. (See Table-17.)

Table-17 Results of the 3rd guidance meeting

Region	Venue (Province)	Date of training (three days)	Participation rate of PST members per day* (%)
Northeast (4 provinces)	Yen Bai	May 23 – 25	70
Northwest (4 provinces)	Son La	May 28 – 30	72
North Central Coast (6 provinces)	Quang Binh	May 30 - June 1	77
South Central Coast (6 provinces)	Binh Dinh	May 23 – 25	67
Central Highlands (3 provinces)	Lam Dong	June 4 – 6	73

Note)* Participation rate is the average of each province.

Based on the third guidance meetings, the PSTs of each province drafted I/P reports.

4.3.2. Intensive training

Third training session

The third training sessions (five days) were held at Regional Training Centers to evaluate and examine the drafted F/S and I/P reports by PSTs of each province and review what points should be improved. The sessions were also intended to evaluate and examine how much afforestation planning capacities have been improved through preparation of F/S and I/P reports. (See Table-18.)

The participation rate of the PSTs in the training was 62%, which was on the low side considering that the target was set at 80%. Reasons for the low turnout included difficulties in coordinating with other office works, with the provinces of Bac Kan, Ha Tinh, T.T. Hue, Quang Nam, and Kon Tum each having particularly low participation rates below 50%.

Table-18 Results of the 3rd training sessions

Region	Venue (Province)	Date of training (six days)	Participation rate of PST members per day* (%)
Northeast (4 provinces)	Yen Bai	September 10 – 14	53
Northwest (4 provinces)	Dien Bien	September 24 – 28	78
North Central Coast (6 provinces)	Quang Binh	September 10 – 14	67
South Central Coast (6 provinces)	Binh Dinh	September 17 – 21	55
Central Highlands (3 provinces)	Lam Dong	October 1 – 5	53

Note)* Participation rate is the average of each province.

4.3.3. Revision of the training package

The first drafts of the revision for Book 1 (Training Plan) and Book 3 (I/P Manual) of the Training Package were produced. In producing the drafts, a questionnaire survey for the revision of Book 1 (Training Plan) and Book 3 (I/P Manual) was carried out among PST and the training implementing consultant, to whom F/S and I/P training were subcontracted. Based on the first drafts of the revision for Book 1 (Training Plan) and Book 3 (I/P Manual), Book 2 (F/S Manual) was modified.

In late August 2012, technical workshops were held with the participation of associated organizations, and discussions were held on the first drafts of the revision for Book 1 (Training Plan) and Book 3 (I/P Manual) and on Book 2 (F/S Manual).

4.3.4. Completion and publishing of F/S and I/P reports

F/S and I/P reports prepared by the PSTs of 23 provinces were revised and completed based on the analysis and examination of the third training session and guidance given by PMU. PSTs were requested to publish F/S and I/P reports on the websites of each province.

The completed F/S and I/P reports of each province were explained and made available to the participants from various sectors of Vietnam who attended the project's final workshop held in January 2013.

4.3.5. Preparation of improved version of training package

Improved versions of training package consisting of Book 1 (Training Plan), Book 2 (F/S Manual) and Book 3 (I/P Manual) were produced based on the results of the examination made at the technical workshop in August 2012.

4.3.6. Joint Coordinating Committee meeting and project final workshop

The Joint Coordinating Committee meeting and Project Final Workshop were held in January 2013. At the Joint Coordinating Committee meeting, the project completion report, which summarizes the three years of project activities, was explained and discussed.

In the Project Final Workshop two activities carried out in FICAB II were reviewed: (1) training for parties engaged in forestry in provinces to strengthen their afforestation planning and implementation capacity, and (2) improvement of the training package. The F/S and I/P reports were also introduced to related parties in Vietnam as deliverables from the project activities.

The plans and results of the foregoing activities in FY2012 are as shown in Table-19, with almost all the planned activities completed. The posting of the F/S and I/P reports prepared by the 23 PSTs to the websites of MARD and each provincial Government remains uncompleted (F/S and I/P reports of 8 provinces among 23 provinces have been uploaded on the provincial website but did not uploaded on the MARD website so far). Hence, the PMU and PSTs were requested to make them public.

4.3.7. Deliverables

Deliverables produced in FY2012 (from April 2012 to February 2013) are as follows:

[Deliverables produced by the local subcontractor]

- Report of the 3rd Guidance Meeting (English & Vietnamese versions)
- Report of Implementation of the 3rd Training Session (English versions)
- F/S and I/P reports of 23 provinces (English version: 5 provinces of Yen Bai, Son La, Quang Tri, Quang Nam and Lam Dong province) (Vietnamese version: 23 provinces)
- Project plan maps of 23 provinces
- Improved version of Training Package (Book 1: Training Plan, Book 2: F/S Implementation Manual, Book 3: I/P Implementation Manual) (English and Vietnamese versions)
- Reconsidered work Implementation Report (English version)

[Deliverables produced by the project team (JPT)]

- Project Progress Report (No. 5) (English, Japanese, & Vietnamese versions)
- Project Completion Report (English, Japanese, & Vietnamese versions)
- Operations Completion Report (Japanese version)
- Reconsigned work report (Japanese version)

Table-19 Plan and results of activities for FY2012

Activity	Period	Person in Charge	Activity Implementer	Expense	FY2012												
					4	5	6	7	8	9	10	11	12	1	2		
OJT																	
WU6	Planned	JPT	VFU, PST	Local consultant contracts													
	Actual																
3rd guidance meeting	Planned	JPT	VFU, PST, JPT	Local consultant contracts													
	Actual																
Creation of I/P report (draft)	Planned	JPT	VFU, PST	Local consultant contracts													
	Actual																
3rd training session	Planned	JPT	VFU, PST, JPT	Local consultant contracts													
	Actual																
Completion of F/S and I/P reports	Planned	JPT	VFU, PST	Local consultant contracts													
	Actual																
Release of F/S and I/P reports	Planned	JPT	PMU, PST, KT&T	Local consultant contracts													
	Actual																
Improvement of training package																	
Deliberation by experts	Planned	JPT	COCAFIES	Local consultant contracts													
	Actual																
Holding of technical workshop	Planned	JPT	COCAFIES	Local consultant contracts													
	Actual																
Completion of improved version of training package	Planned	JPT	COCAFIES	Local consultant contracts													
	Actual																
Holding of project final workshop	Planned	JPT	KTST	Local consultant contracts													
	Actual																
Creation of project progress report	Planned	JPT	JPT	Report creation expenses													
	Actual																
Creation of project completion report	Planned	JPT	JPT	Report creation expenses													
	Actual																
Holding of joint coordinating committee meeting	Planned	PMU	MARD, JICA, JPT	Meeting expenses													
	Actual																

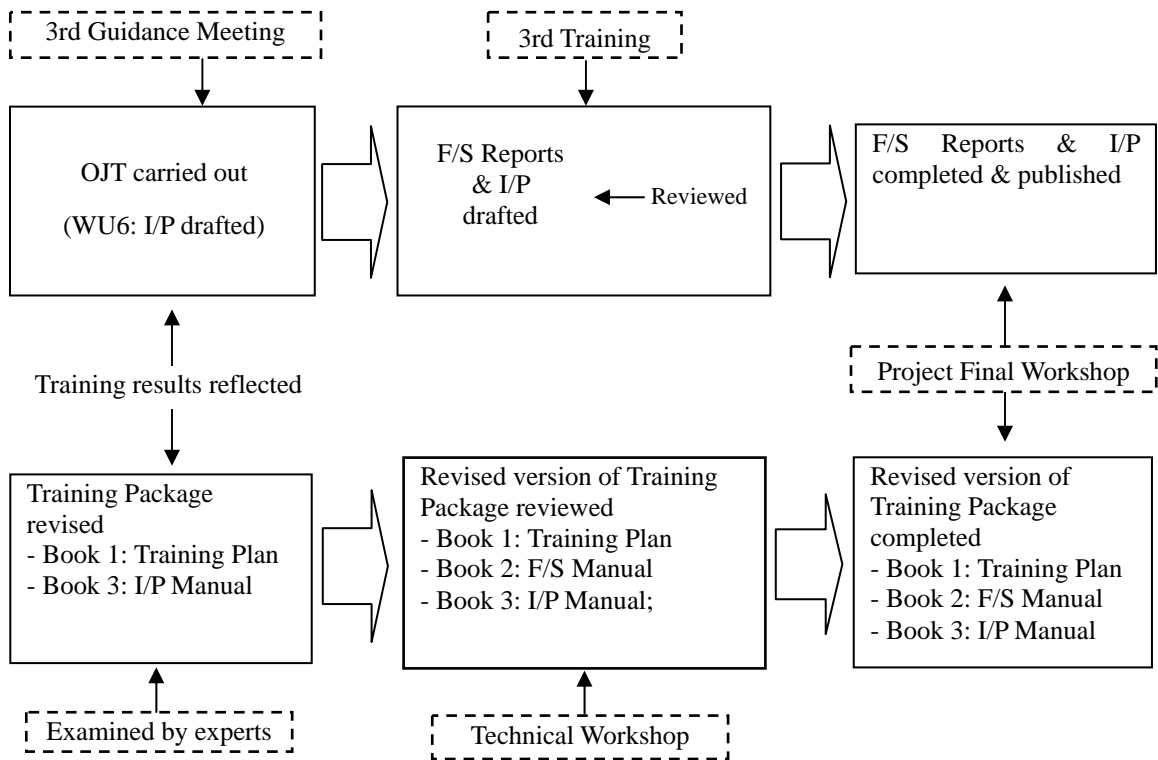


Figure-5 Flowchart of main activities in FY2012

5. Evaluation of the project

5.1. Evaluation of the results of the training

5.1.1. Approach for the evaluation

The results of the training for improving the afforestation planning capabilities under FICAB II were evaluated through the evaluation of the F/S and I/P reports prepared by the PSTs as results of the training.

The PSTs prepared F/S reports (draft) during the OJT for improving afforestation planning capabilities in 2011. The first evaluation of the F/S reports (draft) was carried out in December 2011 according to the evaluation criteria established during FICAB by the RTAs (Regional Technical Advisors) in charge of the training in the five regions. At the same time, the RTAs made comments to improve the F/S reports (draft). The PSTs reviewed the F/S reports (draft) and prepared improved versions in response to the comments in 2012. The RTAs implemented the second evaluation of the improved versions of the F/S reports prepared by the PSTs in October 2012. The results of the RTAs' evaluation of the F/S reports are shown in Table-20 "Results of the evaluation of the F/S reports (1st evaluation)," Table-21 "Results of the evaluation of the F/S reports (2nd evaluation)," and Table-22 "Results of the evaluation of the I/P reports."

The target level for the improvement of the PSTs' afforestation planning capabilities was set at the level that would enable them to "prepare a proposal incorporating the necessary information to attract investment from financial institutions and investors." Therefore, the F/S reports and the I/P that were to be prepared by the PSTs as results of the OJT were required to contain the minimum necessary information as proposals to those institutions, such as private-sector financial institutions and aid organizations in other countries. Concretely, the satisfaction level of 70% of the evaluation criteria set under FICAB was set as the target.

5.1.2. Results of the first evaluation

The results of the first evaluation of the F/S reports drafted by the 23 PSTs were 77.1 points (achievement rate: 77%) (see Table-20 "Results of the evaluation of the F/S reports (1st evaluation)"). Of the 23 provinces, 8 provinces showed an achievement rate of 80% or higher and 12 provinces showed an achievement rate of 70% or higher. These 20 provinces reached the target level – that is, the satisfaction of 70% of the evaluation criteria through the OJT implemented in 2011. The remaining 3 provinces could not reach the target level (2 provinces satisfied 60% or higher and 1 province satisfied 50% or higher). The achievement rate for each of the items of the F/S report, such as logical consistency, data quality and quantity, and right application of the methods, was 79% in the case of the general evaluation aspects and 76% in the case of the specific evaluation aspects.

With regard to the achievement rate for the specific aspects, although it was as high as 84% for the field survey and the analysis of survey results in Part I, it was relatively low for the project justification such as financial analysis in Part III, and the summarization of the conclusions in Part IV – 72% and 73%, respectively. The achievement rate for items for the preparation of project contents in Part II was 77%.

The reason for the differences in the achievement rate among the specific items can be considered as follows. The PST members who participated in the training had experiences in collecting data through field surveys and analyzing them, had the capacities to prepare a plan according to the result of the analysis, and further improved their capacities through the OJT under FICAB II. On the other hand, it can be thought that, because they had almost no experiences in project justification, such as financial analysis, the rate was low even after one year's OJT. The reason for the low achievement rate for the conclusions in Part IV may be their little experience in summarizing conclusions systematically according to the justification of the project contents and in coming up with appropriate suggestions.

Table-20 Results of the evaluation of the F/S reports (1st evaluation)

F/S report items		General evaluation	Evaluation for each item	Part I Survey/ Analysis	Part II Project plan	Part III Project evaluation	Part IV Conclusion	Total
Region	Allotment of points	30	70	15	25	20	10	100
North East	Score	23.3	50.5	13.2	19.3	11.4	6.8	73.8
	Achievement rate	78	72	88	77	57	68	74
North West	Score	24.6	55.6	11.2	21.8	14.6	8.0	80.2
	Achievement rate	82	79	74	87	73	80	80
North Central Coast	Score	23.5	52.3	12.5	17.5	15.5	6.8	75.8
	Achievement rate	78	75	84	70	78	68	76
South Central Coast	Score	24.2	55.8	13.1	19.7	15.3	7.7	80.0
	Achievement rate	81	80	88	79	77	77	80
Central Highlands	Score	21.8	52.2	12.3	19.0	13.7	7.2	74.0
	Achievement rate	73	75	82	76	68	72	74
Average for 23 provinces	Score	23.6	53.5	12.5	19.3	14.3	7.3	77.1
	Achievement rate	79	76	84	77	72	73	77

5.1.3. Results of the second evaluation

The results of the second evaluation of the F/S reports prepared by the 23 PSTs were 82.4 points (achievement rate: 82%) (see Table-21 “Results of the evaluation of the F/S reports (2nd evaluation)”). As a result of the revisions made by PSTs based on the RTAs’ comments for the improvement of the F/S reports during the first evaluation in 2011, the score increased by 5.3 points and the achievement rate increased by 5%. Because of this, the result was far higher than 70%, the target level of the afforestation planning capabilities. As a result of the PSTs’ work for improving the F/S reports, among the 23 provinces, 2 provinces showed an achievement rate of 90% or higher, 16 provinces showed an achievement rate of 80% or higher, and the remaining 5 provinces satisfied the target level of 70% or more.

With regard to the achievement rate for each of the items of the F/S reports, that for the general aspects in terms of logical consistency, data quality and quantity, right application of methods was 84%, up 5% from the first evaluation, and the achievement rate for specific items was 82%, up 6% from the first evaluation.

With regard to the achievement rate for specific items, it was 87% for the field survey and the analysis of survey results in Part I, 85% for the preparation of project contents in Part II, 77% for project justification such as financial analysis in Part III, and 75% for the summarization of conclusions in Part IV, up by 3%, 8%, 5%, and 2%, respectively. Among others, the achievement rate for the preparation of project contents in Part II greatly increased, by 8%. This seems because the PSTs acquired more appropriate capacities in carrying out works that they used to do in the past, in which they collected necessary data through field surveys, analyzed them, and prepared project contents according to the results. Although the achievement rate for project justification in Part III was as low as 72% in the first evaluation, it increased to 77%, up by 5%. It can be judged that the PSTs acquired sufficient capacities for the analysis of project feasibility, such as financial analysis, with which the PSTs had been unfamiliar.

Table-21 Results of the evaluation of the F/S reports (2nd evaluation)

F/S report items		General evaluation	Evaluation for each item	Part I Survey/ Analysis	Part II Project plan	Part III Project evaluation	Part IV Conclusion	Total
Region	Allotment of points	30	70	15	25	20	10	100
North East	Score	24.6	55.2	13.3	21.1	12.8	8.0	79.8
	Achievement rate	82	79	89	84	64	80	80
North West	Score	24.6	60.3	12.6	22.9	16.9	8.0	84.9
	Achievement rate	82	86	84	92	84	80	85
North Central Coast	Score	27.1	57.1	13.2	21.0	16.0	6.9	84.2
	Achievement rate	90	82	88	84	80	69	84
South Central Coast	Score	24.2	56.5	13.3	20.0	15.5	7.7	80.7
	Achievement rate	81	81	89	80	78	77	81
Central Highlands	Score	24.8	57.7	12.7	21.7	16.0	7.3	82.5
	Achievement rate	83	82	84	87	80	73	83
Average for 23 provinces	Score	25.2	57.2	13.0	21.2	15.5	7.5	82.4
	Achievement rate	84	82	87	85	77	75	82

5.1.4. Results of the evaluation of the I/P reports

The results of the evaluation of the I/P reports prepared by the 23 PSTs were 77.9 points (achievement rate: 78%) (see Table-22 “Results of the evaluation of the I/P reports”). With regard to the achievement rate for each province, those for 4 regions except South central coast region was higher than 80%. The achievement rate for South central coast region was significantly low, which was 62%. 5 provinces of South central coast region did not achieve the target level (79%). This is because some provinces could not complete I/P reports because it was planting season and PST members were busy in their work.

The nature of an I/P report is different from that of a proposal to a financial institution. However, because the capacity to prepare an I/P report is regarded as a part of the afforestation planning capabilities, the increase in the achievement rate to 78% could tell that the afforestation planning capabilities had been sufficiently improved through the OJT in the preparation of an I/P report as well.

Table-22 Results of the evaluation of I/P reports

I/P report items		Allotment of points	North East	North West	North Central Coast	South Central Coast	Central Highlands	Average for 23 provinces
General aspect		20	16.4	16.3	17.1	13.0	17.0	15.7
1	Practical aspect	10	8.3	8.3	8.6	7.8	8.5	8.3
2	Clarity (easiness to understand)	10	8.1	8.0	8.5	5.2	8.5	7.5
Specific aspect		80	65.9	67.6	67.6	48.8	65.8	62.2
Part I								
1	Project summary	10	8.0	8.3	8.8	4.2	8.5	7.3
Part II								
1	Institutional arrangement/structure for project management and implementation	10	8.1	8.3	8.6	6.2	8.3	7.8
2	Activity schedule	10	8.1	8.8	8.3	6.2	8.5	7.8
3	Financial arrangement	10	8.4	8.8	8.5	8.5	7.8	8.2
4	Procurement arrangement	10	8.9	9.0	8.4	8.4	8.3	8.2
5	Sales and marketing	10	8.5	8.6	8.0	8.0	8.7	7.7
6	Training plan	10	7.9	8.0	8.4	6.5	8.0	7.7
7	Monitoring/Evaluation	10	8.0	8.0	8.6	5.7	7.7	7.5
Total		100	82.3	83.9	84.7	61.8	82.8	77.97

5.2. Evaluation by the five evaluation criteria

5.2.1. Relevance

Socio-Economic Development Plan for 2006-2010 (National Assembly Resolution No.56/2006/QH 11), Vietnam Forestry Development Strategy for 2006-2020 (Prime Minister Decision No.18/2007/QĐ-TTg), and other policies, the promotion of afforestation projects needs to be strengthened for regional economic development, environmental protection, and other reasons. Moreover, to address this, VNFOREST has decided to engage in the development of human resources as an important area. In Vietnam there are many projects being implemented for the protection and development of forests through the cooperation of various foreign countries in the forestry field, but only FICAB II is aimed at human resource development on afforestation planning in the public sector of the forestry field. Therefore, FICAB II does not overlap with other plans and the human resources fostered under the project are expected to play an active role in other projects as well. In particular, since the 11 provinces in the central coast regions that took part in FICAB II are also participating in the Protection Forests Restoration and Sustainable Management Project, the PST members whose abilities were increased in FICAB II are expected to be involved in the formulation of plans for the Protection Forests Restoration and Sustainable Management Project. Furthermore, the target provinces of FICAB II are located in northwest and central highland regions and so on. These regions are subject to disadvantageous conditions and have been chosen for priority consideration in promoting the afforestation of production forests that are behind the curve. The results of the improvement to the capacity on afforestation planning were expected to contribute to an increase in the area of production forests in these regions and it is thought that the technical cooperation

of FICAB II has been highly relevant.

At the same time, VNFOREST aims to effect a transition in the goal of forestry policy from short-rotation forestry used for the production of wood chips as raw materials for paper to long-rotation forestry used for the production of lumber as raw materials for making furniture. Even if the goal of forestry policy were to be transitioned, the importance of F/S on production forests focusing on financial analysis for the purpose of promoting investment in the forest sector would not be diminished in the least and there would be no doubting the relevance of implementing FICAB II. Prime Minister's Decision No. 147/2007/QĐ-TTg, which stipulates support for production forests, is also set to be continued until 2015. However, the afforestation of production forests must rely on private funding instead of the government support because the priority of the government support is in general placed on protection forests. For these reasons, the implementation of FICAB II with its aim of improving the capacity for afforestation planning was highly relevant, because F/S on production forests that focus on financial analysis are important tools for the mobilization of private funding.

5.2.2. Effectiveness

FICAB II set the project objective of training the staff members of DARD, Sub-DOF, FE, and local consultants involved in the appraisal and formulation of F/S and I/P for the 23 provinces to improve their abilities to formulate plans relating to afforestation projects. Moreover, for monitoring the level of achievement of that objective, an indicator was set up, i.e., F/S and I/P reports prepared by PST, and assignments obliged to submit achieve more than 70% of full mark. The level of achievement of the project objective was confirmed by quantitatively ascertaining the degree of improvement in ability by evaluating the assignments and F/S and I/P reports. Among the 23 provinces, 2 provinces showed an achievement rate of 90% or higher, 16 provinces showed an achievement rate of 80% or higher, and the remaining 5 provinces satisfied the target level of 70% or more.

To achieve the project objective, Vietnam Forestry University was selected as the training implementing organization because of the importance of ensuring that the organization that would manage and operate the training has sufficient training capabilities. In implementing the training, the university formed a project management office and appointed technical advisors (called as RTA: regional technical advisor) in charge of training in each of the five regions under that office. Although there were changes in the project management office members and the advisors in charge during the three-year period of the project, it seems that the operation of training and the guidance to the PSTs by the project management office and the advisors in charge were in general consistently and appropriately carried out, and that the office played a major role in the achievement of the project objective of improving afforestation planning capacities.

The implementation of F/S and I/P is carried out as a consistent flow of works covering the formation of the project idea, conducting of F/S, and then the formulation of I/P. Therefore, it was planned that PST members would be selected from among persons involved in the forest sector in the provinces who had necessary knowledge and techniques specialized in conducting F/S, and the afforestation planning capacities would be developed through continuous participation of PST members selected in three-year training. However, the PST members in many of the provinces were switched out, and in many cases the key officials in the province, who were nominated as PST leaders, did not participate very much because they were generally very busy for other works at their offices. Even in such circumstances, it was made possible to more or less secure the target level of the training results of the PSTs in each province as they followed the guidance of the training implementing organization and engaged themselves in conducting F/S and formulating I/P.

The training package that was to be improved under FICAB II consists of Book 1: Training Plan, Book 2: F/S Manual, and Book 3: I/P Manual. These improvements were carried out from the standpoint of making the package more applicable for use in the context of Vietnam. The specific improvements were carried out from the perspective of reflecting newly promulgated decision and circular in the manual, as well as new knowledge, and adjusting points that did not match with actual conditions on site, revising approaches and explanations, and sections that were difficult to understand. Specifically, for Book 1: Training Plan, explanations were added regarding the combination of the intensive trainings, guidance meetings and OJT as a option of training implementation method, and regarding the evaluation of environment impact as a new training curriculum. Improvements to Book 2: F/S Manual included modifications to accommodate the enactment of Prime Minister's Decision No. 73/2010/QD-TTg and MARD Circular No. 69/2011/TT-BNNPTNT, an explanation of the exemption of specific afforestation projects from environmental impact assessment (EIA), and the additional description of a feedback process in the flow of the feasibility study procedures. Improvements to Book 3: I/P Manual included modification of the structure of I/P reports to the one that reflects the project implementation procedures, an additional explanation about the I/P implementation process, and a new harvesting plan as part of the project activity plan. These improvements were resulted from the implementation of the training and its results, and were efficiently incorporated in the revised version of the training package after being deliberated by experts at the technical workshop.

5.2.3. Efficiency

VNFOREST has been the executing agency of FICAB II. It was also involved in the project implementation as the executing agency of FICAB when it was known as DOF. FICAB was conducted over a three-year period starting in 2005. Therefore, the management of FICAB II, by utilizing the results of FICAB, were also carried out efficiently by VNFOREST. The Forestry Development Department of VNFOREST, which was in charge of the PMU responsible for project management, contributed greatly to the efficiency of the project management because in the former DOF and the new VNFOREST, the same department and officers became in charge of FICAB II.

In FICAB II, the three-year training was carried out. It was composed of three intensive training and three guidance meetings combined with OJT trainings. In implementing these training sessions, preparatory meetings were held between the Vietnam Forestry University, the JICA Project Team and the PMU, regarding the training schedule, training materials, teaching notes etc. The meetings aimed to ensure that the appropriate training should be carried out under coordination efforts. After these coordination, training rehearsals were held, and then the contents of the training were revised as needed and information was shared among related parties. The training for PSTs is thought to have been conducted efficiently by utilizing the human resources, budgets and materials being invested, and by combining intensive trainings and OJT training in an appropriate manner.

5.2.4. Impact

In forming the project during the training, emphasis was placed on the especially important aspects of surveying the natural and socioeconomic conditions of the relevant regions to reflect conditions on site appropriately, conducting market analysis, and conducting financial and economic analysis and thereby the feasibility of the project in terms of financial and economic aspects. Previously, much of the project formation in Vietnam had given little weight to these three aspects and had merely been conducted by gathering and analyzing existing data, which meant that almost all the PST members saw this project as providing new information and methods. Of particular note is that this was the PST members' first experience with financial and economic analysis, and so the fact that the PST members accepted the importance of confirming the feasibility in terms of financial and economic aspects via the analysis in forming the project is something that will have a major impact on the forestry sector.

In addition, if a common view is formed within the forestry sector that there is a need to conduct financial and economic analysis on projects to show their financial and economic feasibility in order to secure funding for afforestation of production forests through the activities of PSTs in each of the provinces, this will provide impetus to the introduction of private funding in the forestry sector, thereby increasing the impact even further.

Moreover, PSTs are the ones who implement F/S and I/P as OJT. Since the organizational resources and human resources of the organizations to which they belong are likely to be utilized in the implementation process, it is expected that the acquired abilities of the PSTs to formulate plans will have ripple effects on those organizations they work for.

5.2.5. Sustainability

At the Workshop on Restructuring Orientations of the Forestry Sector held on March 2012, the government of Vietnam announced that the objective of the forestry policy had been changed from short-rotation forestry of production forests to long-rotation forestry for large-diameter lumber and the Vietnam government intended to promote long-rotation forestry for large-diameter lumber as the objective of its new forestry policy. The Forestry Development Department, which is in charge of the development of forests in VNFOREST, views that it is important to confirm the financial and economic viability of long-rotation forestry for large-diameter lumber in order to implement the said forestry, and the training package, which has incorporated financial and economic analysis—especially Book 2: F/S Manual, is important tools for the forestry sector. It seems that the future orientation of the forestry sector toward performing F/S without government support and approaching private financial institutions to mobilize funds for the sector is in line with the current direction of the forest policy.

In FICAB II, training was conducted utilizing the training package developed under FICAB as training materials. Within this training package, Book 2: F/S Manual was referenced in the preparation of MARD Circular No. 69/2011/TT-BNNPTNT, which constitutes the detailed operational guidelines for Prime Minister's Decision No. 73/2010/QĐ-TTg. The decision was promulgated in November 2010, and a part of MARD Circular No. 69 is based on the F/S implementation methods, etc. provided in the F/S manual. Since afforestation project planning in Vietnam is performed in accordance with MARD Circular No. 69, it seems that the approach given in the training package will continue to be reflected in Vietnam's forestry sector into the future.

Under FICAB II, the PSTs of the 23 provinces underwent OJT on implementation of feasibility studies, aiming at improving their afforestation planning capacity, and they primarily prepared a project aimed at the afforestation of production forests through this OJT. Furthermore, the four provinces in the central coast regions among the 23 provinces are forming protection forest projects in their OJT. The afforestation planning abilities improved through OJT can be expected to contribute to the implementation of protection forest projects through the Protection Forests Restoration and Sustainable Management Project made possible by support from the government of Japan.

6. Lessons learned

6.1. Appropriate management and operation of training activities

6.1.1. Information-sharing through the rehearsals

Under FICAB II, prior to intensive training sessions and guidance meetings for PST members, JPT and VFU held preparatory meetings during which they decided on the implementation schedule, agenda, teaching notes, teaching materials, and other matters, then they held the rehearsals while making efforts to share information among related parties. When classifying provinces into regions in which these provinces are located and conducting training in each region, contents of the training might possibly vary. In order to ensure that the contents of the training sessions do not differ among the regions to the extent that it would have a substantial impact on the training results, it is preferable that rehearsals be conducted in advance and that the training sessions be conducted as much as possible in accordance with the information that was shared at the rehearsals conducted prior to the training.

6.1.2. Implementation of monitoring and evaluation to discover new lessons

For monitoring and evaluation of the status of implementation, questionnaires were prepared so as to enable the RTAs (Regional Training Advisers) in charge of each region, along with the TAs (Training Assistants) to implement the M&E in accordance with unified standards. The results of the monitoring and evaluation of the status of implementation based on these questionnaires differed among the 23 provinces and among the five regions. Since these differences in the results of the monitoring and evaluation of the status of implementation reflect the respective situations in each province and region, a more detailed analysis on these differences would seem to enable the identification of new lessons for the implementation of training, and it is therefore important to promote a more detailed comparison of the monitoring and evaluation results among the provinces and regions.

6.1.3. Appropriate implementation of prior preparations

The specific period of implementation of the training was determined after confirming the availability of the training participants, members of the training implementing organization, instructors, and other related persons, and by allowing sufficient time for scheduled events at related organizations. Concurrently, the training schedules and curriculum were also determined with time buffers in place and were forwarded to the training participants as early as possible. The training materials were also prepared in advance, and efforts were made to send them in advance via e-mail and other means to allow the participants to make preparations for the training sessions before they started. To ensure smooth implementation of the training sessions, it is important to implement the necessary preparatory steps appropriately by allowing enough time for preparation. It is also necessary to inform the related parties of what has been decided in advance.

6.1.4. Implementation of practical lectures

Lectures during the training sessions limited explanations of theory to the minimum possible level, focusing instead on concrete, practical exercises and discussions, as well as explanations on specific examples. In the actual lectures, lecturers utilized the project concept of the relevant project for the F/S that PST had prepared and adopted the work procedures in the F/S manual to concretize the project concept. Moreover, it is also important to consolidate the results of discussions and summarize the conclusions, as well as to address problems and concerns raised by the participants through Q&A sessions. For the purpose of enhancing the effectiveness of the training, it is expected that the adoption of the style and contents of these lectures will boost the training effects and lead to more efficient training.

6.2. Timely and accurate information-sharing with training participants

During the OJT in FICAB II, assignments were given to the PST members in each Work Unit in order to ascertain the level of the acquisition of knowledge and techniques by PST members for F/S implementation and reflect it in the OJT to help make the training activities more effective. The PSTs were requested to submit the assignments they had completed to the training implementing consultant by a set deadline. Among the members of VFU, the RTAs (Regional Training Advisers) in charge of each region, along with the TAs (Training Assistants), reviewed the results of the assignments submitted by the PSTs, made comments for improvement, and returned them to the PSTs. At guidance meetings, or at intensive training sessions, discussions were held based on the comments from the RTAs and TAs, the views of PSTs from other provinces were taken in, and concrete steps toward improvement were taken. However, the main issue was that the PST members were very busy with their other office works, leading some to fail to submit the assignments by the deadline. Therefore, there was not enough time to make comments on the assignments for improvement in time for the guidance meetings, or in time for the intensive training sessions, which resulted in many of the discussions held at the guidance meetings or intensive training sessions being inadequate. Consequently, in some cases the improvement of the assignments that were supposed to form part of the F/S report at the later step was unsatisfactory, with some instances where this caused problems in the effective implementation of the training sessions.

To implement the training activities effectively, it is necessary to coordinate the OJT schedule, the Work Unit implementation periods, and the guidance meeting and intensive training implementation periods with the work of the training participants, determine the submission deadline for the assignments in accordance with the results of the coordination and with the agreement of the training participants. It is also important to prepare an activity schedule and assignment submission deadline table, and strive to share information with the training participants, accordingly. These steps clarify what the training participants must do and by when, as well as how the OJT and assignments are related, which can be expected to lead to the assignments being completed and submitted appropriately by the deadline. It is also necessary to maintain close contact with the training participants to check on their progress in the OJT.

6.3. Effective utilization of websites

In order to carry out OJT in an efficient and effective manner, it is necessary to smoothly solve problems and concerns that each of the PSTs faced and it is also important to share the experience that PSTs in the respective provinces gained in the process of implementing F/S through OJT. From this perspective, in FICAB II, a website was launched and data and documents related to FICAB II were posted to it. PST members were asked to freely access it, enabling them to ascertain the implementation conditions of the other members' OJT. The posted data and documents were of mainly three types: 1) data related to the workshops and other meetings held in FICAB II, 2) data related to guidance meetings and intensive training sessions implemented as part of OJT, and 3) the training package prepared in FICAB and other reference materials for OJT implementation. As a result, all persons were able to access and reference the same set of data and documents as needed, even during the guidance meetings and intensive training sessions. This fact is thought to have contributed to the efficient and effective implementation of the training.

The websites functioned as mechanisms that enable training participants to share their experiences in OJT implementation in an efficient manner and for these experiences to be reflected in OJT itself. , When conducting training that aims to increase the capabilities of the training participants through OJT like FICAB and FICAB II, the use of websites seems to be an efficacious tool for the efficient and effective implementation of training.

6.4. Ensuring the quality of training results

The F/S reports prepared by the PST members in the 23 provinces, which are one of the main outputs of FICAB II, were created by summarizing the results of the F/S implementation work performed by the PST members in each Work Unit in the process of OJT implementation. In Work Unit 1 (Project identification) through to Work Unit 4 (Project justification), the PSTs conducted F/S for each Work Unit, and in Work Unit 5 (Preparation of F/Ss (draft)) they integrated these results, consolidating them into a unified F/S report.

The target level for the improvement in the capacity for afforestation planning in the PSTs who participated in the training was set as the level that would enable them to “prepare a proposal incorporating the necessary information to attract investment from financial institutions,” and the F/S reports prepared as outputs of the OJT were to incorporate the minimum necessary information to serve as a proposal for private-sector financial institutions, other financial institutions like aid organizations in other countries. Under FICAB II, a workbook was created for the purpose of putting the outputs together to produce F/S reports and it was introduced to the PSTs. Moreover, the assignments that the PSTs were to complete in each Work Unit were designed to become a part of the F/S reports. At the same time, the PSTs were given guidance to achieve a standard level of the report contents in order for the reports to serve as a proposal.

As a way to ensure the quality of the reports prepared as results of the OJT that participants voluntarily carry out, the method of summarizing the assignments for each Work Unit adopted in FICAB II in accordance with the workbook is extremely effective. The advantage of the methodology adopted in FICAB II seems to be also found in the fact that it enables to monitor the status of improvement in capabilities through evaluation of the assignments in each Work Unit.

6.5. Implementation of effective and efficient training

6.5.1. Implementation of training that combines intensive training with OJT

The training for the PST members was conducted as a combination of intensive training and OJT. The intensive training was carried out in two forms: training sessions aimed at providing a basic approach to the implementation of F/S and I/P, as well as knowledge and techniques on how to implement F/S and I/P, and guidance meetings for guiding the PSTs on the OJT they engaged in. The OJT placed training as part of the daily work of the PSTs, with the PSTs receiving OJT in the form of guidance from the training implementing consultant. PSTs conducted F/Ss of the projects as part of their daily work, applying the knowledge and techniques they learned during intensive training. Combining the implementation of these two forms of training enabled the PST members to acquire the knowledge and techniques for F/S implementation and implement F/S during OJT. At the same time, it allowed the training implementing consultant to appropriately combine review works of assignment results and guidance for improvement at the guidance meetings. These measures led to the training for the PSTs in FICAB II being carried out effectively and efficiently. When conducting training that aims to bolster afforestation planning capabilities, the method of combining intensive training with OJT seems to be useful and effective.

6.5.2. Implementation of effective training through actual project formation in the field

In FICAB II, the PST members who participated in the training strove to improve their abilities for formulation of afforestation projects by actually conducting F/Ss. In order to be engaged in actual works of F/Ss, prior to the commencement of the training, the PSTs prepared a project basic idea that consisted of a project name, project area, project type, implementing agency, financing sources for project implementation, and the target products of the project. Their project basic ideas were prepared as realistic and practical ones in consideration of various conditions surrounding the provinces in question and were presented based on discussions with related organizations within the provinces. The PSTs concretized their basic ideas through the implementation of F/S during OJT. Furthermore, in the process of concretizing the basic ideas, the PSTs constantly considered the relation among inputs, activities, outputs, the objective and the overall goal of the projects, for which the F/Ss were conducted, and strived to maintain the logical consistency among all these elements based on the approach of the project cycle

management. The projects have been brought into shape through the implementation of F/S by the PSTs during OJT through these steps. Therefore, it is considered that these projects were formed as realistic and highly feasible projects. Consequently, it seems that the capacity of the PSTs to formulate afforestation projects have been increased to a high caliber in the process.

When making plans for training that aims to strengthen afforestation planning capabilities, training that introduces project cycle management based on realistic project ideas and entails the implementation of F/Ss that constantly target the formation of highly feasible projects seems to be both effective and efficient in increasing the quality of the afforestation planning abilities of participants in the training.

7. Recommendation

7.1. Implementation of follow-up for FICAB II

In FICAB II, the target level for the strengthening of the capacity of PST members from the 23 provinces participating in the training to formulate and implement afforestation plans has been set at the level where they are able to prepare project proposals for financial institutions. Specifically, the goal was set so that the F/S and I/P reports, prepared by the PSTs as a result of the training, satisfy 70% of the evaluation criteria established in the training package prepared in FICAB. The F/S reports prepared by the PSTs in the 23 provinces were evaluated in light of the above evaluation criteria. As a result, 23 provinces received evaluations of 70% or higher, which seems to indicate that the goal of strengthening the afforestation planning and implementation capabilities of PSTs in the 23 provinces that participated in FICAB II was mostly achieved. However, almost none of the projects adequately as well as precisely described the logical relationship among the objective, outputs, activities and critical assumptions of the projects, which form the backbone of the project. As a result, planning variables, including the project implementation structure/system, fund mobilization procedures, and implementation schedule, have not been appropriately worked out. In order to put into execution the projects for which F/S and I/P were carried out in FICAB II, it is important to review the logical relationships among the objective, outputs, activities, and critical assumptions of the projects, which form the basic structure of the projects, and then to make necessary adjustments among them. Thereafter, it is important to put in order the project implementation structure/system, fund mobilization procedures, implementation schedule, and other planning variables in an appropriate manner. Therefore, it would be preferable for follow-up works to be continued after the completion of FICAB II in order to support improvement works on F/S and I/P toward implementation of the projects, which PSTs are supposed to continue.

There are four specific areas for this follow-up supports: 1) identification of areas to be improved in the F/S and I/P, 2) determination of the orientation for revising works of those areas, 3) guidance on revising works, and 4) finalization of revised F/S and IP for the areas found in 1) above. It is considered that there are two main problems mentioned in 1) above.

- i) Ensuring of logical consistency among the project objective, outputs, activities, and critical assumptions that need to be fulfilled in order to achieve them. These elements form the basic project structure.
- ii) Project activity plan: appropriateness of the project implementation structure/system, fund mobilization procedures, organizations of local people, and project activities (items, contents, and schedules)

In providing support, consultants are selected to implement guidance, and the consultants will establish project advisory teams (PAT) in charge of provinces that wish to receive support. The improvement works will continue to be performed by the FICAB II PST members while receiving guidance from the PATs established by the consultants. Each province will set up a provincial task force (PTF, provisional title) consisting of organizations related to project implementation in order to ensure that the improvement works be effective. The PTF will evaluate and deliberate on the contents of improvements. The members of the PTF are envisioned to consist of persons from provincial people's committee in the province, financial institutions, a project implementing agency, DARD, Sub-DOF, district, and commune people's committees.

The goal is to have the project objective, outputs, activities, and critical assumptions, for which the logical consistency has been ensured as a result of the follow-up works, be established and to have feasible project plans (implementation system/structure, fund mobilization procedures, organizations of local people, and project activities (items, contents, and schedules)) be formulated. The following flow of support activities is envisioned.

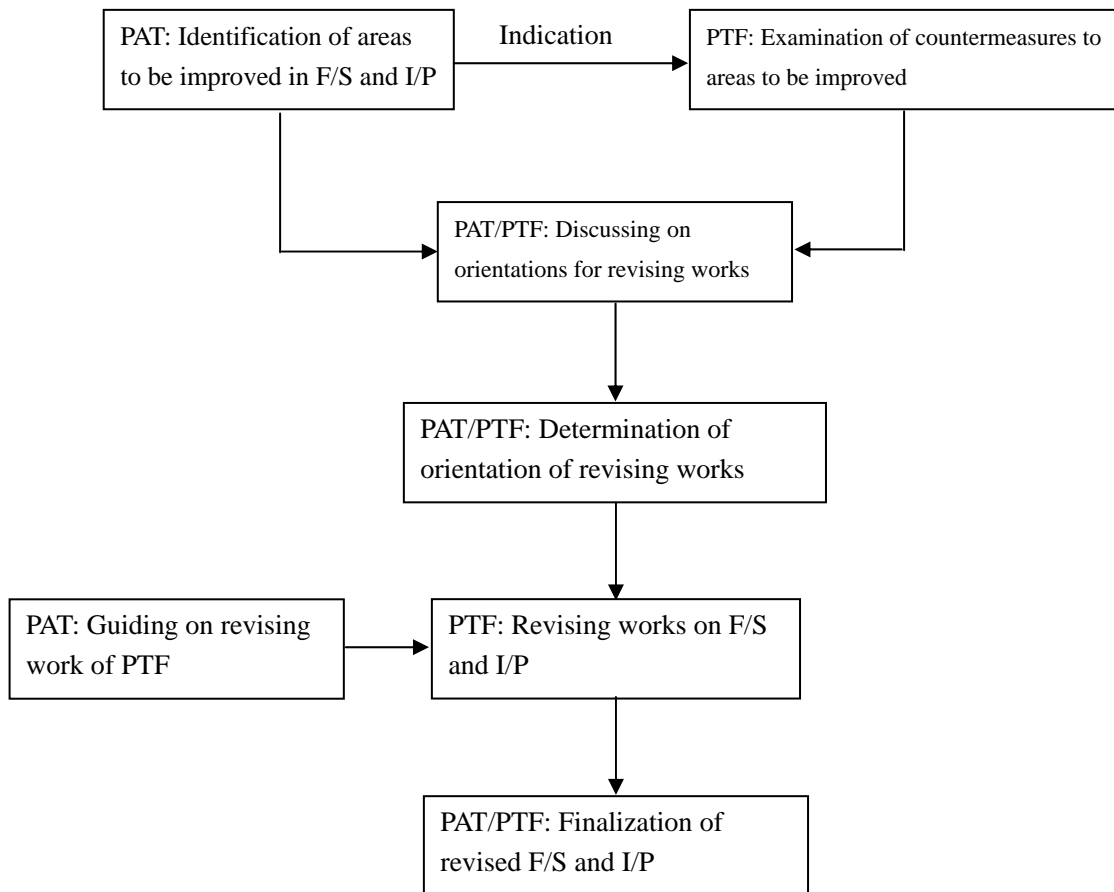


Figure-6 Flow chart of support activities envisioned in follow-up works

7.2. Selection of participants for training to improve afforestation planning capabilities

In FICAB II, the five PST members were selected for participation in the training from among provincial officials in charge of the fields of project management, forest management, marketing, financial and economic analysis, and socio-economics, with one of these five being appointed as a leader and one appointed as a coordinator. For selecting PST members, PMU, JPT and VFU confirmed the capacities that would require implementation of the tasks in the respective fields, and then requested the provinces to select staff members who would have required capacities as PST members. As it was not examined the qualification of PST members who had been selected, it is thought that it is necessary to apply a process for confirming their qualification base on curriculum vitae and for requesting a change of PST member.

In many cases, key officials (directors or vice-directors) at DARD and Sub-DOF were appointed as PST leaders. There were also eight provinces in which key officials from both DARD and Sub-DOF had been appointed as PST members. These key officials had extremely busy schedules, so in many cases it was not feasible for them to participate in the training sessions on a continuing basis. For such reasons, there were provinces in which these key officials did not participate in the training sessions at all, while conversely there were provinces in which they participated actively. In addition, while the rate of participation in training by PSTs besides these key officials was generally high, there were some provinces in which the rate was less than 50%. Thus, the status of PST members' participation in training varied from province to province. If training participation rates remain low in a given province, there is a danger that that province may have inadequate transfer of the knowledge and techniques required for F/S implementation to the PSTs. Moreover, although TOT (training of trainers) is not intentionally incorporated into FICAB II, the low participation rate of PST members will reduce any expectations of

the technology transfer within the province by the PST members.

In light of the current status of FICAB II described above, it will be necessary to take the followings into account when selecting training participants for enhancing afforestation planning capabilities in the future.

1) As with FICAB II, the five fields of project management, forest management, marketing, financial and economic analysis, and socio-economics shall be set in the implementation of training, and it is preferable that persons with knowledge and techniques related to these fields are selected whenever possible. This is because these five fields cover the work contents of preparation of F/S and I/P. Therefore, training for improving afforestation planning capabilities will be efficiently carried out if the personnel in charge of these fields are trained.

2) Those who participated in the training under FICAB II were primarily officials from DARD and Sub-DOF. However, it is preferable to select persons who are actually engaged in the afforestation planning and/or appraisals, from among officials working for departments in charge of afforestation planning and/or appraisals in the provinces. This is because such officials will receive training on the work they are actually performing on a daily basis and therefore, would be likely to contribute toward more effective improvements of afforestation planning capabilities.

3) In many cases, key officials (directors or vice-directors) at DARD and Sub-DOF are appointed as PST leaders. As noted above, these key officials are extremely busy and it is difficult for them to participate in both intensive training and OJT on a continuing basis. Rather than having these key officials participate in the training sessions as PST members, it would be preferable to have them carry out separate, one-time short-term training session on basic approaches, etc. in order to let them deepen their understandings on the overall view and philosophy of training, F/S, and I/P.

7.3. Arrangement of project implementation procedures

The implementation of FICAB II was agreed to in the R/D concluded in December 2009, with specific activities commencing in May 2010 with the dispatch of Japanese experts. However, the project was approved within the government of Vietnam in February 2011 and the joint coordinating committee and project management unit were established in July 2011. This meant that more than a year was required from the time when the Japanese experts starting their activities to the time when the project framework was put in place. Furthermore, although FICAB II was predicated on the participation of forestry-related officials of the 23 provinces participating in the project as PST members, the delayed approval of the project led to a situation in which the activities of the PSTs from the 23 provinces were not recognized as official activities within the provinces. Subsequently, the local costs for the activity expenses of the PST members in the 23 provinces, which were to be borne by the government of Vietnam, were not included in the Vietnamese government's budget.

After concluding R/D and before commencing project activities, it would have been preferable for the project to have been approved on the Vietnam side and for the establishment of the joint coordinating committee and PMU on which the project activities are predicated, the securing of the counterpart budgets required for implementing the project, and other procedures to have been completed. For these reasons it would be favorable to reconsider the commencement procedures for technical cooperation projects.

7.4. Updating the training package

The training package used as training materials for FICAB II was prepared during FICAB, which was conducted over a three-year period starting in 2005, and was improved through the implementation of training for 23 provinces during the three-year period of FICAB II as well. The improvement to the training package under FICAB II was conducted from the standpoint of making the package more applicable for use in the context of Vietnam, and the specific improvements were carried out from the perspective of reflecting newly promulgated decision and circular, incorporating new knowledge, and adjusting points that did not match with actual conditions on site, revising approaches, explanations, and sections that were difficult to understand. Specifically, in accordance with these perspectives, the improvements included modifications to accommodate the promulgation of Prime Minister's Decision No. 73 and MARD Circular No. 69, an explanation of the exemption of some projects in the forestry sector from environmental impact assessment (EIA), and the additional explanation on the feedback process in the F/S flow chart. On the other hand, in 2011 a change in the orientation of forest and forestry policy was expressed, from short-rotation forestry used for the production of raw materials for paper to long-rotation forestry used for the production of large-diameter lumber as raw materials for making furniture and similar products. The application of environmental impact assessment to the forestry sector is being deliberated in MONRE as well. The training package will need to be modified to accommodate the concretization of these policy measures, and it will be necessary to monitor the progress of such policy changes and make the modifications as needed. At the same time, this training package was prepared for production forest projects foremost in mind, because FICAB focused on production forests. In particular, since Book 2: F/S Manual and Book 3: IP Manual were conceived to be applied to production forest projects. Under FICAB II improvements were made by adding in some points that require attentions when considering protection forest projects. However, because it is difficult to apply the quantitative methods for the F/S of protection forest projects in many cases, qualitative assessments will be required. It is necessary to improve the methods of qualitative assessment.

Annex

Annex 1. Transition of PDM

Annex 2. Minutes of meeting of the Joint Coordinating Committee

Annex 3. The list of PST members

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

Annex 5. Evaluation of the F/S and I/P reports prepared by the PSTs of 23 provinces

Annex 1. Transition of PDM

Project Design Matrix

Ver.1

Project Name : Afforestation Planning and Implementation Capacity Strengthening Project

Target Areas : Northwest area: 4 provinces
 Northeast area: 4 provinces
 North area of Central coast: 6 provinces
 South area of Central coast: 6 provinces
 Central Highlands: 3 Provinces

Duration : 2010 - 2012

Target Beneficiaries : Persons designated as PST member among persons who are directly related for conducting F/S and IP in target Provinces

Version 1 Date: July 24, 2009

Project Summary	Indicators	Means of Verification	Critical Assumptions
<p>Overall Goal The area of afforestation projects in target provinces is expanded.</p>	<p>The area of afforestation project (After 5 years of finishing the project, The area of afforestation project is increase 20 % compared with before the project commencement.)</p>	<p>Statistical data of target provinces</p>	<p>- Vietnamese government continues to hold active policy for promoting afforestation.</p>
<p>Objective Capacity of key forestry staff for establishing afforestation plan in target Provinces is strengthened.</p>	<p>Performance of assignment of training (Assignment obliged to submit in OJT achieve more than 60% of fullmark)</p>	<p>- Implementation Report of Training</p>	<p>- Target provinces/MARD budget for preparing Afforestation plan. - Private sector provides fund for conducting afforestation plans prepared by Target provinces.</p>
<p>Outputs 1. Preparation work for the training is completed. 2. Training for PST on elaborating afforestation plan is conducted. 3. F/S and I/P reports are prepared by PST and disclosed to the public. 4. The training system and training package are improved.</p>	<p>1. Preparation Work (At the starting period of the project, a PST is established in each target province, and train plans are prepared.) 2. Participation of PST to training (More than 80 % PST is participate to training.) 3. Elaboration and publication of F/S and I/P report (At termination of the project, all target provinces prepare F/S</p>	<p>- Implementation Report of Training - Improved version of the Training Package</p>	<p>- PST members are not changed.- The Government of Vietnam authorizes the improved Training Package.</p>

Annex 1. Transition of PDM

	<p>and I/P, and publish on MARD and DARD websites, etc.)</p> <p>4. Improved training system and training package. (At termination of the project, Improved training plan and, F/S and I/P manual are prepared)</p>		
<p>Activities</p> <p>1-1. Prepare a criteria for selecting PST members</p> <p>1-2. Select PST members</p> <p>1-3. Prepare training plans based on the situations in each area</p> <p>1-4. Conduct guidance of training program, F/S and I/P.</p> <p>2-1. Set up Project management unit in MARD.</p> <p>2-2. Select lecturers for training.</p> <p>2-3. Conduct guidance for lecturers</p> <p>2-4. Conduct training by PMU.</p> <p>3-1. Establish a work plan for conducting F/S and I/P</p> <p>3-2. Conduct F/S and I/P as on the job training (OJT)</p> <p>3-3. Prepare F/S and I/P report</p> <p>3-4. Release F/S and I/P reports in to the MARD and DARD web sites, etc.</p> <p>4-1. Conduct monitoring and evaluation (M&E) for improving the training system and the training package.</p> <p>4-2. Hold workshop for improving the training system and the training package.</p>	<p>Inputs</p> <p>Japanese side Japanese experts Machinery and equipment Necessary expenses for training</p> <p>Vietnamese side Counterparts Project office including electricity, water supply and telecommunication facilities, etc. Relevant data and documents</p>	<p>- Target Provinces put high priority to participation of PST for training.</p>	<p>Pre-conditions</p> <p>Forest policies and legislations in Vietnam are not changed significantly.</p>

Note: PST is Provincial Study Team, F/S is Feasibility Study, I/P is Implementation Plan, DARD is Department of agriculture and rural development, Sub-DoF is Sub department of Forestry and FE is Forest Enterprise.

Annex 1. Transition of PDM

Project Design Matrix

Ver.2

Project Name : Afforestation Planning and Implementation Capacity Strengthening Project

Target Areas : Northwest area: 4 provinces
 Northeast area: 4 provinces
 North area of Central coast: 6 provinces
 South area of Central coast: 6 provinces
 Central Highlands: 3 Provinces

Duration : 2010 - 2012

Target Beneficiaries : Persons designated as PST member among persons who are directly related for conducting F/S and IP in target Provinces

Version 2 Date: July 21 , 2011

Project Summary	Indicators	Means of Verification	Critical Assumptions
<p>Overall Goal The area of afforestation projects in target provinces is expanded.</p>	<p>After 5 years of finishing the project, the forest area is increase 15 % compared to before the project commencement.</p>	<p>- Statistical data of target provinces</p>	<p>- Vietnamese government continues to hold active policy for promoting afforestation.</p>
<p>Project Objective Capacity of key forestry staff for establishing afforestation plan in target Provinces is strengthened.</p>	<p>F/S and IP reports prepared by PST are evaluated that these reports achieve more than 70 % of fullmark. Assignment obliged to submit in OJT achieve more than 70% of fullmark.</p>	<p>- Implementation Report of Training - Result of Assignments. - Result of F/S and IP report.</p>	<p>- Target provinces/MARD budget for preparing Afforestation plan. - Private sector provides fund for conducting afforestation plans prepared by Target provinces.</p>

Annex 1. Transition of PDM

<p>Outputs</p> <ol style="list-style-type: none"> 1. Preparation work for the training is completed. 2. Training for PST on elaborating afforestation plan is conducted. 3. F/S and IP reports are prepared by PST and disclosed to the public. 4. The training system and training package are improved. 	<ol style="list-style-type: none"> 1-1. By the explanatory meeting, five regional training plans are prepared for five regions. 1-2. By the end of the 1st introductory training, 23 provincial OJT implementation plans are prepared. 2-1. More than 80% PST participate in the 1st introductory training, 2nd training and 3rd training respectively, and the test results of these trainings are rated more than 70 % of fullmark. 3-1. By the one month after finishing the 3rd training, 23 PSTs of target provinces finalize F/S and IP report. 3-2. By the project final workshop, 23 target provinces publish their F/S and IP report on MARD and DARD websites etc. 4-1. By the end of December 2011, Book 2 (F/S manual) of the training package is improved. 4-2. By the end of November 2012, Book 1 (Training Plan) and Book 3 (IP manual) of the training package are improved. 	<ul style="list-style-type: none"> - Implementation Report of Training - Improved version of the Training Package 	<ul style="list-style-type: none"> - PST members are not changed - The Government of Vietnam authorizes the improved Training Package.
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Annex 1. Transition of PDM

<p>Activities</p> <p>1-1. Prepare a criteria for selecting PST members</p> <p>1-2. Select PST members</p> <p>1-3. Prepare training plans based on the situations in each area</p> <p>1-4. Conduct guidance of training program, F/S and I/P.</p> <p>2-1. Set up Project management unit in MARD.</p> <p>2-2. Select lecturers for training.</p> <p>2-3. Conduct guidance for lecturers</p> <p>2-4. Conduct training by PMU.</p> <p>3-1. Establish a work plan for conducting F/S and I/P</p> <p>3-2. Conduct F/S and I/P as on the job training (OJT)</p> <p>3-3. Prepare F/S and I/P report</p> <p>3-4. Release F/S and I/P reports in to the MARD and DARD web sites, etc.</p> <p>4-1. Conduct improvement of the training package together with support for formulation of the new guideline for the decision 73.</p> <p>4-2. Conduct monitoring and evaluation (M&E) for improving the training system and the training package.</p> <p>4-3. Hold workshop for improving the training system and the training package.</p>	<p>Inputs</p> <p><u>Japanese side:</u></p> <p>Japanese experts</p> <p>Machinery and equipment</p> <p>Necessary expenses for training</p> <p><u>Vietnamese side:</u></p> <p>Counterparts</p> <p>Project office including electricity, water supply and telecommunication facilities, etc.</p> <p>Relevant data and documents</p>	<p>- Target Provinces put high priority to participation of PST for training.</p>
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Annex 1. Transition of PDM

		Pre-conditions Forest policies and legislations in Vietnam are not changed significantly.
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Note 1: PST is Provincial Study Team, F/S is Feasibility Study, IP is Implementation Plan, DARD is Department of agriculture and rural development, Sub-DoF is Sub department of Forestry and FE is Forest Enterprise.

Note 2: Project objective will be evaluated using the result of draft F/S and IP reports when the result of F/S and IP reports are not available for final evaluation

**Annex 2. Minutes of meeting of the Joint Coordinating Committee
(1) Meeting on 8 June 2010 (provisional committee)**

**MINUTES OF MEETING
ON
THE FIRST JOINT COORDINATING COMMITTEE
OF
THE AFFORESTATION PLANNING
AND
IMPLEMENTATION CAPACITY
STRENGTHENING PROJECT
IN THE SOCIALIST REPUBLIC OF VIET NAM
(FICAB II)**

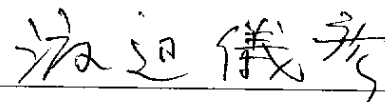
In accordance with “Record of Discussions between Japan International Cooperation Agency and Authorities Concerned of the Government of the Socialist Republic of Vietnam on Japanese Technical Cooperation Project for the Afforestation Planning and implementation Capacity Strengthening Project” dated 7 December 2009, the JICA Project Team presented the draft Inception Report and the Annual Plan of Operation at the first Joint Coordinating Committee held on 8 June 2010 chaired by the Director General of the Department of Forestry Development, Directorate of Forestry.

As the result of discussion, The Joint Coordinating Committee agreed with points listed in the Inception Report. The issues discussed and agreed in the Joint Coordinating Committee are shown in the attached document hereto.

Hanoi, 8 June 2010



Dr. Nguyen Quang Duong
Chairman of the Joint Coordinating Committee
Director, Department of Forestry Development
Directorate of Forestry
Ministry of Agriculture and Rural Development
Viet Nam



Mr. Watanabe Yoshihiko
Chief Technical Advisor of the Project Team
Japan International Cooperation Agency
JAPAN

**Annex 2. Minutes of meeting of the Joint Coordinating Committee
(1) Meeting on 8 June 2010 (provisional committee)**

1. Revising the Inception Report

The Joint Coordinating Committee requested the JICA project team to add some information on FICAB project into the background of the project and to update information on DOF. The JICA project team agreed to revise the ICR following the request of the Joint Coordinating Committee.

2. Official approval of the Project

DOF will take necessary measures toward the official approval of the Project by the Government of Vietnam to ensure the Project's legal status, counterpart budget, and enable the timely and effective implementation of the Project. JICA Vietnam office is requested to provide more information regarding to Japanese funding so that DOF will incorporate the information into the project document for official approval.

3. Actions be taken by DOF

Forest Development Department of DOF cooperate with the JICA project team for selecting the training implementing organization and lectures and send official letter to the 23 target provinces to select provincial study team members.

4. Abbreviated name of the project

As the project utilizes the outcome of FICAB project and conducts training for capacity development in expanded area, JICA project team proposed that the project is abbreviated to FICAB II. The Joint Coordinating Committee agreed on the proposal.

In case any divergence arises about interpretation of this Minute of the Meeting, which is done in English and Vietnamese, the English text shall prevail.

**Annex 2. Minutes of meeting of the Joint Coordinating Committee
(1) Meeting on 8 June 2010 (provisional committee)**

ANNEX 1: LIST OF PARTICIPANTS

Ministry of Agriculture and Rural Development

Mr. Nguyen Quang Duong	Director of Forestry Development Department, DOF Chairman of the meeting
Mr. Nguyen Huu Thien	Deputy Director of Forestry Development Department, DOF
Mr. Pham Van Mach	Deputy Director of Science and Technology Department, MARD
Mr. Nguyen Van Vu	Deputy Director of Planning- Finance Department, DOF
Mr. Nguyen Anh Minh	Head of International Cooperation Department, MARD
Mr. Pham Hong Luong	Expert of Finance Department, MARD
Mr. Truong Tat Do	Expert of Science and Technology, International Cooperation Department, DOF
Mr. Pham Xuan Thinh	Expert of Planning Department, MARD

JICA Vietnam Office

Mr. Shimizu Akira	Senior Representative
Mr. Egashira Eiji	Senior Project Formulation Advisor
Ms. Do Thi Thu Thuy	National Program Coordinator

JICA Project Team

Mr. Watanabe Yoshihiko	Team leader
Mr. Kajigaki Jun	Member
Ms. Le Thi Thu Dung	Project Secretary

**Annex 2. Minutes of meeting of the Joint Coordinating Committee
(1) Meeting on 8 June 2010 (provisional committee)**

DỰ ÁN TĂNG CƯỜNG NĂNG LỰC LẬP KẾ HOẠCH VÀ THỰC THI TRỒNG RỪNG TẠI NƯỚC CỘNG HÒA
XÃ HỘI CHỦ NGHĨA VIỆT NAM (FICAB II)

CUỘC HỌP BAN ĐIỀU PHỐI LẦN THỨ 1

BIÊN BẢN CUỘC HỌP

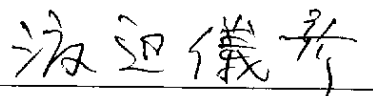
Dựa theo biên bản thảo luận ngày 7 tháng 12 năm 2009 giữa “Các Bộ, Ngành liên quan của Việt Nam và Cơ quan Hợp tác Quốc tế Nhật Bản về sự hợp tác Kỹ thuật của Nhật Bản dành cho Dự án Tăng cường Năng lực lập Kế hoạch và Thực thi Trồng rừng”, Nhóm chuyên gia Dự án của Cơ quan hợp tác Quốc tế Nhật Bản (JICA) đã trình bày bản thảo Báo cáo khởi động và kế hoạch hoạt động hàng năm của Dự án tại cuộc họp Ban điều phối lần thứ nhất diễn ra vào ngày 8 tháng 6 năm 2010 dưới sự chủ tọa của Vụ trưởng Vụ Phát triển rừng, Tổng Cục Lâm nghiệp.

Cuộc họp đã nhất trí với các nội dung được liệt kê trong bản Báo cáo khởi động. Các vấn đề được thảo luận và thông qua trong cuộc họp được liệt kê trong bảng đính kèm sau đây:

Hà Nội, ngày 8 tháng 6 năm 2010



Tiến sĩ Nguyễn Quang Dương
Chủ tọa cuộc họp
Vụ Trưởng Vụ Phát triển Rừng, Tổng Cục Lâm nghiệp
Bộ Nông nghiệp và Phát triển Nông thôn Việt Nam



Ông Watanabe Yoshihiko
Cố vấn trưởng Dự án
Cơ quan Hợp tác Quốc tế Nhật Bản

**Annex 2. Minutes of meeting of the Joint Coordinating Committee
(1) Meeting on 8 June 2010 (provisional committee)**

Các vấn đề thảo luận:

1. Hoàn thiện báo cáo khởi động

Cuộc họp cơ bản nhất trí với nội dung của báo cáo khởi động tuy nhiên đề nghị phía chuyên gia Nhật Bản bổ sung thông tin về Dự án Ficab I vào phần bối cảnh của dự án và cập nhật các thông tin liên quan đến các Vụ, Cục và Tổng Cục mới được thành lập.

Các chuyên gia phía Nhật Bản đồng ý sửa đổi và cập nhật các thông tin liên quan trong báo cáo khởi động theo yêu cầu của cuộc họp.

2. Thủ tục phê duyệt dự án

Tổng Cục Lâm nghiệp khẩn trương tiến hành các thủ tục cần thiết để chính thức phê duyệt dự án, đảm bảo tính pháp lý, vốn đối ứng và thời gian thực hiện của dự án.

Cơ quan Hợp tác Quốc tế Nhật Bản văn phòng tại Việt Nam sẽ cung cấp các thông tin liên quan đến ngân sách dự án để Tổng Cục Lâm nghiệp hoàn thiện văn kiện dự án trình Chính Phủ phê duyệt.

3. Các công việc trong thời gian tới

Vụ phát triển rừng phối hợp với các chuyên gia của dự án tiến hành lựa chọn đơn vị đào tạo và gửi văn bản chính thức tới 23 tỉnh thành trong vùng dự án để lựa chọn thành viên nhóm nghiên cứu cấp tỉnh

4. Tên viết tắt của dự án

Do dự án sử dụng kết quả của dự án FICAB và tiến hành đào tạo nâng cao năng lực cho cán bộ ở các vùng, nên nhóm chuyên gia dự án JICA đề nghị lấy tên viết tắt của dự án là FICAB II. Cuộc họp đã nhất trí với đề nghị này.

Biên bản được lập thành 2 bản Tiếng Việt và Tiếng Anh, bản Tiếng Anh sẽ có hiệu trong trường hợp có bất cứ vấn đề nào phát sinh liên quan trong việc dịch tài liệu.

**Annex 2. Minutes of meeting of the Joint Coordinating Committee
(1) Meeting on 8 June 2010 (provisional committee)**

PHỤ LỤC 1: CÁC THÀNH VIÊN THAM GIA CUỘC HỌP

Bộ Nông nghiệp và Phát triển Nông thôn

Ông Nguyễn Quang Dương	Vụ Trưởng Vụ Phát triển Rừng, Tổng Cục Lâm Nghiệp Chủ tọa cuộc họp
Ông Nguyễn Hữu Thiện	Vụ Phó Vụ Phát triển Rừng, Tổng Cục Lâm nghiệp
Ông Phạm Văn Mạch	Vụ Phó Vụ Khoa học công nghệ, Bộ NN&PTNT
Ông Nguyễn Văn Vũ	Vụ Phó Vụ Kế hoạch, Tài chính, Tổng Cục Lâm nghiệp
Ông Nguyễn Anh Minh	Trưởng phòng Hợp tác Quốc tế, Bộ NN&PTNT
Ông Phạm Hồng Lượng	Chuyên viên Vụ Tài chính, Bộ NN&PTNT
Ông Trương Tất Đơn	Chuyên viên Vụ Khoa học Công nghệ và Hợp tác Quốc tế, Tổng Cục Lâm nghiệp
Ông Phạm Xuân Thịnh	Chuyên viên vụ Kế hoạch, Bộ NN&PTNT
<u>Văn phòng JICA Việt Nam</u>	
Ông Shimizu Akira	Trưởng đại diện
Ông Egashira Eiji	Cố Vấn cao cấp hình thành Dự án
Bà Đỗ Thị Thu Thủy	Điều phối viên Quốc gia

Phía dự án

Ông Watanabe Yoshihiko	Cố vấn trưởng Dự án
Ông Kajigaki Jun	Thành viên Dự án
Bà Lê Thị Thu Dung	Thư ký Dự án

**Annex 2. Minutes of meeting of the Joint Coordinating Committee
(2) Meeting on 20 July 2011**

**MINUTES OF MEETING
ON
THE FIRST JOINT COORDINATING COMMITTEE
OF
THE AFFORESTATION PLANNING
AND
IMPLEMENTATION CAPACITY STRENGTHENING PROJECT
IN THE SOCIALIST REPUBLIC OF VIET NAM
(FICAB II)**

Pursuant to the "Record of Discussions between Japan International Cooperation Agency and Authorities Concerned of the Government of the Socialist Republic of Vietnam on Japanese Technical Cooperation Project for the Afforestation Planning and implementation Capacity Strengthening Project" dated 7 December 2009;

Pursuant to the Decision 258/QĐ-BNN-HTQT dated 18 February 2011 on approval of FICAB II project;

Pursuant to the Decision 276/QĐ-TCLN-PTR dated 1 July 2011 on establishment of Joint Coordinating Committee;

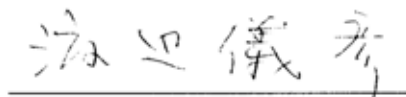
Pursuant to the Decision 276a/QĐ-TCLN-PTR dated 1 July 2011 on establishment of Project Management Unit;

The First Joint Coordinating Committee was held on 20 July 2011 at the Meeting room 403, B9 Building, Vietnam Administration of Forestry. The project management unit presented the result of the first year project activities and the annual operation plan of the second year, and revised Project Design Matrix. As the result of discussion, the First Joint Coordinating Committee agreed with points listed in the Second Progress Report and the revised PDM. The issues discussed and agreed in the First Joint Coordinating Committee are shown in the attached document hereto.

Hanoi, 20 July 2011



Dr. Nguyen Quang Duong
Director, Department of Forestry Development
Directorate of Forestry
Ministry of Agriculture and Rural Development
Viet Nam



Mr. Watanabe Yoshihiko
Chief Technical Advisor of the Project Team
Japan International Cooperation Agency
JAPAN

Annex 2. Minutes of meeting of the Joint Coordinating Committee (2) Meeting on 20 July 2011

I. Time and Agenda:

1. Time: 09:30 - 11:30
2. Agenda: (Attached file 1)

II. Venue:

Room 403, Building B9, Vietnam Administration of Forestry/MARD

III. Participants:

Ministry of Agriculture and Rural Development:

- Mr. Nguyen Ba Ngai – Chairman of JCC
- Mr. Nguyen Quang Duong – Director of Project Management Unit
- Mr. Nguyen Huu Thien – National coordinator of Project Management Unit
- Mr. Pham Ngoc Mau – On behalf of Mr. Tran Kim Long (JCC member)
- Mr. Ha Thi Thu – On behalf of Ms. Phung Thi Huong (JCC member)

JICA Vietnam:

- Mr. Shimizu Akira – Senior Representative
- Mr. Egashira Eiji – Senior Project Formulation Advisor
- Ms. Do Thi Thu Thuy – National Program Coordinator
- Mr. Kitamura Noriyoshi – JICA expert (Forest Program Advisor)

JICA Project Team:

- Mr. Watanabe Yoshihiko – Team leader
- Mr. Kajigaki Jun – Member
- Ms. Le Thi Thu Dung – Project Secretary

IV. Content of the 1st JCC Meeting

1. Opening Speech:

Mr. Nguyen Ba Ngai – Chairman of JCC had an opening speech

Mr. Shimizu Akira, Senior Representative of JICA Vietnam had made a speech.

2. Presentation of the result of the first year project activities by Mr. Nguyen Huu Thien – National coordinator of Project Management Unit (Attached file 2)

3. Presentation of the annual operation plan for second year and the revision of the Indicators of PDM by Mr. Watanabe Yoshihiko – Team leader of the JICA Project Team (Attached file 3)

4. Discussion

** Mr. Pham Ngoc Mau (International Cooperation Department of MARD – on behalf of Mr. Tran Kim Long – JCC member)*

Concerning the preparation of a project, technical contents and procedures are the most important issues, which need to be paid attention. As for the technical contents of FICABIL, it's reasonable for the Forest Development Department, VNFOREST in charge. As for the procedures, the project should be coordinated more closely with other organizations such as the International Cooperation Department of MARD, the Ministry of Finance and the Ministry of Planning and Investment for speeding up the approval of the project in the first year and the implementation of the project in the second year.

There are two major outputs of the project, first one is improvement of the training package and second one is capacity building of the PST members. For improving the training package, the forestry issues need to be further incorporated into the training package not only guiding PST members for preparing F/S and IP report. As for capacity building,

Annex 2. Minutes of meeting of the Joint Coordinating Committee (2) Meeting on 20 July 2011

training is the qualitative concept, so the most important thing is how to measure capacity of the PST after the training. Regarding the training, one member among five PST members at each province is proposed to be trained on skills for training of trainer including preparation of F/S report, so that finally they can provide the training in their provinces.

The project should give certificate for PST after completion of the project, that is a verification on improvement of the afforestation planning capacity of the PST member.

**Mr. Egashira Eiji (Senior Project Formulation Advisor, JICA Vietnam)*

According to the plan of the project, an evaluation team will come to Vietnam for evaluating the project 6 months before the project completion. However, the deadline for submission of the final F/S and IP reports by 23 provinces is set at December 2012. It is unreasonable that the final results of the project are not able to utilize at the time of final evaluation. It is desirable to change the deadline of submission on final F/S and IP report. Furthermore, as for PDM indicators, following points should be taken note; - As indicator 1.1 and 1.2 are activities required for conducting the project and not suitable as indicators, it should be deleted. - As indicator 2.2 and 3.1 are the same content which mentioned about F/S and IP, it should be merged into one. - In overall goal of the project, it is mentioned that the area of afforestation project is increase 15 % compared with before the project commencement. However, as the area of afforestation project is not clear, it should be changed the forest area or the new afforestation.

**Mr. Nguyen Ba Ngai – Chairman of JCC*

The project should provide more clear indicators and means of verification for evaluating the project objective and outputs in PDM. For example, as for improving the training package, how to measure the result of improving and which entity should appraise the training package. As for the training, normally content, documentation and methodology should be clearly indicated. However, in the progress report distributed, methodology for training is not mentioned. It is desirable to explain clearly how to implement the training, in this relation it is also desirable to add plan of TOT for extending the result of the project. In the progress report, the results and outputs of one year project activities are presented but the analysis of the results and outputs are not so clear. The project is proposed to analyze more minutely and deeply the result of the activities and describe more different aspects.

**Ms. Ha Thi Thu (Department of Finance, MARD on behalf of Ms. Phung Thi Huong –JCC member)*

The project should provide more information on financial management scheme including disbursement of fund of JICA and counterpart budget of Vietnam side.

**Mr. Shimizu Akira – Senior Representative of JICA Vietnam*

The project should provide more information on how to evaluate the result of the project objective and outputs such as the assignments obliged to submit in OJT achieve more than 70% of full mark. He agreed with the comments on the deadline for submission of the final F/S and IP reports for the final evaluation of the project and on the indicator 2.2 and 3.1 by Mr. Egashira.

**Mr. Nguyen Huu Thien – National coordinator of Project Management Unit*

The project expected that after completion of the project, the training package is publicized and is used as manual for preparing an afforestation project and the PST members who participated in the project could provide training on conducting feasibility study to other staff in their provinces. Therefore, the project decided to focus on the training for conducting F/S and IP preparation so that the PST members have sufficient knowledge to transfer.

Annex 2. Minutes of meeting of the Joint Coordinating Committee (2) Meeting on 20 July 2011

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The project should give certificate for PST after completion of the project, that is a verification on improvement of the afforestation planning capacity of the PST member.

**Mr. Egashira Eiji (Senior Project Formulation Advisor, JICA Vietnam)*

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**Mr. Nguyen Ba Ngai – Chairman of JCC*

The project should provide more clear indicators and means of verification for evaluating the project objective and outputs in PDM. For example, as for improving the training package, how to measure the result of improving and which entity should appraise the training package. As for the training, normally content, documentation and methodology should be clearly indicated. However, in the progress report distributed, methodology for training is not mentioned. It is desirable to explain clearly how to implement the training, in this relation it is also desirable to add plan of TOT for extending the result of the project. In the progress report, the results and outputs of one year project activities are presented but the analysis of the results and outputs are not so clear. The project is proposed to analyze more minutely and deeply the result of the activities and describe more different aspects.

**Ms. Ha Thi Thu (Department of Finance, MARD on behalf of Ms. Phung Thi Huong –JCC member)*

The project should provide more information on financial management scheme including disbursement of fund of JICA and counterpart budget of Vietnam side.

**Mr. Shimizu Akira – Senior Representative of JICA Vietnam*

The project should provide more information on how to evaluate the result of the project objective and outputs such as the assignments obliged to submit in OJT achieve more than 70% of full mark. He agreed with the comments on the deadline for submission of the final F/S and IP reports for the final evaluation of the project and on the indicator 2.2 and 3.1 by Mr. Egashira.

**Mr. Nguyen Huu Thien – National coordinator of Project Management Unit*

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Annex 2. Minutes of meeting of the Joint Coordinating Committee (2) Meeting on 20 July 2011

The situation of the financial disbursement is described in the progress report and the project follows the fixed financial framework. The disbursement of fund from JICA was presented. However, the disbursement of counterpart budget is not detailed because it is under control of the provincial people's committees. And, in most participating provinces, the counterpart budget is allocated only for daily expenses.

** Mr. Watanabe Yoshihiko – Team leader of the JICA project teams*

As for the criteria for evaluating the final F/S report, FICAB project prepared a criteria table for marking the achievement of F/S report and for evaluating the result of respective training topic, questionnaire was delivered to PSTs for evaluating their understanding. These criteria table and questionnaire are attached to the Training Plan: Book 1 of the Training Package. FICAB II can apply these materials for evaluating.

It is difficult to change the plan and schedule of the project activities for final evaluation. However, the project set up additional indicator for evaluating the project objective besides existing indicator so that when the evaluation team comes, the team will be able to evaluate the achievement of the project objective.

Furthermore, the PDM will be revised following the comments by JCC members.

** Mr. Kitamura Noriyoshi – JICA expert (Forest Program Advisor)*

FICAB II assists the VNFOREST in preparing the new guideline for implementing decision 73. It is a very good contribution by JICA. However in PDM presented, no activity was mentioned relating to the contribution for preparing new guideline. As FICAB II conducts certain activity for assisting the VNFOREST in preparing the new guideline, it should be mentioned as one activity somewhere in the PDM.

V. Conclusion

**Mr. Nguyen Ba Ngai concluded the 1st JCC Meeting:*

Although this is the 1st official JCC Meeting, the project has been implemented for more than one year. I am happy to see the fruitful results achieved so far. The project worked out activities in a large area and identified the content of training and developed the training course, and also modified the training materials. The JCC appreciates the effort and contribution by JICA project team, VNFOREST staff and provincial staff. However, substantial effort for smooth implementation of the project activities is also needed from here on. By next year, the project should focus the following activities; first one is the implementation of the training, second one is testing, improving and institutionalizing the Training Package, and third one is the supporting of the development of the new guideline for implementing the Decision 73. For concluding the meeting, I would like to raise the following three issues which have to be done. Firstly, the PMU should make more effort to analyze the result of the project activities, for example, progress of the activities, difficulties during implementation and recommendations. Secondly, the PMU should review and revise the PDM, especially indicators and means of verifications with attention for clarification of evaluation items. Concerning the evaluation on all training activities, the project should pay more attention to the evaluation of the quality of the training. Thirdly, enhancement of facilitation skill for the PST members should be paid attention also.

At the end of the meeting, he requested the PMU to draft announcement on the result of the meeting in both Vietnamese and English and send it to all participants.

**Annex 2. Minutes of meeting of the Joint Coordinating Committee
(3) Meeting on 23 March 2012**

**MINUTES OF MEETING
ON
THE SECOND JOINT COORDINATING COMMITTEE
OF
THE AFFORESTATION PLANNING
AND
IMPLEMENTATION CAPACITY STRENGTHENING PROJECT
IN THE SOCIALIST REPUBLIC OF VIET NAM
(FICAB II)**

Pursuant to the "Record of Discussions between Japan International Cooperation Agency and Authorities Concerned of the Government of the Socialist Republic of Vietnam on Japanese Technical Cooperation Project for the Afforestation Planning and Implementation Capacity Strengthening Project" dated 7 December 2009;

Pursuant to the Decision 258/QĐ-BNN-HTQT dated 18 February 2011 on approval of FICAB II project;

Pursuant to the Decision 276/QĐ-TCLN-PTR dated 1 July 2011 on establishment of Joint Coordinating Committee;

Pursuant to the Decision 276/QĐ-TCLN-PTR dated 1 July 2011 on establishment of Project Management Unit;

The second Joint Coordinating Committee meeting was held on 23 Mar 2012 at the Meeting room 403, B9 Building, Vietnam Administration of Forestry. The project management unit presented the result of the second year project activities and the annual operation plan of the third year. The Second Joint Coordinating Committee agreed with points listed in the Progress Report No.4. The issues discussed in the second Joint Coordinating Committee Meeting are shown in the attached document hereto.

Hanoi, 23 Mar 2012



Mr. Nguyen Ba Ngai
Deputy Director General
Vietnam Administration of Forestry
Ministry of Agriculture and Rural Development
VIETNAM



Mr. Watanabe Yoshihiko
Chief Technical Advisor
JICA Project Team
Japan International Cooperation Agency
JAPAN

**Annex 2. Minutes of meeting of the Joint Coordinating Committee
(3) Meeting on 23 March 2012**

The Afforestation Planning and Implementation Capacity Strengthening Project

I. TIME, VENUE AND AGENDA

- 1. Time:** 08.30 am, 23 Mar 2012
2. Avenue: Room 403,B9 Building, VNFOREST
3. Agenda: As attached

II. PARTICIPANTS

Ministry of Agriculture and Rural Development

- Mr. Nguyen Ba Ngai Deputy Director General, VNFOREST
Chairman of JCC
- Mr. Nguyen Huu Thien National coordinator of Project Management Unit
- Mr. Nguyen Van Hung Financial Dept – On behalf of Ms. Phung Thi Huong
(JCC member)

JICA VIET NAM

- Mr. Egashira Eiji Senior Project Formulation Advisor
- Ms. Do Thi Thu Thuy National Program Coordinator
- Mr. Kitamura Noriyoshi JICA expert (Forest Program Advisor)

JICA Project Team

- Mr. Watanabe Yoshihiko Team Leader
- Mr. Kajigaki Jun Member
- Mr. Mochida Tomoo Member
- Ms. Le Thi Thu Dung Project Secretary

Local Project Consultants (Vietnam Forestry University)

- Mr. Pham Xuan Hoan Team Leader
- Ms. Do Thi Ngoc Bich Coordinator
- Mr. Nguyen The Dung Member

Local Expert

- Mr. Dinh Huu Khanh

III. MEETING CONTENTS

- 1. Opening:**
- Mr. Nguyen Huu Thien – National Coordinator of PMU – introduced participants, purposes, and main contents of the meeting.
 - Mr. Nguyen Ba Ngai – Chairman of the meeting delivered speech for meeting opening
 - Mr. Egashira Eiji – Representative of JICA delivered speech.
- 2. Summary of project contents and working progress:** presented by Mr. Nguyen Huu Thien
- 3. Evaluation Results of F/S prepared by trainees from 23 provinces:** presented by Ms. Do Thi Ngoc Bich – Forestry University who involved into training part of the project
- 4. Major revisions made over F/S manual:** presented by Mr. Dinh Huu Khanh

**Annex 2. Minutes of meeting of the Joint Coordinating Committee
(3) Meeting on 23 March 2012**

The Afforestation Planning and Implementation Capacity Strengthening Project

5. **Work Plan of Third Year - 2013:** represented by Mr. Watanabe – Chief Technical Advisor

6. **Discussion**

▪ **Mr. Nguyen Ba Ngai:**

It is asked how FICAB II closely support the implementation of the forestry sector objectives, especially implementation of the 10 year forestry development and protection plan and implementation of the activities relating to Decision No.73 of the Prime Minister. As the Government is going to invest a lot for forestry projects, FICAB II is requested to contribute for conducting these projects and in order to contribute, it needs to examine whether the work plan for 2012 fiscal year can be changed.

▪ **Mr. Nguyen Huu Thien:**

The objective of FICAB and FICAB II is to improve PST member's capacity on preparing and implementing an afforestation project through conducting OJT training on F/S and IP preparation. The contents of Decision No.73 of the Prime Minister have been reflected in the outputs of FICAB. After the Decision No.73 was approved, FICAB II supported VNFORD to prepare the MARD Circular No.69 and the contents of F/S manual of the training package were integrated into the said Circular. These are the contribution of FICAB II to attainment of the forestry sector's objectives. It is expected that if the training package is determined to be valuable for the forestry sector, VNFORD will apply it as a guideline for F/S development for guiding related organizations.

The work plan for 2012 fiscal year was already set, therefore there is few possibility to change it.

▪ **Mr. Nguyen Ba Ngai:**

As 23 provinces need to prepare 10 year plans on forest protection and development in line with the national 10 year plan, FICAB II needs to focus on assisting 23 provinces to prepare those provincial plans through developing F/Ss and IPs. F/Ss should cover a part of the provincial 10 year plan which are provided budget by the state. Although a framework for F/S is variable, the provinces should focus on specific and concrete projects as a target projects for F/S and it is suggested that target projects for F/S should cover all type of forestry project not only protection and production.

▪ **Mr. Pham Xuan Hoan:**

FICAB started before establishing the government 10 year plan on forest protection and development. We do not need to convert the activity plan of FICAB II in accordance with the 10 year plan. However, it could be possible to connect 23 provinces' projects with the 10 year plan on forest development and protection.

▪ **Mr. Watanabe:**

All provinces had 10 year plan on forest development and 23 provinces of FICAB II already prepared F/S reports, so it is possible to integrate the F/Ss of 23 provinces into 10 year plan on forest development and protection of those provinces as specific projects. If the F/Ss are added in the 10 year plan in respective provinces, there is possibility to get budget for conducting the projects and it would be very good with such integration.

▪ **Mr. Nguyen Ba Ngai:**

It is a right direction that FICAB II assists provinces to conduct F/Ss. As the provinces develop provincial plans based on the national 10 year plan and budget will be allocated for implementing the provincial plans, it is useful to conduct F/Ss and integrate the result of those into the provincial plans. Regarding target personnel of the training, it should be personnel who are responsible on F/S development and appraisal in the provinces. For

**Annex 2. Minutes of meeting of the Joint Coordinating Committee
(3) Meeting on 23 March 2012**

The Afforestation Planning and Implementation Capacity Strengthening Project

determining the target personnel, we should focus on the experts of certain sector like plantation of protection forest and/or special use forest rather than general expert of the forestry sector.

▪ **Mr. Nguyen Huu Thien:**

We needed to follow the Program 661 and we have also developed a kind of general F/S. After establishing the Decision No.73 and the Circular No.69, we now support to provide training for developing specific F/S focusing specific objective like plantation of protection, special use and production forest. Therefor for converting basic idea on training, national and international experts made alot of discussion about format and teaching method and all contents of annexes of Circular No.69 were taken over the results of FICAB and FICAB II project with appropriate adjustments in line with Vietnam's regulations on report format and table.

▪ **Mr. Nguyen Van Hung**

It did not mentioned clearly about project budget of the fisical year 2011. It needs to make clear that in comparision with the planned budget, the project expense was over or under and it also needs to make clear the audit results. It is requested that the financial plan for the fisical year 2012 is presented more clearly and it should be pay attention on project closing regarding financial aspect.

▪ **Mr. Pham Xuan Hoan:**

Due to insufficient counterpart budget from provinces, it is difficult for PST members to keep motivations for them to take part in the training. It is requeste that VNFOREST push the 23 provincial governments to provide financial support for the trainees.

▪ **Mr. Nguyen Huu Thien:**

FICAB II is a technical cooperation project. Project budget is properly managed by JICA and this project is also audited anually and directly by JICA.

For counterpart budget, Vietnam Government also bear counterpart budget for office rent, electricity cost, water charge and so on. Some provinces among 23 provinces provide counterpart budget for PST members, but some dit not provide, because it depend on decision of provincial leaders.

Each province nominate 5 persons to attend as provincial study team members. However the participants to the intensive training and guidance meeting have been changed frequently. The nominated PST members are difficult to maintain their attendance due to reasons such as rotation of working position at their office etc., even though they want to attend the intensive training and guidance meeting.

▪ **Mr. Egashira Eiji:**

Regarding the acheivements of the year 2011, the delays seem to be rather minor, and the project has acheived most of the activities as originally scheduled. As the project seems cofident to catch-up on the delays and wrap-up the project by the end of the 3rd year, he does not see any crucial concerns related to the workplan presented.

Following the explanation of Mr.Thien on thr financial auditing, he explained on JICAs responsibility on monitoring the Japanese fund, and concluded that the financial aspect and project audit are managed and carried out in compliance with JICA regulations. Regarding the work plan of the third year, for the required project terminal evaluation, he would like to clarify when would be suitable to implement the evaluation. Normally the project evaluation is conducted 6 months before project ending. But the evaluation mission should have a chance to see, at least the final draft of the F/Ss and Ips made by the PSTs. Knowing that the final draft of the F/Ss and Ips will become available by September,he suggested to conduct

Annex 2. Minutes of meeting of the Joint Coordinating Committee (3) Meeting on 23 March 2012

the evaluation in September 2012. This will take a form of joint-evaluation and JICA would like VNFOREST to appoint a team leader and members for Vietnamese side. Detailed work plan of the team shall be discussed later.

He also expressed his concern on the conditions of the equipment provided to the project office in Hanoi, and the provinces. The condition and their effectiveness will be checked as a part of the evaluation, so he requested the project to be prepared for the reporting on the equipment. For other issues, the Japanese experts should be well-familiar with JICA's evaluation, and can facilitate the preparation.

Regarding the final workshop, it could be divide into two workshops, by considering the different objects and target participants, upon workshop detailed content to get more efficiency. Workshop 1 might concentrate on project achievements, thus, the attendants would be Government members, local agencies and other forestry sector stakeholders. Workshop 2 might concentrate on financial alluring and project benefits and opportunities, the attendants would be potential investors/sponsors who are interested in financing the projects proposed in the F/Ss and IPs. Besides, to enhance efficiency of the project, he also suggested to consider organizing the final workshop in parallel with JCC meeting. They can be combined into one meeting or be back-to-back organized.

▪ **Mr. Kitamura:**

F/S manual has a section on social and environmental impact assessment. Law on EIA stipulates that forest planting area more than 1000 ha should have EIA. I would like to know whether MARD has developed regulations on EIA for tree planting according to the EIA Law, and if so, how the EIA regulations and F/S manual are linked or related ?

Most contents of F/S manual and IP manual were integrated into Circular no. 69. However, there still remain alot of other useful contents. In futher step, whether or not VNFOREST would institutionalize or authorize these manuals?.

▪ **Mr. Nguyen Huu Thien:**

The project documents of FICABII are expected to institutionalize as a technical guidance for project establishment. And it is also expected that those guiding documents utilize to help officers of forestry agencies from national level to local level, who have basic skills on project management, establishment and appraisal. Therefore the main contents of FICAB and FICAB II have been integrated into the Circular No.69 which is guideline for implementing the Decision No.73.

▪ **Mr. Pham Xuan Hoan:**

According to the Law on Environment and Natural Resources, the projects which have planting area over 1000 ha needs to be conducted EIA. However the Decision No. 147 issued by Prime Minister stipulate that, among the projects which have over 1000ha planting area, those which are applied tree species listed in the MARD Decision No. 16, need not to conduct EIA. Therefor the projects in 23 provinces need not to conduct EIA in FICBA II. However in the training manual, EIA section is kept in order to the PST members familiar with the EIA requirments and condicions.

IV. CONCLUSION

In fisical year 2011, even though there were some delays on the project activities, the project has been managed steadily and the planned activities have been conducted completely, and financing issues of the project are clearly explained. Some difficultites were arised on OJT of PST such as frequent replacement of PST members during project training and insufficiency counterpart budget from provinces.

**Annex 2. Minutes of meeting of the Joint Coordinating Committee
(3) Meeting on 23 March 2012**

The Afforestation Planning and Implementation Capacity Strengthening Project

Regarding the work plan for the 3rd year, it was agreed that two main activities will be conducted which are OJT training aiming to prepare F/S and IP reports and improvement of F/S manual and IP manual. The draft version of F/S and IP reports are prepared by the 3rd training which is planned on September and these draft F/S and IP reports will be presented to the final evaluation mission for evaluating the results of the project. In January 2013, JCC meeting and final workshop are planned. As both are the activities for finalizing the project, it is possible to organize both meetings in the same day.

It is agreed that the technical elements of EIA should be included in the F/S manual and the training documents. From now upto August, VNFOREST will examine and issue a MARD circular guiding implementation of EIA for forestry project.

It is agreed that F/S manual and IP manual should be institutionalized as a guidance material for forestry sector in Vietnam. However, in order these manuals to be a attachment of Circular No. 69, it will take a long time to go through and it also needs very complicated state procedures. Those manuals rather should be endorsed by VNFOREST as technical guidelines to ensure its legality. It is recommended that the technical guideline will be jointly published by VNFOREST, JICA and VFU. However, budget for printing and publishing is not included in this project budget, thus, JICA is requested to take it in consideration.

VNFOREST commites to support for progress of the project and send letters to the provinces for reminding and ensuring the commitments from the provinces as well.

In order for formulating the final evaluation mission, nomination of mission members will be discussed in the PMU.

Annex 3. The list of PST members

The list of PST members

Province	No.	Name of PST	Organization	Position	E-mail	Cell phone	Office phone	Fax	Year of experience	Remarks
HÒA BÌNH	1	Đình Quang Long	DARD	Vice-Director	Longnongnghicphb@gmail.com	985708585	0218.3852.795		28	
	2	Trần Ánh Dương	Sub-DOF	Director of Sub- DOF	tranduong.cclnhb@gmail.com	988072345	02183852227		14	
	3	Đoàn Mạnh Hằng	Sub- DOF	Vice head of Planning Division	doanmanhhangkw7@gmail.com	946081365	0218.894.126		16	
	4	Nguyễn Thanh Cường	Sub- DOF	Technical Staff	nguyencuong221979@gmail.com	988405109	02183852227		7	
	5	Hoàng Anh Tuấn	Sub- DOF	Technical Staff	Tuanhb_ccln@yahoo.com	1225333668	012183852570		2	
SON LA	1	Vũ Đức Thuận	Sub- DOF	Director of Sub- DOF	ythuan19@yahoo.com.vn	0913 024 864	0223 853 827	0223 854 555	20	
	2	Nguyễn Huy Tuấn	Sub- DOF	Head of planning Division	nwfhuytuan2004@yahoo.com	0912 599 838	0223 854 511		7	
	3	Nguyễn Văn Kiên	Sub- DOF	Staff of Planning Division	kienbvht.ccln@gmail.com	0904 809 661	0223 854511			
	4	Nguyễn Văn Việt	Sub- DOF	Technical Staff		0903 465 449	0223 854 179			
	5	Phạm Hồng Tiến	Sub- DOF	Technical Staff	phtien313@gmail.com	0903 451 1890	0223 854 179			
DIỆN BIÊN	1	Nguyễn Đình Kỳ	Sub- DOF	Director of Sub- DOF	kynddb@gmail.com		0230 3826 174	02303826 225	25	Team Leader
	2	Đặng Thị Thu Hiền	Sub- DOF	Technical Staff	danghiensllc@gmail.com	973711609	0230 3825 961		18	Coordinator
	3	Nguyễn Ngọc Huệ	DARD	Vice head of Planning Division	nguyenhuedbi@gmail.com	912847037			32	
	4	Lê Văn Phương	Agriculture - Forestry Planning and designing Center	Technical Staff	mydarling_061285@yahoo.com	945694300			3	
	5	Mai Hương	Sub- DOF	Technical Staff	huongmaidb@gmail.com	946260596	0230 3827 896		14	
LAI CHÂU	1	Nguyễn Hữu Ái	DARD	Vice-Director	huuaiKL@yahoo.com	912374017				
	2	Nguyễn Văn Biền	Sub- DOF	Director of Sub- DOF	nguyenvanbienln@gmail.com					
	3	Nguyễn Minh Hiếu	Sub- DOF	Staff	hieucathay@gmail.com	946287189				
	4	Võ Văn Ngọc	Sub- DOF	Vice head of Technical Division	ngohalaichau@gmail.com	915067311				

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Province	No.	Name of PST	Organization	Position	E-mail	Cell phone	Office phone	Fax	Year of experience	Remarks
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HA GIANG	1	Bàn Thị Vi	DARD	Vice-Director	Banthivi@gmail.com	0.913540643				Team Leader
	2	Lê Xuân Hường	DARD	Vice head of Planning - Finance Division	lehuong_cclnhg@yahoo.com.vn	0.916165568				Coordinator
	3	Đinh Thị Hà	DARD	Head of Forestry Division	Hadinh49@gmail.com	0.906153345				
	4	Hoàng Giang	DARD	Staff	Hoangiang@yahoo.com.vn	0.912135137				
	5	Nguyễn Đức Bình	DARD	Staff	Binhnghuyenhg@gmail.com	0.912980766				
CAO BẰNG	1	Nguyễn Văn Lễ	Sub- DOF	Director	nguyenvanle_cb@yahoo.com.vn	988593667				
	2	Long Văn Bằng	Sub- DOF	Head of Amistration Division	Longvanbang.lncb@yahoo.com.vn	978596976				
	3	Bế Văn Thao	Sub- DOF	Head of Technical Division		945686458				
	4	Ngô Văn Dũng	Sub- DOF	Vice head of Planning Division	Ngodung.khln@yahoo.com.vn	945686458				
	5	Lương Hữu Hạnh	Sub- DOF	Staff	Hanhluonghuu@mail.com	982650663	0262210482			
YÊN BÁI	1	Kiều Tư Giang	Sub- DOF	Director of Sub- DOF	ktugiang@gmail.com	0913 514 857	0293 858 795	0293 852 500	26	Team Leader
	2	Tô Xuân Quý	Sub- DOF	Head of planning Division	toxuanquy@gmail.com	0915 520 916	0293 852 705		15	Coordinator
	3	Phí Lâm Bằng	Sub- DOF	Head of Administration Division	lambang_73@yahoo.com.vn	0915 058 918	0293 852 500		17	
	4	Trần Tuấn Cường	Institute of Agricultural and Forestry Planning and Projection	Director		0913 351 023	0293 866 647		27	
	5	Nguyễn Xuân Trường	Institute of Agricultural and Forestry Planning and Projection	Vice head of Administration Division	nguyentuantruongyb@gmail.com	0912 183 978	0293 866 643		15	
BẮC CẠN	1	Đàm Văn Chiến	Sub- DOF	Director of Sub- DOF	damchienln@gmail.com	982027207			26	
	2	Ngô Thế Cường	Sub- DOF	Head of Administration Division	ngothecong77@gmail.com	912142959			13	
	3	Phạm Ngọc Kiên	Sub- DOF	Head of Technical Division	plkienln@gmail.com	983173006			19	
	4	Lê Cẩm Long	DARD	Head of Planning and Finance Division	longkhnn@gmail.com	983351349			13	
	5	Lương Văn Hà	DARD	Vice head of Planning and Finance Division	luongvanhabk@gmail.com	912533023			18	

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Province	No.	Name of PST	Organization	Position	E-mail	Cell phone	Office phone	Fax	Year of experience	Remarks
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	2	Nguyễn Tiến Dũng	Sub- DOF	Head of planning Division	dungsnth@gmail.com	912596339			30	Coordinator
	3	Lê Văn Môn	Sub- DOF	Director of Sub- DOF	vanson.lnth@yahoo.com.vn	912035466			30	
	4	Phạm Chí Dũng	Sub- DOF	Vice-Director of Sub- DOF	dungchicln@gmail.com	946215379			31	
	5	Nguyễn Văn Đạt	Sub- DOF	Technical Staff	datlnthanhhoa@yahoo.com	915355234			6	
NGHỆ AN	1	Võ Duy Việt	DARD	Vice-Director		913272376			28	Team Leader
	2	Nguyễn Tiến Lâm	Sub- DOF	Director of Sub- DOF	lamccln@yahoo.com.vn	913274025			25	Coordinator
	3	Đặng Xuân Minh	Sub- DOF	Vice-Director of Sub-DOF						
	4	Nguyễn Khắc Lâm	Sub- DOF	Head of Science and Technical Division		913357991			15	
	5	Nguyễn Hồng Lam	Sub- DOF	Technical Staff	honglamnguyen.ngo@gmail.com	949831399			25	
HÀ TĨNH	1	Nguyễn Bá Thịnh	DRAD	Vice-Director	thinhb.snn@hatinh.gov.vn	913294025	0393856991		28	
	2	Nguyễn Thanh Trúc	Sub- DOF	Vice-Director of Sub-DOF		915364388	0393857596		31	
	3	Ngô Đình Long	Sub- DOF	Staff	longlnht@gmail.com	913059304	0393857596		16	
	4	Nguyễn Xuân Loan	DARD	Staff	nguyensexuanloansnn@gmail.com	912952118	0393856991		14	
	5	Nguyễn Việt Đức	DARD	Staff	nguyenvietducsnn@gmail.com	973137368	0393856991		1 year & 4month	
QUẢNG BÌNH	1	Nguyễn Văn Long	Sub- DOF	Director of Sub- DOF	longvln@yahoo.com.vn	905827277	0523.850131		18	
	2	Hoàng Trọng Quế	Sub- DOF	Head of Customer Division	Quehtr@yahoo.com	912335937	0523.820545		35	
	3	Nguyễn Thị Thanh Bình	Sub- DOF	Planning Staff	Binhlamnghiepbq@yahoo.com.vn	973155380	0523.820545		13	
	4	Nguyễn Văn Huệ	Sub- DOF	Vice head of Technical Division	Huecclnqb@yahoo.com.vn	934885355	0523.840166		14	
	5	Phạm Xuân Thành	Sub- DOF	Technical Staff	PhamThanh7808@yahoo.com.vn	905511643	0523.840166		8	
QUẢNG TRỊ	1	Hồ Đình Phục	Sub- DOF	Director of Sub- DOF	hodinhphucln@gmail.com	913447874	0533 855 808		36	
	2	Dương Thế Quảng	Sub- DOF	Accounting Manager	quangccln@yahoo.com.vn	914194110	0533562705		18	
	3	Lê Chí Nghĩa	Sub- DOF	Staff	lechinhgia99@yahoo.com.vn	914205404	0533562706		14	
	4	Đặng Nam	Sub- DOF	Staff	namdangcclmqtri@yahoo.com.vn	905749808	0533550498		6	
	5	Phan Thị Điều	Sub- DOF	Staff	dieulnqt@gmail.com	983013771	0533562706		3	

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Province	No.	Name of PST	Organization	Position	E-mail	Cell phone	Office phone	Fax	Year of experience	Remarks
THỪA THIÊN HUẾ	1	Lê Văn Hóa	Sub- DOF	Vice-Director of Sub-DOF	levanhoalntth@gmail.com					Team Leader
	2	Nguyễn Hữu Huy	Sub- DOF	Head of Technical Division	huya66@gmail.com	091 401 9704				
	3	Trần Vũ Ngọc Hùng	Sub- DOF	Staff of Planning Division						
	4	Hồ Ngọc Huy	Institute of Agricultural and Forestry Planning and Projection	Staff of Science and Technology Division						
	5	Nguyễn Trọng Tiến	Institute of Agricultural and Forestry Planning and Projection	Staff of Science and Technology Division						
QUẢNG NAM	1	Diệp Thanh Phong	DARD	Vice-Director						
	2	Phong sỹ Hùng	Sub-DOF	Director of Sub- DOF						
	3	Nguyễn Văn A	DARD	Head of Planning and Finance Division	anguyenvan1958@yahoo.com.vn	0122 353 5029				
	4	Nguyễn Văn Dũng	Sub-DOF	Staff of Science and Technical Division						
	5	Nguyễn Huữ Phước	Agriculture Extension Center							
QUẢNG NGÃI	1	Trần Dũng	Sub-DOF	Director of Sub- DOF	trandungccln@gmail.com	905085533	0553826971		32	
	2	Trần Kim Ngọc	Sub-DOF	Vice-Director of Sub-DOF	ccln-snn@quangngai.gov.vn	913428665	0553826972		18	
	3	Phạm Duy Hưng	Sub-DOF	Head of Technical Division	pghung@quangnai.gov.vn	989391325	0553828536		13	
	4	Nguyễn Hoài Nam	Sub-DOF	Head of Administration Division	ccln-snn@quangngai.gov.vn	913428266	0553828546		24	
	5	Bùi Ngọc Anh	Sub-DOF	Staff	ccln-snn@quangngai.gov.vn	913400513	0553713772		10	
BÌNH ĐỊNH	1	Nguyễn Hiếu Hòa	DARD	Vice-Director	hoa_nh.cckl@binhdinh.gov.vn					Team Leader
	2	Nguyễn Thế Dũng	Sub-DOF	Director of Sub- DOF	thedungqn@gmail.com	091 403 5106				Coordinator
	3	Nguyễn Văn Trí	Sub-DOF	Head of planning Division	thedungpt@vnn.vn					
	4	Nguyễn Đình Lâm	Sub-DOF	Technical Staff						
	5	Nguyễn Thị Anh Nguyễn	Sub-DOF	Head of Natural preservation Division						
PHÚ YÊN	1	Phạm Ngọc Minh	Sub-DOF	Director of Sub- DOF	lamnghiepphuyen@gmail.com	0903 551 214				Team Leader
	2	Nguyễn Nghĩa	Sub-DOF	Staff	lamnghiepphuyen@gmail.com	982647883				Coordinator

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Province	No.	Name of PST	Organization	Position	E-mail	Cell phone	Office phone	Fax	Year of experience	Remarks
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	5	Đỗ Thế Vinh	Sub-DOF	Staff	lamnghiepphuyen@gmail.com	1646127393				
NINH THUẬN	1	Bùi Anh Tuấn	DARD	Vice Director	batuan1960@yahoo.com	913709867				
	2	Phạm Thiệu	Sub-DOF	Director		918023885			25	
	3	Nguyễn Sỹ Đức	Sub-DOF	Head of Project Management Division	duc.nguyen.56nt@gmail.com	903671318			28	
	4	Huỳnh Kim Việt	Sub-DOF	Staff	aiviet0112@gmail.com	913198064			18	
	5	Hồ Sỹ Trung	Sub-DOF	Staff	qtrungln@gmail.com	915127064			8	
	6	Trần Ngọc Hiếu	DARD	Planning Division	hieusonn@yahoo.com.vn	918647120			8	
BINH THUẬN	1	Trương Đình Sỹ (A)	Sub-DOF	Vice - Director of Sub-DOF	sychinhstu@gmail.com	0913 680 713	062.3827478		10	Team leader
	2	Nguyễn Thị Mộng Linh (D)	DARD	Staff of Planning Division	monglinhsnn@gmail.com	913883271	062.3825726		21	Member
	3	Trần Thị Khánh Trinh (C)	Sub-DOF	Head of forestry Management Division	trinhtk07@gmail.com	934057474	062.322902		19	Member
	4	Lương Hoàng Phi (E)	Sub-DOF	Staff	phicln@gmail.com	919599886	062.322902		11	Member
	5	Nguyễn Ngô Tấn Hiếu (B)	Sub-DOF	Staff	hieucclnbt@gmail.com	918653635	062.322902		12	Member
ĐẮK NÔNG	1	Vũ Minh Khôi	DARD	Vice-Director	Khoik28@gmail.com	905142652			23	
	2	Nguyễn Văn Thắng	DARD	Vice head of Planning and Finance Division	nvtsnn@gmail.com.vn	914053047			24	
	3	Hồ Tuấn Kiệt	Sub-DOF	Vice head of Planning and Project Management Division	hotuankietdno@yahoo.com.vn	909002003			11	
	4	Nguyễn Quân Trường	Sub-DOF	Head of Administration Division	quantruongln@yahoo.com.vn	914009099			7	
	5	Nguyễn Văn Thức	Forestry Protection Department	Deputy head of Forestry protection Division	Thuckldno@gmail.com	905051125			7	
KONTUM	1	Nguyễn Kim Phương(A)	DARD	Vice-Director		903511827			30	
	2	Nguyễn Tấn Liêm (B)	Sub-DOF	Director of Sub- DOF	Tanliemkontum@gmail.com	905156144			19	
	3	Trần Việt Cường (D)	DARD	Vice head of Planning and Finance Division	Vietcuongktum@yahoo.com	905075071			18	

Annex 3. The list of PST members

Province	No.	Name of PST	Organization	Position	E-mail	Cell phone	Office phone	Fax	Year of experience	Remarks
	4	Nguyễn Văn Tuyên (C)	Sub-DOF	Head of Forestry Management Division	Tuyenkt62@yahoo.com.vn	905178954			25	
	5	Hồ Công Vũ (E)	Sub-DOF	Head of silviculture Division	Congvukontum@gmail.com	914088672			13	
LÂM ĐỒNG	1	Lê Văn Minh	DARD	Vice-Director		913934873				Team leader
	2	Lê Quang Nghiệp	Sub-DOF	Director	quangnghiep2006@yahoo.com	913696078				Coordinator
	3	Hoàng Sĩ Bích	DARD	Head of Planning and Finance Division		975243433				
	4	Nguyễn Quang Giãn	Sub-DOF	Staff						
	5	Bùi Thanh Phong	Sub_DOF	Vice Director	phongbth@gmail.com					

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Production Afforestation Investment Project in Cao Phong-Hoa Binh

Project location: Thu Phong, Tay Phong and Bac Phong Communes, Cao Phong District, Hoa Binh Province

Project area: 1,720.1 ha

Planting site (Land resources for the project): 1,500ha

Project period: 2012- 2027

Project objective: To increase value of forestland in project area in order to improve livelihood of local people and benefits of company by planting production forest .

Main production of the project: Total volume of commercial wood 97.500m³ of *Acacia mangium*.

Investment owner: D&G LTD. Company

Project owner: Project Management Board (PMB)

Implementing agency: PMB

Project cost (Total demand of investment) : 125,192mill.VND; (98.914mill.VND during the assistance period)

Project cost by financial source during the assistance period:

Financing source	Total amount (million VND)	(%)
Bank	29,674	30
Government	0	0
Company	69,24	70
Total	98,914	100

Yearly funding plan (Table A3-10, FS Annex)

Unit: million VND

Year	1	2	3	4	5	6	7	8	Total
Total	5.461,1	7.149,0	8.471,1	9.436,0	10.409,1	5.120,1	4.065,7	3.688,8	125.192
Year	9	10	11	12	13	14	15	16	
Total	3.983,9	4.250,8	2.454,2	2.635,4	2.272,9	1.835,6	1.313,8	6.217,4	

Some important indicators for justification of the project:

- Results of financial and economic analyses:

Financial analysis: NPV at discount 9.26% is 38,46 mill. VND/ha; IRR: 20.97% and B/C:2.66

Economic analysis: NPV at discount 9.3% is 15,648 bill. VND and IRR 13.61%

- Improvement of environmental aspects: Soil improvement and water conservation. Increasing bio-diversity.

- Creation of employment opportunities: Creation of 210,000 man-day (=140man-day/ha*1,500ha).

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Production Afforestation Investment Project in Chieng Ngan Commune, Son La City

Project location: Chieng Ngan Commune, Son La City

Project area: 879.9ha

Planting site (Land resources for the project): 500ha

Project period: 2013-2026

Project objective: To increase value of forestland in project area and creation income of households from bamboo plantation activity.

Main production of the project: Total volume of commercial product of bamboo estimated: 5.600.000 stems/project cycle

Investment owner: Project Management Board (PMB)

Project owner: Project Management Board (PMB)

Implementing agency: Joint Stock of Lam Son Trade& Construct Company

Project cost (Total demand of investment) : 22,191mill VND; (during the 5 year assistance period 14,267mill VND- Annex 4 F/S)

Project cost by financial source during the assistance period:

Financing source	Total amount (million VND)	(%)
Loan from Bank	8.546	59.9
Government	785	5.5
Land Owner (laber cost)	4.936	34.6
Total	14.267	100

Yearly funding plan

Unit: million VND

Year	1	2	3	4	5	6	7	8	Total
Total	1,332	2,199	2,942	3,759	4,035	2,708	1,824	1,197	22,191
Year	9	10	11	12	13	14			
Total	503	528	443	349	244	128			

Some important indicators for justification of the project:

- Results of financial and economic analyses:

Financial analysis: NPV at discount 9.3% is 111,6 mill. VND/ha; IRR: 43% and B/C:3.99

Economic analysis: NPV at discount 9.3% is 32,206 mill. VND and IRR 42% and B/C 4.0

- Improvement of environmental aspects: Increasing forest cover, prevent soil erosion under forest canopy.

- Creation of employment opportunities: Creation of 32,350 man-day (64.7 man-day/ha*500ha).

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Production Afforestation Investment Project

Project location: Keo Lom and Pu Nhi Communes, Dien Bien Dong District, Dien Bien Province

Project area: 3,000ha

Planting site (Land resources for the project): 2,100ha

Project period: 2013-2020

Project objective: To increase value of forestland by 2,100ha production forest will be established.

Main production of the project: Total volume of commercial wood 160,374m³ of *Acacia mangium* from 2020-2024.

Investment owner: Joint Stock Company of An Thien Nhien

Project owner: Project Management Board (PMB)

Implementing agency: Joint Stock Company of An Thien Nhien and Household participated

Project cost (Total demand of investment) : 127,513millVND (123,973million VND during the 8 year assistance period)

Project cost by financial source during the assistance period:

Financing source	Total amount (million VND)	(%)
Bank	23,245	18.75
Government	5,925	4.7
JS. Company	9,803	76.55
Total	123,973	100

Yearly funding plan

Unit: million VND

Year	1	2	3	4	5	6	Total
Total	14,077	17,681	20,389	21,206	23,094	11,603	127,513
Year	7	8	9	10	11		
Total	13,823	2,100	1,696	1,198	646		

Some important indicators for justification of the project:

- Results of financial and economic analyses:

Financial analysis: NPV at discount 9.3% is 14,259mill. VND/ha; IRR: 16% and B/C:1.3

Economic analysis: NPV at discount 9.3% is 25,5bill. VND and IRR 16.2

- Improvement of environmental aspects: Increasing forest cover, environment of soil and ground water are improved better than *Eucalyptus urophylla* and *Cassia siamea* plantation.

- Creation of employment opportunities: Creation of 1,077,120 man-day (134.640man-day/year in 8years).

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Production Afforestation Investment Project in Nam So Commune, Tan Uyen District, Lai Chau Province.

Project location: Nam So Commune, Tan Uyen District, Lai Chau Province.

Project area: 1,146 ha

Planting site (Land resources for the project): 1,135 ha

Project period: 2013-2020

Project objective: To improve livelihood for Households who are living in the Project area by afforestation.

Main production of the project: Total volume of commercial wood from year 8th to year 12th of *Acacia mangium*: 113.500m³.

Investment owner: Project Management Board (PMB) of Tan Uyen District

Project owner: Project Management Board (PMB)

Implementing agency: Phong Minh Constraction LTD Company.

Project cost (Total demand of investment): 67,512mill.VND; (41,232mill. VND during the 4 year assistance period)

Project cost by financial source during the assistance period:

Financial source	Total (mill.VND)	(%)
Bank	6.184	15
Government	2.062	5
Company	32.986	80
Tổng	41.232	100

Yearly funding plan

Unit: million VND

Year	1	2	3	4	5	6	Total
Total	5.826	11.193	16.121	8.092	6.221	3.022	67.512
Year	7	8	9	10	11	12	
Total	502	2.516	3.950	8.595	7.302	8.320	

Some important indicators for justification of the project:

- Results of financial and economic analyses:

Financial analysis: NPV at discount 9.3% is 28,594,413VNDVND/ha; IRR: 25% and B/C 3.8. (Table A5-6, Annex FS)

Economic analysis: NPV at discount 9.3% is 22,698bill. VND and IRR 16%

- Improvement of environmental aspects: Forest Soil qualities and plant-diversity will improved

- Creation of employment opportunities: Creation of 326,880 man-day (= 288 man-day/ha*1,135ha).

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Project of production afforestation with associated Forest Certificate

Project location: Vinh Hao, Tien Kieu, Hung An and Dong Thanh communes, Bac Quang district, Ha Giang province

Project area: 3,486.81 ha

Planting site (Land resources for the project): 900 ha

Project period: 2013-2022

Project objective: Increase economic value of forest by 2020 creation 900 ha plantation of *Acacia hybrid* with FSC certificated.

Main production of the project: Supply 39,000 m³/year of timber from 2020 to 2022

Investment owner: Việt Nam Paper Corporation (VINAPACO)

Project owner: Vinh Hao Forestry Company

Implementing agency: Vinh Hao Forestry Company and groups of householder

Project cost (Total demand of investment) : 56.4 billion VND during the assistance period

Project cost by financial source during the assistance period:

Financing source	Total amount (million VND)	(%)
Farmers	23,298	42
Government	4,651	8
Bank	28,462	50
Total	56,400	100

Yearly funding plan

Unit. million VND

Year	1	2	3	4	5	6	7	8	9	10	Total
Total	5,969.88	10,660.31	15,062.55	9,668.57	3,800.74	2,400.69	2,640.76	2,904.84	2,130.22	1,171.62	56,400

Some important indicators for justification of the project.

- Results of financial and economic analyses.

Financial analysis: NPV at discount rate of 10% is 15.8 million VND/ha, FIRR is 17% and BCR is 1.79

Economic analysis: NPV at discount rate of 10% is 9.54 billion VND, EIRR is 12% and BCR is 1.3

- Improvement of environmental aspects: Improve environment and bio-diversity conservation

- Creation of employment opportunities: Creation of about 400 employees, reduce unemployment rate to eradicate hunger and alleviate poverty.

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Afforestation project of paper pulp and industrial board materials

Project location: Quang Trung commune, Hoa An district, Cao Bang province

Project area: 1,949 ha

Planting site (Land resources for the project): 1,100 ha

Project period: 2013-2022

Project objective: To improve value of forestland by 1,100 ha production forest will be established

Main production of the project: Harvest annual of 38,000 m³ of wood material from 2020 to 2022

Investment owner: Thang Loi Co., Ltd.

Project owner: Thang Loi Co., Ltd.

Implementing agency: Thang Loi Co., Ltd. and Groups of householders

Project cost (Total demand of investment) : 39.8 billion VND during the assistance period

Project cost by financial source during the assistance period:

Financing source	Total amount (million VND)	(%)
Farmers	15,721	39.5
Government	14,606	36.7
Bank	6,567	16.5
Company	2,905	7.3
Total	39,800	100.0

Yearly funding

Unit: million VND

Year	1	2	3	4	5	6	7	Total
Total	6,105.08	10,389.88	11,441.87	5,978.58	2,790.21	1,473.23	1,620.55	39,799.39

Some important indicators for justification of the project:

- Results of financial and economic analyses:

Financial analysis: NPV at discount rate of 6.4% is 3.193 million VND per ha, FIRR is 8% and BCR is 1.11

Economic analysis: NPV at discount rate of 6.4% is 2,4 billion, EIRR is 14% and BCR is 1.7

- Improvement of environmental aspects: Improve soil quality and bio-diversity conservation

- Creation of employment opportunities: Creation of 214,720 man-day in 8 years.

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Investment project for afforestation at small household scale

Project location: Phinh Ho commune, Tram Tau district, Yen Bai province

Project area: 1,200.9 ha

Planting site (Land resources for the project): 800 ha

Project period: 2013-2039

Project objective: Improve the likelihood of households through development of afforestation

Main production of the project: 128,000 m³ commercial wood of *Maglietia glauca* from 2032-2039

Investment owner: Farmers

Project owner: Project Management Board (PMB)

Implementing agency: PMB and Groups of farmers

Project cost (Total demand of investment) : 50,751.2 million VND during the assistance period

Project cost by financial source during the assistance period:

Financing source	Total amount (million VND)	(%)
Farmers	20,539.45	40.47
Government	15,707.44	30.95
Bank	14,507.28	28.58
Total	50,751.20	100.0

Yearly funding plan

Unit: million VND

Year	1	2	3	4	5	6	7	8	9
Total	58.80	1,949.64	4,024.16	5,104.36	4,980.78	4,838.81	4,872.69	4,975.38	5,078.07

Year	10	11	12	13	14	15	16	17	18
Total	2,560.93	1,165.57	821.53	821.53	821.53	821.53	821.53	821.53	821.53

19	20	21	22	23	24	25	26	27	Total
821.53	821.53	749.65	636.69	513.46	410.77	308.07	205.38	102.69	50,751.20

Some important indicators for justification of the project:

- Results of financial and economic analyses:

Financial analysis: NPV at discount rate of 7.3% is 12.72 billion VND, FIRR is 9% and BCR is 1.4

Economic analysis: NPV at discount rate of 7.3% is 18.828 million VND/ha, EIRR is 10% and BCR is 1.768

- Improvement of environmental aspects: Improve the soil quality and bio-diversity conservation

- Creation of employment opportunities: Creation of 120,000 man-day in 8 years

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Production afforestation investment project

Project location: Nong Thuong and Xuat Hoa Commune, Bac Kan Town, Bac Kan Province

Project area: 3,883.90 ha

Planting site (Land resources for the project): 740 ha

Project period: 2013-2023

Project objective: 740 ha of *Acacia mangium* plantation will be planted from 2013 to 2016 to support the materials of particle board for SAHABAK Joint Stock Company.

Main production of the project: Total volume of particle board material 81,400 m³ of *Acacia mangium* from 2020-2023.

Investment owner: Honda Vietnam and Farmers

Project owner: Project Management Board (PMB)

Implementing agency: PMB and household participants of Nong Thuong and Xuat Hoa communes.

Project cost (Total demand of investment) : 23,300 million VND during the assistance period

Project cost by financial source during the assistance period:

Financing source	Total amount (million VND)	(%)
Farmers	8,908.0	40
Government	6,681.0	30
Bank	6,681.0	30
Total	22,270.0	100

Yearly funding plan

Unit: million VND

Year	1	2	3	4	5	6	7	8	Total
Total	3,036.3	4,160.9	4,877.5	5,067.5	2,321.5	1,286.5	759.9	759.9	22,270.0

Some important indicators for justification of the project:

- Results of financial and economic analyses:

Financial analysis: NPV at discount rate of 7.3% is 5.2 million VND/ha, FIRR is 11% and BCR is 1.222

Economic analysis: NPV at discount rate of 7.3% is 8.054 million VND/ha and EIRR is 16.87%

- Improvement of environmental aspects: Improve soil and water quality and bio-diversity

- Creation of employment opportunities: Creation of 196 man-day/ha and 145,040 man-day in 8 years.

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Mangrove restoration and development project in coastal area of Nga Son District, Thanh Hoa Province

Project location: Nga Tan and Nga Thuy Communes, Nga Son District, Thanh Hoa Province

Project area: 947,0 ha

Planting site (Land resources for the project): 680ha

- **Planting area:** 200 ha

- **Clam raising area:** 20 ha

- **Forest protection area:** 300 ha

- **Additional planting area:** 160 ha (Nga Tan Commune)

Project period: 2012-2020

Project objective: (1) To increase cover ratio of coastal mangrove in order to protection sea dike and (2) To improve livelihood of farmers through clam and honey bee raising activities.

Main production of the project: 200 ha of mangrove will be planted, 160 ha of mangrove will be added planting and 300 ha will be protected by 2016.

Investment owner: Government and farmers

Project owner: Project Management Board (PMB)

Implementing agency: PMB and participating households

Project cost (Total demand of investment): 86,835 million VND during 9 year of assistance period)

Project cost by financial source during the assistance period:

Financing source	Total amount (million VND)	(%)
Bank	41,259	48.0
Government	33,094	38.0
Households	12,482	14.0
Total	86,835	100.0

Yearly funding plan

Unit: million VND

Year	1	2	3	4	5	Total
Total	5,553	5,362	12,093	14,551	15,422	86,835
Year	6	7	8	9		
Total	8,392	8,436	8,453	8,573		

Some important indicators for justification of the project:

- Results of financial and economic analyses:

Financial analysis: NPV (at 8.6 % discount rate) shows negative values in forest protection, additional planting and reforestation components. However, it is 1.771 million VND in bee raising component and achieves 10,044 million VND in clam raising component with IRR values of 7 % and 4 %, respectively.

Economic analysis: NPV (at 8.6 % discount rate) is 36.86 billion VND, IRR is 28.39 % and B/C is 1.86.

- Improvement of environmental aspects: Establishment of coastal mangrove system is to ensure protection of coastal dike, agriculture fields; reducing hazard of natural disasters as well as improvement of environment.

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Improvement of protection forest quality in Nghi Loc District, Nghe An Province

Project location: 13 communes belong to Nghi Loc District, Nghe An Province

Project area: 9,068 ha

Planting site (Land resources for the project): 1,000 ha

Project period: 42 years, assistance period is 23 years (from 2012-2034)

Project objective: (1) to establish 1,000 ha of protection forest by Pinus merkusii in Nghi Loc District and (2) to improve income and abilities for project participating households in managing and using of protection forest.

Main production of the project: 1,000 ha of bare land, degraded pinus forest in Nghi Loc District will be gradually replanted by Pinus merkusii. About 50 tons of resin per one hectare will be collected within 20 years from the 18th years after planting.

Investment owner: Government

Project owner: Project Management Board (PMB)

Implementing agency: PMB and participating households

Project cost (Total demand of investment): 115,007 million VND during 23 years of assistance period

Project cost by financial source during the assistance period:

Financing source	Total amount (million VND)	(%)
Government	83,542	72.6
Households	31,465	27.4
Total	115,007	100.0

Yearly funding plan

Unit: million VND

Year	1	2	3	4	5	6	7	8	Tổng
Total	1,202.0	10,932.3	13,715.5	15,693.5	17,961.2	17,908.8	4,486.1	2,838.7	115,007
Year	9	10	11	12	13	14	15	16	
Total	1,395.1	1,506.7	1,627.2	1,757.4	1,898	2,049.9	2,213.8	2,391	
Year	17	18	19	20	21	22	23		
Total	2,582.2	2,788.8	3,011.9	2,602.3	2,107.9	1,517.7	819.5		

Some important indicators for justification of the project:

- Results of financial and economic analyses:

Financial analysis: NPV (at 5.6 % discount rate) is 180.13 million VND; IRR is 13 %.

Economic analysis: NPV (at 5.6 % discount rate) is 142.7 billion VND and B/C is 3,5.

- Improvement of environmental aspects: protection ability will be increased, forest fire will be minimized as well as forest pest and disease will be well managed.

- Creation of employment opportunities: creation of 268,000 man-days (268 man-day per ha x 1,000 ha).

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Production forest investment project to improve living condition of households in Cam My Commune, Cam Xuyen District, Ha Tinh Province

Project location: Cam My Commune, Cam Xuyen District, Ha Tinh Province

Project area: 1,015 ha

Planting site (Land resources for the project): 800 ha

Project period: from 2012-2020

Project objective: (1) to establish 800 ha of Acacia plantation. (2) to increase economic value of forest and forest land in Cam My Commune, Cam Xuyen District, Ha Tinh Province

Main production of the project: Average quantity of 140 m³ per hectare is expected be harvest from 2019

Investment owner: Farmers

Project owner: Project Management Board (PMB)

Implementing agency: PMB

Project cost (Total demand of investment): 26,972.7 million VND during 9 years of assistance period

Project cost by financial source during the assistance period:

Financing source	Total amount (million VND)	(%)
Bank	5,950.8	22.1
Government	331.7	1.2
Households	20,690.2	76.7
Total	26,972.7	100.0

Yearly funding plan

Unit: million VND

Năm	1	2	3	4	5	Tổng
Tổng	250.5	1,609.3	2,579.0	3,587.4	3,398.0	26,972.7
Năm	6	7	8	9		
Tổng	3,422.5	3,735.2	4,034.0	4,356.7		

Some important indicators for justification of the project:

- Results of financial and economic analyses:

Financial analysis: NPV (at 9.3 % discount rate) is 5.5 million VND; IRR is 26 % and B/C is 1.61.

Economic analysis: NPV (at 9.3 % discount rate) is 3.05 billion VND, IRR is 14 % and B/C is 1,5.

- Improvement of environmental aspects: Increasing forest cover, prevent soil erosion under forest canopy..

- Creation of employment opportunities: creation of 93,280 man-days (116.6 man-day per ha x 800 ha).

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Production forest investment project in Kim Thuy Commune, Le Thuy District, Quang Binh Province

Project location: Kim Thuy Commune, Le Thuy District, Quang Binh Province

Project area: 2,340 ha

Planting site (Land resources for the project): 1,050 ha

Project period: 14 years (from 2012-2025), in which assistance period is 8 years (from 2012-2019)

Project objective: (1) to build capacity in eliminating hunger and reducing poverty for 90 households and (2) to establish 1,050 ha of protection forest in the project area.

Main production of the project: Supply 110,000 m³ of wood material for wood processing industry and for producing furniture

Investment owner: Kien Giang Forest Enterprise

Project owner: Project Management Board (PMB)

Implementing agency: Long Dai Forestry One member limited company

Project cost (Total demand of investment): 40,617 million VND

Project cost by financial source during the assistance period:

Financing source	Total amount (million VND)	(%)
Bank	14,700.0	36.2
Government	4,652.0	11.5
Households	21,265.0	52.3
Total	40,617.0	100.0

Yearly funding plan

Unit: million VND

Năm	1	2	3	4	5
Tổng	3.469	4.306	4.867	5.271	5.721
Năm	6	7	8		
Tổng	6.228	6.791	1.726		

Some important indicators for justification of the project:

- Results of financial and economic analyses:

Financial analysis: NPV (at 8.3 % discount rate) is 4.043 million VND/ha; IRR is 11.3 % and B/C is 1.2.

Economic analysis: NPV (at 8.3 % discount rate) is 6.713 billion VND, IRR is 13.7 % and B/C is 1.38.

- Improvement of environmental aspects: project will contribute to improvement of ecological environment, to regulate climatic condition as well as to reduce soil erosion and land slide, etc.

- Creation of employment opportunities: creation of 254,730 man-days (242.6 man-day per ha x 1.050 ha).

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Production forest development project in Dong Ha City, Quang Tri Province

Project location: 04 precincts in Dong Ha City, Quang Tri Province

Project area: 1,642 ha

Planting site (Land resources for the project): 600 ha

Project period: 13 years (from 2012-2024), in which assistance period is 7 years (from 2012-2019)

Project objective: to establish 600 ha of production forest with a high productivity in the project area (it is estimated that forest can be harvested from 2019 forwards)

Main production of the project: Supply 90,000 m³ of wood material for wood processing factories and for producing furniture

Investment owner: Farmers

Project owner: Project Management Board (PMB)

Implementing agency: PMB

Project cost (Total demand of investment): 23,200 million VND

Project cost by financial source during the assistance period:

Financing source	Total amount (million VND)	(%)
Bank	8,557.0	44.3
Government	766.0	4.0
Households	10,002.0	51.7
Total	19,325.0	100.0

Yearly funding plan

Unit: million VND

Year	1	2	3	4	5	6	7	Tổng
Total	2.058	3.177	3.778	4.088	3.692	3.670	1.523	23,200
Year	8	9	10	11	12	13		
Total	573	206	172	132	85	46		

Some important indicators for justification of the project:

- Results of financial and economic analyses:

Financial analysis: NPV (at 9.3 % discount rate) is 10.4 million VND/ha; FIRR is 16.5 %.

Economic analysis: NPV (at 9.3 % discount rate) is 6.3 billion VND, IRR is 16.5 %.

- Improvement of environmental aspects: project will contribute to improvement of soil condition and species diversity under the plantation canopy as well as to increase forest cover rate in the project area.

- Creation of employment opportunities: creation of 139,200 man-days (232 man-day per ha x 600 ha).

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Protection forest improvement in North Hai Van mountain pass, Thue Thien Hue Province

Project location: Lang Co Town, Phu Loc District, Thua Thien Hue Province

Project area: 10,399 ha

Planting site (Land resources for the project): 538.3 ha

Project period: 14 years (from 2012-2025)

Project objective: (1) to establish 538.3 ha of protection forest in North Hai Van mountain Pass and (2) to increase income for about 20% of total households in the project area.

Main production of the project: 538.3 ha of protection forest that are mixed by more than 3 indigenous tree species

Investment owner: Government

Project owner: Project Management Board (PMB)

Implementing agency: PMB

Project cost (Total demand of investment): 22,543.6 million VND

Project cost by financial source during the assistance period:

Financing source	Total amount (million VND)	(%)
Plantation thinning	4,129.0	18.3
Government	17,763.9	78.8
PES	650.7	2.9
Total	22,543.6	100.0

Yearly funding plan

Unit: million VND

Năm	1	2	3	4	5	6	7	Tổng
Tổng	2,201.3	2,325.8	2,905.5	3,236.4	3,780.2	2,713.1	1,996.4	22,543.6
Năm	8	9	10	11	12	13	14	
Tổng	1,382.2	830.1	576.8	193.5	169.5	132	100.7	

Some important indicators for justification of the project:

- Results of financial and economic analyses:

Financial analysis: NPV (at 11 % discount rate) is 3.56 million VND/ha; B/C is 0.1

Economic analysis: NPV (at 11 % discount rate) is 8.34 million VND, B/C is - 0.9

- Improvement of environmental aspects: Soil improvement and water conservation. Increasing bio-diversity.

- Creation of employment opportunities: creation of 142,165 man-days (264,1 man-day per ha x 538.3 ha).

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Smallholder production forest development project in Tra Doc commune, Bac Tra My district, Quang Nam province

Project location: Tra Doc commune, Bac Tra My district, Quang Nam province

Total project area: 5.324 ha

Planting site (Land resource for the project): 753.9 ha

Project period: 2012 - 2022

Project objective: i) To establish an area of 753.9 ha Acacia *Mangium* plantation; ii) To increase land use efficiency and local people awareness

Main production of the project: Total volume of 102,000 m³ wood

Investment owner: Song Tranh One Member Limited Company

Project owner: Song Tranh One Member Limited Company

Project implementation agency: Project management board

Project cost (Total demand for the project): Total project cost during the assistance period is estimated about 38,929 million vnd.

Project cost by financial source during the assistance period:

Financial source	Amount (million vnd)	%
Banks	38,929	100
Tổng số	38,929	100

Yearly funding plan

Unit: million vnd

Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Amount	3,057	5,244	7,771	8,770	5,892	4,040	2,154	981	690	330	38,929

Some important indicators for justification of the project:

- Results of financial and economic analyses:
 - + *Financial analysis:* NPV = 27,985 million vnd/ha, IRR = 18%, and B/C= 1.51
 - + *Economic analysis:* NPV = 27,726 triệu, IRR=17%, and B/C = 2.075
- Improvement of environmental aspects: The project aims to increase forest coverage by 7%. The plantation will improve soil, prevent soil from erosion, protect water source and improve microclimate.
- Creation of employment opportunities: The project will offer job opportunities to about 645 labour in the project area, contribute to increase local income (about 29 million vnd/labour/project cycle) and eradicate poverty. The project also aims to enhance the roles of women in developing household economic and protecting environment.

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Smallholder production forest development project in Ba Le commune, Ba To district, Quang Ngai province

Project location: Ba Le commune, Ba To district, Quang Ngai province

Total project area: 9,473 ha

Planting site (Land resource for the project): 1,300 ha

Project period: 2012 - 2022

Project objectives: i) To enhance value and efficiency of forest land use; ii) To maintain wood supply to paper production enterprises

Main production of the project: Total volume of 35,000 – 40,000 m³ wood/year

Investment owner: Tan Mai Paper Production Company

Project owner: Quang Ngai Paper material Enterprise

Project implementation agency: Project management board set up by the enterprise

Project cost (Total demand of investment): Total project cost is estimated about 37.324 billion vnd.

Project cost by financial source during the assistance period:

Financial source	Amount (million vnd)	%
Investment owner	11,197	30
Commercial banks (interest rate: 14%/year)	26,127	70
Total	37,324	100

Yearly funding plan:

Unit: million vnd

Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Amount											

Some important indicators:

- Results of financial and economic analyses:

+ *Financial analysis:* NPV (at the discount rate of 9.3%) = 11.728 billion vnd, IRR = 18% and ratio B/C = 1.31

+ *Economic analysis:* NPV (at the discount rate of 9.3%) = 16.9 billion vnd/ha. IRR = 18%, and ratio B/C = 2.23

- Improvement of environmental aspects: The project aims to increase forest coverage from 48.7% in 2012 to 66.7% in 2017. The plantation will improve soil, protect soil from erosion, reduce floods, protect water source, increase carbon sequestration...

- Creation of employment opportunities:

The project will create job opportunities to local labour (about 319,098 man days will be required), increase household income by 10 million vnd/household/year and therefore contribute to eradicate poverty. The project also aims to increase local people awareness in terms of economic development and environmental protection, and enhance women's roles in agriculture, fishery and forestry activities.

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Production forest development project for paper materials in Phuoc My commune, Quy Nhon city, Binh Dinh province

Project location: Phuoc My commune, Quy Nhon city, Binh Dinh province

Project area: 5,602 ha

Planting site (land resources for the project): 620.8 ha

Project period: 2012 - 2020

Project objectives: i) To establish 602.8 ha of A. *Hybrid*; ii) To enhance local people knowledge and skills in terms of silviculture and forest protection.

Main production of the project: i) Total 62,080 m³ of commercial wood during the assistance period from 2012 to 2020; ii) Improvement silviculture and forest protection knowledge and skills of households, extension staff, commune leaders

Investment owner: Quy Nhon Forestry Limited Company

Project owner: Quy Nhon Forestry Limited Company

Project implementation agency: Quy Nhon Forestry Limited Company

Project cost (Total demand of investment): Total project cost during the assistance period is estimated about 33,185.3 million vnd

Project cost by financial source during the assistance period:

Financial sources	Total amount (million vnd)	%
Company	19,911.18	60
Loans from Banks (interest rate: 18%/year)	13,274.12	40
Total	33,185.3	100

Yearly funding plan

Unit: million vnd

Year	2011	2012	2013	2014	2015	Total
<i>Amount</i>	2,752.2	8,373.0	12,913.3	5,108.9	1,983.9	33,185.3
Year	2016	2017	2018	2019	2020	
<i>Amount</i>	527.9	570.1	610.0	346.0	0	

Some important indicators for justification of the project:

- Results of financial and economic analyses:

+ *Financial analysis:* NPV = 4,599.74 million vnd, IRR = 12% and B/C= 1.19

+ *Economic analysis:* NPV = 7,7254.9 thousand vnd, IRR = 12%, B/C = 1.279

- Improvement of environment aspects: Project aims to increase forest coverage and improve the environment, particularly protecting soil, preventing soil from erosion and protecting watershed. The Acacia plantation increases permeability, maintains water source during dry season and reduces surface water runoff. In addition, forest litter layer provides organic matters to soil.

- Creation of employment opportunities: Project aims to create job opportunities to local farmers so that they can increase their income to 4 -5 million vnd/year/labour.

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Smallholder production forest development project in Hoa Quang Bac commune, Phu Hoa district, Phu Yen province

Project location: Hoa Quang Bac commune, Phu Hoa district, Phu Yen province

Total project area: 5,163 ha

Planting site (Land resource for the project): 975.0 ha

Project period: 2012 – 2020

Project objective: i) To establish an area of 975ha of plantation for paper production material; ii) to increase local forest land use efficiency.

Main production of the project: Providing 117,000m³ of wood material for timber processing industry and paper materials

Investment owner: Tan Phuoc Think Service Limited Company

Project owner: Tan Phuoc Think Service Limited Company

Project implementation agency: Project management board

Project cost (Total demand for investment): Total project cost including contingencies is estimated about 44,200 million vnd

Project cost by financial source during the assistance period:

Finanacial source	Amount (million vnd)	%
Company	13,231	29.92
Government	29	0.08
Commercial bank	30,940	70
Tổng số	44,200	100.00

Yearly funding plan:

Unit: million vnd

Year	2012	2013	2014	2015	2016	2017	2018	2019	Total
Amount	8,935	11,153	7,983	7,591	3,814	1,959	1,817	944	44,200

Some important indicators for justification of the project:

- Results of financial and economic analyses:

+ Financial analysis: NPV/ha (at a discount rate of 9.3%) = 8.4 billion vnd, FIRR = 14%, and B/C = 1.31

+ Economic analysis: NPV (at a discount rate of 9.3%) = 13.766 billion vnd, IRR = 17% and B/C = 1.53

- Improvement of environmental aspects: The project aims to increase 9% of forest coverage, improve soil, reduce soil erosion, protect water source. In addition, the project also aims to improve microclimate.

- Creation of employment opportunities: Project will provide 251,550 man days, create job opportunities to 60% of local labour, increase household income (with a total amount of about 600 million vnd/year) and contribute to poverty eradication

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Smallholder production forest development project in Phuoc Thai commune, Ninh Phuoc district, Ninh Thuan province

Project location: Phuoc Thai commune, Ninh Phuoc district, Ninh Thuan province

Total project area: 3,267.22 ha

Planting site (land resource for the project): 650.0 ha

Project period: 2012 - 2021

Project objective: To enhance sustainability and efficiency of forest land use in the project area

Main production of project: An area of 650 ha of Neem established, about 22,450 m³ of commercial wood produced and 1,820 ton of leaves and 1,920 ton of fruits harvested

Investment owner: Tan Giang protection forest management board

Project owner: Tan Giang protection forest management board

Project implementation agency: Project management board set up by Tuan Loc Limited Company

Project cost (Total demand of investment): Total project cost during the assistance period, including contingencies is estimated about 26.5 million vnd.

Project cost by financial source during the assistance period:

Financial sources	Amount (million vnd)	%
Investment owner	13,262	50
Commercial banks	13,262	50
Total	26,524	100

Financial funding plan:

Unit: million vnd

Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
Amount	4,561	5,830	8,033	2,355	1,270	969	1,046	1,130	832	26,524

Some important indicators for justification of the project:

- Results of financial and economic analyses:

+ *Financial analysis:* NPV (at an economic discount rate of 9,3%) = 5.65 billion vnd ; IRR = 15.4% and B/C = 1.35

+ *Economic analysis:* NPV (at an economic discount rate of 9,3%) = 5.872 billion vnd, IRR = 16% and B/C = 2.057

- Improvement of environmental aspects: The project aims to increase forest coverage by 7%. Neem plantation will improve soil, protect soil from erosion and degradation (by applying fertilizers and agroforestry models), maintain water source, improve microclimate and maintains biodiversity.

- Creation of employment opportunities: The project will provide 379,600 man days, improve local farmer income and eradicate poverty. In addition, the project will increase local awareness in terms of economic development and environmental protection.

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Protection forest development project to improve living environmental quality and protect farmland in Hong Lam village, Hoa Thang commune, Bac Binh district, Binh Thuan province

Project location: Hong Lam village, Hoa Thang commune, Bac Binh district, Binh Thuan province

Total project area: 23,653 ha

Planting site (land resource for the project): 400.0 ha

Project period: 2012 - 2019

Project objectives: to establish an area of protection forest to improve living environmental quality and farmland within project area and adjacent regions.

Main production of the project: by 2019, area of 400 ha protection forest established, including 100 ha of Casuarina and 300 ha of Neem

Investment owner: Government or non-refundable aid organisations

Project owner: Le Hong Phong protection forest management board.

Project implementation agency: Le Hong Phong protection forest management board.

Project cost (Total demand of investment): 17,178 million vnd

Project cost by financial source during the assistance period:

Financial source	Amount (million vnd)	%
Government and other entitie	17,178	100,0
Total	17,178	100,0

Yearly funding plan

Unit: million vnd

Year	2012	2013	2014	2015	2016	2017	2018	2019	Total
Amount	6,255	4,491	2,461	1,355	685	662	662	607	17,178

Some important indicators for justification of the project:

- Results of financial and economic analyses:

+ *Financial analysis:*

Neem: NPV = 17,755,306.0 vnd, IRR = 18% and B/C = 1

Casuarina: NPV = 45,714,905.0 vnd, IRR = 18% and B/C= 1

- Improvement of environmental aspects: Project aims to increase forest coverage to protect and improve the environment, reduce sand moving and prevent water ponds from being filled up by sand;

- Creation of employment opportunities: Project aims to creat 69,549 man days (average: 8,693man days/year); contribute to increase household income by 3.4 million vnd/household/year

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Investment project for afforestation of pulp and MDF material

Project location: Quang Thanh commune Gia Nghia town, Dak Nong province

Project area: 1.371,1 ha

Planting site: (Land resources for the project): 800 ha

Project period: 2012-2019

Project objective: Establishment Acacia plantation for Paper and pulp material

Main production of the project: Supplying of 104.000 m³ commercial wood from 2018

Investment owner: One meber limited liability company Gia Nghia

Project owner: Project Management Board (PMB) of the Company

Implementing agency: Production brigade of the Company

Project cost (Total demand of investment) : 42,434.39 million VND during the assistance period

Project cost by financial source during the assistance period:

Financing source	Total amount (million VND)	(%)
Company	27,684,390	65,24%
Credit	8,000,000	18,85%
Assisten of programe 147	6,750,000	15,91%
Total	42,434,390	100 %

Yearly funding plan

Unit: million VND

Year	1	2	3	4	5	6	7	8	9
Total	8.499.104	12.830.768	11.142.408	5.266.170	1.576.804	1.084.917	1.084.917	678.073	271.229

Some important indicators for justification of the project:

- Results of financial and economic analyses:

Financial analysis: NPV at discount rate of 7.3% is 3,213..30 million VND, FIRR is 11% and BCR is 1.23.

Economic analysis: NPV at discount rate of 10 % is 20,641.647 million VND/ha, EIRR is 19% and BCR is 1.1

- Improvement of environmental aspects: Improve the soil quality and bio-diversity conservation

- Creation of employment opportunities for staffs of company and farmer living in the project area.

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Establishment Acacia plantation for Paper and pulp material

Project location: Kon Ray district, Kon Tum province

Project area: 6.549,9 ha

Planting site (Land resources for the project): 1000 ha

Project period: 2011-2018

Project objective Establishment of high value and productive forest plantation for pulp and paper material.

Main production of the project: 130.000 m³ wood for pulp and paper material

Investment owner: One member limited liability forest company Kon Ray.

Project owner: Project Management Board (PMB)

Implementing agency: PMB and Groups of farmers

Project cost (Total demand of investment) : 42.65 billion VND during the assistance period

Project cost by financial source during the assistance period:

Financing source	Total amount (million VND)	(%)
Company fund	21.839.918	61%
Credit fund	8.363.265	23%
Flitch project fund	5.880.000	16%
Tổng	36.083.183	100 %

Yearly funding plan

Unit: million VND

Year	1	2	3	4
Total	6.497.774.381	12.959.806.248	13.644.529.963	6.358.869.230

Year	5	6	7	8	9
Total	1.641.258.418	349.207.200	349.207.200	349.207.200	289.720.800

Some important indicators for justification of the project:

- Results of financial and economic analyses:

Financial analysis: NPV at discount rate of 10% is 9.266 billion VND, FIRR is 12% and BCR is 1,28.

Economic analysis: NPV at discount rate of 7.3% is 12,369 million VND/ha, EIRR is 15% and BCR is 2,21.

- Improvement of environmental aspects: Improve the soil quality and bio-diversity conservation.

- Creation of employment opportunities: Creation of 349,5 man-day in 8 years

Annex 4. General information of the project plans prepared by the PSTs of 23 provinces

GENERAL PROJECT INFORMATION

Project name: Establishment Acacia plantation for Paper and pulp material

Project location: Son Dien commune, Di Linh district, Lam Dong province

Project area: 1.381,23 ha

Planting site (Land resources for the project): 700 ha

Project period: 2012-2021

Project objective: Establishment Acacia plantation for Paper and pulp production

Main production of the project: 24.000- 36.000 m³ commercial wood of Acacia *Mangium* from 2032-2039

Investment owner: One member limited liability forest company Di Linh

Project owner: Project Management Board (PMB)

Implementing agency: Bac Son forest enterprise

Project cost (Total demand of investment) : 36,083.183 million VND during the assistance period

Project cost by financial source during the assistance period:

Financing source	Total amount (million VND)	(%)
Company	21.839.918	61%
Credit	8.363.265	23%
Fitch project	5.880.000	16%
Total	36.083.183	100 %

Yearly funding plan

Unit: million VND

Year	1	2	3	4	5	6	7	8	9
Total	10.778.025	7.859.333	12.224.409	3.455.442	929.147	236.745	260.419	204.615	135.046

Some important indicators for justification of the project:

- Results of financial and economic analyses:

Financial analysis: NPV at discount rate of 10% is 7.391 billion VND, FIRR is 13.45 and BCR is 1.13

Economic analysis: NPV at discount rate of 10% is 9.909 million VND/ha, EIRR is 14.83% and BCR is 1.34.

- Improvement of environmental aspects: Improve the soil quality and bio-diversity conservation

- Creation of employment opportunities: Creation of 169.000 man-day in 8 years

Annex 5. Evaluation of the F/S and I/P reports prepared by the PSTs of 23 provinces

Table 1: Evaluation Results of F/S reports by regions

Regional code	Region	Province	Point of PM	Point of F&E	Total point	Ranking within region
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Maximum			80,5	19,5	100,0	-
1	NE	Yen Bai	67.9	16.8	84.7	1
		Bac Kan	64.9	16.2	81.1	2
		Cao Bang	64.4	15.7	80.1	3
		Ha Giang	58.7	14.5	73.2	4
2	NW	Đien Bien	73.6	17.8	91.4	1
		Son La	69.0	18.0	87.0	2
		Hoa Binh	67.5	16.5	84.0	3
		Lai Chau	68.0	15.8	83.8	4
3	NCC	Quang Tri	74.0	17.3	91.3	1
		Thanh Hoa	71.3	15.5	86.8	2
		Hue	72.0	14.5	86.5	3
		Quang Binh	68.6	17.7	86.3	4
		Nghe An	67.5	13.5	81.0	5
		Ha Tinh	56.0	17.2	73.2	6
4	SCC	Quảng Nam	71.0	16.5	87.5	1
		Phu Yen	65.0	17.0	82.0	2
		Ninh Thuan	68.0	13.5	81.5	3
		Binh Dinh	65.0	15.3	80.3	3
		Quang Ngai	62.0	15.3	77.3	5
		Binh Thuan	58.0	14.1	72.1	6
5	CH	Lam Dong	70.8	16.0	86.8	1
		Kon Tum	68.6	16.0	84.6	2
		Dak Nong	62.1	14.0	76.1	3

Table 2: Overall evaluation results

Statistics	Management (PM)	Financial/economic (F&E)	Total score
Total	80.5	19.5	100
Average	66.7	15.9	82.5
Max	74.0	18.0	91.4
Min	56.0	13.5	72.1

Annex 5. Evaluation of the F/S and I/P reports prepared by the PSTs of 23 provinces

Table 3: Evaluation criteria of F/S report

No	Item	Evaluation perspectives	Point*
General aspect			30
1	Logical consistency	Logical relation of PDM (5 points) and logical construction of the report (5 points)	10
2	Data quality and quantity	Quality (5 points) and quantity (5 points)	10
3	Right application of method	Appropriate use of the method (5 points) and application (5 points)	10
Specific aspect			70
Part I			15
1	Context of the project	How does the description show the policy relevant of the project?	1.5
2	Natural/socio-economic conditions	Assessment of data quality and quantity	3
2.1	Natural conditions	In terms of natural resources in the project area	1
2.2	Socio-economic	In terms of human resource potentials (1 point)	1
		In terms of socio-economic environment such as household economy, major economic activities, financial sources and infrastructure (1point)	1
2.3	Land use and forest resources	Description of current situation of forest land (1.5 point)	1.5
		Description of land productivity (2.5 point)	2.5
2.4	Sales and marketing	Description of existing market (1.5 points) and future market prospects (1 point) (target products, specifications, prices, quantities, delivery methods)	2.5
2.5	Lessons learned	Has any lesson been referred in relation to the project? (0.5 point)	0.5
2.6	Lessons learned	Assessment of opportunities and challenges is done? (0.5 point)	0.5
Part II			25
1	Project rationale	Description of issues (1 point) and presentation of the project as an appropriate counter-measures (2 points)	3
2	Project objective/outputs	Consistency with the PDM	3
3	Project components/Key design consideration or project implementation plan	Sufficiency and appropriateness of project components (2 points) /implementation plan (2 points)/ schedule (1 point) in light of achievement of the objective	5
4	Project cost	Description of baseline costs, physical and price contingencies, assumptions in tables	3

Annex 5. Evaluation of the F/S and I/P reports prepared by the PSTs of 23 provinces

5	Financing plan	Description of cost table by financing sources	4
		Loan repayment schedule	
6	Organization of project management and implementation	Description of the roles and responsibilities of the implementing agency to achieve the objective	3
		Appropriateness of stakeholder analysis	
7	Training plan	Have training needs been identified for the project implementation?	2
8	Monitoring and Evaluation	Realistic indicators are being set for M & E?	2
Part III			20
1	Financial/economic analysis	Appropriateness of data used for the analysis (2 points), and appropriateness of methodologies (5 points) and analysis of results (3 points)	10
2	Environmental impact	Appropriateness of data used for the analysis (1 point), and methodologies and analysis of results (1 point)	2
3	Social impact		2
4	Sustainability	Any factors being described that are critical to the sustainability of the project?	3
5	Risk and mitigating measures	Any risks and mitigating measures being mentioned?	3
Part IV			10
1	Conclusion	Persuasive statement of conclusion	5
2	Recommendation	Recommendations for actions being addressed?	5
Note: (*) For each of the items, 100% of the point is given when description is evaluated as “good,” 70% when it is evaluated as “fair,” 40% when relevant items of the I/P structure are at least mentioned, 0% when nothing is mentioned for the relevant items of the I/P structure			

Annex 5. Evaluation of the F/S and I/P reports prepared by the PSTs of 23 provinces

Table 4: Evaluation Results of I/P reports by regions

Regional code	Region	Province	Point of PM	Point of F&E	Total point	Ranking within region
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Maximum			70.0	30.0	100.0	-
1	NE	Bac Kan	27.0	60.5	87.5	1
		Yen Bai	26.5	57.0	83.5	2
		Ha Giang	24.5	54.5	79.0	3
		Cao Bang	25.0	54.0	79.0	4
2	NW	Dien Bien	27.0	58.5	85.5	1
		Lai Chau	26.5	58.0	84.5	2
		Hoa Binh	26.0	57.0	83.0	3
		Son La	26.0	56.5	82.5	4
3	NCC	Quang Tri	26.5	63.0	89.5	1
		Quang Binh	27.0	59.0	86.0	2
		TT Hue	24.0	62.0	86.0	3
		Thanh Hoa	24.0	60.5	84.5	4
		Nghe An	23.0	58.5	81.5	5
		Ha Tinh	25.0	55.5	80.5	6
4	SCC	Quang Nam	27.0	57.0	84.0	1
		Phu Yen	24.0	44.0	68.0	2
		Quang Ngai	18.5	47.0	65.5	3
		Binh Dinh	20.0	39.0	59.0	3
		Binh Thuan	14.0	38.0	52.0	5
		Ninh Thuan	17.0	25.0	42.0	6
5	CH	Lam Dong	26.0	60.5	86.5	1
		Kon Tum	25.5	58.5	84.0	2
		Dak Nong	23.0	55.0	78.0	3

Table 5: Overall evaluation results

Statistics	Management	Financial/economic	Total score
Total	70	30	100
Average	53.85	24.04	77.89
Max	63.00	27.00	89.50
Min	25.00	14.00	42.00

Annex 5. Evaluation of the F/S and I/P reports prepared by the PSTs of 23 provinces

Table 6: Evaluation criteria of I/P report

No	Item	Major perspectives for evaluation	Point*
General aspect			20
1	Practical aspect	Is the I/P practical enough to put in implementation?	10
2	Clarity (easy of understanding)	Is the I/P clear enough to guide the staff members of the implementing agency to implement the project?	10
Specific aspect			80
1	Summary of the project	Concise summary of F/S report by incorporating any revision made over the report.	10
1	Institutional arrangement	Clear description of the roles and responsibilities of the implementing agency including the internal organizational structure and the relation with other major stakeholders	10
2	Implementation schedule	Realistic schedule in consideration of the timing and sequencing of respective project activities at both preparation and operation periods	10
3	Arrangement for financial arrangement	Clear explanation of the channels through which the funds be delivered from providers to users for all the financial sources	10
4	Procurement arrangement	Clarification of parties that will be in charge of major actions, particularly those who are authorized to approve the award and contract, and how long the procedures take (preparation of procurement flow)	10
5	Sales and marketing	Clarification of parties to be involved in major processes, their actions and time sequences of the actions to be taken (preparation of sales and marketing flow)	10
6	Training plan	Preparation of the table for training plan in consideration of the training needs	10
7	M & E	Preparation of the table for M & E plan by clarifying respective parties to collect data and information, to aggregate them, and to make a decision.	10
Sum			100

Note: (*) For each of the items, 100% of the point is given when description is evaluated as “good,” 70% when it is evaluated as “fair,” 40% when relevant items of the I/P structure are at least mentioned, 0% when nothing is mentioned for the relevant items of the I/P structure