

The Policy Research Capacity Strengthening to Implement Vietnam's 2001–2010 Socio-economic Strategy Project

**Adam McCarty
Matthew Greenwood
Tran Thi Ngoc Diep**

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Sida Evaluation 07/38

Asia Department

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Authors: Adam McCarty, Matthew Greenwood, Tran Thi Ngoc Diep.

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SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
Address: SE-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm
Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64
E-mail: sida@sida.se. Homepage: <http://www.sida.se>

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Abbreviations and Acronyms

ADB	Asian Development Bank
AusAID	Australian Agency of International Development
CIEM	Central Institute for Economic Management
DANIDA	Danish International Development Agency
DPI	Department of Planning and Investment
FDI	Foreign direct investment
GoV	Government of Vietnam
GSO	General Statistics Office
HCS	Hanoi Core Statement
HR	Human Resources
IFS	Institute of Financial Science
ILSSA	Institute of Labour Science and Social Affairs
ISOS	Institute of State Organization Science
MARD	Ministry of Agriculture and Rural Development
MPDF	Mekong Private Sector Development Facility
MPI	Ministry of Planning and Investment
MODA	Ministry of Domestic Affairs
MOHA	Ministry of Home Affairs
MoF	Ministry of Finance
MOLISA	Ministry of Labour, Invalids and Social Affairs
NCEIF	National Centre of Socio-Economic Information Forecast
NIER	(Sweden's) National Institute for Economic Research
PMB	Project Management Board
PMU	Project Management Unit
PMRC	Prime Minister's Research Committee
PPC	Provincial Peoples Committee
PPRIs	Public Policy Research Institutions
PSC	Project Steering Committee
SEDS	Socio-Economic Development Strategy 2001–2010
Sida	Swedish International Development Agency
UNDP	United Nations Development Programme
USD	United States Dollars
VIT	Vietnam Institute of Trade
VND	Vietnam Dong
WTO	World Trade Organisation

Executive Summary

Strengthening Policy Research in Vietnam

The Policy Research Capacity Strengthening to Implement Vietnam's 2001–2010 Socio-economic Strategy project was to improve coordination and cooperation among Government institutions in policy research and to contribute to the achievement of 2001–2010 socio-economic development strategy targets. This was to be achieved through strengthening policy research capacity of the project's participating institutes. The Project was implemented from 2002 to 2005 with the following Institutes:

- Prime Ministers Research Committee
- Central Institute for Economic Management
- Vietnam Institute of Trade
- Institute of Finance Science
- Institute of State Organisation Science
- Institute of Labour Science and Social Affairs
- National Centre of Economic Information and Forecasts

Project Objectives

The overall objectives of the Project were to:

1. increase the quality and quantity of policy reports and recommendations made by research institutions to the Prime Minister and the Vietnamese Government
2. strengthen policy research capacity to contribute to the scaling up and hastening the economic reform process and international and regional economic integration and cooperation for Vietnam
3. assist capacity-building/human resource development in economic policy research and policy making
4. improve the quality of policy research in partner organisations to fulfil their research obligations to the Government and the Prime Minister.

Overall the Project was a Success

In order to achieve this various activities were undertaken by the participating Institutes and funded by Sida. An independent review was conducted in 2007 to assess the impacts of this Project and to assess if the Project Objectives were achieved. The review focused on the following areas:

1. Relevance
2. Effectiveness
3. Project Outcomes
4. Sustainability and replication of the project and its activities
5. Efficiency
6. Lessons learned and recommendations

The Review Team concluded that overall the Objectives were met. The Project was relevant to the prevailing economic and political climate and the current reform process that is ongoing in Vietnam. The project supported strategic areas of research. Despite the Project initiating before the release of the Hanoi Core Statement on Aid Effectiveness, the Project was implemented in a way that was in line with this Statement.

Effective

Overall the Project was effective in meeting its goals. The methods used and the activities implemented were appropriate in adequately building the capacity of the research capability of individual researchers and the respective participating Institutes. The management structure of the Project was adequate but some areas of concern were raised by the participating Institutes. These were not major issues but lessons learned can be derived for future Project support.

Outcomes Achieved

In terms of Project Outcomes the Review Team identified and documented instances where the Project support improved the capacity of research and where this research influenced policy changes. Given the qualitative nature of the review and the subject matter it is a challenge to identify the impacts of the policy change on the economy or society. But in some cases it was identifiable where the policy change was influenced by the Project supported research.

Pilot Approach

This Project was a pilot approach. It was groundbreaking in the sense that it encouraged collaboration and cooperation between the participating Institutes as well as Sida. This collaboration was limited before the project. This was a significant achievement for the project and the participating Institutes. The Project's flexibility in adapting to a changing policy environment and hence research demands was also a strength. In this context the project can be seen as successful. A number of lessons were learned during implementation and the participating Institutes were able to adjust and act accordingly.

Value for Money

The Project demonstrated value for money and from the information gathered by the review team it was efficiently implemented for the outputs it achieved. The Review Team has identified some lessons learned from this Project to benefit the design of a Phase 2. As a result some recommendations are provided for this purpose.

In Section 1 the outline of the Project is presented. This is followed by an analysis of the policy research relationship in Vietnam and the challenges facing research institutes in Vietnam. Section 2 outlines the purpose of the Evaluation and its scope. The remainder of this Section is dedicated to the Evaluation based around the key areas identified in the scope (Relevance, Effectiveness, Outcomes, Sustainability, Efficiency and Lessons Learned). Each of these criteria is applied to the Project in general but also to each participating Institute. As a result of the analysis in Section 2 lessons learned are identified and presented in Section 3. These form the basis of the recommendations to Sida and the participating Institutes.

1 Context and Overview of the Project

1.1 Introduction

The Policy Research Capacity Strengthening to Implement Vietnam's 2001–2010 Socio-economic Strategy project was to improve coordination and cooperation among Government institutions in policy research and to contribute to the achievement of 2001–2010 socio-economic development strategy targets. This was to be achieved through strengthening policy research capacity of the project's participating institutions. The Objectives of the Sida-supported project were to:

1. increase the quality and quantity of policy reports and recommendations made by research institutions to the Prime Minister and the Vietnamese Government
2. strengthen policy research capacity to contribute to the scaling up and hastening the economic reform process and international and regional economic integration and cooperation for Vietnam
3. assist capacity-building/human resource development in economic policy research and policy making
4. improve the quality of policy research in partner organisations to fulfil their research obligations to the Government and the Prime Minister.

The Project was implemented over the period from 2002 to 2005 (3 years and 8 months). Initially the Project period was 2 years but some activities required an extension of the timeline to ensure completion. The project expended \$2.2 million over this period.

Initially the project encompassed the following Research Institutes (from 2002).

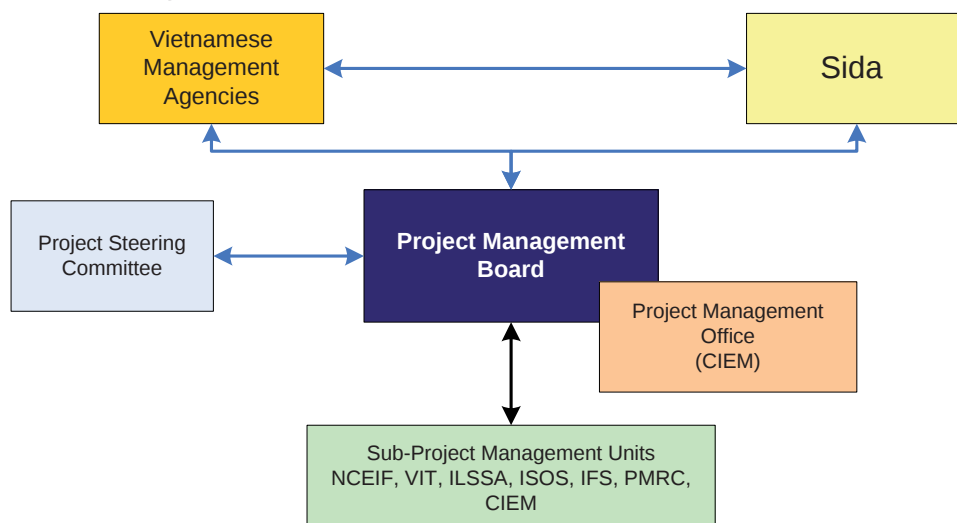
- Prime Ministers Research Committee (PMRC) (under The Office of the Government)
- Central Institute for Economic Management (CIEM) (under MPI)
- Vietnam Institute of Trade (VIT) (under Ministry of Trade – MOT)
- Institute of Finance Science (IFS) (under Ministry of Finance – MOF)

Subsequently other Institutes were included. These Institutes were considered to be of significance and the project overall would benefit as well as the Institutes themselves from their participation.

- Institute of State Organisation Science (ISOS) (under Ministry of Domestic Affairs – (MODA) in 2003;
- Institute of Labour Science and Social Affairs (ILSSA) (under Ministry of Labour, Invalid and Social Affairs – (MOLISA)); in 2005 and
- National Centre of Economic Information and Forecasts (NCEIF) (under MPI) in 2005

There were seven participating Institutes within the project. CIEM was the main Institute in terms of project and administrative coordination. Each Institute was responsible for technical and research aspects. The organisational structure of the project is outlined in the diagram below.

Figure 1: Project Management Structure



The project consists of a Project Steering Committee (PSC), a Project Management Board (PMB), Sub-Project Management Units (PMUs of PMRC, VIT, IFS and ISOS) and Project Management Unit (PMU located at CIEM). CIEM plays a role as the main coordinating agency in cooperation with other participating research institutes. The Project Management Unit was assigned the tasks of assisting the PMB in preparing, organising and monitoring the implementation of the project; managing and monitoring the allocation and use of the Sida funds; and organizing regular meetings of the PSC, PMB, and other ad hoc meetings if required.

The Project Management Board was responsible for the decision-making processes related to budgets and the implementation of activities within the agreed framework agreed by Sida. The PMB consisted of representatives from PMRC and CIEM. The PMB had limited power in terms of allocation of budgets and resources. This task was to be undertaken by the PSC. This committee consisted of representatives from Sida, Ministry of Planning, Ministry of Finance, Ministry of Trade, MOLISA, MOHA. Decisions to be made about increased funding, reallocation of resources to other activities had to be approved by the PSC. The PMU itself was responsible for the day to day management of the project (administration, financial reporting, etc).

1.2 Policy Research in Vietnam

It is useful to outline the policy research situation in Vietnam – this gives context and a reference point to the Project Evaluation. The area of Public Policy development and formulation in both developed and developing countries and the relationship with evidence-based research can be contentious.

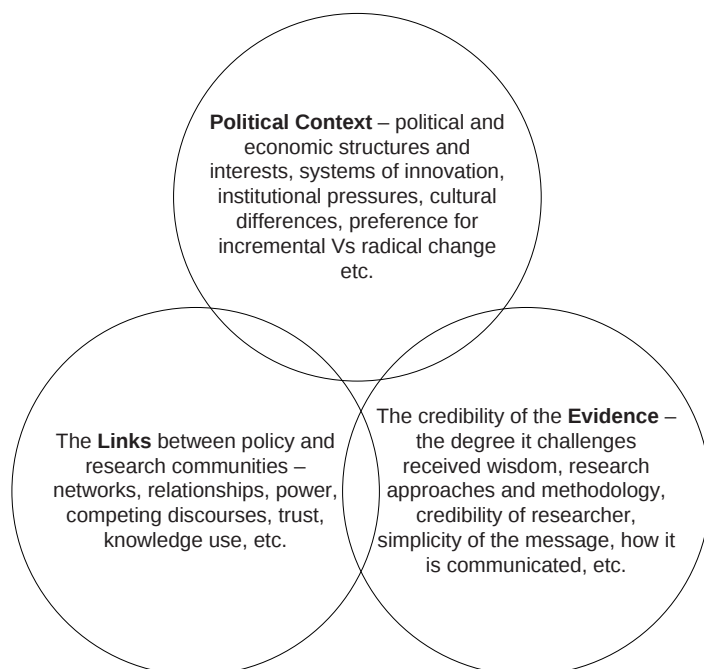
The relationship between research and policy making is not linear; it is a dynamic process and has many facets and linkages. The most important dimensions when understanding the impact of research on policy are:

1. **Context: politics and institutions.** The political, social and economic context shapes research and policy-making → interests of key policy-makers and researchers, structures and ideologies and general political and reform agendas and programs of the government. International context plays a role here as well.
2. **Evidence: credibility and communication.** Investigating the impact of research findings raises questions about the credibility of the research that made an impact (how it was gathered, by whom and whether it was perceived as accurate), and how it was communicated to policy makers.

3. **Links: influence and legitimacy.** The linkages between the researchers and the policy-makers is important and the extent to which the research results give the findings legitimacy.

Therefore research uptake is seen as a function of the interaction of context: politics and institutions; evidence: approach and credibility; and links between researchers and policy-makers.

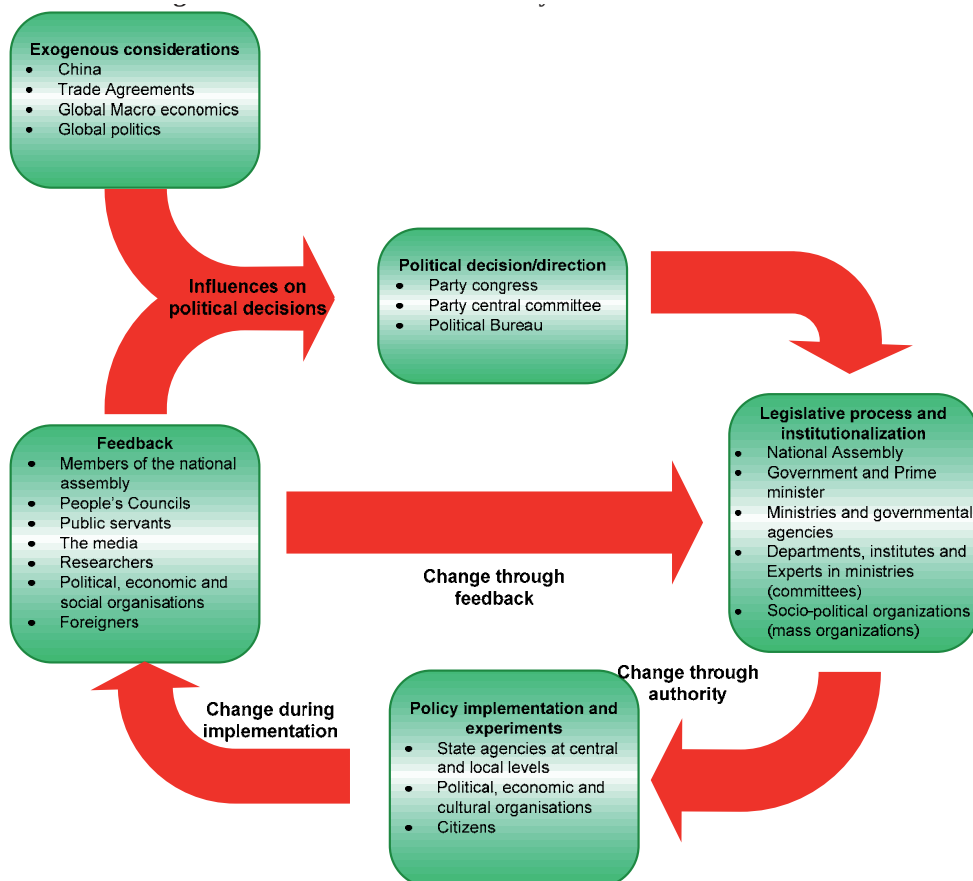
Figure 2: The Context, Evidence and Links Framework¹



The linkages between policy and research are complex, non-linear and have a diverse range of actors with different perspectives. There are also a number of external influences that may impact on this relationship, such as donors and other ‘exogenous considerations’.

¹ Court, J. and Young, J., 2003, “Bridging Research and Policy: Insights from 50 Case Studies”, Overseas Development Institute London, page 8

Figure 3: Possible Process for Policy Formulation in Vietnam²



It can be argued that political, cultural and historical factors as well as exogenous and external factors influence policy making in Vietnam. External factors are becoming more important as Vietnam increases its degree of economic integration globally as well as in the region.

The Current Context of Policy Development and Research in Vietnam

The renovation policy initiated in 1986 has brought about major changes in every aspect of Vietnamese society. While *doi moi* has been comprehensive, most attention has focused on the economy and the renovation of economic policies. To move from centrally planned and state-subsidized economy to a market economy under control of the state, Viet Nam has had to change a number of its economic policies. These include the diversification of forms of ownership, acceptance of private proprietorship, openness of the external economy, and price liberalization. These policy changes have produced an economy that is more vibrant than before the renewal process.

The economic achievements brought about by renovation are impressive but the economy is still in transition however. The overall target of Vietnam now is to successfully implement this transition and transform the centrally-planned economy into a market economy with socialist orientation as well as transform the traditional peasant economy into a modern industrialized economy, with improved competitiveness and higher quality of economic growth.

Integration and openness of the economy implies Vietnam is now at a stage where there are “new rules of the game” that it has to operate within. Furthermore there are the challenges of translating opportu-

² “The influence of research on Public Policy in Vietnam”, research conducted by Mekong Economics for the Embassy of Finland, Hanoi, June 2006

nities from integration into development benefits (especially in the rural areas). With recent events (such as WTO accession) and the continued path of integration within a state controlled framework requires continued management and policy changes. Furthermore the social impacts are not so clear. Reforms in economic policies do not immediately lead to positive effects in the social field; the contrary can be the case.

This therefore requires a clear understanding of both opportunities and challenges in their political, economic, social, cultural, and environmental aspects. Solutions are needed to take advantage of the opportunities, to determine an effective mechanism to coordinate between instruments and solutions to achieve the objectives of integration and development. The achievements so far in socio-economic developments in Vietnam is the basis for future development in relation to reducing poverty, building a foundation for economic growth and social development in the future, and to further the policy of international integration. There are challenges however to this process and more specifically in relation to fulfilling WTO commitments for example. It is predicted that some of these challenges relate to³:

- Significant challenges are present in trade. The competitive pressure will increase when protection of domestic production is reduced while Vietnam implements their international commitments. This forces firms to restructure to improve their competitiveness, and to create new competitive capacity. Many regulations in trade in services, and rules of intellectual property rights are new to Vietnam and will have significant impacts.
- WTO accession also requires a strengthening of the political and legal institutions and transparency to be in line with the international practices. Building market-oriented economic institutions, creating a fair competitive environment for all firms are key steps to be taken, based on the international principles.
- Improving the capacity of different local governments is also an important component of successful integration of Vietnam into global economy if benefits are to be experienced at local (rural) areas.
- WTO accession requires an assessment of impact of this process on social issues and poverty. For that reason, active international economic integration is not simply to reduce protection of domestic production, but also an overall and concerted campaign of the whole country in all fronts, political, economic, cultural, social, and environmental. Therefore research is required on the manifested impacts as well the potential impacts (which informs future policy changes).
- The awareness of integration and WTO by the public at large, the firms, and other players has been limited. International experience suggests that limited awareness can be a hindrance to the integration process. The experience of integration in other countries around the world indicates that different understandings may exist in different sectors, levels, enterprises, and the public at large about the benefits and obligations of implementing WTO commitments.

The market economy is still in developmental stages. Research undertaken in the past has been a contributor to the policy changes. Continued research and policy changes will be required in the coming years to ensure adequate frameworks are in place to take advantage of the opportunities the reform process is generating but also to mitigate any potential negative effects of this reform process. Furthermore environmental and social impacts need to be considered. Often rapid economic expansion leads to undue exploitation – improperly using, wasting, polluting, or destroying nature and natural resources. Every environmental consequence eventually impacts humans; thus, the state's interest in social policy requires it to prevent economic activity from causing environmental deterioration. Therefore policy-making and implementation must not be arbitrary, but rather based on careful consideration

³ Opportunities and Challenges for Vietnam in WTO Accession, Prof. Dr. Do Hoai Nam, *Director, National Center for Social Science & Humanity*, http://epic.com.vn/resources/WTO_accession_opportunities_and_challenges.pdf

of various points of view and quality research. These changes are ongoing. Therefore research needs to be ongoing since the process of change and the impacts of that change are dynamic.

Demand and Supply of Research in Vietnam

There are a large number of public policy research institutions in Vietnam⁴. Research activities relating to public policy formulation have been conducted primarily by the public R&D institutions, particularly the public research institutes, both in natural and social sciences. Now Vietnam's "innovation" system comprises several organizations, both public and private – private and public firms, research institutes, universities, non-state organizations, innovation supporting agencies, etc. Overseeing this, the government plays an important role in formulating the legal framework for innovation acquirement, diffusion and use; such as implementing innovation policies and giving direct support and incentives to promote innovation activities in Vietnam.

The public sector plays a major role in innovation and technological advancement in Vietnam. Up until early the 1990s, innovation activities were undertaken mainly by public research institutes and universities. These organizations were under the administration of line ministries and they were specialized in various areas such as the natural sciences, social and cultural research, education, agriculture, engineering, economics, etc. Private institutions did not play a role during this period. State owned enterprises were not so proactive in innovation activities unless they were allocated state funds. In general, by the middle of the 90s, although allocated significant financial and human resources for such activities, public innovation institutions in Vietnam operated in isolation from each other. They offered few opportunities for exchange and shared learning; the linkages between them and the private productive enterprises were very weak as well. Furthermore, Vietnamese enterprises did not seem to be much concerned with R&D or innovation activities and research. This has been changing rapidly in Vietnam since 2001. A stronger focus has been placed on innovation by the government and more support has been given to these institutes.

Table 1: Total R&D Registered Institutes between 1995–2005

Sector	1995		2000		2005	
	Number	(%)	Number	(%)	Number	(%)
Public, of which, those under	374	72.06	517	60.61	639	52.40
– Line ministries/agencies	289	5.68	342	4.09	456	37.3
– Universities	51	9.82	120	14.06	116	9.11
– State Owned Corporations	34	6.56	55	6.46	67	5.49
NGOs under prof. asso.*	130	25.04	311	35.64	524	43.1
Private	15	2.89	25	2.86	57	4.5
Total	519	100	873	100	1220	100

Note: *In Vietnam, non-government institutes are required to be registered under the supervision of the national professional associations.

Source: Data from Ministry of Science and Technology (MOST), at <http://www.most.gov.vn>

The growth in such institutes shows the recognition of government for the importance of research and policy development.

⁴ Nguyen Dinh, C, and Pham Hong, H, 2005, "Vietnam's Public Policy Research Institutions and their Activities", Central Institute for Economic Management, Hanoi, Vietnam.

The Demand for Policy Research

There is a high degree of importance placed on research activities for policy formulation by the Government of Vietnam. This is expressed, for example, through the Science and Technology Law where science and technology are to be an important foundation in the formulation of strategies, plans, programs and projects for socio-economic development.

A study conducted in 2005 concluded however that the participation of research institutes in the policy making process in Vietnam was weak (Dinh and Hong 2005). Due to the lack of research on capacity issues, it is not easy to verify this assessment made at the time or if it is applicable today. The challenges raised in the document are of interest for this Project Evaluation assignment and are worth mentioning here. These relate to the “demand” side of the equation.

- the willingness to accept any research results and the ability to understand is limited to a small group of people.
- research that is not supportive of government objectives or current thinking is not always welcome and sometimes resisted, even though it is valid or could be beneficial if considered in the policy formulation process.
- The general attitude of policy-makers to the research community is that they are too scientific, too academic, and not practical (Dinh and Hong, 2005).
- The decision-making process is less reliant on the advice of the research community where policy makers rely on experts in government agencies – people they can trust and who they are familiar with.
- The high demand for public policy research by the foreign donor community helps to improve the capacity of PPRI in conducting research as well as preparing policy advocacy reports. Their initiation of research issues and financial support for public policy research has provided a boost to this area in Vietnam.
- Another constraint to the contribution of research to policy-making is the policy-making process and structures. The Law on Regulatory Documents and Procedures 1996 regulates the essential steps of the legislation-making process. The process has a number of entry points in which research activities can contribute and influence. This has not been achieved due lack of capacity of many PPRI as well as the management process of the document editing and refining process (e.g. documents are circulated for comment and input with little time for adequate response and input).

Supply of Policy Research

More interestingly for this Project Evaluation the report by Dinh and Huong (2005)⁵ identifies a number of weaknesses with PPRI in conducting research for policy formulation in Vietnam:

- The weak connection between research and training – there are limited opportunities for researchers to gain adequate training to conduct adequate research for public policy. This is an institutional weakness.
- Mismatch of research and policy-making needs – the research community is unable to provide the type of consultancy and information that the leadership requires for policy-making purposes.
- Poor cooperation between Institutions – this is particularly true when it involves research bodies from Ministries. Cooperation with outside bodies and researchers is usually on an individual basis. Cooperation is good if official requests are made on specific issues, but the authors state that this is a rare occurrence.

⁵ Dinh and Hong (2005)

- Analysis is not independent – leaders of the research from the Ministries do not have an incentive to present research findings that may contradict current government policy. Funding for research for many institutes is from government sources. This provides a dilemma for many institutes if they publish potentially contentious research results.
- “Brain-drain” – a number of skilled and well trained researchers either move into the private sector (which now provides many job opportunities for talented individuals) or simply leave due to their increasing workloads and low pay (when compared to other income-earning opportunities – consulting for example).
- Distribution of research institutes – the majority of the research institutes are located in Hanoi where there is a concentration of research activities. There has tended to be a concentration in the North of research activities.

Despite the apparent weaknesses the authors further conclude that significant improvements in research activities for public policy formation and influence have been achieved since the advent of *doi moi*. There is room for further improvement however; therefore:

- There is a need for improvement in the communication between public policy research institutions and the policy-making process (including diversifying communication channels and promoting research based policy making);
- There is a need to improve dissemination of research results. Greater public awareness is required, not just the technical or scientific community;
- There is a need to improve the exchange between public policy research and training. Cooperation between institutions should be encouraged with a view to capacity building and training of its researchers;
- A network of like-minded research institutes should be developed with linkages to other types of research institutes. This way research can be initiated with adequate attention to cross-cutting issues, efficient gathering of information and data (no “re-inventing of the wheel”), and transferring best practice from one institution to another.

These issues were identified as areas that required improvement if the supply of research was to be improved in terms of quality and the means of being effective as inputs to the policy-making process. These issues will be considered in *Section 2.4* vis-à-vis the Sida Project.

2 The Evaluation

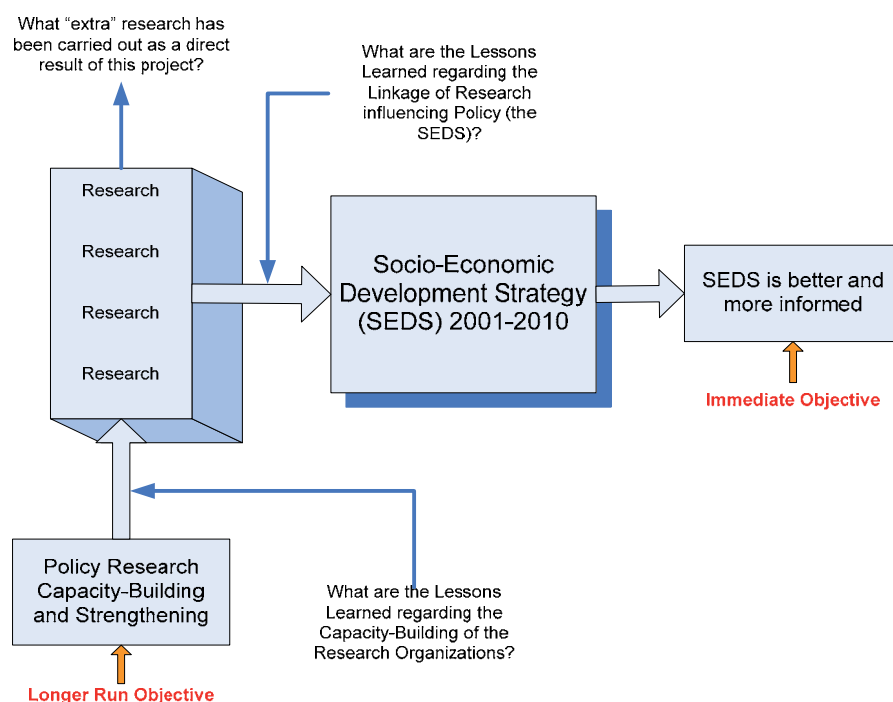
Mekong Economics Ltd was contracted to undertake an independent Evaluation of the Project. The approach was to conduct a series of in-depth interviews with the key actors on the Project. This included the actors involved in the management as well as the researchers and beneficiaries of the support provided by the Project. The approach also involved the analysis of project documents and the research documents produced in order to fulfill the requirements of the Evaluation.

2.1 Scope of the Evaluation

As outlined in the Terms of Reference the Evaluation of the Project was to

- provide an independent overview of the project
- evaluate intended and unintended outcomes of the project
- draw necessary lessons and provide information and basis for decision as to if and how a second phase of the project is to be carried out
- draw lessons that can be used in policy work or when designing programmes and projects elsewhere, including on how to develop capacity in research institutes transforming into more autonomous, self-sustaining and independent entities.

The following diagram summarizes the approach taken for the evaluation.



In using the Terms of Reference for this assignment as a guide the Review was conducted based on the following:

1. Relevance
2. Effectiveness
3. Project Outcomes

4. Sustainability and replication of the project and its activities
5. Efficiency
6. Lessons learned and recommendations

2.2 Relevance

Vietnam is currently experiencing significant changes economically and socially with the transition to a more liberalized, integrated and market-oriented economy. The support provided to the Government of Vietnam by Sida is targeted at institutions that are charged with undertaking research in strategic areas on important economic reform issues. The institutions that are targeted for support under this project come under key Ministries.

Institute	Ministry
PMRC	The Office of the Government
CEIM	Ministry of Planning and Investment
VIT	Ministry of Trade
IFS	Ministry of Finance
ILLSA	Ministry of Labour, Invalid and Social Affairs
ISOS	Ministry of Home Affairs
NCEIF	Ministry of Planning and Investment

These Ministries are directed by the Prime Minister to undertake specific research topics that are relevant to the Government and the changing political and economic climate in Vietnam. These Ministries then direct their respective institutes to undertake the required research. In that sense the research is directly related to current and important emerging issues.

The Sida support therefore is very relevant to the reform and transition process in Vietnam through this (indirect) approach. Furthermore the approach for determining the research topics is demand driven and not supply (donor) driven. This approach is appropriate given that demand driven research is more likely to impact on policy development in the shorter term than supply driven research. The approach to support the development of quality in the research outputs that will impact on policy is an entirely appropriate strategy in the current context.

Sida had been supporting some research institutes (CIEM, ILSSA, ISOS for example) on a bilateral arrangement. It was recognised that designing a project that coordinated these inputs and assistance would yield efficiency gains. The research capacity of one institute can have positive “spillover” effects on another Institute. It was hoped that with would be the case when a project was implemented that supported collaboration between key, strategic research institutes.

Other Donors

Other donors support research for policy-making in Vietnam. For example, DANIDA support CIEM, UNCP support ILSSA and ISOS. ILO support ILSSA. This support is targeted on specific issues however; UNDP supports PAR research with ISOS or labour statistics and issues research in ILSSA. It is not broad based support and capacity building like the Sida support. The Sida support focuses on the research and capacity building priorities of each of the participating Institutes. This is a good approach since the support will be more effective given it is meeting the needs of the Government rather than what the donor thinks is needed.

Other donors are active in supporting research capacity of these Institutes but none as active as Sida. The support PAR research in ISOS was very small for example (funding to publish a research report). Other donors include:

CIEM – DANIDA

ILSSA – UNDP, ILO, World Bank

ISOS – UNDP (PAR work)

VIT – AusAID

Approach by DANIDA in CIEM

DANIDA have been funding capacity-building for research in CIEM since 2001. There were two phases to this project. The focus of the support had three main parts:

1. Strengthening the capacity of economic policy analysis at CIEM. The focus of this component has been on joint research with a foreign partner with a view to strengthening the capacity of research in economic modelling techniques used for analysis. The foreign partner was the Department of Economics at the University of Copenhagen. The approach was to identify the needs of CIEM and then identify a suitable partner. The partner had very specific expertise for the type of research skills capacity-building required by CIEM. This partner then assisted CIEM in introducing techniques, applying them and producing research reports. There was significant on-the-job training for CIEM staff where theoretical techniques were applied to research topics. The updating and use of the Social Accountability Matrix (SAM) was undertaken. It was used to perform research on environmental and social issues related to economic development. In this case the capacity of CIEM was improved to apply up-to-date research and analytical techniques.
2. Training – capacity building of CIEM staff occurred through project-funded scholarships to study overseas (Masters and PhD's). The project also supported training programs in the new research techniques introduced above.
3. Organizational Capacity building – support to the CIEM Information Centre. This component revolved around training of library staff for the “e”-library, the design of the CIEM webpage and the portal for accessing publications. Dissemination for research is important and this component was aimed at strengthening this process. The partner under this component was the Nordic Institute of Asian Studies.

The first phase of the project was a learning approach for both DANIDA and CIEM. The second phase was more targeted for DANIDA's support to CIEM. The type of support and how it would be utilized was a result of discussions between DANIDA and CIEM for both the first and second phases of the project. DANIDA has more influence over the design of the project when compared to Sida's approach. The Sida approach allowed much of the needs of the participating institutes to be largely decided by themselves with oversight by Sida. DANIDA had influence over the design of the project and the various components. It was also commented that the DANIDA project was influenced to match the partner institute's technical expertise. Too much reliance on this approach can make the support become more “supply-driven” however and ultimately less effective.

The design for the second phase for the DANIDA project was influenced by the positive lessons learned from the first phase as well as lessons learned from the Sida project. Through this process CIEM demonstrated that Vietnamese staff were capable of managing the project. DANIDA wanted to place foreign project staff in the PMU. CIEM convinced them that this was not necessary. They had already experience in managing such a project under Sida support. DANIDA also allocated funds in the project budget to cover expenses such as salaries, equipment, facilities, office set-up and other operating costs for example. Two staff were recruited for the PMU office (recruited competitively and externally).

This had the advantage of allowing CIEM staff to focus on their core activities rather than divide their time among project management and administration duties and their core work tasks for CIEM (as occurred under the Sida Project).

Hanoi Core Statement for Aid effectiveness

The Hanoi Core Statement (HCS) on Aid Effectiveness is an agreement between the Vietnamese Government and donors to cooperate with each other to implement activities for the improvement of aid effectiveness so as to support the implementation of the 5 year Socio-economic Development Plan 2006–2010. The Hanoi Core Statement has been developed as the result of collaboration between the Vietnamese Government and donors in the context that Vietnam, as an aid recipient country under a commitment in Paris Declaration, should localize the Paris Declaration on aid effectiveness. To monitor the implementation process, a system of indicators was developed to quantify commitments and measure implementation level of the commitments by parties up to 2010. See *Appendix A*.

The Hanoi Core Statement is recognizing the fact that while volumes of aid and other development resources are increasing to achieve Vietnam's Development Goals, aid effectiveness must also increase significantly to support Vietnam's efforts to strengthen governance, to improve development performance, and to enhance development outcomes. It is a way to localize the High Level Forum on Aid effectiveness held in Paris in March 2005 ("The Paris Declaration") to reflect circumstances in Vietnam. The main aspects of the Hanoi Core Statement are:

1. Ownership

- Vietnam defines operational development policies

2. Alignment

- Donors align with Vietnam's strategies and commit to use strengthened country systems
- Vietnam strengthens institutional capacity with support from donors; donors increasingly use government systems

3. Harmonisation and Simplification

- Donors implement common arrangements and simplify procedures
- Complementarity: more effective division of labour
- Incentives for collaborative behaviour

4. Managing for Results

- Managing resources and improving decision-making for results

5. Mutual Accountability

- Government of Vietnam and donors are accountable for development results

The Project was initiated before the development and issuing of the Hanoi Core Statement. Despite this the Project is in line with a number of the principles of the HCS, especially in terms of Ownership, Alignment and Harmonization. See Appendix A for a more detailed analysis of the relevance of the Project to the HCS.

Central Institute for Economic Management

CIEM is one of the prominent Government Research Institutes or "think tanks" in Vietnam. They are one of the most strategic research institutes and undertake research that supports important policy development for economic reform. Hence supporting CIEM in developing research capacity to provide a sound basis for economic policy reform is very relevant to the context of the objectives of the project.

Much of the research undertaken by CIEM is complemented by other research institutes. Individually these Institutes undertake their own research programs and before the project they did not collaborate extensively. It was recognized that the quality of the research outputs of a number of key research institutes in Vietnam would benefit greatly through increased collaboration; benefits in the form of capacity building but also in the improvement of research outputs. Improving the research outputs of IFS for example would assist CIEM if they conducted research in areas where they required financial data.

Institute of Labor Science and Social Affairs

MOLISA has a number of priority research areas:

1. The review of the natural target program on employment for the periods 2000–2005 and 2006–2010;
2. Labour market reform in general; and
3. Policy and legal framework for the labour market vis-à-vis the WTO

It was stated that the Sida support allowed ILSSA to undertake components of this research to meet their research target areas but these target areas are relevant to the context of Vietnam's economic transition period. The labour market will be significantly impacted on the structural changes brought about by integration with other economies as well as the impacts of the WTO. This research is not complete and requires more support from Government and donors to continue.

The support given to ILSSA has strengthened their labour force statistics collection and hence more accurate forecasts can be made. This then allows more accurate figures, forecasts and therefore policy considerations to be considered in the SEDS.

Institute of State Organization Science

Sida has been supporting ISOS since before the commencement of this project. ISOS conducts research in Public Administration Reform (PAR) issues and issues relating to general Civil Service reform. If Vietnam is to become competitive in a global economy there has to be a well-functioning and transparent civil service. PAR is an important strategic component for the development of Vietnam and is high on the development agenda. This issue receives much attention from the donor community (UNDP, World Bank, ADB, etc). The support provided by Sida under the project was used to undertake research on the progress of PAR implementation and recommendations to the government for future changes (for the period 2000 to 2010). Therefore the support to ISOS by the Sida through this project was relevant.

National Centre for Economic Information and Forecasts

This institute is placed under the Ministry of Planning and Investment. It was originally established in 1978 under the name of the Centre of Information and Documentary. After that it was renamed and merged with another centre, and more recently it was renamed as the National Center for Socio-Economic Information and Forecast in 2004. It is charged with monitoring the macro-economy and to provide the business community in Vietnam information and advice on Government economic policy as well as facilitate feedback from the business community to the Government. This process is intended to provide direct feedback to the Government on the impacts of economic policy and to provide a "smoother" transition for economic reform. The core functions of this Institute are to:

1. develop a socio-economic database (macro-level variables and indicators)
2. analyse these variables and provide forecasts to MPI and the Government
3. facilitate and then account for feedback from the business community/private sector
4. develop an 'early warning' system to predict global economic events on the Vietnamese economy.

The support provided by Sida was mainly in the areas of developing the research capacity (HR development, IT systems, technical support – software, training on software etc – of this newly established institute. The support in this case was relevant given the strategic importance of this institute in developing the research capacity required by the Government. Given that this institute was newly established and lacked technical and HR capacity the Sida support was a relatively small contribution. Much more support by Government and donors are required to enable this Institute to function as it was intended to fulfil its mandate.

Institute of Financial Science

This institute undertakes strategic research for the Ministry of Finance. Once again this is a key research organization under the Government research umbrella. The financing approach taken by the Government has undergone a number of changes along with the doi moi reforms (taxation, expenditure, financing of expenditure etc). Furthermore the banking and insurance sector has undergone numerous changes reflecting a more market-oriented approach. Strengthening the research capacity in this institute has had significant influences on current approaches to finance policy in Vietnam. The support provided by Sida in this component of the Project was relevant to the reform in the finance sector.

Prime Minister's Research Committee

This committee was the prime research body on behalf of the Prime Minister as well as the body that advised the Prime Minister on issues related to 'renovation' in Vietnam (economic and administrative). The PMRC conducted research and gave advice in relation to issues on the relationship between the Party, Civil Society and the State. The PMRC also conducted research into Public Administration Reform (PAR). It collaborated with other Institutes on these research areas. A change in the structures and priorities of Government led to its disbanding in 2006. It provided research and policy advice at higher political and strategic levels. It researched higher level issues such as the role of the Party and the functioning of the State and their relationship. Sida support for this Committee was an appropriate strategic approach, and therefore relevant to the objectives of the Project. The disbanding of the Committee however impacted on the sustainability of any support provided by the Project.

Vietnam Institute of Trade

The VIT undertake research into trade issues related to how to improve the legal and policy environment to promote exports and the productive capacity of firms to meet the requirements of the export market. The impact of WTO will have a large bearing on the export sector. The VIT also facilitated feedback from the private sector to be used in guiding the research (under the Sida Project) and hence making it more realistic and relevant to supporting trade promotion and the business community. The support provided by the Project for this Institute was relevant in the context of WTO and the promotion of trade and economic integration within the ASEAN region.

2.3 Effectiveness

Overall Project Objective

The project aims to contribute to Vietnam's development through assistance to strengthen the policy research capacity of the Government's institutions in order to obtain targets, pointed out in the Vietnam's 2001–2010 socio-economic development strategy.

Specific Objectives

In order to meet the above objective the following need to occur:

- increase the quality and quantity of policy reports and recommendations made by research institutions to the Prime Minister and the Vietnamese Government

- strengthen policy research capacity to contribute to the scaling up and hastening the economic reform process and international and regional economic integration and cooperation for Vietnam
- assist capacity-building/human resource development in economic policy research and policy making
- improve the quality of policy research in partner organisations to fulfil their research obligations to the Government and the Prime Minister.

To meet these objectives a series of activities were designed and the intended outputs were articulated. In order to assess the effectiveness of the approach (the activities and outputs meeting the objectives) we make an assessment based on the activities and outputs for each participating Institute. See *Appendix B* for the summary table.

The support provided to each Institute was largely determined by the Institute themselves, with inputs and guidance from Sida. The needs of each Institute under the project varied according to their capacity and research requirements (for example the support given to NCIEF differed from other institutes given that NCIEF was a new entity and required more capacity building of staff and building systems rather than of actually conducting research). Therefore support was largely demand driven and hence flexible enough to be relevant which in turn makes it more likely to be effective (engendering ownership of the participating Institutes).

Overall impacts and effectiveness (some common impacts)

- stimulated research cooperation and collaboration between Institutes. This was a significant impact of the project.
- building the capacity of the researchers to undertake further research through the “learning-by-doing” method was the most effective approach (training courses delivered and then techniques applied to real research is more effective capacity-building approach – compared to just delivering training courses)
- research produced generated interest in the research topics and in turn generated interest in re-searching other topics
- joint research and publications were of a high quality and relevant to the prevailing economic and social challenges in Vietnam.
- there was interest in the concept of having more collaboration between Swedish Research organizations/entities and the participating Institutes in Vietnam.
- The dissemination of research results in a work shop approach to get feedback on results and methodology were important for two main reasons: information sharing is important for stakeholders in the relevant sector/industry; and feedback from industry and government was reflected in the research result making them more relevant and hence more acceptable to government (this then makes it easier for it to have an impact on policy)
- The use of a study tour to China or engaging experts that allowed an exposure to the experience of China seemed to be a good strategy (especially in relation to the WTO issue).
- Where applied, the partnering between the Vietnamese and a relevant Swedish Institute was a useful strategy. Long term relationships are built with this strategy between the two Institutes and it plays a capacity-building role for the Vietnamese counterpart.

Areas of concern:

- Management of the project was a challenge to some of the sub-PMUs and the PMU. Limited knowledge of project management and the appropriate reporting requirements meant that time was needed to address these issues. CIEM has to place extra resources to address these.
- Financial Management concerns were raised in the independent Auditor's report for 2004. This report highlighted some issues in regard to financial management and general management procedures. This was confirmed by one accountant of a sub-PMU. It was stated that they were not familiar with the accounting and reporting procedures. This also meant that CIEM (as the PMU) had to spend more time and allocate more resources to address some of these issues. These issues were eventually addressed however and they were not serious.

Central Institute for Economic Management

The CIEM was the overall administrative coordinating body for this project. They were not however the coordinating body for the research and had no control over technical issues related to other Institutes. The Project support was mainly utilized for undertaking joint research with other Institutes, training courses overseas for CIEM staff, study tours overseas and conducting fieldwork for obtaining data for research.

Proposed Outputs	Stated Outputs
Output 1: Three reports majoring in the development cooperation among Indochina countries in the context of international and regional integration through the joint research among the Research Institutes of the three countries.	Three papers on: (i) competitiveness capacity improvement (ii) the impacts of tariff reduction (CEPT) to the development of SMEs of Indochina countries, and (iii) the solutions on cost reduction to improve the exports effectiveness have been finished and submitted to MPI leadership for reference.
	The co-research network among the Institutes has been set up and developed.
Output 2: Reports on evaluating the impacts of the international integration to some economic fields and industries and the international cooperation expand of Vietnam.	Three reports majoring in the evaluation of impacts of international integration to some economic industries of Vietnam have been finished and promulgated to related agencies for reference.
Output 3: Human resource development	6 researchers of CIEM were sponsored to attend the short term research probation in SSE and ISEAS;
	5 researchers of CIEM were supported to attend master and PhD courses (in terms of studying abroad and distance learning)

Overall the Project objectives have been achieved under the CIEM component. CIEM are a strong research institution but needed support in some areas to improve their capacity. The project supported CIEM to conduct research in a collaborative manner with other Institutes. This is important not only for CIEM but for other Institutes, especially if these Institutes in the past did not have good research networks. Other Institutes under the project have stated that the level and quality of research collaboration has improved. To implement some of the research activities CIEM engaged local consultants from other Institutes and Universities. This not only brought new research perspectives and techniques to CIEM it also contributed to the collaboration effect and the development of research networks. The project support was used to organize workshops and develop linkages with research institutes in the Mekong Region (Cambodia and Laos). As a result closer ties have been developed and subsequent invitations have been extended to CIEM from Cambodia and Lao research bodies to attend workshops, seminars and training courses in those countries. These networks have been “mainstreamed” since the project.

The training courses conducted overseas were beneficial to CIEM. They provided an opportunity for staff to be trained in up to date techniques which were then applied to actual research activities. Furthermore, overseas university courses funded by the Project were beneficial for the staff of CIEM. For example, one staff member completed an M.Sc in the UK and he was subsequently involved in the research for the Enterprise Law in Vietnam. This researcher had a deep involvement in the development of this Law as a result of the Project.

The linkage developed between CIEM and Stockholm School of Economics (SSE) was very beneficial to CIEM. Mentoring and research support and advice were given to CIEM through this partnership. This collaboration was extended so that both SSE and CIEM are now partners in training academics from North Korea. This partnership developed during the project and was hence an unintended benefit of the project for CIEM. Furthermore CIEM staff are engaged in consulting work for various projects, thus generating income for the Institute. The improvement of research techniques and capacities of CIEM has made this possible for these researchers. CIEM are also bidding for and winning projects on a competitive basis. Although other donor support (DANIDA for example) assists in building the capacity of CIEM, the building of capacity and improvement in the quality of the research of CIEM can be also attributed to the Sida funded project.

The management arrangements in place for the Project did create some challenges for CIEM. They were tasked with the overall management of the Project. The management of the Project was undertaken by CIEM staff who had to allocate their time to Project management duties as well as their duties for CIEM. This posed a problem, especially when having to manage and administer project finances, reporting from sub-PMUs and addressing project issues. It was stated that having some full-time staff dedicated to the management and administration aspects of the project would have been desirable and would have reduced the extra workload placed on PMU and sub-PMU staff.

The management approach from Sida was a “hands-off” approach. The CIEM appreciated this approach where they were able to determine their own research priorities and how they allocated their resources. There were some areas that could have been improved however. The budget was fixed and there was limited scope to re-allocate to other budget lines or other PMUs. The decision to reallocate funds between budget lines had to be approved by the Steering Committee and Sida. For project efficiencies the project could have been better served if the Project Management Board had more delegation to reallocate funds between activities within Institute activities and across Institutes. There were situations where a sub-PMU had excess funds and it was thought better to reallocate those funds to another sub-PMU where the priority was higher. This was able to be undertaken and the sub-PMU in question was required to spend the funds, hence other activities were designed and implemented. Flexibility and the ability to respond to emerging issues should have been built into the project management arrangements.

Institute of Labor Science and Social Affairs

The support for ILSSA was in the key areas of capacity-building for research (HR capacity) and support for undertaking research. There was a small component of purchasing IT equipment. The focus of the project was to support ILSSA in two main areas. Developing a model for forecasting and using this model to undertake research and write the report. The support of the project was targeted and focused. The objectives were achieved under this component of the project. The work plans were successfully implemented in this case.

Proposed Outputs	Stated Outputs
Output 1: Development of model for labor and employment forecasting	The research group completed the model development.
Output 2: Forecasting the labor and employment for the period of 2006–2015	Research report completed

In order to undertake the activities under the project ILSSA engaged two consultants (one international and one national consultant). These consultants worked with the ILSSA research staff in collecting data, refining data collection and analysis methodologies (such as using panel data and micro-simulation for analysis and forecasting). The consultants also conducted training workshops for ILSSA staff, Ministry staff and GSO staff in these techniques as part of the capacity-building exercise. The Institute staff indicated that the capacity-building (training session and on-the-job training) was beneficial. The methods and approaches introduced were updated compared to the statistical methods used in the past. This has a quality impact (the application of updated statistical methods improves the quality of the data, the quality of the forecasts and improves the quality of the forecasts and hence the quality of the research in general) where policy decision are based on higher quality research.

It was indicated that the support from the project was important to the core research functions of the Institute and it had a significant impact in terms of capacity. Subsequent research was being undertaken at ILSSA with these newly acquired skills in data analysis.. Furthermore there were improvements in collaborative research efforts with other institutes. The project was a ‘catalyst’ for improved cooperation. The project support was also utilized for conducting workshops on the initial research findings to disseminate the results as well as soliciting feedback from peers and other researchers. This process improved the quality of the research.

Collaboration with the Stockholm School of Economics was a significant part of the capacity-building exercise with ILSSA. The development of collaborative research linkages is important for researchers and the research organizations. The Swedish organization provided advice and support to ILSSA. Support is also provided through ad hoc and informal communication between researchers on issues. This is not easily measured but it is very important. This relationship has been ongoing for some time (pre-dating the project) and it was continued under this project. This longer term relationship should be considered for other research Institutes if a Phase 2 project is put in place. The use of consultants was also a useful and appropriate method for short term capacity-building.

Box 1 Mr G.T.C at ILSSA

Mr. C. graduated from National Economics University in Hanoi and joined ILSSA in September 2003. Currently he works for the Information, Analysis and Forecasting Unit of the Institute.

So far, Mr. C. has participated in a large number of training course, including:

- 15 one-day courses and 5 short-term courses (from two to five days for each course) in Vietnam funded by both donors and the Ministry.
- Two 10-day courses and one two-week trainings oversea funded by the World Bank

These courses focused on the quantitative research methods and techniques and issues of the labour market (from concepts, actual context to policy formulation).

Under the support of the Project he has participated in

- The Course on CEG Model for employment projection
- The Course on econometrics technique

Mr. C. assessed the topics of these courses to be relevant and they did correspond to his training needs. However he thought the training duration was too short.

Since many ILSSA researchers, in particular Mr C. have to conduct quantitative work, including projection work these courses were relevant to his work requirements. The two techniques covered nearly all the required techniques used in quantitative research methods (one approach is micro-oriented or labour-based while the other is macro-approach or sector-based). The researcher has already been able to apply these methods/techniques to his daily work, including the two ILSSA research projects that he was engaged in:

- Assessment of the minimum wage on employment. In this Research Project the micro-simulation technique has been utilized. This is a World Bank-funded project and was implemented during 2005–2006.
- Poverty Mapping. This is also World Bank funded research started in 2006.

Source: In-depth interview with Mr. C

Institute of State Organization Science

The support received by ISOS was predominantly in the form of resources to fund study tours, field visits and work shops. The HR and research capacity for this organization was quite high. There are 35 staff and approximately 18% hold PhDs, 26% hold Master degrees hence the focus of support has been predominantly on funding operations to support the research as well as funding approaches to research that allow for new concepts to be considered and incorporated in to the research findings (study tours and workshops for information collection and feedback on proposed policy changes for example).

Proposed Outputs	Stated Outputs
Output 1: Supporting the research project on Innovation of management decentralization between Central and Local Level.	Research book produced
Output 2: Project development on innovation of management decentralization between levels of local authorities.	Research Report, including one Research into pilot model of self-controlled finance in Nghe An province
Output 3: Research on public service and socializing the public service.	Research report
Output 4: Research on building the Law on civil servants	Study tour to the USA and Report of the Study Tour
Output 5: Study the real situation of NGO operational organization	Research Report

This Institute had a detailed action plan for achieving their objectives. The Institute themselves had to capacity to plan, design and undertake the research. The Project support contributed mainly to the collaborative approach to the research. Collaboration with other Institutes and Academics was improved under this project. Improved collaboration enables a wider academic community to participate resulting in a “richer” research approach and results, hence improving the quality of the research outputs. ISOS have had a long term relationship with Sida so the support under this project was targeted for specific activities (activities ISOS had prioritized for project support). Overall the objectives of the project in this case were achieved.

Given the past relationship with Sida the Institute did not appear to have many challenges in relation to reporting and management of finances (like other participating Institutes). For ISOS the management arrangements were adequate. They had a direct relationship with Sida as well.

National Centre for Economic Information and Forecasts

Given this Institute was newly established at the time of the inception of the Project, the support provided focused mainly on systems, processes, IT capacity (software and IT solutions), HR capacity and research capacity. None of the support was directly used for conducting research.

Proposed Outputs	Stated Outputs
Output 1: Strengthening the research capacity of researchers	Organizing training course for staffs of NCEIF and other staff of MPI (35 trainees) with the participating of Swedish experts; Organizing one short term training course in Sweden for 11 officials
Output 2: Establishing the information system and collaborators network	Developing the macroeconomic database system for forecast model running
Output 3: Improving the working condition of NCEIF	Purchasing computers and office equipment

The Institute staff viewed the Sida support as being very important for the development of the capacity of the Institute itself as well as its staff members given the relative inexperience of most of its junior staff members. Much of the staff are recent University graduates with only a small number of senior

experienced staff who are capable of conducting the work required for the Institute's research requirements as well as providing the social and economic forecasts required under their mandate. There still remain capacity-building issues and this would be a priority for NEISAC under any future Phase 2 support.

The project made significant contributions to the establishment of the socio-economic database which will be used for research and forecasting purposes. This will require on-going support to ensure the data is updated on a regular basis to ensure accurate and up-to-date forecasts of economic and social indicators. It was stated that the engagement of consultants was a very useful exercise. The consultants designed training course in data analysis and creating forecasts. These courses were at a basic level. A consultant was engaged from China to conduct some training in a similar area but it was more related to similar conditions experienced in China. NCEIF stated that this was useful since Vietnam was undergoing similar changes to China. There were some demonstrations on how to use similar data and experiences in China, such as inflation, WTO impacts and economic growth.

The use of training courses in Sweden and the coupling of NCEIF with Swedish institutions was considered a sound strategy by the Institute as well as the review team in this case. Cross-institutional cooperation and skills transfer is a good strategy for capacity building in a longer term timeframe. There were cooperative working relationships that formed as a result of this project between NCEIF and other Institutes and Ministries as well as with Swedish and Chinese counterparts. This was a benefit for the Institute as a result of the project.

Box 2 Mr D.H.L at NCEIF

Mr. L. is a Researcher at the Department of Macro Analysis and Forecast of NCEIF. He graduated from Enterprise Economics Faculty at Hanoi Polytechnics University in 1990. His main responsibilities are to conduct macro analysis and forecasting. He moved from the Strategic Institute of the same Ministry to the Center in 2004. There are eight staff in his Department, including the Managers. Under this Sida-supported project, Mr. L. has been able to participate in:

- Course on Basic knowledge of macro analysis and forecast. It includes (i) The Theory on National Account System, the relations between National Account System and macro-economic theories and economic model (ii) Econometrics, economic model and the application, (iii) Introduction of some basic macro-economic models and statistical software and (iv) Actual situation of Vietnamese statistical data
- Course on the methods and tools for macro-economic analysis and forecast delivered by National Institute for Economic Research in Stockholm

He wishes during period 2007–2009 to participate in the following training courses:

- Training course on CGE Model
- Training course on issues of fiscal and monetary policies
- Training course on ARIMA and VAR time-series analysis Model

Regarding the National Account System, after taking this course, he can now construct the system using the new methods. Before he has also been aware of the National Account System but only used Microsoft Excel for constructing the National Account System. The Course on Input-Output Table Analysis has helped him to avoid confusion and inconsistencies in processing figures in rows and columns. The econometrics course also assisted him with a systematic introduction of concepts on regressions and tests. In summary, the courses provided by the Project have provided him with systematic and comprehensive skills on the key statistical and econometric techniques and methods relevant to his work. The training courses that were undertaken before just provided him with some specific topics but not a broad picture. The knowledge and skills gained from this course is essential for him to carry out his daily research and improve his research skills, enabling him to undertake more sophisticated research and projections.

An intermediate outcome one can observe is that Mr. L. has become the Secretary for the Ministry-level Research Program titled Research into selecting forecasting methods for impact evaluation of monetary and financial policies in macroeconomic stability in the period of international integration funded by this Project and as commented by his colleagues, he has performed this job very well.

Source: In-depth interview with Mr. L

Project management issues – the Institute stated that there was a lack of project management skills within their own organization which created some difficulties for them in terms of meeting the requirements of the project. Staff were assigned to various project management roles (as well as having to carry out their own roles for NCIEF). No other issues were raised in terms of project management arrangements. There was a problem in sourcing appropriately qualified and experienced consultants and the Institute suggested that more assistance could have been given to this process (highlighting weaknesses in project management skills and experience in the area of procurement for example).

Institute of Financial Science

The main approach for support in this Institute was for capacity-building in research approach and methodology. This was primarily done through engaging consultants to introduce new methods for research (in areas lacking in the Institute) and working with the Institute researchers.

Proposed Outputs	Stated Outputs
Output 1: Evaluating the impacts of opening market for insurance industry and the solution for development.	The paper from this published, disseminated and received praise and positive feedback from other researchers and policy makers.
Output 2: Evaluating the influence of international finance flows to poverty reduction in Vietnam.	The report of this research was published and received praise and positive feedback from researchers and policy makers.

The IFS assessed that they needed assistance in conducting surveys to collect data for analysis and provide appropriate recommendations to Government on financial markets. Consultants were engaged to assist in this area. The contributions of the consultants assisted in the survey design, methodology, processing of data, and analysis. The IFS staff stated that the appropriately designed survey (objective and relevant to the changing market conditions) was a major capacity and quality improvement for the IFS. The main contribution to research methodology was to allow the use of quantitative methods in conjunction to the traditional qualitative methods applied previously. The Institute was dependant on predominantly qualitative methods. The use of quantitative methods no doubt improved the quality of the data and the research. This was the first time such an approach was used in the IFS.

The international consultants engaged had a significant impact on the capacity building of the Institute in this regard. The main aspect of the project was the capacity building in relation to research methods and new theoretical frameworks introduced by the international consultants. The research was undertaken in a way that included the participation of private sector (Insurance companies) in Hanoi, Danang and Hoc Chui Minh City. The results were presented at one main workshop and were given positive feedback from the Industry and Government.

In this respect the project support contributed to the objectives of improving the quality and quantity of research outputs. The quantity of research was increased due to the budgetary support given. Previously budget was not allocated to undertake such extensive research. Due to budgetary constraints, apart from Project funds, there appeared to be no other “spin-off” research undertaken (research stimulated by the project research but funded and undertaken by the Institute or the Government during the project or subsequent to the project). This issue will be discussed in the section on Sustainability.

Improved collaboration between the other sub-PMUs/Institutes and the PMU (CEIM), the Ministry of Finance and Universities was stressed by the IFS. This appears to be an unintended benefit of the project. The project seemed to act a catalyst for improved collaboration and dissemination of results as well as building collegial relationships among researchers of the participating Institutes.

Comments regarding the management arrangements and approach to identifying the activities of the project were:

- there needs to be a clearer identification of research topics for each Institute and the common research topics. Then an allocation of responsibilities should be undertaken to avoid duplication or placing unnecessary burdens on some of the participating Institutes. The Institute is required to fulfill the research requirements as allocated by their respective Ministry as well as undertake independent research. Therefore it was recommended that clear identification of research topics, roles and responsibilities and a subsequent action plan (for which can be more easily monitored).
- Despite indicating that collaboration was a benefit of the project it was stated by the Institute that it could be improved. This would have the outcome of improving the quality of the research. In some cases there were time constraints in conducting the research which lead to research being undertaken too quickly. Therefore it was recommended joint working groups be set up between relevant institutes to discuss and coordinate joint research topics (where they naturally occur). The quality of the research should improve through improved coordination on research.
- Six-monthly reports were prepared by IFS. These reports were synthesized by CEIM into a main report to Sida. It was stated that IFS did not receive any or sufficient feedback from Sida or CEIM on the reports.
- Sida appeared to take a “hands-off” management approach (management decisions, implementation and strategic direction for example) when compared to other donors. This was appreciated by IFS but on the other hand it was stated that more inputs and guidance from Sida would be welcomed if Sida support was to continue.

Prime Minister's Research Committee

The approach to supporting this research Institute was through training courses and study tours. Given that this entity no longer exists it is difficult to thoroughly assess the impacts of the project for this participating sub-PMU. The review team did interview the former Director of this PMU however. The beneficiaries of the training and support are either still in other government agencies or in the private sector. The ongoing benefits to the research-policy making process are not clear. It is likely that the benefits generated have been dissipated to the extent that they are not being applied over the longer term to the policy-making process. Thus the sustainability of the impacts has to be called in to question in this case. This was an unforeseen risk at the time of designing the project and could not be mitigated when the event of disbanding the PMRC occurred.

Proposed Outputs	Stated Outputs
Output 1: Strengthening the forecast capacity and strategy vision of PMRC in their proposal and advice on major policies to the Prime Minister	2 annual reports prepared for the Prime Minister to present at the sessions of the National Assembly;
	Presentation of the Prime Minister at Central Theory Council (11/2003)
Output 2: Strengthening the research capacity and analysis skills of researchers at PMRC	One staff of PMRC was sponsored to attend a short term training course in the UK
Output 3: Supplementing and upgrading the working condition to serve the demands of research assignments	List of computers and office equipment purchased.
Output 4: Human resource development for policy research and macroeconomic policy forming	One staff of PMRC was sponsored to attend the master course in the UK
Output 5: Improving the quality of the research reports of unexpected duties.	Two overseas study tours on the content of Enterprise Law and Investment Law

The feedback from the former Director stated that the PMRC research capacity was quite limited before the project (in terms of logistical support and equipment. They had a number of well qualified researchers). In his view more resources should have been allocated to conducting surveys and collecting data rather than study tours overseas. These were useful but more could have been gained through a more prudent allocation of resources. In this case it appears that the needs of this entity were not thoroughly assessed and hence not the most appropriate design of activities.

Collaboration with other Institutes was improved but some of the research undertaken was politically sensitive and therefore collaboration on this research could not occur. In these cases support for improving research methods would have been more appropriate. One area of weakness identified in the research methods that were being used was that there was no evaluation of the impacts of regulatory or policy changes. Detailed survey work should have been conducted to adequately investigate this. Hence some of the research was not so robust.

Although reservations were expressed about the Study tours there were some benefits. The Staff of the PMRC had a traditional central planning bias to their outlook and research. Overseas study tours for older staff can have the benefit for exposing them to new ideas and concepts. The downside to this if they leave the organization (which a number did) and hence the impacts of the Study tour can be potentially lost. It can also provide motivation and enthusiasm to actively promote the kind of changes they witnessed when overseas. The trip to Singapore was to investigate issues relating to the Enterprise law and this accordingly influenced the formulation of the Enterprise Law in Vietnam. Overall study tours are costly exercises and careful consideration needs to be undertaken when planning such trips. Specific objectives and activities need to be set out for such trips to ensure the resources allocated produce concrete results. No project management issues were raised in the course of this review for the PMRC.

Vietnam Institute of Trade

The VIT support from Sida was mainly in the form of capacity building for research methods, assistance to undertake specific studies and a study tour to China.

Proposed Outputs	Stated Outputs
Output 1: Research capacity on market analysis has been improved (Training on Market Research).	36 staff members of VIT have attended the training course for research capacity improvement
Output 2: Three reports on export commodities (Rice, Coffee and Spices)	Three reports on export commodities: spice, rice and coffee have been finished and sent to the management agencies, policy advisory agencies and readers for reference.
Output 3: Two research reports on evaluating the production and export ability of Vietnam in high valued added commodities (Assessment of Production and Export capacity of Vietnam for electronic and software products)	Two research reports on electronic commodity and software export have been promulgated and submitted to related agencies.
Output 4: Study on Impact of China's WTO Membership on exports from Vietnam	12 people from Ministries, Institutes (PMRC, CEIM, VIT) traveled to China on a study tour to discuss with Chinese officials of their first-hand experience. Report for the trip was presented to the PM.

VIT identified weaknesses in their research methodology and requested support for capacity-building in this area. The activity that was implemented to address this was training on market research. This came about through a training needs assessment. Two consultants were identified and recruited for this task (one international consultant – Swede, and one Vietnamese consultant). A program was designed based on the TNA and then VIT staff were trained on this methodology. A Guideline was produced and made available to the VIT staff for future research. Feedback from the VIT staff indicated that the training was appropriate and useful.

To reinforce this training and to apply the up to date research methodology, the research methods were implemented when conducting research for the subsequent activities. In general this a capacity-building exercise in itself (a very effective one) but it also produced more reliable research results thereby improving the quality of the research outputs. These results of the studies on the agricultural commodities were widely disseminated throughout government and private sector organizations (three workshops were held to disseminate the findings and gather feedback and the reports was sent to 340 stakeholder organizations and entities in Vietnam). The results of the study on electronic and software commodities were disseminated in a workshop and the report was sent to 227 stakeholder organizations and entities in Vietnam. Therefore the research conducted was up to date, appropriately conducted (had a higher level of reliability and hence quality than previous research studies) and was relevant given the feedback from relevant stakeholders.

The VIT staff commented that this process has been beneficial to the Institute since the method for conducting research was improved and then applied to practical situations. This had a capacity-building effect that has provided a solid base for subsequent research activities to take place. The use of consultants to provide technical inputs and support was an appropriate strategy according to VIT. The project provided funding (which was limited prior to the project) to hire consultants as well as allow the improved dissemination of the research results as well as gathering feedback through workshops with the private sector. Furthermore there were unintended benefits – the interest was generated by the project-supported research which lead to other research topics being undertaken (other research topics were discussed and mooted by Ministry of Trade).

The study tour to China was a major activity. This activity was combined with other Institutes. Study tours can be useful or they can be an inappropriate use of time and resources. In this case however it is not so easy to determine the usefulness of this Study Tour only to comment that the VIT stated that it was useful to learn from the experiences from China. Seeing the impacts first hand and discussing face-to-face with their Chinese Government counterparts appeared to have met the criteria set down by this project output. If a Phase 2 of the project is supported by Sida it is probably not the most appropriate use of resources given the level of capacity-building already undertaken (i.e. the project in Phase 1 has probably progressed the Institute's capacity level and awareness of regional issues to the extent that study tours are no longer necessary or appropriate given the high cost of such activities).

VIT stated that the outputs of this component of the project were achieved with a satisfactory result. The review team concurs with this assessment.

The management arrangements for the implementation of the project were satisfactory, although there were some shortcomings according to VIT:

- The management of the project was the responsibility of Institute staff but they also had their own work and research commitments. Managing between the project demands and the demands of daily work at the Institute (which could change depending on the research agenda required by Government) proved to be a challenge in terms of time management. The recommendation was to therefore have dedicated staff for the management of the project (for daily operational issues) with strategic direction and guidance provided by the Deputy Director.
- Sida tended to focus their relationship, liaison and communication with the PMU. More communication and liaison should be considered for any Phase 2 Project. Meetings and communication of issues tended to occur in a wider Project forum. Individual Sub-PMUS found that issues directly relating to them were not often discussed in the detail that they would have liked to have seen. Therefore separate meetings and fora need to be conducted with each Sub-PMU to address specific concerns.

Box 3 Mrs. N.T.N. at Vietnam Institute of Trade (VIT)

Mrs. N. has been with VIT for more than 23 years (since 1984). She earned her PhD in Economics from her Institute in 2003 and an MBA from CFPG in Hanoi in 1997. She became Head of Market Research Department of VIT which had nine researchers in 2003. Before the Project her Institute conducted bi-annual and annual research at the request of the Ministry of Trade. Institute also undertook research programs with state budget funding allocated by Ministry of Science and Technology. There were some research projects requested by other agencies and enterprises.

Under the Project, she was responsible for the 'Export Market Research' activity. She perceived the topic and content of the training course (in Research Methodology) was relevant to the research requirements. She also acknowledged the knowledge and training experience of the trainer who did stimulate participation and inputs from the trainees. She saw a direct relationship between the course and her daily work and a positive impact the course had on her career development.

When asked to consider what was the largest contribution the Sida Project had on the Institute, Mrs. N. suggested that the support had raised the capacity of the VIT researchers in preparing tender proposals when competing with other institutes and research institutions. Now the Institute can prepare a more professional proposal and with a more appropriate methodology in doing the research. The Sida project also helped them to be able to conduct the research more effectively. The Project had equipped them with research methods and hands-on research experience though a number of market research activities completed with Project support.

Another impact that the Project had was that it helped VIT market their services to potential clients – these enterprises/potential clients learned about VIT and their services through the workshops funded under the Project for the dissemination of the research results on various commodity research activities. There is potential there for VIT to generate income through consulting activities but this remains a challenge. VIT will require assistance in developing a Business Development Plan to target clients and generate its own income in the face of declining State budget support.

Source: in-depth interview with Mrs. N

Training Assessment Survey

The Review Team conducted a survey with the participants of various training courses that were funded by the Project (See Appendix E for the questionnaire). The three main areas that feedback was gathered were the relevance of the training to the needs of the participants (in relation to their work); the quality of the delivery of the training; and the quality of the trainers.

A high percentage of the trainees indicated that they thought the training content and topics were relevant. It was difficult for some Institutes to identify suitably qualified and experienced consultants and trainers, but with the assistance of Sida and other donor consultant databases they managed to engage the appropriate consultants. There were some instances where it was indicated that the training needs were not well targeted. This is a feature in many training course since the participants usually differ in their levels of knowledge on the subject matter. This may be an explanation for the “outlying” results in Figure 1.

Figure 3 Relevance of Training Course

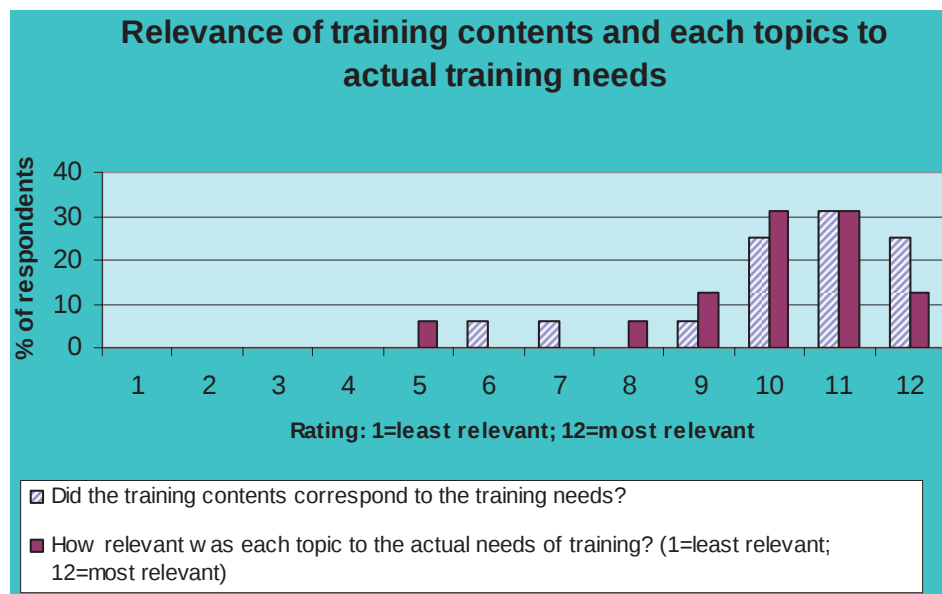


Figure 2 indicates that the approach to conducting the training was satisfactory and the training courses were targeted appropriately.

Figure 4 Approach to Training

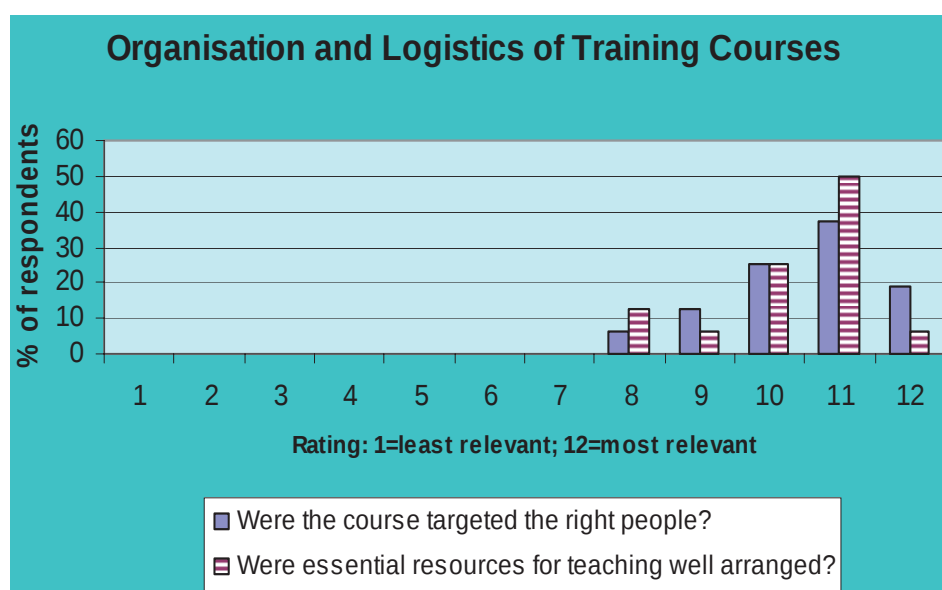
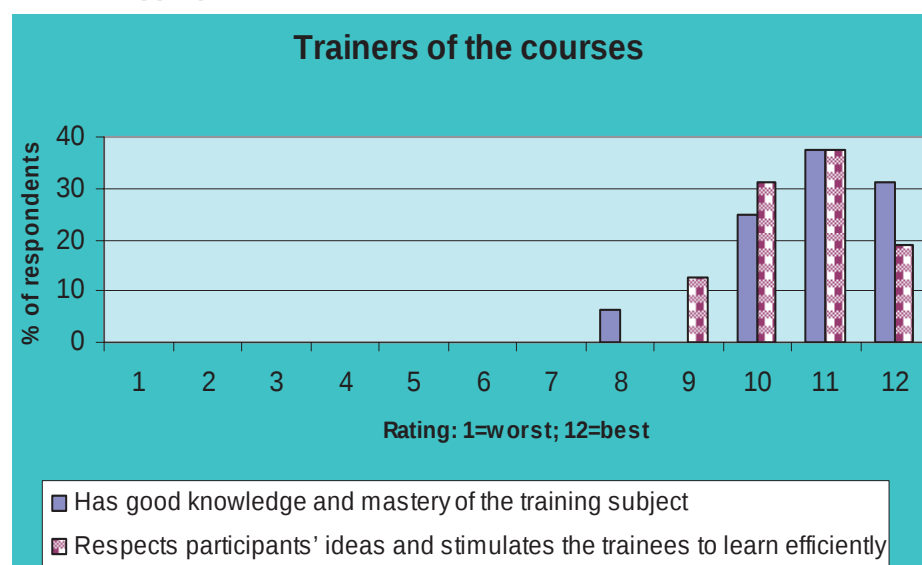


Figure 3 indicates that the trainers were of an appropriate level for delivering essential information and skills to and the participants. The survey also indicates that the training sessions encouraged participation from the trainees.

Figure 5 Appropriateness of the Trainers



2.4 Project Outcomes

The development of policy can be a long process. Valid and reliable research will not always be accepted by policy-makers even if they request the research to be undertaken. If the research results are sensitive to current policy frameworks or are politically sensitive then the research results maybe “shelved” or the researchers are requested to conduct further studies. The research being undertaken in Vietnam today is in the context of a rapidly changing economic, social and political environment. There is a large demand for reliable, quality and defensible research to support the policy changes that are required to keep pace with this rapidly changing environment.

In the context of this Project however, the research supported by the project was determined by each Institute based on the requirements placed on them by the Government. Therefore it is more likely that research requested by the Government during the project period and funded by Sida will have an influence on policy-making. As has been demonstrated above the research undertaken in this Project has relevance and can be taken as high quality research. Depending on the political and economic climate it can take a significant amount of research to be undertaken before a policy change occurs. Policy change outcomes may not occur rapidly either. Vietnam is following a similar path to China but has its own unique developmental challenges.

Assessing linkages between the project and the increase in capacity of researchers and Institutes and the quantity and quality of outputs is a relatively straightforward process. Assessing the linkage between the research and the influence it has over policy-makers is not so straightforward. As outlined in Figure 2 the relationship between the policy makers and researchers is very important. In the past it seems that the linkages between policy-makers and researchers in Vietnam is weak or limited (Dinh and Hong, 2005). Furthermore political considerations may take precedence in influencing policy over reliable and valid research results. The research results maybe clear but other issues will be considered by the policy-maker (apart from the “science” and facts of research, such as political considerations).

It was in this context that the Sida Project embarked on building the capacity of the Research Institutes. Another objective of the project was to build the linkages between the Institutes to improve collaboration and hence the quality of the research outputs. This did occur to a large degree. Another important objective was to build the linkages between the policy-makers and the research

Institutes. This occurred to a small degree (evidenced by some of the research outputs being reflected in policy changes). The relationship between researchers can more easily be nurtured (since they have similar interests and objectives) than the relationship between researchers and policy-makers (because they can have differing interests and objectives). For this latter relationship to develop there will need to be continued support for the research Institutes in a way that builds their capacity, the quality of their research outputs and hence their credibility. Policy-makers will increasingly trust the advice and research results. When this relationship is strengthened then research will be more influential. This is a long term process and will need further support in the context of Vietnam.

The Review Team attempted to assess this aspect but policy-makers were not so accessible for interview. Ministry officials were approached and one was interviewed. Therefore some examples of where research had direct impacts on policy are highlighted. This was an attempt to demonstrate the linkage as occurring, rather than assessing why it occurs or the mechanics of it. For this we would need to go deeper into the relationship and have access to the key actors in this process.

When considering the impacts of the project it should be kept in mind that there may be direct and indirect linkages from the Project-supported research and any subsequent policy changes. In the following sections examples are highlighted where the participating Institutes could identify instances where the research influenced policy making. One should not focus on the number of research reports vis-à-vis the number of government resolutions or decrees or new policy instruments. The focus should be on the type of policy change and how influential that policy change would be.

In General the Project Outcomes were:

- The project assisted in supporting improved communication between research and policy-makers. The project improved the quality of the research through training and inputs from key industry stakeholders (through dissemination workshops). Policy-makers could therefore feel more confident as to the quality and reliability of the research outputs and hence more likely that the research influenced policy decisions. Furthermore the research was demand driven. The research undertaken was directed largely from the Government through the respective Ministries. The Project supported this research which was of direct importance to the Government.
- The project assisted the dissemination of research results through workshops and seminars (as part of the research process). These workshops were to disseminate the initial results and to get feedback and direction from Academics or Industry stakeholders (making the research more relevant and hence reliable).
- The dissemination of the final results was through the form of the traditional method of publications. Dissemination of the publication on FDI was wide and it received positive comments from economists and academics in the private sector and industry representatives. Dissemination could be improved however in a Phase 2 program of support in relation to electronic means of dissemination.
- One of the main objectives of the Project was to stimulate cooperation and collaboration between the various participating Institutes and other research bodies (Universities for example). This was a success under the project. The results of the training undertaken in one Institute was utilised in joint research with other Institutes. A mentoring approach was undertaken in this process. For example, CIEM assisted PMRC and VIT in the process of undertaking joint research. PMRC did not have a strong research capacity but it had placed on it large research demands. The collaboration assisted the PMRC to meet its research requirements.
- This is related to the point above. Research networks were established within Vietnam as well as in the Mekong Region (Laos, Cambodia, China). Universities were also involved in the research as other departments of Ministries. Once again collaboration improved the transfer of skills to researchers across Institutes.

- Improved capacity for policy research – each Institute indicated that their capacity to undertake research with improvements in the quality of that research was improved as a result of the Project.

Central Institute for Economic Management

The CIEM produced a number of important research outputs under this Project.

Research	Form of publication	Year conducted
Research on strengthening the competitiveness capacity of Indochina countries	Research book	2003
Research on the impact of tariff reduction (CEPT) to the development of SMEs in Indochina countries.	Research book	2004
Research on the cost reduction solution for export effectiveness strengthening	Research book	2005
Research on the impacts of international economic integration to some economic industries of Vietnam – using econometrics method.	Research book	2006
Research on the spill over impacts of FDI to the economic growth of Vietnam	Research book	2006
Research on the impacts of international economic integration to some agricultural products of Vietnam	Research book	2006
Research on the continuous improvement of economic institution in the market economy.	Research book	2006

One example of research impacting on policy was the change in the Enterprise Law. There were no direct inputs from project-sponsored research activities but some of the project-trained researchers were involved in work related to the Amendments. There was an indirect influence on the Amendments to the Enterprise Law. The Enterprise Law itself has had a positive effect on the private sector in Vietnam. Domestic investment has increased as a result of the Law⁶. Furthermore private enterprise has contributed to the increase in Vietnam's export turnover.

The Research on the Continuous Improvement of Economic Institution in the Market Economy, undertaken jointly by CIEM, PMRC, IFS, ISOS and VIT on the structure of the economy, the role of the State and the Party is due to be presented to the 6th Central Party Meeting. This research is considered to be very important in influencing the Party and policy-makers on the way forward to Reforms in Vietnam. Moreover, it is important since this is also one of first research about institutional issues when Vietnam has been in a transition from a planned economy to socialist-oriented market economy. Many important parts in this joint research has been integrated into and documented at the Official Document for the 10th Party Congress. Based on many ideas of this background research, CIEM researchers of this background research are now the key researchers working for MPI to carry out Research number 59 which is demanded by the Political Bureau. This Research number 59 is led by Mr Nguyen Sinh Hung Deputy Prime Minister whilst Minister of Planning and Investment is the Chief Editor.

Other contributions of CIEM research relate to the collaborative research conducted with PRMC and the other Institutes under the Project. Contributions occurred through the sections in the Five Year Socio-Economic Development Plan 2006–2010⁷:

- Policies and measures to develop a multiple-entity and multiple ownership economy; and
- Reformed policies and systematic reinforcement on monetary and financial sector.

⁶ See: http://www.ngocentre.org.vn/file_lib/sedp_edited_eng_16_3.pdf, page 31.

⁷ Socio-Economic Development Plan: <http://www.mpi.gov.vn/strategy.aspx?Lang=2>

Institute of Labor Science and Social Affairs

One research report was produced from the Project support.

Research	Form of publication	Year conducted
Research on the labor and employment forecast for the period of 2006–2015	Research report	2006

This was a significant achievement of ILSSA. The collection and analysis of the Labor statistics in Vietnam was done previously using outdated methods. The resulting (improved quality) research was used Universities and other Institutes (not participating in the Project) for research. The research also provided inputs into the SEDS through the labor force forecasts and objectives of the SEDS⁸.

ILSSA needs to further research Labor market and employment statistics and forecasts to the year 2020. They need to research the impacts of employment on the social security system until 2020. There is a need to research the impact of international and regional integration on social and labor issues. There is still a need for continued support from ILSSA's perspective.

Institute of State Organization Science

The following research outputs are as a result of the Project support to ISOS.

Research	Form of publication	Year conducted
Research on the management decentralization between the levels of local authorities	Research book	2004
Research on the public service socialization	Research report	2004
Research on a pilot model of self-controlled finance in Nghe An	Research report	2004

The Ministry of Home Affairs assigned ISOS to research the civil service system and Public Administration Reform process in Vietnam. This research was carried out under the Sida project. The research specifically investigated areas of innovation in management of the decentralization model between Central and Local Government levels. The research highlighted arguments for the need for decentralization, and the costs and benefits of decentralization. A clear Outcome from this Output, as identified by the ISOS researchers, was that after this Research was disseminated to leadership of MOHA, and subsequently to higher levels, the Government issued Resolution No. 8. This important legal document contributed to the acceleration of the decentralization process as well as being a significant input for PAR. It also is reflected in the SEDS under the section on “Reform and complete the State apparatus and the socialist-oriented market economic institutions”.

The Research conducted on the public service socialization was an important background research paper providing an input into the Proposal of Public services management and provision reforms that the Institute had prepared on behalf of MOHA in order to submit to the Government. The Government, together with other related bodies, has been considering this research and it is expected that it will form the basis of a Resolution to guide the implementation relevant policies and reforms in this area.

The successful piloting of the model of self-controlled financing in Nghe An province under the Project support was well received by MOHA and MoF. It helped to further accelerate the process of decentralization, especially in budget self-control and management by lower levels of government. It demonstrated that the commune can or has the potential to manage the state budget effectively and efficiently with minimal guidance from upper levels of Government.

⁸ See page 88 of the SEDS, http://www.ngocentre.org.vn/file_lib/sedp_edited_eng_16_3.pdf

Support of the Project has also assisted the research capacity of the Institute by strengthening its research methodology, research approach and enabling exchange with other researchers and other institutions. Specifically it facilitated and supported a closer working and researching relationship between the Institute with other Institute in the same area such as Institute of State and Law, Institute of Juridical science research, Institute of Inspection (outside of the Project) and other Institutes participating in the Project.

National Centre for Economic Information and Forecasts

Under the project the NCEIF did not produce any research outputs but there was the development of their socio-economic database. This database was developed with the purpose of providing economic and social forecasts to the Prime Minister's office. The data is obtained from the GSO but also other Ministries and the Research Institutes under these Ministries. If through the Sida project the collection of data and statistics has improved in quality then the data compiled in the NCEIF should be of a higher quality, thus producing higher quality or more reliable forecasts.

Furthermore the direct support from Sida assisted NCEIF in developing the database and improving the quality of the statistics it contained. Therefore any forecasts provided by NCEIF to the Government should therefore be more reliable. As a result one could expect that any policy decisions influenced by these would be sound (compared to the situation before the project).

Through the training courses supported by the Project, the Centre has built up a strong basis for procedures in macroeconomic forecasting that meets international standards. These procedures (introduced by national and international experts) were taught to the NCIEF staff and then applied "on-the-job". These procedures are now applied within the Institute. Together with this procedure, the Centre has developed a comprehensive set of indicators for macroeconomic analysis and forecasting.

Through the training, development and handover of these econometric models used for macroeconomic forecasting, the Centre now has developed, under the supervision and consultation of these experts, a set of econometric techniques. The researchers at the Centre have applied all these techniques into their research programs undertaken by the Centre. The success of the research contributed to the higher quality and more reliable of their research outcomes, especially forecasting research. The key researchers at the Centre have gained significant knowledge and skills through capacity building activities supported by the Project. They become much more confident in conducting macroeconomic analysis and forecasting.

Various activities of the Project including training, piloting econometric models, handover of these models, data collection and processing have enabled the Centre to extend the Centre's research networks with other national institutions and their researchers such as GSO, MOLISA, NEU, CIEM, relevant departments at MPI, Institute of Information Technology etc. The Project activities also facilitated the Centre in starting regular working relations with overseas research institutions such as Sweden's National Institute for Economic Research (NIER), China's National Information Centre.

Applying knowledge and skills built by the Project, the Centre's researchers have successfully utilized them for the following research:

- Forecasting based on time series data such as Consumption Power Index (CPI) in 2006 Vietnam Economic Growth Forecast; Forecasting the achievement of the target of 2006 economic growth rate and key factors affecting 2007 Vietnam economy, and "Application of SARIMA model in short-term forecasting some socio-economic indicators" published in the quarterly Magazine published by the Centre.
- Applying the Input-Output (I/O) model in 2007 Vietnam Economic Growth Report, Forecasting the Vietnam economic growth rate in the second half of 2007.

- Utilizing the I/O model and the econometric model trained in Ministry-level Research Report
- Applying data and forecasting methodologies trained at Sweden's NIER in forecasting the world demand for Vietnam exports in 2006 Vietnam Economic Growth Forecast.
- Some researchers trained by the Project have published their own research using knowledge and techniques trained by the Project, such as Analyzing the Impact of tariff policy based on economic demographic model.

Three researchers participating in the Project at the Centre have since gained scholarships for overseas studies, including one pursuing PhD in the U.S., two pursuing MA's in South Korea and in England. The Project provided them with a firm basis for studying overseas.

Institute of Financial Science

Two main research outputs were generated in relation to the Insurance industry in Vietnam and international capital flows.

Research	Form of publication	Year conducted
Evaluation report on the impacts of opening market for insurance industry in Vietnam	Research book	2004
Analysis of impacts of some capital flows to poverty reduction in Vietnam	Research book	2006

IFS lead the development of the 10 year financial strategy for the MoF. Research under the Project provided data and information for the strategy and provided a basis for financial forecasts and policy development for Government financing in Vietnam (IFS has been actively participating in the National Finance Policy since 1995).

IFS provides high level advice on tax policy, financial markets policy, investment policies. Research and advice conducted by IFS were provided as inputs to the Central Party Plenum 8,9,10,11. Project support for improvements in research at IFS have undoubtedly influenced policy in the areas of financial markets.

The Report on the Insurance market in Vietnam influenced the policy on insurance since it relevant to the context, produced reliable results and it integrated the inputs and feedback opinions of various stakeholders – not only Ministry officers but also insurance industry stakeholders. This research was not only for policy making purposes but it also was developed into a Handbook on Insurance market in Vietnam. This was published in collaboration with the Vietnam Insurance Association. This Handbook benefited both local and international insurance companies. Moreover, this Research also played an important role for the discussion for drafting the legal framework for Vietnam's insurance sector. Since late 2003 there have been a number of legal documents issued as a result. These include the Strategy for Insurance sector approved by the Prime Minister by late 2003, Law on Insurance Business issued by MoF late 2003 and two Decrees and Circulates issued by the same Ministry subsequently in 2004.

Under the support of the Project, IFS researchers have been able to conduct surveys and fieldwork. Before since they did not have budget to conduct surveys, fieldworks and interview non-Ministry interviewees. The previous methodologies for undertaking these researches were also different. Previously the research conducted was mainly qualitative and based on some pre-determined hypothesis. It included some literature review (but limited to literature by some authors only), providing a theoretical framework and the data were mostly secondary data. Thus the findings from those researches were not very convincing, not very objective and did not reflect the actual circumstances of the sophisticated financial sector in Vietnam in transition period with a number of emerging issues. Now as a result of the Project, the researchers have been able to utilize both qualitative and quantitative methods. With the assistance of national consultants, the IFS researchers are in a position to design better questionnaires, undertake field surveys and collect more robust data.

Prime Minister's Research Committee

There were six research outputs that were funded under this project.

Research	Form of publication	Year conducted
Research on the leadership mode of the Communist Party to the State.	Research report	2003
Research on the SMEs	Research report	2003
Research on the role of State management by local authorities in the market economy.	Research report	2005
Research on the mechanism of supporting the poor in accessing health service.	Research report	2005
Evaluation research on the finance policy in administrative units.	Research report	2005

The PMRC conducted research in political areas as well as economic areas. These research outputs were done in a collaborative manner. PMRC had a number of well qualified and experienced researchers but needed assistance in terms of support for undertaking surveys and researching issues. Given the direct relationship with the Prime Minister's Office the research outputs were influential in affecting policy. For example the joint research conducted on SME's provided background information and recommendations (with CIEMs research) for the review and development of the new Enterprise Law. State Owned Enterprise (SOE) research – this influenced the current reform program currently being undertaken in Vietnam on the status of SOEs and their equitization. The research undertaken jointly by PMRC and CIEM on the structure of the economy, the role of the State and the Party is due to be presented to the 6th Party Congress. This research is considered to be very important in influencing the Party and policy-makers on the way forward to Reforms in Vietnam

Vietnam Institute of Trade

Under Outputs 2 and 3 five research reports were published based on the support provided by Sida.

Research	Form of publication	Year conducted
Research on the market of three merchandises: rice, coffee and spice	Research report	2003
Research on the export potential of electronics and soft ware commodities	Research report	2003
Research on the influence of China's joining WTO to Vietnam's export	Research report	2003
Research on the aquatic commodities	Research report	2004
Research on the fruit and vegetable commodities	Research report	2004

VIT undertook research which provided inputs into the larger research project under CIEM for which was eventually used for providing a basis for the review and development of the Regulation and Competition Law. The VIT research (on commodities and the WTO) was used by the Department of Competition in the Ministry of Trade when they drafted the Regulation and Competition Law. _ Furthermore the VIT assisted the Ministry of Trade in drafting the new law on Trade and assisted the Ministry in preparation for the 6th Communist Party Meeting by providing inputs on documents and strategy papers (for example, strategy for exporting vegetables, which was based on VIT research).

The findings from the Research on the fruit and vegetable commodities has encouraged the Ministry of Trade to establish a research project led by a Vice Minister to research into the Development Strategy for Fruit and Vegetables in Vietnam during 2005–2007. In addition, after receiving copies of the commodities research disseminated by VIT, many companies found them very useful for their business development and have sent letters to thank VIT. Some companies have subsequently contacted VIT to undertake some small research and advisory consultancy projects.

The quality of the research and reporting by the VIT had improved through the project. This was attributed to the improvements in research methods, engaging consultants to each and demonstrate new and updated research methods, and gathering industry-specific response and feedback on the research to improve its relevancy to that particular industry.

2.5 Sustainability and Replication of the Project and its Activities

This is a core issue with any development-funded project. Often projects create their own momentum but that dissipates once the donor discontinues support. How to sustain the benefits generated by any project is a fundamental challenge. Funding provided by Government is one way to sustain the project and its achievements, but this does not often occur. Usually the project finishes, staff cannot perform activities like they did under the project and appropriately qualified staff leave the organization (since they have had their skills and qualifications upgraded courtesy of the project) and the organization experiences a HR capacity drain. This is a worst case scenario of course but there is a danger of this occurring with the benefits accrued to the Institutes from this project. For example some IFS staff have moved to other areas of the Ministry.

All Institutes under the Project experienced the building of their research capacity. This greatly assisted them in carrying out their required functions. The main impetus was financing activities that they should have been doing as part of their daily work. The lack of funding for each Institute was a barrier to effective research before the project. This was not the case of CIEM for example. There are some Institutes that have benefited from other donor support and therefore have a high level of capacity to undertake research and attract donor support or are able to generate income through consulting services.

Members of some of the participating Institutes indicated that since the project had finished they had not undertaken any further research due to budget constraints. Other Institutes continued to conduct research through other donor project support as well as due to the capacity and credibility in conducting research (they are able to win contracts for research from Government and donors).

Therefore it is likely that much of the benefits generated by the project will not be sustained without continued support from the Sida or other donor of Government funding. This is not the case for CIEM however. This Institute has the capacity to generate their own income through independent consulting assignments and research projects.

Decree 115/ND-CP/2005 stipulates that research institutes will be required to operate on an income generating basis from 2008. This can be achieved for CIEM but for an Institute such as VIT, this would prove to be a challenge (as stated by them).

Business Planning – in order to sustain the activities of the project and for each Institute to generate income for this (as per Decree 115) a Business Plan should be developed and implemented for each participating Institute. At the beginning of the project it would have been helpful if a Business Development Plan was designed and activities were undertaken to allow each Institute to become more financially independent. In other words, the inclusion of activities that would assist in sustaining the benefits of the project should be built in to the design from the beginning. This should be considered for Phase 2. In the design of Phase 2 there should be a component that is designed to assist the Institutes to become more financially viable and generate their own income.

Furthermore, partnering with Swedish organizations or research Institutes would be an activity that would assist in sustaining the project activities once the project finishes. It has been demonstrated that this type of relationship benefited the Vietnamese Institute and ongoing research and capacity-building activities are currently being undertaken after the project has finished. This partnership approach

should be formalized in the design of Phase 2 (e.g. the signing of an MOA, a formal partnering relationship, placements of research staff from Vietnam to the Swedish counterpart). Such activities increase the likelihood of sustainability.

2.6 Efficiency

The total expenditure of the project over five years was approximately \$2.2 million USD. Table 1 outlines the Budget versus Actual Expenditure for the entire life of the project.

Table 2 Project Budget and Actual Expenditure for Years 2002 to 2006

Project component	Budget (USD)	Actual Expenses (USD)	% of planned budget
PMRC	281.493	222.911	79
CIEM	643.713	529.136	82
IFS (*)	168.338	156.054	93
VIT	191.235	189.595	99
ISOS	455.348	456.412	100
NCIEF	173.000	174.911	101
ILSSA	39.600	39.622	100
R.Fund (**)	418.486	394.828	94
PMOffice	70.500	54.730	78
Totals	2.441.713	2.218.199	91

Source: CIEM

Table 2 outlines the Project Expenditure by Component for each year. The data was not separated for the years 2005 and 2006. The duration of the project according to the Project Document agreed to between the Swedish and Vietnamese Governments was to be from 2002 to 2005. Some project activities were delayed however. As a result MPI and Sida decided to extend the project timeline until June 2006 without any additional funding for the full accomplishment of the expected outputs.

Table 3 Project Expenditure (Actual) by Component by Year

Project component	2002	2003	2004	2005–2006
PMRC	18.328	85.145	53.371	66.066
CIEM	-	77.308	125.485	326.343
IFS	27.343	20.843	21.571	109.724
VIT	10.700	47.440	34.512	73.516
ISOS	-	37.777	171.100	247.535
NCIEF	-	-	-	174.911
ILSSA	-	-	-	39.622
R.Fund	-	73.151	199.578	122.099
PM Office	17.229	5.940	13.099	18.462
Totals	73.600	347.604	618.716	1.178.279

Source: CIEM

Expenditure rose sharply during 2004. This was when the three Institutes were included on the project with the original four. See Appendix D for more detailed figures for the expenditure by the Project. According to CIEM, the figures provided do not include expense lines such as bank interest, bank charges, exchange rate fluctuations, etc. The Government's contribution to the project was through staff salaries (staff worked part time for the Project and part time in their regular jobs), office space and administrative support.

The purchase of equipment was assessed by the Review Team to be appropriate for the intended uses (procurement of equipment was not a major component of the Project; some essential items were procured, such as computers and office equipment). The mix of activities for each Project Component (sub-PMU/Institute) was appropriate. Each Institute determined their needs and developed a work plan based on this. This was assessed by Sida and discussed with the Institutes before an agreement was reached. Often the use of Study Tours is questioned as an appropriate means of capacity-building. The Review Team focused on the use of Study Tours and found that overall they were beneficial. It was reported from participating project staff that many senior Government officials were positively influenced by the Study Tours and the new concepts they were introduced and exposed to. The support for training overseas and fellowships has been effective since many of the researchers are undertaking research since the Project finished. The CIEM is now bidding and winning project in a competitive market for research work.

In terms of overall efficiency it appears that the use of resources demonstrated value-for-money. When measuring impact of a project that supports capacity-building it can be a challenge to demonstrate the benefits and impacts and to quantify them. Furthermore it is a challenge to quantify the benefits of the project in relation to the positive and negative impacts it will have on the results of the policy change. For example, the Project supported the development of the Enterprise Law. If this Law is effective and encourages the development of the private sector in Vietnam (with an associated reduction in the poverty level) then the project can be said to have made a significant contribution. These impacts may take some years to be borne out. At this stage it can be said that the project has the potential to make significant developmental and economic improvements in Vietnam as a result of the policy changes it has supported.

The Swedish Government has been a major aid donor to Vietnam. In 2005 Sweden ranked number ten.

Table 4 Top Ten Donors in Vietnam, 2005

Ten Biggest Donors, 2005⁹	USD \$ Million
1 Japan	603
2 IDA	379
3 Asian Development Fund	217
4 France	97
5 UK	97
6 Germany	83
7 Denmark	72
8 Netherlands	56
9 Australia	51
10 EU Commission	42
11 Sweden	42

The total aid package donated to Vietnam by Sida is approximately \$45 million USD annually.

Table 5 Total Sida Aid 2005 and 2006

Total Sida Aid¹⁰	SEK (mill)	USD (mill)¹¹
2005	312.21	45.19
2006	315.22	45.63

⁹ http://www.Sida.se/Sida/jsp/Sida.jsp?d=541&a=32736&language=en_US

¹⁰ http://www.Sida.se/Sida/jsp/Sida.jsp?d=541&a=32736&language=en_US

¹¹ 2007 Conversion rate → 1 SKE = 0.144751 USD

It is estimated therefore that the Project therefore constitutes only 1.3% of total expenditure in the years 2005 and 2006. This is a very small contribution to a sector that is very strategic for the economic and social development of Vietnam and has the potential to have far reaching effects through supporting sound and reliable Government policy formulation.

3. Lessons Learned and Recommendations

The approach taken for this project was a pilot approach. This meant that the approach needed to be as flexible as it could be but also identifying areas for improvement (in terms of approach and project management). The project was started before Decision 181 in relation to the establishment of PMUs within Ministries. The project was a learning experience for Sida and the Government of Vietnam in relation to implementing such a project across a number of Ministries and sub-PMUs. Therefore a number of lessons can be identified from this pilot process.

Lessons Learned

- The types of activities that were used under the project were varied (study tours, IT equipment, engagement of consultants, etc) since each Institute had their own needs and requirements to meet the objectives of the project. It appeared that some activities were mismatched with the desired outputs or outcomes or that the support could have been used more effectively (e.g. study tours).
- Despite this one of the successes of the project was that Sida allowed each Institute to identify their own needs and undertake the required research to meet the research demand placed on them.
- Due to its nature of being a pilot approach the project evolved over a period of time. Flexibility is a good thing given that the research needs of each Institute change in a dynamic environment. It allows the project to be more relevant and address emerging research needs. As a result the likelihood of the research being more relevant and therefore acceptable to policy-makers is higher. But there does need to be more rigorous standards and approaches to project design and management.
- The management of the project was undertaken by the PMU and the sub-PMU's. Sida had a "hands-off" approach to management. This approach has positive and negative features however. For example, the PMU and the sub-PMUs actively participate in the management and take ownership of the activities.
- The monitoring and evaluation and regular reporting of the project over time did not appear to be regular and not based on a set of well established guidelines set down by Sida. This aspect could have been improved. Furthermore financial information for the project was not readily available in the format required by the review team. It was not presented in a way that enabled adequate assessment. It had to be summarised and presented to the Review Team upon request. This highlighted the differences in presentation and reporting of financial information between Sida and the Institutes. The Sida project requirements were different to the requirements of the Institutes. Ensuring that clear and consistent financial and project management procedures are in place is essential.
- Sida authorised an audit for the project. There were no major irregularities in financial management. This was a one-off event and the project could have benefited from a standardized and agreed upon review approach and timetable.

- Working in the area of public policy making in Vietnam a foreign Government aid agency can face potentially sensitive issues and unseen barriers and challenges. There was some resistance in the beginning of the project to get the partners to cooperate and support the project. As the project progressed the benefits were revealed and this gave motivation for increased cooperation and support from the Ministries and the participating Institutes. The ‘hands-off’ and flexible approach towards the management and control of this project contributed to the already good relationship between Sida and the various Ministries in which they work. For this project this approach built trust between the parties concerned. This forms a good basis for a Phase 2 Sida-funded project.
- Monitoring and Evaluation reviews were not conducted by Sida. CIEM conducted some review processes but were intermittent. CIEM were not adequately resourced to do this.
- Project staff of the PMU worked part-time for the Project and for the Institute (salary of the project staff was the contribution by the government to the project), and had to carry out their duties assigned by their employer (the respective Institutes). This was a burden for the CIEM staff. The project would have been better served if full-time staff had been recruited to undertake the management and administrative tasks. This was exacerbated when the participating Institutes went from four to seven, thus increasing the demand on the CIEM staff’s time.
- There was turnover of Institute staff during the life of the project. This created difficulties in relation to project and financial management of the project (staff were trained and then left, requiring training of replacement staff).
- Where partnerships were developed with Swedish Research Institutes there was a significant benefit for the Vietnamese Research Institute involved. This was an effective method of improving research capacity and research collaboration.

Recommendations for Embassy of Sweden

- Therefore more detailed needs analysis should be carried out for any Phase 2 support (match the needs of the Institutes with the type of support requested).
- Any future support to a Phase 2 project should incorporate the approach applied previously where each participating institute identifies their own needs for support. This could be complemented with more detailed plans and work schedules and a more detailed monitoring schedule.
- An internal project review should be conducted on a regular basis with related reports for implementation and finances. A final internal review document should be produced so to make better preparations for an independent review.
- Improved project design – A more detailed project design document and project log-frame should be developed for Phase 2, clearly outlining the objectives and describing the means of achieving them. More solid and measurable indicators should also be developed to assist in verification. Furthermore the management mechanisms need to be more efficient and relevant to the project environment (for example, the PMB should have more decision-making and resource allocation power to improve responsiveness to emerging issues and make faster decisions. There should be measure in place to devolve decision-making to the PMU and sub-PMUs. On the other hand measure need to be in place to ensure transparency and accountability are being upheld).
- Related to the point above the project could have been better serviced if the project budget was allowed to be adjusted to meet emerging research needs which can change over a period of two or more years. The appropriate transparency and accountability mechanisms would of course have to be put in place.

- Resources should be set aside for at least two project funded positions to undertake project management, financial management and administrative activities which would include conducting periodic reviews and report to Sida, the Project Management Board and the participating Institutes in the project
- Ongoing training and mentoring of PMU and sub-PMU staff in financial management and general project management procedures should be undertaken. This benefits the operation of the project itself but this is also a capacity-building aspect that can be used when the Institute is required to generate and manage its own sources of revenue.
- The development of project and financial management guidelines for any Phase 2 support would be beneficial. These guidelines should consider the financial reporting required by the Ministry (so as not to create extra or parallel reporting systems). This is consistent with the Hanoi Core Statement.
- Business planning – Institutes need assistance in developing income generating research activities. The Institutes have had their research capacity improved under the project; this should be used to generate income for the Institute.
- Partnering – developing formal partnerships between Swedish research institutes and “think tanks” and their Vietnamese counterparts would sustain project benefits and assist in improving capacity in the longer term after the project finishes.
- Placements – the placement of Vietnamese research staff in Swedish research Institutes (under the Partnering Agreements) would bring longer term benefits to the Vietnamese researchers and their respective Institutes.
- Support to Research on Environmental Factors – there has been significant advances in economic and social reforms in Vietnam and this has been supported by reliable research and evidence. As the economy develops there will need to be environmental safeguards in place to ensure that the damage to the natural environment is minimised and to avoid rampant environmental damage. In rapidly developing economies environmental damage occurs at an alarming rate sometimes to the point of having negative social and economic impacts. Environmental research and the development of appropriate environmental safeguard policies will be needed as the economy expands.

Recommendations for Participating Institutes

- When developing work plans for a Phase 2 project consider value-for money approaches. There maybe more efficient alternatives for activities to build capacity. For example, Study tours maybe important but for the same cost a larger number of people can attend a training course, or mor computers can be purchased and allocated to staff who undertake the research.
- In order to meet the increased demand for administration and project management requirements (with the proposed increase in the number of participating Institutes) each Institute funds a position for this purpose (if the Sida support will not be used for this purpose).
- The Government of Vietnam and/or the participating research Institutes should consider research in areas of:
 - Environmental issues (impacts of economic development and industrialization on the environment and subsequent negative impacts on development) – possibly allocating specific research requirements to the current group of participating Institutes.
 - Social Equality issues as a result of the rapid changes currently being experienced in Vietnam.
 - Post WTO – further research is required to understand and manage economic and social conditions post-WTO.

4 Conclusion

The Review Team concludes that the Project supported by Sida has been effective in achieving the objectives. Through improvements of research capacity of individual researchers and Institutes there has been an improvement in the quality of the research outputs. Furthermore the collaboration that this Project engendered improved the quality of the research due to the academic and industry inputs and feedback the research received. The research that was conducted under the Project was of a strategic nature; it addressed current and pressing issues facing Vietnam and it has allowed the reform and policy change process to advance. The Project has built the research capacity of participating Institutes. This is through capacity building of individual researchers but also in terms of building research networks to undertake further and relevant research to meet the needs of the Government of Vietnam.

The Review Team further concludes that despite the success of the first phase there remains a need to continue the support for policy research capacity building in Vietnam. Policy formulation is a dynamic process occurring in a dynamic environment. There is a continuing need to undertake relevant and quality research in the current changing political and economic environment. The reform process currently being undertaken is providing further challenges to these Research Institutes to continue to effectively undertake their research responsibilities. One example of this is the requirement for such Institutes to become more financially independent and generate income (as opposed to relying totally on the State Budget). To overcome this, support will need to be provided to assist them to become more financially independent. Furthermore, there is a need to undertake research in the environmental sector to match the pace of economic change.

5 References

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Appendix A Hanoi Core Statement

Hanoi Core Statement Indicators and Targets			
Indicator	Indicative Targets to 20104	Comments	
Ownership			
1 5 Year Socio-Economic Development Plan (SEDP) is finalized, CPRGS principles are integrated; SEDP is effectively implemented.	5 Year SEDP targets are achieved	The project contributes to this aspect of the Core Statement through the research that is generated by the project. Improved quality of the research implies improved quality of the SEDP and hence development outcomes.	
Alignment			
2 Donor assistance strategies are aligned to the SEDP and related national, regional, provincial and sector strategies	All donor assistance strategies		
3 Donors strengthen GoV capacity by avoiding parallel PMUs	No parallel PMUs	This was largely achieved under the Project. The PMU and sub-PMUs managed the project with overall guidance from Sida. There were some issues with Management (lack of financial management and reporting experience for example) but this was overcome with time.	
4 Capacity building objectives are clearly set out in the SEDP and related national, regional, provincial and sector strategies, and PAR. GOV and partner agencies lead comprehensive capacity building programmes with co-ordinated donor support – Percent of aid for capacity building per se delivered through partnered and coordinated programmes	100% partner-led and coordinated programmes	The approach under this project allowed the Government partners to take the lead. Sida had a “hands-off” approach to management. This was welcomed by the PMU and sub-PMUs but there were times when more oversight by Sida would have been appropriate (especially with the sub-PMUs).	
5 Public procurement systems are strengthened to mutually agreed standards taking into account such recommendations as CPAR, PAR – Percent of aid flow and percent of donors using GoV procurement systems.	At least 50% of aid flows and at least 50% of donors channeling at least 50% of their funds through country systems	The project required the procurement of equipment and consultants. Guidance was provided by Sida – therefore systems were strengthened to some extent (it was not the focus of the project). Sourcing suitably qualified consultants was listed as a challenge for the sub-PMUs and they relied on Sida and other donors to source for them.	
6 a) Public financial management systems strengthened and PER/CFAA recommendations are implemented b) GoV publishes timely, transparent and reliable reporting on budget execution, audited by State Audit of Vietnam in accordance with INTOSAI Percent of aid flows and percent of donors that use the national budgeting, financial reporting, and auditing system.	At least 50% of aid flows and at least 50% of donors channeling at least 50% of their funds through country systems	The financial management of the project was undertaken by the PMU and sub-PMUs. This led to a strengthening of their financial management skills. There was no training specifically for this and some sub-PMUs stated that they did not have the appropriate skills for this but learnt over time.	
7 More predictable aid – Percent of aid disbursed according to agreed schedules in annual or multi-year frameworks	75% of aid disbursed on schedule	Sida disbursed the funds according to the work plan and needs identified by the participating Institutes and on schedule.	

Hanoi Core Statement Indicators and Targets			
Indicator	Indicative Targets to 20104	Comments	
8 GoV and donors improve environmental and social safeguards – Percent of EIAs and SIAs implemented to international standards and using government systems	At least 100% of EIAs and SIAs under donor funded projects implemented to international standards and at least 30% of these carried out using government systems.	Not directly relevant to the project	
Harmonization and Simplification			
9 Fewer, better, core diagnostic and country analytical reviews of Vietnam's development needs. – Percent of country/sector diagnostic reviews and studies used by 2 or more donors.	Core diagnostic reviews used by all donors; at least 75% of country analytical reviews used by 2 or more donors	Not directly relevant to the project	
10 Common project cycle management tools agreed and used throughout the project/programme cycle (planning, design, implementation, management reporting etc.) – Percent of donors using common project/programme cycle tools	At least 50% of donors	The project management tools were introduced to the PMU and sub-PMUs in the beginning of the project and used throughout the project life cycle. Unclear if these tools are in line with other donor approaches.	
11 Donor interventions are co-ordinated within GoV-led policy and sector frameworks, including general/sector budget support and project modalities. The % use of different aid modalities (by volume) will be monitored each year	At least 75% of aid is national or sector programme based	The approach of this project was to assist the GoV in achieving their needs and goals in the areas of economic reform. The delivery of aid however was focused in Hanoi.	
12 Donors enhance capacity of country offices and delegate authority to them – Percent of donors and aid interventions that are managed at the country level	At least 75% of aid interventions	Not directly relevant to the project	Managing for Results
13 Results framework developed and used to assess the performance of the SEDP and sector programmes – Composite score based on 4 characteristics of a results-oriented framework (objectives, availability of indicators, M&E capacity and information use in decision making)	Score of 3 based on DAC criteria ⁶ and continuous monitoring	Not directly relevant to the project	
14 Periodic mutual assessment of progress in implementing agreed commitments on aid effectiveness	Annual assessment	Assessment of the project was carried out by CIEM in 6-monthly review cycles.	Mutual Accountability

Appendix B Log Frame and Analysis of Objectives and Outputs

Explanation	Indicators	Comments
The project overall objectives:		
The project aims to contributing to the Vietnam's development through assistance to strengthen the policy research capacity of the Government's institutions in order to obtain targets, pointed out in the Vietnam's 2001–2010 socio-economic development strategy.	– The GDP growth rate achieves at 7.5% per year;	
	– Institution of economy market is improved (Law on enterprise, Law on investment)	
Specific Objectives:		
• To quantitatively and qualitatively increase research activities in order to give sound economic policy advice to the Prime Minister;		
• To push up the economic reform, international economic integration and regional cooperation;		
• To assist human resource development in economic policy research and policy making; and		
• To increase the quality of policy research to fulfill the ad-hoc mission assigned by the Government and Prime Minister.		
Component PMRC		
Outputs:		
Output 1: Strengthening the forecast capacity and strategy vision of PMRC in their proposal and advice on major policies to the Prime Minister	– 2 annual reports prepared for the Prime Minister to present at the sessions of the National Assembly;	This occurred through the research carried out by PMRC in collaboration with other Institutes, such as CIEM.
	– Presentation of the Prime Minister at Central Theory Council (11/2003)	
Output 2: Strengthening the research capacity and analysis skills of researchers at PMRC	– One staff of PMRC was sponsored to attend a short term training course in the UK	Training courses were effective.
Output 3: Supplementing and upgrading the working condition to serve the demands of research assignments	– List of computers and office equipment purchased.	Provided improved IT facilities and hence improved efficiency of researchers in terms of report writing and publication.

Explanation	Indicators	Comments
Output 4: Human resource development for policy research and macroeconomic policy forming	One staff of PMRC was sponsored to attend the master course in the UK	Training courses were effective.
Output 5: Improving the quality of the research reports of unexpected duties.	Two oversea study tours on the content of Enterprise Law and Investment Law	This occurred through the development of skills and capacity of PMRC researchers.
Component CIEM		
Output 1: Three reports majoring in the development cooperation among Indochina countries in the context of international and regional integration through the joint research among the Research Institutes of the three countries.	Three papers on: (i) competitiveness capacity improvement (ii) the impacts of tariff reduction (CEPT) to the development of SMEs of Indochina countries, and (iii) the solutions on cost reduction to improve the exports effectiveness have been finished and submitted to MPI leadership for reference. The co-research network among the Institutes has been set up and developed.	These papers were completed.
Output 2: Reports on evaluating the impacts of the international integration to some economic fields and industries and the international cooperation expand of Vietnam.	Three reports majoring in the evaluation of impacts of international integration to some economic industries of Vietnam have been finished and promulgated to related agencies for reference. 6 researchers of CIEM were sponsored to attend the short term research probation in SSE and ISEAS; 5 researchers of CIEM were supported to attend master and PhD courses (in terms of studying abroad and distance learning)	Research networks were developed and have been maintained as a result of the project. This has been achieved with relevant Industry inputs and feedback
Output 3: Human resource development	6 researchers of CIEM were sponsored to attend the short term research probation in SSE and ISEAS; 5 researchers of CIEM were supported to attend master and PhD courses (in terms of studying abroad and distance learning)	Training courses were effective. Training courses were effective.
Component VIT:		
Output 1: Research capacity on market analysis has been improved.	36 staffs of VIT have attended the training course for research capacity improvement	For all accounts the research capacity of VIT has been improved due to the external assistance provided.
Output 2: Three reports on export commodities	Three reports on export commodities: spice, rice and coffee have been finished and sent to the management agencies, policy advisory agencies and readers for reference.	This research was completed
Output 3: Two research reports on evaluating the production and export ability of Vietnam in high valued added commodities.	Two research reports on electronic commodity and software export have been promulgated and submitted to related agencies.	
Output 4: Research reports on evaluating the impacts of China's joining WTO	The paper of this research have been finished and got high remarks from experts.	The aim of the research was to evaluate the impacts of China's experience with the WTO. One study tour to China was implemented with the reserve fund. This appeared to be an effective activity.

Explanation	Indicators	Comments
Component IFS		
Output 1: Evaluating the impacts of opening market for insurance industry and the solution for development.	– The paper of this research has been printed out and got high opinions of researchers and policy makers.	This research was of a higher level of quality than in the past given the new techniques for research were introduced as a result of the project.
Output 2: Evaluating the influence of international finance flows to poverty reduction in Vietnam.	– The report of this research has been accomplished and got high opinions of researchers and policy makers.	This research was of a higher level of quality than in the past given the new techniques for research were introduced as a result of the project.
Component ISOS		
Output 1: Supporting the research project on Innovation of management decentralization between Central and Local Level.		This research influenced the SEDS
Output 2: Project development on innovation of management decentralization between levels of local authorities.		This research influenced the SEDS
Output 3: Research on public service and socializing the public service.		This research was of a higher level of quality than in the past given the new techniques for research were introduced as a result of the project.
Output 4: Research on building the Law on civil servants		This research was of a higher level of quality than in the past given the new techniques for research were introduced as a result of the project.
Output 5: Study the real situation of NGO operational organization		This research was of a higher level of quality than in the past given the new techniques for research were introduced as a result of the project.
Component NCEIF		
Output 1: Strengthening the research capacity of researchers	– Organizing training course for staffs of NCEIF and other staff of MPI (35 trainees) with the participating of Swedish experts; – Organizing one short term training course in Sweden for 11 officials	It was concluded that this activity was beneficial to the recipients and the Institute through improved capacity. Still some capacity building required in the application of the techniques. It was concluded that this activity was beneficial to the recipients and the Institute through improved capacity. Still some capacity building required in the application of the techniques.
Output 2: Establishing the information system and collaborators network	– Developing the macroeconomic database system for forecast model running	This occurred and the database became operational as a result of the project. The database was used to undertake some research outside of the project.
Output 3: Improving the working condition of NCEIF	– Purchasing computers and office equipment	

Explanation	Indicators	Comments
Component ILLSA		
Output 1: Development of model for labor and employment forecast	The research group has completed the model development.	Labor statistics collection and forecasting was improved, hence improving the quality of the research and the information provided for the SEDS.
Output 2: Forecasting the labor and employment for the stage of 2006–2015		Labor statistics collection and forecasting was improved, hence improving the quality of the research and the information provided for the SEDS.

Appendix C List of Research Reports in the Framework of the Project Supported by Sida

No.	Title	Executing Agency	Form of publication	Year conducted
PMRC				
1	Research on the leadership mode of the Communist Party to the State.	PMRC	Research report	2003
2	Research on the SMEs	PMRC	Research report	2003
3	Research on the role of State management by local authorities in the market economy.	PMRC	Research report	2005
4	Research on the mechanism of supporting the poor in accessing health service.	PMRC	Research report	2005
5	Evaluation research on the finance policy in administrative units.	PMRC	Research report	2005
CIEM				
7	Research on strengthening the competitiveness capacity of Indochina countries	CIEM	Research book	2003
8	Research on the impact of tariff reduction (CEPT) to the development of SMEs in Indochina countries.	CIEM	Research book	2004
9	Research on the cost reduction solution for export effectiveness strengthening	CIEM	Research book	2005
10	Research on the impacts of international economic integration to some economic industries of Vietnam – using econometrics method.	CIEM	Research book	2006
11	Research on the spill over impacts of FDI to the economic growth of Vietnam	CIEM	Research book	2006
12	Research on the impacts of international economic integration to some agricultural products of Vietnam	CIEM	Research book	2006
13	Research on the continuous improvement of economic institution in the market economy.	CIEM, VIT, IFS, and ISOS	Research book	2006
VIT				
14	Research on the market of three merchandises: rice, coffee and spice	VIT	Research report	2003
15	Research on the export potential of electronics and soft ware commodities	VIT	Research report	2003
16	Research on the influence of China's joining WTO to Vietnam's export	VIT	Research report	2003
17	Research on the aquatic commodities	VIT	Research report	2004
18	Research on the fruit and vegetable commodities	VIT	Research report	2004
IFS				
19	Evaluation report on the impacts of opening market for insurance industry in Vietnam	IFS	Research book	2004
20	Analysis of impacts of some capital flows to poverty reduction in Vietnam	IFS	Research book	2006

No.	Title	Executing Agency	Form of publication	Year conducted
ISOS				
21	Research on the management decentralization between the levels of local authorities	ISOS	Research book	2004
22	Research on the public service socialization	ISOS	Research report	2004
23	Research on a pilot model of self-controlled finance in Nghe An	ISOS	Research report	2004
ILLSA				
24	Research on the labor and employment forecast for the period of 2006–2015	ILLSA	Research report	2006

Appendix D Budget and Actual Expenditures of the Project supported by Sida

No.	Activities/Items	2002		2003		2004		2005-2006	
		Budget		Budget		Budget		Budget	
		USD	Actual USD	USD	Actual USD	USD	Actual USD	USD	Actual USD
Totals		129.814	73.600	399.021	347.604	748.867	618.716	1.164.011	1.178.279
I PMRC-Sida project's component		72.814	18.328	75.209	85.145	58.470	53.371	75.000	66.066
Output 1: Improving Research Capacity		42.314	18.328	75.209	75.143	41.000	36.134	-	-
Activity 1.2.1. Study mission to Taiwan and Singapore on public services and non – government organization		24.014	18.328						
Activity 1.1.1/1.1.4/1.1.5: Study mission to Europe and workshop on policy making and policy advisory organizations.				30.133	30.134				
Activity 1.2.4. Study on The Grassroots Administrative System and its innovation for the people		9.300	0	9.078	9.018				
Activity 1.1.2/1.2.2/1.3.2 Purchase and Translation of Documents		9.000	0	26.860	26.854	15.000	14.937		
Activity 1.1.4.: Study on the promoting regulatory settings for small and medium enterprises.				9.138	9.138	0	0		
Activity 1.1.1.: Study tour on agricultural in NewZealand						26.000	21.197		
Activity 1.3.2/1.3.4/1.3.6: Workshop on renovation of financial policies						0	0		
Output 2:		-	-	-	-	-	-	43.000	37.494
Activity 2.1: Short-term training for 2 PMRC expert					0	0	0	20.000	16.326
Activity 2.2: Study tour						0	0	23.000	21.168
Output 3: Improving Working Conditions		30.500	-	-	10.002	17.470	17.237	2.500	2.877
Activity 3.1 Hardware Upgrade at PMRC Office		30.500	0		10.002	12.470	14.828	2.500	2.877
Activity 3.2: Software upgrade at PMRC Office						5.000	2.408		
Output 1: Improving research and consult PMRC's capacity on macroeconomy policy		-	-	-	-	-	-	29.500	25.695
Theme 1: The mechanism for the poor to approach health care in Vietnam		-	-	-	-	-	-	4.500	3.788

No.	Activities/Items	2002		2003		2004		2005-2006	
		Budget		Budget		Budget		Budget	
		USD	Actual USD	USD	Actual USD	USD	Actual USD	USD	Actual USD
	Activity 1.1.4: Co-operation with foreign/ domestic senior experts							3.000	3.433
	Activity 1.1.6: Publication							1.500	355
	Theme 2: The state management of local governments in the market economy	-	-	-	-	-	-	5.500	5.762
	Activity 1.2.4: Co-operation with foreign/ domestic senior experts							4.000	4.773
	Activity 1.2.6: Publication							1.500	989
	Theme 3: Assessment of financial policy on administrative agency and public service organization	-	-	-	-	-	-	19.500	16.145
	Activity 1.3.2: Co-operation with foreign/ domestic senior experts							12.000	11.304
	Activity 1.3.4: Domestic survey							6.000	3.509
	Activity 1.3.6: Publication							1.500	1.332
II	CIEM-Sida project's component	-	-	120.675	77.308	170.436	125.485	197.091	171.124
	Output 1: Report on improving capacity of the economy's competitiveness			72.675	56.382	76.936	42.380	99.591	84.170
	Activity 1.1: Joint research			24.675	24.877	25.000	9.785	35.000	32.407
	Activity 1.2: Organizing an annual conference			20.000	10.764	20.676	17.926	20.000	14.361
	Activity 1.3: Sending 2 CIEM's staffs to study at SSE and ISEAS			20.000	15.958	20.502	11.911	28.591	21.316
	Activity 1.4: Editing, completing and publishing the research results			8.000	4.783	10.757	2.757	16.000	16.086
	Output 2: Research on assessment of the impacts of an international economic integration (duration 3 years)			48.000	20.926	71.500	61.047	97.500	86.954
	Activity 2.1: Conducting a TOR for the research			0	0			29.500	29.342
	Activity 2.1: Joint research			26.000	0	45.500	38.003		
	Activity 2.2: Organizing study tour			22.000	20.926	22.000	22.043	25.000	24.804
	Activity 2.3: Organizing workshops to get the comments					4.000	1.001	33.000	22.852
	Activity 1.4: Editing, correcting and printing the report							10.000	9.956
	Sub-project "Financial institution in the market economy"					22.000	22.059		

No.	Activities/Items	2002		2003		2004		2005-2006	
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
		USD	USD	USD	USD	USD	USD	USD	USD
III	VIT- Sida project's component	11.000	10.700	47.188	47.440	52.500	34.512	6.000	5.952
	Output 1: Training on market research 2003	5.000	4.900	12.000	11.434				
	Activity 1.2: Guide book for market research				2.968				
	Activity 1.3: Implementation of the training program on market research				8.466				
	Output 2: Supply studies on rice, coffee, and spices	6.000	3.000	11.000	15.721				
	Activity 2.2: Reports on rice, coffee, and spices				9.893				
	Activity 2.3: workshops for presenting reports and discussion				607				
	Activity 2.4: Comments from experts				3.667				
	Activity 2.5: Issuing and distribution of study reports and experts' comments.				1.554				
	Output 3: Assessment of Electronic products and soft wares			11.500	13.741				
	Output 4: Impact of China's WTO accession on Vietnamese exports	-	2.800	12.688	6.544				
	Activity 4.1: Terms of reference for conducting analysis								
	Activity 4.2: Analysis of the impact of China's accession to WTO on Vietnam's exports								
	Activity 4.3: Workshops for presentation of study reports								
	Activity 4.4: Comments of experts								
	Output 1: Research on seafood product group 2004				20.500	17.506			
	Activity 1.1: Terms of reference for conducting supply studies on seafood product group				3.000	3.000			
	Activity 1.2: Supply studies on seafood product group				8.000	8.006			
	Activity 1.3: Comments from experts				6.500	6.500			
	Activity 1.4: Workshop				3.000				
	Output 2: Research on vegetable product group				20.000	17.006			
	Activity 2.1: Terms of reference for conducting supply studies on vegetable				3.000	3.000			

No.	Activities/Items	2002		2003		2004		2005-2006	
		Budget		Budget		Budget		Budget	
		USD	Actual	USD	Actual	USD	Actual	USD	Actual
	Activity 2.2: Supply studies on vegetable					8.000	8.006		
	Activity 2.3: Comments from experts					6.000	6.000		
	Activity 2.4: Workshop					3.000	0		
	Output 3: Fee of experts for project of competitiveness institution					5.000	0		
	Output 4: Development of the outline for the general study of institution project					2.000	0		
	Output 5: Purchasing documents and data on competitiveness institution project					2.500	0		
	Output 6: Equipment purchase					2.500	0		
IV	IFS-Sida project's component	27.500	27.343	30.000	20.843	26.171	21.571	52.000	52.274
	Output 1: Estimates the impacts of liberalizing the insurance market	27.500	27.343	30.000	20.843	12.171	12.171		
	Activity 1.1: Data consolidation and model development			5.000	5.019				
	Activity 1.2: Trial running, correction, and model completion			5.000	4.861				
	Activity 1.1: Design questionnaire	1500	1500						
	Activity 1.2: Training and contracting with the surveyors	2000	2005						
	Activity 1.3: Invitation of foreign experts	24.000	23.837,80	7.000	0				
	Activity 1.4: Workshop with local and int'l experts			3.000	2.990				
	Activity 1.5: Completion of the model and final report & critical analyses			8.000	7.973				
	Activity 1.6: Final report publication			2.000	0				
	Output 2: The evaluation on the impacts of various financial resources to poverty alleviation in VN			0		4.000	4.000		
	Activity 2.1: Workshop on project orientation and related issues								
	Activity 2.2: Procurements and translation of policy and poverty related documents								
	Activity 2.3: Design questionnaires								

No.	Activities/Items	2002		2003		2004		2005-2006	
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
		USD	USD	USD	USD	USD	USD	USD	USD
	Activity 2.4: Training and contracting with the surveyors								
	Activity 2.5: Surveys (15 USD/questioners*1500 samples)								
	Output 2: Analysis of impacts of capital inflow on hunger elimination and poverty reduction							52.000	52.274
	Activity 2.1: Conducting survey							30.000	30.084
	Activity 2.2: Analysis and policy recommendations							8.000	8.108
	Activity 2.3: Consulting experts							12.000	12.065
	Activity 4: Printing report of research							2.000	2.017
	Sub-project: Financial institution in the market economy					10.000	5.400		
	Activity 3.1: Making general and detailed outlines						3.000		
	Activity 3.2: Collecting research materials						2.400		
V	ISOS – Sida project's component	-	-	37.248	37.777	171.100	171.100	197.000	197.491
	Output 1: Study to develop the plan of renovation of decentralization of management between central – local authorities			18.857	19.471				
	Activity 1: Investigation of central-local decentralization in 61 cities and provinces				14.303				
	Activity 2: Organizing field study and seminar on the real status of central-local decentralization in Quang Tri province (12/2003)				3.395				
	Activity 3: Study to develop the draft of "Plan of decentralization"				1.773				
	Output 2: Report on public services and socialization of public services			18.391	18.306				
	Activity 1: Investigation of the real status of public services and socialization of public services				12.266				
	Activity 2: Seminar on the theoretical and practical issues of public services				6.040				
	Output 1: Among different level of local authorities (province – district – commune)					10.000	10.429		

No.	Activities/Items	2002		2003		2004		2005-2006	
		Budget		Actual		Budget		Budget	
		USD	USD	USD	USD	USD	USD	USD	USD
	Output 2: Study on public services and socialization of public services				32.500		32.822		
	Output 3: Summing up the pilot project on budget grant and self-mechanism at communal level implemented in Nghe an province				6.000		6.027		
	Output 4: Study to develop the Law on public service				12.000		11.833		
	Output 5: Study the real status of the organization and activities of NGOs in Vietnam				15.000		14.389		
	Output 6: To assist building the policy project on decentralization among local authority levels				33.200		33.200		
	Output 7: To assist studying on public services and socialization of public services				46.910		46.910		
	Output 8: Research on the model of self-control of the commune's budget				8.420		8.420		
	Output 9: Study to assist building the Law of Public Mission				7.070		7.070		
	Output 1: To set up and implement Research projects							135.000	135.091
	Activities 1: To assist completing the Projects of decentralization among three levels of local authorities							20.000	20.018
	Activities 2: To assist in researching and building the Project and Govt's Resolution of organizing and supplying public services in accordance with the spirit of Administration Renovation							45.000	35.031
	Activities 3: Survey the present situation of organizing and governing of the state in urban areas							50.000	60.053
	Activities 4: Summation of the pilot implementation in contracting the Communal Budget in Nghe An province							20.000	19.989
	Output 2: Study mission on foreign experiences							62.000	62.400
	Activities 1: Study mission to the United States on public services and public servants' standards							35.000	40.381
	Output 3: Improving the research cooperation among MOHA's departments and improve the consultancy ability to meet Ministry's requirement								

No.	Activities/Items	2002		2003		2004		2005–2006	
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
		USD	USD	USD	USD	USD	USD	USD	USD
	Activities 1: Study the public servant's standards in order to help build the Law of Public Servants.							27.000	22.019
VI	NCEIF – Sida project's component	-	-	-	-	-	-	173.000	174.911
	Output 1: Staff's analytical and forecasting skills to be improved in order to serve short-term forecasting works							139.000	137.793
	– Activity 1.1: Establishing and undertaking training program on macroeconomic analysis and forecast for the staff							139.000	137.793
	Output 2: Information system and cooperation network to be established to serve the analytical and forecasting works							24.000	25.562
	– Activity 2.1: Organizing to construct the database of basic macroeconomic indicators to serve the short term analysis and forecast							8.000	9.502
	– Activity 2.2: Experimenting short-term macroeconomic forecast model for Vietnam							16.000	16.060
	Output 3: Material facilities to be supplemented to directly serve the task of analyzing and forecasting							10.000	11.556
	– Activity 3.1: Supplementing computers and specialized software to serve analytical and forecasting works							10.000	11.556
VII	ILLSA project's component	-	-	-	-	-	-	39.600	39.622
	Activity 1: Project study							28.200	27.089
	Activity 2: Organizing a training course on technique of labour-employment projection							5.000	5.228
	Activity 3: Workshops on studied findings and publication							1.000	1.640
	Activity 4: Printing and publishing							2.400	2.401
	Activity 5: Purchase of computers							3.000	3.264
VIII	Sub-Project on Institutional System for Vietnam	-	-	-	-	-	-	312.725	330.277
	Output 1: "Economic Institutions for Vietnam's Market Economy in the Era of Industrialization, Modernization and International Integration: Some Theoretical and Practical Issues" (V1) – CIEM							47.000	47.013

No.	Activities/Items	2002		2003		2004		2005-2006	
		Budget		Actual		Budget		Actual	
		USD	USD	USD	USD	USD	USD	USD	USD
	Output 2: Financial institution in the market economy – (V2) – IFS						51.650		57.450
	Output 3: Constructing the Institutional system of comparative market in Vietnam (V3) – VIT						55.564		67.564
	Output 4: To Renew and accomplish the organization and operation of the state administration system in order to meet present requirements of the market economy (V4) – ISOS						50.000		50.044
	Output 5: Further Improvement of Economic Institutions for Business Sector in Vietnam (V5) – CIEM						57.511		57.046
	Output 6: Towards Formulation and Further Improvement of a Comprehensive Economic Institution System for Vietnam (V6) – CIEM						51.000		51.160
IX	Reserve fund for training and contingent research	-	-	82.701	73.151	247.190	199.578	88.595	122.099
	Activity 1.4.1: Training at PhD for 01 PMRC expert			0	0				
	Activity 1.4.2: Training at Master degree for CIEM			56.701,32	47.470,73	103.500	102.267	27.931	28.910
	Activity 2: Abroad study tour			26.000	25.680	106.690	60.561	43.819	48.494
	Activity 1.3: Purchase of a vehicle (CIEM)					37.000	36.750		
	Activity 3: Using the remaining budget							16.845	44.695
	– Short-term training								8.741
	– Auditing fees for the period 2002–2003 and 2004							16.845	23.997
	– Drafting the project document for the phase 2								9.028
	– Repairing and purchasing working equipment from remaining budget								2.929
X	Project Office (PO)	18.500	17.229	6.000	5.940	23.000	13.099	23.000	18.462
	Activity 1: Purchasing office's equipment	15.000	14.605						
	Activity 2: Communication, exchange of publication and cost of stationary.	500	340	3.000	4.331	3.000	2.113	3.000	3.023
	Activity 2: Training	3.000	2.284	3.000	1.609	15.000	10.986	15.000	15.439
	Activity 2 (Evaluation):					5.000	0	5.000	0

Appendix E Trainee Questionnaire

Policy Research Capacity Strengthening Project

Trainee Questionnaire

1. Name of Interviewee:

2. Sex: ☐ Male ☐ Female 3. Year born:

4a. Current Employer:

4b. Current Position:

4c. Contact Details:

4d. Education Level:

☐ Post graduate ☐ Undergraduate ☐ College

☐ Upper Secondary ☐ Others, pls specify:

5. Name the courses that you have attended under this Sida-funded project:

6. Name the courses that you would like to take during 2007–2009: (1=most need):

1.....

2.....

3.....

4.....

5.....

7. Evaluation of the course(s) funded by this Project:

Items to be evaluated	Pls tick the right cell											
	1	2	3	4	5	6	7	8	9	10	11	12

Topic relevance

8	How relevant was each topic to the actual needs of training? (1=least relevant; 12=most relevant)											
9	The suitability of training duration for each topic (1–4: too short, 5–8: correct and 9–12: too long)											
10	Overall satisfaction of the training course to your expectation:											

Suitability of the training contents

11	Did the training contents correspond to the training needs?											
12	Were training materials sufficient and well developed?											
13	Were training materials well laid-out?											
14	Were reference documents used in this topic suitable?											
15	Were training methods used in this training course appropriate?											

Items to be evaluated	Pls tick the right cell											
	1	2	3	4	5	6	7	8	9	10	11	12
16 Training methods used to carry out case studies or practical exercises were appropriate?												
Capabilities of the trainers												
17 Has good knowledge and mastery of the training subject												
18 Demonstrates the training subject thoroughly and answers questions adequately												
19 Respects participants' ideas and stimulates the trainees to learn efficiently												
Organisation and logistics												
20 Were the course targeted the right people?												
21 Were essential resources for teaching well arranged?												

23. Other comments/suggestions by the interviewee in terms of:

23.1 Relevance of the training topics to your needs

23.2 Training contents and materials

23.3 Training methods

23.4. Trainers

23.5. Organisation and Logistics support

23.6 Others suggestion/recommendation to improve future courses

24. How do you think about the linkages with/impact of this training course on your daily work?

Appendix F List of Consultants

ILSSA

- Ms Pham Thi Lan Huong (CIEM Researcher)
- Paulette Castel (French freelance)

CIEM

National consultants:

- Prof. Le Dang Doanh (former president, CIEM)
- Dr. Vu Quoc Huy (National Economics University)
- Foreign Trade University
- Department of Economic Management, Hanoi University of Technology

Foreign partner:

- SSE (Prof. Ari. Kokko)
- ISEAS (Institute of Southeast Studies – Singapore)
- NERI (National Economic Research Institute – Laos)
- CDRI (Cambodian Development Resource Institute – Cambodia)

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SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
SE-105 25 Stockholm, Sweden
Tel: +46 (0)8-698 50 00. Fax: +46 (0)8-20 88 64
E-mail: sida@sida.se. Homepage: <http://www.sida.se>