



Trust Fund Completion Report to Australia
Implementation Period
February 2012 to December 2016

**Australia–World Bank Strategic Partnership
in Vietnam (ABP)**

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Acronyms

ABP	Australia–World Bank Strategic Partnership
AFD	Agence Française de Développement
APD	Academy of Policy and Development
ASA	Advisory Services and Analytics
AUD	Australian Dollar
BETF	Bank-Executed Trust Fund
BRT	Bus Rapid Transit
CC-GG	Climate Change and Green Growth
CEMA	Committee on Ethnic Minority Affairs
CIEM	Central Institute for Economic Management
CIFF	City Infrastructure Funding Facility
CIT	Corporate Income Tax
CPEIR	Climate Public Expenditure and Investment Review
CTF	Clean Technology Fund
DARD	Department of Agriculture and Rural Development
DEP	Distribution Efficiency Project
DEPP	Dau Giay - Phan Thiet Expressway PPP Project
DFID	Department for International Development
DONRE	Department of Natural Resources and Environment
DPI	Department of Planning and Investment
DSI	Development Strategy Institute
EM	Ethnic Minority
EMCC	Economic Management and Competitiveness Credit
FPD	Finance and Private Sector Development
GNTN	Central Highland Poverty Reduction Program
GOV	Government of Vietnam
GP	Global Practice
GRM	Grant Reporting and Monitoring
GTFS	General Transit Feed Specification
HAPP	HIV and AIDS Awareness and Prevention Program
HCMC	Ho Chi Minh City
ICM	Implementation Completion Memoranda
JICA	Japan International Cooperation Agency
MDTIDP	Mekong Delta Transport Infrastructure Development Project
MOF	Ministry of Finance
MOT	Ministry of Transport
MOU	Memorandum of Understanding
MPDF	Mekong Private Sector Development Facility
MPI	Ministry of Planning and Investment

MTR	Mid-Term Review
NCIF	National Center for Social-Economic Information and Forecast
NTP	National Target Program
OSM	OpenStreetMap
PCN	Project Concept Note
PEFA	Public Expenditure and Financial Assessment
PER	Public Expenditure Review
PFM	Public Financial Management
PforR	Program for Results
PIFA	Public Expenditure and Financial Assessment
PMU	Program Management Unit
PPC	Provincial People's Committee
PPFR	Programmatic Public Finance Review
PPIF	Public Private Infrastructure Facility
PPP	Public-Private Partnership
PREM	Poverty Reduction and Economic Management
QER	Quality Enhancement Review
RAMS	Road Asset Management System
RETF	Recipient Executed Trust Fund
RWSS	Rural Water Supply and Sanitation
SAML	State Asset Management Law
SEDP	Socio-Economic Development Plan
SC	Steering Committee
SD	Sustainable Development
SOE	State Owned Enterprise
SP-RCC	Support Program to Respond to Climate Change
TA	Technical Assistance
TF	Trust Fund
TTL	Task Team Leader
USD	United States Dollar
VAT	Value Added Tax
VDPF	Vietnam Development Partnership Forum
VN2035	Vietnam 2035 report
VRAMP	Vietnam Road Asset Management Project
WB	World Bank

Executive Summary

The Australia-World Bank Strategic Partnership (ABP) in Vietnam aimed to leverage the assistance programs of Australia and the World Bank to support Vietnam's development agenda through technical assistance, analytical work and some investment support. The partnership was operationalized through a programmatic trust fund of AUD 45 million established at the World Bank.

Relevance: The program was found to be highly relevant as the ABP program was strongly linked with the operational priorities of Vietnam's Socio-Economic Development Plan (SEDP), as well as priorities of the World Bank Country Program Strategy and Australia's Joint Aid Program Strategy. Although selectivity and clearer focus would have been desirable, the program maintained its relevance throughout program implementation by responding well to the evolving national priorities through a demand-driven and flexible approach.

Achievement of Program Objectives: Although ABP objectives were broadly formulated and attribution can be difficult to measure, it was found that the leverage of the partnership in the five thematic areas successfully contributed to fostering an enabling environment for improved economic competitiveness, increased environmental sustainability, and broadened access to economic and social opportunity. Moreover, ABP effectively supported the government to adopt key macroeconomic reforms for sustainable and inclusive economic growth through active private sector participation. ABP's significant value in terms of leverage is demonstrated by the number of lending investments approved, with a financing volume of almost USD 2 billion. Moreover, a number of high-level meetings with the Government of Vietnam (GOV) were organized with the attendance of both Australian Embassy and World Bank staff, signifying an enhanced partnership working towards common strategic development goals in Vietnam. Overall, the majority of activities across all thematic areas successfully achieved their objectives with outcome ratings of satisfactory or better.

Efficiency: A number of factors contributed to the efficiency of ABP. Firstly, ABP delivered value for money through high quality and timely implementation of activities, coupled with the leverage of projects worth close to USD 2 billion. Investments were made in areas critical for Vietnam's development agenda including water, transport, climate change, and macroeconomic reforms. Furthermore, the World Bank's systems and policies for quality assurance and financial controls also enhanced the efficiency of ABP. Lastly, the programmatic trust fund approach also achieved efficiency gains through reduction of administrative costs and cross-over of funds between thematic areas. At a thematic level, efficiency was challenged by delays, in particular to recipient-executed trust funds. This was related to lengthy procurement and government approval processes, as well as disbursement of funds. Overall, measures taken by theme leaders to increase Bank support and oversight, and to enhance efficiency of Program Management Units (PMUs), were appropriate.

Gender: Although not identified as a specific cross-cutting area in the ABP Concept Note, the program increased its focus on gender during program implementation. The Steering Committee played an important role in driving a clearer gender focus through the ABP Gender Review and in tracking progress through the Action Plan on Gender. Key results, particularly in the transport sector, include the report

Empowering Women to Build a More Equitable Future in Vietnam: Assessment of the Provincial Women's Union Women Managed Routine Rural Road Maintenance Program by the World Bank Country Office (August 2014). This assessment highlights lessons learnt on gender mainstreaming in rural transport projects, and includes recommendations on how to mainstream gender in future transport programs and policies. Gender issues were also incorporated into the social inclusion chapter of the Vietnam 2035 report (VN2035).

Innovation and Private Sector Engagement: The partnership identified innovation as important for ABP design and implementation. Innovation was addressed both in activity design and implementation across a number of activities. Five activities specifically promoted innovation or the use of innovative approaches in project implementation. For example, technical assistance was provided to the Program for Results (PforR) in Rural Water Supply and Sanitation in Vietnam, the first results-based financing instrument in Vietnam seeking to progressively transform the National Target Program (NTP) into a more focused and efficient system for delivering sustainable investments. Furthermore, two high-level Mekong Delta Fora under the Support for Building Resilience in the Mekong Delta activity used interactive and innovative formats to showcase issues, and to promote integrated solutions and new ways of working together. Other trust fund activities promoted the use of new technology, such as the analysis of public transport accessibility in Hai Phong. Moreover, at the results level, building national innovation capacity is a policy theme of the VN2035, which ABP supported, and this theme has been further strengthened in government macroeconomic planning documents.

Private sector engagement was both an objective of ABP and a cross-cutting area. The majority of the macroeconomic reform thematic activities focused on the critical policy shift towards an increased role for the private sector in Vietnam. The VN2035 report included significant policy recommendations with regards to the role of the private sector for Vietnam's development agenda, but other ABP trust fund activities also contributed to supporting an enabling environment for the private sector. These included technical assistance for amendment of the Corporate Income Tax Law and technical assistance to support revision of the State Asset Management Law, including a proposal to allow selling or leasing of state assets to the private sector. Although a challenging task, the activities under the transport theme in support of public-private partnerships (PPPs) all aimed to promote private sector engagement in Vietnam's infrastructure economy.

Monitoring and Evaluation: Program management improved over time, with the management team proactively utilizing monitoring and evaluation frameworks for improved reporting, decision making, and instituting adjustments to ABP. The demand-driven and flexible nature of the program, as well as the nature of policy engagement, to some extent constrained the design of a results framework with accurate targets and indicators. However, at the Mid-Term Review (MTR) stage funds were fully committed and the results framework was revised accordingly; efforts were also made to quantify and qualify expected policy targets. Working more closely with the teams to update the results framework could have further improved the monitoring framework for better results reporting.

Program Risks and Sustainability: Risk to development outcomes under ABP were deemed to be moderate and no risks negatively affected achievement of program results. The risk that the donor failed

to contribute funds due to a shortfall of funds did occur, but adequate mitigation measures ensured minimum impact on achievement of program objectives. The sustainability of the vast majority of outcomes achieved under each child trust fund were deemed to have been sustained after closure of the program. However, critical issues are still unresolved with regards to the Dau Giay – Phan Thiet Expressway PPP project.

Assessment of Bank/Australia/GOV Performance: The performance of the Bank in terms of program design quality and supervision of program implementation was deemed satisfactory. The Bank's standard internal policies and procedures with regards to quality assurance, as well as fiduciary and financial management, guided the program and no major concerns or compliance issues were recorded during the program period. Australia's performance was rated satisfactory based on its technical contribution which benefited program design and the implementation of a number of activities. Thematic areas where Australia had more limited technical expertise did not benefit to the same extent. The GOV performance was rated as moderately satisfactory. Although the GOV did not play a direct role in the partnership, a number of activities were recipient executed. Although no compliance issues were observed in audit reports, implementation was constrained by delays as a result of bureaucratic procedures and lengthy procurement processing steps.

Summary of Findings, Lessons Learnt and Recommendations

ABP was characterized by a **flexible and demand-driven approach that enabled significant impact in key policy areas**. At the same time, it is critical to ensure focus through careful selection of engagement areas and a strong narrative at concept design phase binding activities together.

The ABP program benefited from existing strong relationships between the World Bank and GOV agencies, particularly in the areas of water, macroeconomic reforms and public financial management, which enabled deeper engagement at the policy level. However, ABP also facilitated new engagements with other GOV agencies and development partners, in particular for work focused on ethnic minorities and the Mekong Delta. The strong relationships of the World Bank and Australia with the GOV, and their convening power, should be used in follow-up activities under ABP Phase 2.

The strategic use of different types of engagements, and the combination and sequencing thereof, have significant leverage effects and potential for synergies and impact. The success of flagship reports in terms of policy impact depends on leadership and ownership by the GOV, and this must be built into the drafting process of analytical work. Adequate time and resources must be ensured to facilitate GOV leadership.

Management support for inclusion of gender in project design and implementation was key. However, there is a risk that gender mainstreaming becomes an add-on exercise and is not embedded in core program activities. Desired gender impact areas and results must be identified at the program design phase and built into the results framework.

Efforts should be made to provide an overall strategic narrative that facilitates articulation of specific outcomes and results areas. Although a fully developed results framework is desirable at the design phase of programs, this can be difficult for a trust fund where all funds are not initially committed. Results frameworks must be regularly reviewed and updated in close collaboration with the theme leaders to accommodate changes and to set targets for more complex policy-influencing processes.

Over time the partnership created strong synergies, supported strong program design and implementation, and greatly leveraged shared development priorities. ABP was the first comprehensive partnership agreement between the World Bank and Australia in Vietnam. Close technical collaboration at the operational level and continuous information sharing and follow up were initially constrained due to unclear expectations, roles and responsibilities. Over time the partnership matured significantly. However, expectations must be calibrated in terms of what can be achieved within the resources and time available, considering the fact that both Australia and World Bank technical staff are engaged in many other tasks outside ABP.

Communication activities could have been used more strategically to promote the results of ABP and to strengthen visibility of Australia and the overall ABP program. A communication strategy needs to be included in the design phase of ABP Phase 2 and linked to the results framework.

1. Introduction, Methodology and Structure

The Australia-World Bank Strategic Partnership in Vietnam (ABP) was designed as a programmatic trust fund. It became operational in February 2012 and ended in December 2016. The ABP aimed to support Vietnam's development agenda in five different thematic areas through strengthened partnership between the Australian Government and the World Bank. This completion report assesses the achievements of ABP in terms of its objectives, and provides an assessment of program management including monitoring and evaluation (M&E), risks, partnership collaboration, and communication. Furthermore, this ABP Completion Report captures lessons learnt and provides a number of recommendations for ABP Phase 2.

This report is informed by the ABP Concept Note; ABP Administration Agreement; quarterly, bi-annual, and annual reports; the Mid-Term Review (MTR) report; as well as the Grant Reporting and Monitoring (GRM) and Implementation Completion Memoranda (ICM) reports. It is also based on discussions with the theme coordinators, a number of task team leaders (TTLs), and World Bank management staff in Vietnam to inform the assessment of ABP's successes and challenges.

Section 2 provides an overview of the program context at the time of ABP conceptualization, and outlines the objectives of ABP, its design and governance structure. Section 3 provides an assessment of the extent of achievements in relation to the program objectives, considering relevance, efficacy and efficiency. Section 3 also addresses the degree to which the cross-cutting of gender, innovation and private sector engagement were addressed in program design and implementation. Section 4 reviews the program's M&E design and implementation, while Section 5 examines management of risks to program implementation and to sustaining development outcomes. Section 6 includes an assessment of the performance of the World Bank, Australia and the GOV. Lastly, Section 7 highlights key lessons learnt and recommendations informing ABP Phase 2.

2. Background

At the conception phase of ABP, Vietnam was already a development success story having transformed itself from one of the world's poorest countries at the beginning of the reforms in 1986 to a lower middle-income country in 2010. Despite these significant achievements, concerns about inherent weaknesses related to the country's economic competitiveness, and the sustainability and inclusiveness of its development path had emerged at the time ABP was under development. Infrastructure gaps, weak labor skills and inefficiency in government systems were contributing to high costs of doing business in Vietnam. Sustainability of growth was threatened by inefficient and unsustainable use of Vietnam's natural endowments and by significant damage to the environment in some areas. Furthermore, growth was not benefitting all peoples' lives. Some segments of the population and some regions of the country remained poorly connected to the country's "growth poles" and dynamic economic sub-sectors. There were indications that inequality had risen and the pace of poverty reduction had slowed, with poverty heavily concentrated among ethnic minorities. Vietnam's economy, and therefore its households, were also

increasingly vulnerable to macroeconomic instability and adverse climatic shocks. The weak governance system made it more difficult to address these challenges effectively.

Over the past decades, Australia and the World Bank have supported Vietnam's economic development agenda. The Australia-Vietnam Joint Aid Program Strategy 2010-2015, and the World Bank's Country Program Strategy 2012-2016 continued to be closely aligned with the five-year Socio-Economic Development Plan (SEDP) 2011-2015 of the Government of Vietnam (GOV). Recognizing the critical issues mentioned above, ABP was established with the aim of addressing and supporting the priorities outlined in the SEDP through a strengthened partnership between the World Bank and Australia.



World Bank Vietnam Country Director Victoria Kwakwa and Australian Ambassador to Vietnam H.E. Allaster Cox at the signing ceremony for the ABP Administrative Agreement, 28 February, 2012.

ABP started in February 2012 and ended in December 2016. The overarching objective of the program was to support Vietnam's development agenda through a strengthened partnership between Australia and the Bank. The rationale for the partnership was the creation of a single donor programmatic trust fund that could strengthen collaboration and promote more strategic use of resources by Australia and the World Bank. At the same time, by joining efforts, the quality and results of the Australia's Joint Program Aid Strategy for Vietnam to 2015 and the Bank's Country Program Strategy would be enhanced. Lastly, the modality of a single trust fund with different funding windows would promote efficient management through harmonized trust fund processing and management.

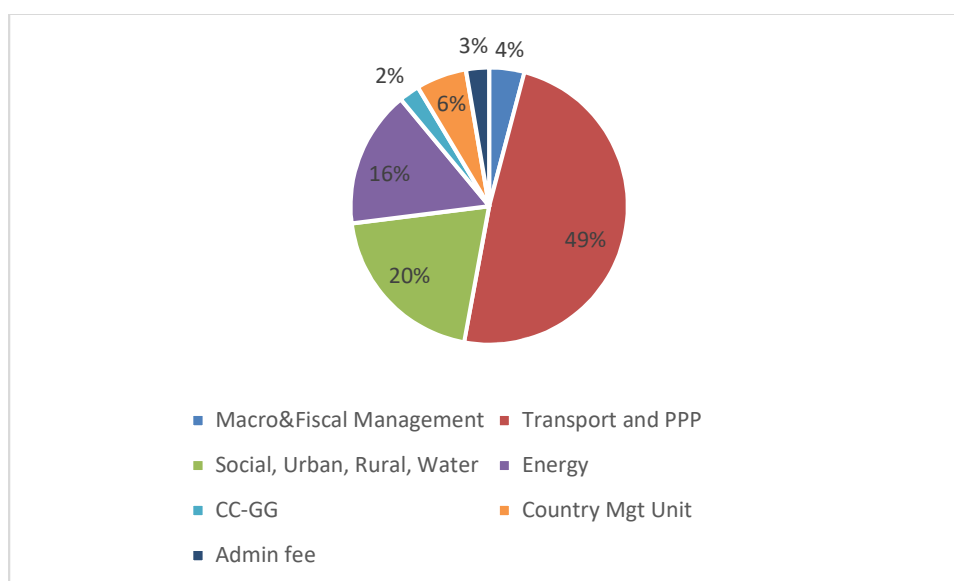
The total amount of ABP was 58 million Australian Dollars (AUD), which was reduced midway through the program period (in 2015) to approximately 45 million AUD due to the decision of the Government of

Australia to reduce the overall aid envelope for Vietnam. ABP initially had three funding windows administered by the units of the Bank related to Sustainable Development (SD), Poverty Reduction and Economic Management (PREM), and Finance and Private Sector Development (FPD). The total share of funding allocated to FPD (4 %) and PREM (2 %) were quite small compared to the bigger SD window (94%), partly reflecting the relative emphasis on infrastructure financing in the early development of the ABP program.

In July 2014, as a result of the global restructuring of the World Bank sector units into global practices (GPs), the Steering Committee established five thematic areas to align better with the World Bank's GPs. The themes were: 1) Macroeconomics, Fiscal Management and Governance, 2) Transport, 3) Social, Urban Rural and Water, 4) Energy, and 5) Climate Change and Green Growth. Until 2014 no FPD activities had been proposed for ABP funding and the Steering Committee, as part of the restructuring, merged the FPD window and PREM window into the Macroeconomics, Fiscal Management and Governance theme. The lack of demand for FPD financing is explained by the fact that much of the FPD program was already financed by other trust funds, including from Switzerland, Japan, the Financial Sector Reform and Strengthening Initiative (FIRST), and the Mekong Private Sector Development Facility (MPDF). Nevertheless, impact at the policy level with regards to finance and private sector development was achieved through the Macroeconomic, Fiscal Management and Governance theme, in particular the production of the VN2035 report and through support for capacity building of government agencies with regards to preparation of PPP concessions under the transport theme.

The ABP program had a total of nine outcomes distributed across the five thematic areas. The Transport theme had the largest allocation of funds, amounting to almost half of the total, followed by the Social, Urban, Rural and Water theme, and the Energy theme. For an overview of all Trust Fund activities, funding allocation and disbursement see Annex 1.

Figure 1: Final Funding Allocation by Themes (%)



The scope of ABP was broad and covered a range of activities including co-financing, analytical work (advisory services and analytics) technical assistance, program management, and quality assurance. Being a hybrid trust fund, it included both recipient-executed and Bank-executed grants. The initial funding plan was indicative as the trust fund was envisaged to be a flexible program that could scale up existing programs or initiate new programs based on demand.

The ABP governance structure were comprised of a Steering Committee co-chaired by the World Bank Country Director and the Head of Mission of the Australian Embassy in Vietnam. The Counsellor (Economic and Development Cooperation), the World Bank Portfolio and Operations Manager, the World Bank Trust Fund Program Manager, the Program Manager of the Australian Embassy, as well as the TTLs were also represented at Steering Committee meetings.

The Steering Committee was tasked with overseeing program implementation, approving new project activities, and providing guidance on strategic areas supported by the trust fund. A World Bank Trust Fund Program Manager was in charge of managing the parent trust fund and fund flows to child trust funds, whereas the Theme Coordinators were responsible within their thematic areas for coordinating operational issues with the TTLs at the child trust fund level. On the Australian side, a Program Manager for ABP worked closely with the World Bank Trust Fund Program Manager on coordination and planning issues, and Australian Embassy sector teams supported activity preparation and supervision, working closely with their World Bank sector counterparts.

3. Assessment of Program Outcomes

3.1 Relevance of Objectives, Design, and Implementation

As mentioned above, although the activities under ABP covered a wide range of themes, they were well aligned with the World Bank's Country Program Strategy 2012-2016 as well as with the Australia – Vietnam Joint Aid Program Strategy 2010-2015. Moreover, the objectives contributed directly to Vietnam's own overall development agenda as specified in the SEDP 2011-2015. The focus of ABP's objectives on the critical changes required to support Vietnam's economic development agenda remained relevant throughout the ABP program period. ABP was an important vehicle to enable this transformation through capacity building, analytical work and technical assistance to inform and further improve policy making and policy implementation as well as project preparation.

With regards to relevance, ABP continued its demand-based approach during implementation, which enabled the design of specific and relevant program activities and outputs that supported the implementation of the SEDP. Overall, the ABP program was strongly linked with the SEDP operational priorities as well as priorities of the World Bank Country Program Strategy and the Australia's Joint Aid Program Strategy. The program maintained its relevance, responding well to national priorities through its demand-driven and flexible approach. However, the focus on supporting a more demand-driven and flexible approach led to a large number of activities. Consequently, the ABP program was challenged by having funds spread over many activities, with a total of 34 child trust funds.

While selectivity and clearer focus could have been stronger, on balance ABP's flexible approach enabled the program to respond and stay relevant to the development challenges and its clients, in the context of somewhat evolving GOV priorities.

3.2 Achievement of Program Development Objectives (Efficacy)

The ABP program's high-level objective was to support Vietnam's development agenda through strengthened partnership between Australia and the World Bank. Moreover, the program had three specific objectives:

- 1) Foster an enabling environment for improved economic competitiveness, increased environmental sustainability, and broadened access to economic and social opportunity;
- 2) Support the government to adopt key macroeconomic reforms for sustainable and inclusive growth through active private sector participation; and
- 3) Enhance cooperation between Australia and the World Bank in working for development effectiveness in Vietnam.

The indicators to monitor progress towards achievement of the program objectives were:

- 1) World Bank projects/loans approved and funds leveraged;
- 2) High-level meetings with GOV attended by both Australia and World Bank staff;
- 3) Percentage of child fund Bank-Executed Trust Fund (BEFT) GRM reports and ICMs rated satisfactory;
- 4) Percentage of Steering Committee meetings held as scheduled; and
- 5) Percentage of Project Concept Note (PCN) reviews and project supervisions jointly organized.

The ABP objectives were broadly formulated, which made it difficult to measure ABP's contribution to their achievement. For this reason, the indicators were mostly process and proxy indicators that measured aspects of the partnership or used ratings of child trust fund reports. On balance, the results show that ABP and the synergies and leverage created by the partnership contributed positively to fostering an enabling environment for improved economic competitiveness, increased environmental sustainability, and broadened access to economic and social opportunity. Although the full impact of the VN2035 report is yet to be seen, ABP provided critical support to the Government to adopt key macroeconomic reforms for sustainable and inclusive growth through active private sector participation.

The first indicator was designed as a proxy indicator reflecting the leverage effect of ABP. The idea was if the program supported key project preparation activities, it would lead to a higher number of World Bank-approved projects and loans supporting Vietnam's development agenda across the selected thematic areas. Over the program period, ABP supported analytical work and technical assistance for the design of a number of major projects that subsequently were approved and are now being implemented.

Table 1: ABP Support for Project Preparation and Implementation

Project	Budget	Period
Results-Based Rural Water Supply and Sanitation under the National Target Program	USD 200 million	2012-2019
Distribution Efficiency Project	USD 250 million	2012-2018
Vietnam Road Asset Management Project	USD 250 million	2013-2020
Economic Management and Competitiveness Development Policy Operation Project II and III	USD 250 million	2014-2015
HCMC* Green Transport Development Project	USD 137 million	2015-2020
Economic Management and Competitiveness Development Policy Operation Project III	USD 150 million	2016-2017
Mekong Delta Integrated Climate Resilience and Sustainable Development Project	USD 300 million	2016-2022
Mekong Delta Transport Infrastructure Development Project	USD 156 million	2013
TOTAL funds leveraged	USD 1.693 billion	

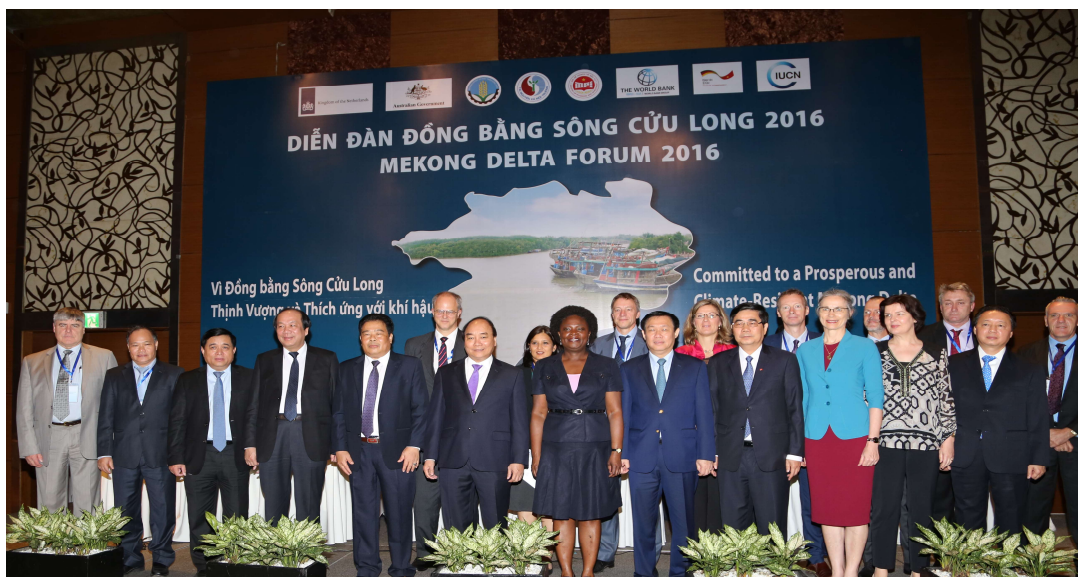
* HCMC = Ho Chi Minh City

Overall, the ABP Trust Fund activities directly supported projects worth USD 1.693 billion, a significant leverage effect against the total ABP value of approximately AUD 45 million (or approximately USD 34 million).

The second indicator pertained to high-level meetings with GOV attended by Australia and World Bank staff. It did not have a set target as many activities, including high-level meetings, were agreed upon with the Government during program implementation. Overall, there were a number of high-level meetings with GOV organized with the attendance of both Australia and the World Bank staff, signifying an enhanced partnership working towards common strategic development goals in Vietnam.

In 2015, the World Bank Portfolio Manager and the World Bank Program Manager met with Australia's Director of Multilateral Development and Partnership Division and the Vietnam and Cambodia Director of South East Asia Mainland and Regional Division to discuss progress of the ABP program and the vision for Australia's support to Vietnam going forward. Moreover, in 2015 the World Bank Regional Vice President met with the Australian Ambassador to Vietnam, and several meetings of the World Bank Country Director and Australian Ambassador took place.

The most prominent high-level engagement was the launch of the Vietnam 2035 Report (VN2035) in February 2016. Vietnam's Deputy Prime Minister Vu Duc Dam, World Bank Group President Jim Yong Kim, and the Australian Ambassador to Vietnam H.E. Hugh Borrowman all attended. Another high-level engagement was at the Mekong Delta Forum in June 2016 attended by the Prime Minister of Vietnam as well as representatives from the Australian Embassy and the World Bank.



Participants in the **Mekong Delta Forums in 2015 and 2016** discussed issues and solutions for climate-related challenges facing the Mekong Delta region of Vietnam. The forum used an interactive and innovative format (e.g., use of maps, group work, case studies) to identify risks in the three main hydro-ecological zones of the Mekong Delta and to discuss the strategies to respond to these risks. The forum also looked into the need for improvement in sectoral and interprovincial coordination, as well as ways to enhance the information and knowledge base. The fora were very successful, with Government leaders of the highest level (both central and provincial) attending, along with approximately 200-250 participants from a wide range of stakeholder groups. The Mekong Delta Forums have significantly contributed to advancing the shared goal of the GOV and the Development Partners of a prosperous and climate-resilient Mekong Delta.

The third ABP indicator measured progress of trust fund activities based on the percentage of child fund BETF GRM reports and ICMs rated as satisfactory. A target was set of 75%. At completion of the program the ratio of GRM and ICM reports rated satisfactory or above was 75 percent, so the target was achieved.

Table 2: Overview of ICM and GRM Project Report Ratings

Rating	HS*	S*	MS*	U*	Total
ICM/GRM reports	4	14	4	2	24
Percent	75 %		17%	8%	100 %

* HS: Highly Satisfactory; S: Satisfactory; MS: Moderately Satisfactory; U: Unsatisfactory ¹

¹ The rating scale is consistent with the rating scale used in World Bank ISR and ICR reports. Highly Satisfactory: there were no shortcomings in the operation's achievement of its objectives, in its efficiency, or in its relevance. Satisfactory: there were minor shortcomings in the operation's achievement of its objectives, in its efficiency, or in

The two ICMs rated unsatisfactory were the recipient-executed trust fund (RETF) and BETF pertaining to the Dau Giay – Phan Thiet Expressway PPP Project (DPEP). The objective of this project was not achieved due to the delay of the project in excess of three years. The delay was initially result of a World Bank internal Quality Enhancement Review (QER) which proposed to the Government a revision of the transaction structure of DPEP. Consequently challenges related to a difficult policy environment stalled the project for over three years and consequently the project was not implemented during the timeframe of ABP.

The recipient-executed part of the Program for Results (PforR) - Rural Water Supply and Sanitation (RWSS) had a moderately satisfactory rating, mainly due to some delayed technical assistance activities as a result of lengthy procurement processes. In response, a number of corrective measures were taken including reducing the scope of some activities and enhanced support from the World Bank side. Overall, ABP support had a beneficial impact on the implementation of this PforR program.

The last two indicators, reflecting progress and achievement of ABP program objectives, were also process indicators; they measured the percentage of Steering Committee Meetings held as scheduled and the percentage of PCNs and project supervisions that were jointly organized. With regards to the Steering Committee Meetings, seven were held as scheduled. Moreover, based on the recommendations of the MTR, the frequency of Steering Committee Meetings was increased from one to two per year. With regards to joint PCN meetings, Australia was invited to attend all PCN reviews. Moreover, Australia was invited to provide feedback and comments in relation to the development and finalization of concept notes, reflecting efforts to work collaboratively in the design phase of activities (and not just at PCN meetings). Technical collaboration worked best in sectors where Australia has specific in-house technical expertise. Furthermore, Australia was invited to attend supervision missions as part of project implementation, and staff played an active role in some supervision missions, particularly those related to transport and the rural water and sanitation PforR.

Thematic outcome achievements

ABP successfully contributed to the achievement of the high-level objectives through support for a number of thematic objectives across the five thematic areas (Transport; Social, Urban, Rural and Water; Energy; Climate Change and Green Growth; and Macroeconomic Reforms and Public Financial Management). The thematic objectives were broad and aimed to build Government capacity across the five thematic areas. With regards to the RETFs, 89% of Government agencies rated ABP efforts towards capacity building as significant.

its relevance. Moderately Satisfactory: there were moderate shortcomings in the operation's achievement of its objectives, in its efficiency, or in its relevance. Moderately Unsatisfactory: there were significant shortcomings in the operation's achievement of its objectives, in its efficiency, or in its relevance. Unsatisfactory: there were major shortcomings in the operation's achievement of its objectives, in its efficiency, or in its relevance, https://ieg.worldbankgroup.org/sites/default/files/Data/ICRR_EvaluatorManualAugust2014.pdf

The thematic objectives were accompanied by specific thematic outcomes which ABP intended to influence directly through its interventions. A number of indicators, targets and outputs were identified to measure progress towards achievement of ABP thematic area outcomes.

Of nine outcome areas spread across the five thematic areas, five received a rating of satisfactory, two moderately satisfactory, and two outcomes were rated moderately unsatisfactory.

Table 3: Thematic Outcome Ratings

Achievement of thematic outcomes	Transport	Social, Urban, Rural and Water	Energy	Climate Change and Green Growth	Macroeconomic reforms and public financial management	Total
Satisfactory	1		1	1	2	5
Moderately satisfactory		2				2
Moderately unsatisfactory	1	1				2
Unsatisfactory						



The **Transport** theme received the biggest trust fund allocation (AUD 24,598,249), and there were three development objectives identified to which ABP would contribute. The development objectives were:

1. **Improve private financing of major infrastructure projects in Vietnam for sustainable development;**
2. **Improve management and maintenance efficiency and sustainability for national road assets;**
and
3. **Improve performance and efficiency of public transport along a high-priority corridor in HCMC.**

Outcome 1	Rating	Child Trust Funds
Improved capacity at the Ministry of Transport (MOT) to prepare PPP concessions	Moderately unsatisfactory	TF013116 RETF (AUD1.216 mill) TF013100 BETF (AUD 2.4 mill) TF015072 RETF (AUD 1.4 mill) TF016210 BETF (AUD 19,497) TF012636 BETF (AUD 750,000) TF017738 BETF (AUD 5,984)

The targets under this outcome were deemed to be partially achieved, and thus the outcome has a rating of moderately unsatisfactory. On the one hand, the PPP Unit was established at the Ministry of Transport (MOT), capacity among MOT staff was built, and awareness increased within line ministries and among sector counterparts regarding what PPPs entail. However, the DPEP project experienced significant delays. The concession documents developed in preparation for the project had to be revised, and at the closure of ABP a restructuring of the DPEP project was pending. A key learning from the ABP's PPP engagement with the GOV is that political constraints still need to be overcome related to required regulatory and

policy reforms in order to enable risk sharing needed for involving private investors in the PPP. The World Bank continues to engage with the GOV on this issue and has identified other resources to continue moving the project forward. A number of operational lessons learnt for projects of such high complexity and risk have been identified, including the need to ensure World Bank quality enhancement processes (QER) take place at an early stage of the project and that these processes continue. Moreover, continuous engagement of senior World Bank management is critical and close coordination between different entities in the World Bank Group is also needed. Actions to address all lessons learnt were incorporated into the preparation work the DPEP.

Outcome 2	Rating	Child Trust Funds
Strengthened capacity of MOT to improve performance and sustainability of the transport sector	Satisfactory	TF013791 BETF (AUD 150,000) TF013271 BETF (AUD 50,000) TF016859 BETF (AUD 170,831) TF015733) RETF (USD 1,5 mill) TF014798) BETF (AUD 666,212) TF014555) BETF (AUD 250,000) TF016829) BETF (AUD 295,297) TF013700) RETF (AUD 15 mill)

This outcome contributed towards the second objective of improving efficiency and sustainability of national road asset management and maintenance and improving performance and efficiency of public transport along a high-priority corridor in HCMC. The outcome was rated satisfactory based on the achievement of all targets set for the program. The main results include the approval of the Vietnam Road Asset Management Project (VRAMP), development of a long-term strategy of national road network maintenance, and development of annual plans. The ABP work also influenced further efforts with provincial authorities on road asset management of provincial roads. Moreover, the analytical tools developed as part of the Bus Rapid Transit (BRT) project have been applied by three major cities in Vietnam (Hai Phong, Da Nang and HCMC) and contributed to the subsequent approval of the HCMC Green Transport Development Project.

Lastly, the Mekong Delta Transport Infrastructure Development Project (MDTIDP) successfully provided poor populations, including ethnic minorities, with access to improved transport connectivity and reduced their transportation costs through investment in local roads and bridges (with focus on areas with higher poverty incidence). An unintended positive outcome of the project is the Government's desire to add soft infrastructure to infrastructure projects. The MDTIFP soft infrastructure component was funded by Australia and included a voluntary HIV and AIDS Awareness and Prevention Program (HAPP)² in all 13 provinces from August 2011 through December 2012. The primary targets were the constructions workers at the project sites. This project component resulted in significant increases in awareness of antiretroviral medicines, HIV transmission routes, and issues related to risky behavior. The Government's continued inclusion of soft infrastructure in other Government activities demonstrates its willingness to adopt this approach in projects where it clearly adds value to overall project outcomes.



Opening Ceremony in Can Tho City for the Thoi Thuan - Thanh Loc Road, January 2016.

Social, Urban, Rural and Water. This theme received the second largest grant allocation (AUD 9,546,212) and had three identified outcomes.



With regards to the **Water** theme, the objective was to increase access to water supply and sanitation services in selected provinces.

Outcome 3	Rating	Child Trust Funds
Strengthened capacity of implementing agencies at central and provincial levels on planning and managing for sustainable water supply and sanitation	Moderately satisfactory	TF13061 RET F (AUD 7,295,000) TF012695 BET F (AUD 650,000) TF013792 BET F (AUD 460,000) TF018583 BET F (AUD 193,043)

Out of a total of four targets under this outcome, three were achieved and one was mostly achieved (see Annex 2 for more details); thus, the outcome has a rating of moderately satisfactory. Key achievements include the approval and implementation of the first PforR RWSS (USD 200 million) project in Southeast

² Such programs are only mandatory on World Bank-funded contracts of USD 10 million or more.

Asia. The PforR is an innovative program that uses Vietnam's own institutions and processes, and links disbursement of funds directly to the achievement of specific program results. The PforR Program supports the GOV's National Target Program (NTP) in eight provinces and seeks to progressively transform the NTP into a more focused and efficient system for delivering sustainable investments. The technical assistance developed agencies' capacity and supported development of tools which have proved useful not only to the PforR program; they are applicable across the country and has also been useful in the design of the Scaling Up Rural Water and Sanitation PforR. The project currently has a rating of satisfactory. The technical assistance provided also was key in building capacity among government agencies for results monitoring, which is critical under the new PforR approach. Furthermore, lessons and findings from the technical assistance also fed into the design and implementation of the Rural Water Supply and Sanitation Component under the new Rural Development NTP. Another target met was approval of the Scaling up Rural Water and Sanitation P4R; the World Bank Board approved the project in November 2015.



For the **Social** theme, ABP intended to contribute to the objective of improved living conditions of the rural poor in mountainous areas of Vietnam.

Outcome 4	Rating	Child Trust Funds
Strengthened capacity for government institutions to develop and enhance impact of existing poverty reduction strategies and programs for poor in dispersed rural mountainous communities	Moderately unsatisfactory	TF015251 BETF (AUD 250,000) TF15500 BETF (AUD 89,623)

The outcome rating is deemed moderately unsatisfactory. The target related to adoption of the Ethnic Minority Law was only partially achieved. The second target related to the experimental evaluation of the marginal impact of implementation of pre-prioritization meetings was dropped due to the delays in the launch of the Central Highland Poverty Reduction Program (GNTN) and the funds were cut.

The target that was partially achieved relates to the adoption of the New Law on Ethnic Minorities. The National Assembly did not approve the law package prepared by the Committee on Ethnic Minority Affairs (CEMA), which had been supported by ABP as part of technical assistance. However, as CEMA had not incorporated a number of recommendations made by the technical assistance team, it was considered fortunate that the National Assembly sent the draft law back to CEMA for further review, providing CEMA with an opportunity to do a second review of the recommendations. Other key results under this outcome include the International Conference on Ethnic Minorities held in June 2014. This conference was successful in bringing international expertise and evidence on ethnic minority issues to Vietnam, and provided an important platform for deeper engagement between the World Bank and Australia on the one hand, and the GOV and CEMA on the other, related to support for ethnic minorities in Vietnam. The leverage brought about by ABP is evidenced in the plans for the establishment of a CEMA donor coordination unit based on a Memorandum of Understanding (MOU) to be signed by CEMA and the World Bank, as well as between CEMA and other development partners.



Lastly, the **Urban** theme's objective aimed at contributing towards increased municipal infrastructure investments.

Outcome 5	Rating	Child Trust Funds
Strengthened capacity of sub-national governments for sustainable infrastructure development	Moderately satisfactory	TF012686 BETF (AUD 283,546) TF016214 BETF (AUD 400,000)

The urban outcome concerned the strengthened capacity of sub-national government entities for achieving sustainable infrastructure development, and has a rating of moderately satisfactory. Analytical work resulted in critical recommendations for policy and institutional changes to support municipal access to finance. However, challenges that constrain access to finance for sub-national government entities are rooted in Vietnam's current policy environment, and the reality is that the GOV is less interested in regulatory reform to address issues related to risk sharing needed to rollout such financing entities at the sub-national level. Furthermore, the analytical work of the HCMC Integrated Strategy Note informed the first sub-national budget support operation for HCMC and preparation of the HCMC Integrated Flood Risk Management Project. The HCMC Integrated Strategy Note was a new approach towards more integrated support for big cities, and there are plans to replicate this approach in Hanoi and Da Nang. The HCMC Flood Risk Management Project was dropped due to concerns over social safeguard issues.



The **Energy** theme objective to which ABP intended to contribute was improved efficiency and reliability of electricity services.

Outcome 6	Rating	Child Trust Funds
Strengthened capacity of the Power Corporations and the Energy Authority of Vietnam in providing reliable electricity services.	Satisfactory	TF012737 BETF (AUD 506,793) TF013456 RETF (AUD 7,204,471)

This outcome is deemed to have been achieved based on the achievement of targets related to successful preparation and supervision of the Distribution Efficiency Project (DEP), the successful adoption of a retail electricity tariff structure in 2015, and the introduction of smart grid technologies by a number of power companies.



The objective to which ABP aimed to contribute in this area was improved mainstreaming of **Climate Change and Green Growth** in development programs, particularly related to operations in the transport, urban, energy and agriculture sectors.

Outcome 7	Rating	Child Trust Funds
Strengthened government capacity in planning and implementation of CC and GG response programme	Satisfactory	TF018414 BETF (AUD 332,000) TF016028 BETF (AUD 350,381) TF018568 BETF (AUD 462,000)

This outcome rating is deemed to be satisfactory based on the achievement of all targets. Key results included the adoption of a Resource Mobilization Framework which formed the basis for a high-level resource mobilization workshop as well as technical assistance for the team preparing the GOV's post-2015 Climate Change and Green Growth Program. Although a host of other contributing factors pushed GOV agencies towards increased regional collaboration and coordination, and towards the adoption of more integrated approaches in the Mekong Delta, ABP played a significant part in translating this need for integrated action into specific activities. This is exemplified by the trust fund supporting the resource mobilization framework for climate change and green growth. The trust fund supported development of a framework and methodology for resource mobilization and identified integrated "low regret" climate resilient investments in water and agriculture in eight target Mekong Delta provinces.

Moreover, ABP supported the Mekong Delta Forum which successfully coordinated the active engagement of 13 provinces and their Provincial People's Committees (PPCs), research institutes, key line ministries, and development partners. The forum was a success and created the needed political traction and ownership for moving towards integrated planning processes among GOV agencies in the Mekong Delta. Lastly, key analytical work combined with the political commitment mentioned above has been critical for the preparation of the Mekong Delta Climate Resilience and Sustainable Livelihoods Project (IDA 310 Million USD).



Under the **Macroeconomic Reforms and Public Financial Management** theme the first objective to which ABP aimed to contribute was improved government public finance management. Secondly, ABP aimed to improve the state's contribution to an enabling environment in a market economy in Vietnam.

Outcome 8	Rating	Child Trust Funds
Improved public financial management policies	Satisfactory	TF13514 BEFT (AUD 551,173) TF012277 BEFT (AUD 666,000) TF017471 BEFT (AUD 203,320)

Key results under this outcome, which has a rating of satisfactory, include the successful revision and adoption of the Procurement Law as well as ongoing follow up with technical assistance to develop implementation guidelines that meet good practice standards. Other results include the adoption of

Decree No. 61 on state enterprise information disclosure, support for revision of the State Asset Management Law (approved by National Assembly in its May/June 2017 session), and support for the amendment and adoption of Corporate Income Tax (CIT) Law and the Value Added Tax (VAT) Law. The support provided by ABP in the area of public financial management covered not only the comprehensive drafting process of the Public Expenditure Review, done in close collaboration with the Ministry of Finance (MOF) and expected to be endorsed by the Prime Minister, but also a strategic and long-term engagement with MOF in a number of public financial reform areas. The programmatic approach applied over four years enabled a sequencing of interventions with a good mix of supply and demand-led engagements. This facilitated Government leadership and ownership, as well as capacity building embedded as part of these engagements. Key policy outputs include the public expenditure and financial assessment (PIFA), fiscal transparency review, fiscal decentralization review, and several other just-in-time analytical pieces.

Outcome 9	Rating	Child Trust Funds
Strategies improving enabling role of the state in a market economy developed	Satisfactory	TF018354 BETF (AUD 409,140) TF018859 BETF (AUD 700,000)

This outcome was linked to the second objective for this theme related to improving the enabling nature of the state in a market economy in Vietnam. Overall, this outcome is deemed to have been achieved in a very successful way, although the targets were broadly defined and it is difficult to isolate the ABP interventions from other factors that led to the successful incorporation of key reform agendas into both the Socio-Economic Report of the Communist Party and the formulation of the SEDP 2016-2020. Key outputs include working papers and a policy matrix developed for the Vietnam Development Partnership Forum (VDPF) as well as other studies on the role of the state in a market economy. Moreover, a high-profile workshop chaired by the Minister of Planning and Investment on institutional reform and transition to a market economy was successfully organized to discuss findings and policy implications.

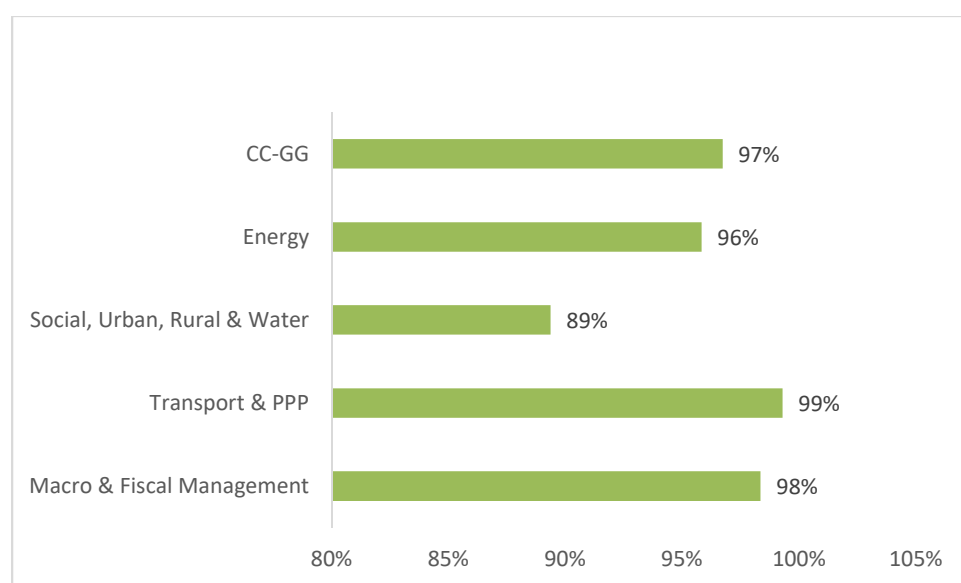
A significant success was the drafting of the VN2035 Report co-funded by ABP. The report identified key development challenges and concrete strategic reform directions that substantially underpinned the discussion during the 11th Communist Party Congress and shaped key directions in the resolution and subsequent SEDP (2016-2020). The joint drafting process for the VN2035 report was deemed as significant as the actual report itself. The process created ownership and awareness among key Government agencies of the critical transformations required with regards to the shifting role of the state. Moreover, the drafting process also included private sector representatives, and the importance of consulting with the private sector on critical policy issues was an important lesson for the Government. The impact of the VN2035 report is yet to be fully assessed, though the GOV's support for the stocktaking exercise currently undertaken by the World Bank is yet another sign of GOV ownership of the reform agenda. The stocktaking will provide an overview of which policy recommendations have been implemented, which need to be updated given the changing context, and which have yet to be translated into action. The stocktaking and VN2035 Action Plan carried out by the VN2035 research team are highly supported by the GOV, with the expectation that the results will be turned into a government policy document (resolution). Moreover, the next phase of ABP (ABP2) will capitalize on the traction gained and will support the Government on implementation of a number of critical recommendations made in the VN2035 report, thus moving the strategy into action.

For a full review of achievement of targets and project outputs, see Annex 2.

3.3 Efficiency

ABP was designed as a program with an emphasis on policy influencing, capacity building and support to project preparation to aid Vietnam's development agenda. The total amount disbursed under the ABP trust funds as of 31 December 2016 amounted to AUD 45 million. Thus, the total program disbursement was 98.88%, which reflects the total amount disbursed against the revised funding level of AUD 45,508,901. Moreover, an investment income of AUD 2,657,735, which was not disbursed, was returned to Australia.

Figure 1: Disbursement Rates across Thematic Areas



A number of factors contributed to the efficiency of the program. Firstly, the design and timely implementation of ABP—with a focus on analytical work, technical support and capacity building—provided a significant leverage effect. Critical analytical studies, including the VN2035 report, were delivered on time and informed key policy reforms, thus providing significant value for money. Moreover, the program leveraged a total value of projects worth close to USD 2 billion. ABP supported critical investments for Vietnam's development agenda including the first PforR in rural water and sanitation operation in Vietnam, as well as the preparation and design of the Mekong Delta Integrated Climate Resilience and Sustainable Livelihoods Project.

Furthermore, efficiency was ensured through the ABP governance arrangements as ABP was embedded in the World Bank's systems, policies and procedures for quality control of analytical products, as well as in all aspects of financial management of trust fund activities. Efficiency was facilitated in several ways. The parent trust fund system enabled crossover of funds between themes and the return of funds from non-performing child trust funds. This allowed increasing funding of well-performing activities or funding

of new activities, thus strengthening and deepening results and outcomes. Moreover, efficiency was gained through reduction of administrative costs through the programmatic trust fund approach.

Factors that challenged the efficiency of the program included the 21.5% funding cut announced in June 2015 coupled with depreciation of the Australia dollar. These changes caused concern that a number of theme-level outcomes could not be achieved with the remaining available resources. However, the negative impact of the funding gap was reduced as the Bank was able to mobilize other funding sources. At the same time, the funding cut challenged the TTLs of the child trust funds to conduct careful reviews of their activities to identify efficiency gains and other potential savings. A review of trust fund activities conducted in late 2015 concluded that overall the funding cut had a low impact on the overall achievement of the ABP theme-level outcomes. It could be argued that the funding cut required the program to increase its efficiency to deliver the same results with less funding.

At the thematic level, efficiency was challenged by factors related to delays in project implementation, in particular lengthy government procurement processes and approval processes for recipient-executed trust funds. Some programs experienced challenges with disbursing project funds such as the PforR in Rural Water Supply and Sanitation Program; unused funds were returned as participating agencies were unable to spend the funds. Lastly, challenges related to a difficult policy environment stalled the previously mentioned Dau Giay/Phan Thiet Expressway PPP project (DPEP) (RETF and BETF) for over three years, and consequently the project was not implemented during the timeframe of ABP. DPEP was the first pilot PPP project in Vietnam and the regulatory framework at the time the project commenced was not consistent with international standards. Therefore, a number of activities had to be implemented using special procedures/processes. With regards to efficiency, it has been found that the pilot nature of high-risk, large-scale infrastructure PPP operations such as DPEP necessitate an early involvement of the Bank's broad managerial and technical teams (going beyond the task teams) through the quality enhancement review (QER) process, particularly prior to commencement of procurement activities.

Another lesson learnt related to RETFs is the need to minimize the number of contracts under each technical assistance activity to avoid delays and to improve management of the project. Overall, measures taken by theme leaders to increase Bank support and oversight to enhance efficiency of Program Management Units (PMUs) were appropriate, as evidenced by the positive review of World Bank performance from government partners (see Annex 3).

3.4 Cross-cutting Issues: Gender, Innovation and Private Sector Engagement

Although gender mainstreaming, innovation and private sector engagement were not identified as specific cross-cutting issues in the ABP Concept Note or the Administration Agreement, the partners increased their focus on gender across all ABP themes during implementation. Moreover, the need to address innovation and private sector engagement across trust fund activities was also increasingly important. In March 2014, a gender review of ABP noted that a number of activities were gender informed, but the report included recommendations for enhancing gender across the ABP program. Some of the recommendations were also endorsed by the MTR, including the need to undertake gender reviews

of planned ABP activities at the concept note stage, an increased emphasis on gender in ABP transport sector activities, and inclusion of gender in relevant ABP progress reports.

In December 2014, an update of the Gender Review concluded that the recommendations provided by the review had been implemented satisfactorily and significant progress in transport was highlighted. For instance, as part of the “BRT Development Support Task Force” activity linked to the HCMC Green Transport Project, it was recommended that the project consider including a study to look into the gender dimensions of transport services including women’s perspectives on transport services, the specific needs of women for transport services, and the impact of new transport services on women’s lives. The BRT activity included analytical work on the impact of BRT on women in HCMC. Furthermore, women’s perspectives were taken into consideration in the ongoing “Mapping Haiphong: Foundations for the Future” activity, with women involved in consultations on the locations of bus stops, lighting, etc. Lastly, outputs and lessons learnt on gender mainstreaming in rural transport projects were evaluated and documented in the report *Empowering Women to Build a More Equitable Future in Vietnam: Assessment of the Provincial Women’s Union Women Managed Routine Rural Road Maintenance Program* (World Bank Country Office, August 2014). The report provides specific recommendations on how to mainstream gender in future transport programs and policies.

Actions identified in the Gender Review Update for further advancing gender mainstreaming across ABP were tracked in the Steering Committee Action Plan on Gender which was most recently updated in December 2015. The updated Action Plan on Gender noted that most action points had been implemented, including the incorporation of gender issues in the social inclusion chapter of VN2035, and sharing of lessons learnt on transport and gender in the reports *Empowering Women to Build a More Equitable Future in Vietnam* and *Opportunities to Mainstream Gender in Transport Policy and Operations in Vietnam*, in the Gender Action Partnership (GAP) meeting, and in the Ambassadors’ meeting on gender.

Unfortunately, a number of proposed gender-focused child fund activities, including Gender Equality in Participatory Irrigation Management (supporting the Vietnam Irrigated Agriculture Improvement Project), gender mainstreaming work in the transport sector, and the Improving Women’s Access to Finance activity, were submitted at the time of the announcement of the funding cut and therefore could not be approved.

The partners also identified innovation as an important theme in ABP program design and implementation. There are several examples of innovative approaches applied in trust fund activities including ABP technical assistance support to the PforR in Rural Water Supply and Sanitation in Vietnam. This was the first results-based financing instrument in Vietnam seeking to progressively transform the NTP into a more focused and efficient system for delivering sustainable investments. Moreover, as part of the technical assistance activities under the Support for Building Resilience in the Mekong Delta project, two high-level Mekong Delta Forums, led by the World Bank in collaboration with key development partners, were held (in 2015 and 2016). The forums used interactive and innovative formats. Moreover, the forums also contributed to forging new partnerships and ways of working together on integrated planning processes among GOV agencies in the Mekong Delta. Furthermore, the public financial management (PFM) trust fund supported the first use of the “programmatic approach in PFM” and

successfully facilitated collaboration between sectors in the World Bank for drafting of the Public Expenditure Review (PER). Other innovative approaches included the engagement with mass media and the public on budget analysis as part of PER dissemination and awareness raising. Lastly, new technology was introduced in a number of trust fund activities, including road mapping in Haiphong which demonstrated open source data and geo-spatial mapping techniques such as OpenStreetMap (OSM), the General Transit Feed Specification (GTFS), and other open source software for transit planning to provide supplemental technical guidance for analyzing public transport accessibility in Hai Phong.

In terms of the private sector, there are various examples of ABP engagements related to the critical role and participation of the private sector in Vietnam's development. The most prominent is the VN2035 report which emphasizes the shifting role of the state as an enabler in a market economy and an increasing focus on the role played by the private sector. Moreover, ABP transport sector work contributed significantly to critical policy discussions related to PPPs in Vietnam. In spite of current policy and regulatory constraints, a better understanding of the requirements of PPPs has gained ground among GOV agencies. Evidence of the continued demand for World Bank technical support in the area of PPPs can be found in ongoing meetings between the World Bank and the Ministry of Planning and Investment (MPI) and MOF to support Vietnam's PPP agenda. Other trust fund activities also contributed to developing an enabling environment for the private sector including technical assistance for an amendment to the CIT Law, and technical assistance to support revision of the State Asset Management Law which includes a proposal to allow the selling or leasing of state assets to the private sector.

4. Assessment of Monitoring and Evaluation

According to ABP's Administration Agreement, the monitoring framework was based on several monitoring and reporting levels. Firstly, the Steering Committee would meet annually to review ABP implementation progress, monitor achievements of the trust fund, and provide guidance on strategic areas supported by the trust fund. The ABP Program Manager was responsible for reporting to the Steering Committee on the monitoring, reporting and evaluation of the trust fund as a whole. The Program Manager would also submit to the Steering Committee annual and biannual progress reports. Lastly, the trust fund task team leaders were responsible for reporting to the Trust Fund Program Manager on the monitoring, reporting and evaluation of each child trust fund according to the bank's policies and procedures. As part of reporting, the TTL prepared annual GRM and ICM reports through the Bank system.

At the end of 2014, based on recommendations from the MTR, a number of changes were made to strengthen the monitoring and evaluation (M&E) frameworks of ABP. Firstly, the frequency of Steering Committee meetings was increased to two annual meetings and the reporting cycle was changed to biannual progress reports. In 2015, it was agreed to add quarterly reports to further enhance communication and information sharing with Australia.

Furthermore, as outlined by the MTR, the design of ABP's M&E framework was characterized by the swift conception of the ABP program with broadly defined objectives and indicators focused mostly on monitoring processes rather than results, and the approval of a broad range of activities. The MTR

recommended a review of the Results Framework based on the fact that around the time of the MTR the ABP funds would be fully committed and results, outcomes and indicators could be fully anticipated. Moreover, the restructuring of the three funding windows into five themes also necessitated a revision of the overall Results Framework.

Subsequently, the revised results chain included indicators related to thematic outcomes, though initially this did not include targets that would allow assessment of progress (see July 2015 biannual report). However, specific targets were included in a subsequent revision of the results chain (see December 2015 annual report), which facilitated reporting on progress based on the identified indicators and linked targets. At the thematic level, even though some outcomes were defined very broadly, the identification of concrete targets helped to clarify how outcomes would be achieved. Therefore, the revised results framework with indicators and targets greatly supported the review of progress towards achievement of outcomes at the thematic level.

Nevertheless, the design of a results framework with accurate targets and outputs does not always lend itself to monitoring progress on outcomes related to policy reforms where an incremental approach is often called for. A strength of ABP was its ability to quickly respond to Government requests for analytical or other technical support on critical policy formulation or implementation issues. The result of this approach, and the just-in-time analysis, has been a number of child trust funds such as PFM and VN2035 which have produced more outputs and had deeper policy engagement than what is evident from the results framework's list of outputs, indicators and targets. Working more closely with the teams to update the results framework to capture just-in-time policy analysis and expected results from these policy processes, as well as constraints in the policy environment affecting the project, could further improve the monitoring framework for better results reporting.

Overall, the program management team proactively utilized, and over time improved, the M&E framework to monitor progress toward achievement of outputs and targets. Moreover, the enhanced performance monitoring framework enabled decision making regarding fund allocations across themes, including the return of funds from non-performing projects and reallocation to ongoing or new activities to ensure the maximum utilization of available resources. Finally, management staff at the Steering Committee level proactively utilized M&E for strategic discussions on results and challenges, such as on moving forward the PPP agenda in Vietnam.

5. Assessment of Risk Management and Sustainability

The risk management mechanism under ABP was integrated into the Operations Manual for the ABP program and was overseen by the ABP Program Manager. Risks were also reviewed and management decisions made at the Steering Committee level. The risk register was updated on an annual basis and whenever risks occurred mitigation measures were put in place based on prior approval of management. Overall, program risks to development outcomes under ABP were deemed to be moderate and were not actualized to a degree where they negatively affected program achievements. Furthermore, while risks to

sustainability were identified at the pillar level, the vast majority of outcomes achieved under each child trust are deemed to have been sustained.

5.1 Risk Management

The ABP Concept Note initially identified eight risks, of which five were rated negligible and three were rated as moderate. One of the three moderate risks did occur: in 2015 the donor failed to contribute the funds as committed due to an unexpected shortfall of funds. However, the mitigation measure worked satisfactorily as no new child funds were approved after the funding cut. Moreover, a rigorous review of all trust fund activities was conducted in order to identify savings and cancel activities whose loss would have the least effect on the achievement of program objectives. Lastly, other Bank resources were identified to support specific activities which would otherwise be adversely affected by the funding cut.

However, a risk which had not been anticipated, linked to the shortfall of funds, was the reputational risks associated with the funding shortfall. Mitigation measures put in place included continuous communication by program management staff and TTLs with GOV counterparts and the joint identification of other funding sources to off-set the short fall.

No new risks were identified that required attention apart from the risks identified at the MTR to ensure timely completion of ABP. The status report on follow-up to the MTR recommendations outlines all key actions taken including strengthening of the M&E framework, increased progress reporting, and increased frequency of Steering Committee meetings to support the acceleration of ongoing activities.

5.2 Sustainability

Each child trust fund had identified project risks to development outcomes, and completion reports contained assessments of risks to sustainability. Where rated, all completion reports rate risks to sustaining project outcomes as likely. The only exception where the completion report rates risk to sustaining project outcome as uncertain is the DPEP (Dau Giay – Phan Thiet Expressway PPP Project) (RETF) due to the unresolved critical issue of use of guarantees and other backstopping instruments. RETFs rated the likelihood of sustaining results after project completion as very likely or likely to some extent.

Overall, the sustainability of outcomes in the Social, Urban, Rural and Water theme are deemed likely. With regards to the support for the PforR Rural Water Supply and Sanitation under the NTP, the completion report identified a number of outcomes from the technical assistance which can be continued under the new Rural Development NTP. In relation to the Ethnic Minorities theme, activities under the BETF Poverty Reduction in Mountainous Regions leveraged a World Bank loan of USD 200 million for support to the NTPs. Moreover, the engagement also deepened relations with CEMA, and as a result the next phase of ABP has a pillar focused on ethnic minorities.

With regards to the Energy theme, capacity has been built in a number of areas to ensure sustainability and replicability of activities. The Distribution Efficiency Project (DEP) supported the execution of user

satisfaction surveys, and consumer satisfaction surveys have been carried out on an annual basis since the closure of the trust fund project.

In relation to Climate Change and Green Growth, the sustainability of results achieved through the technical assistance provided for Climate Change and Green Growth Resource Mobilization is also deemed likely based on increased capacity of the GOV to strategically mobilize international and domestic resources. This is supported by the fact that the resource mobilization framework is included as a prioritized action item in Vietnam's Paris Agreement Implementation Plan. Moreover, the policy track on climate change and green growth resource mobilization has been firmly rooted in the Post-2015 Support Program to Respond to Climate Change (SP-RCC), which has attracted policy lending support from the World Bank, JICA (Japan International Cooperation Agency) and AFD (Agence Française de Développement). Moreover, the main recommendations of the technical report provided as part of the technical assistance support for the Building Resilience in the Mekong Delta project were incorporated into project design for the Resilience and Sustainable Livelihoods Project (IDA 310 Million USD). More importantly, the two Mekong Delta Forums in 2015 and 2016 contributed significantly to political ownership and awareness of the need for integrated and long-term planning and investment frameworks for the Mekong Delta. The traction generated from this engagement will be carried forward in the new ABP2 pillar on the Mekong Delta.

Lastly, with regards to support for **macroeconomic reform and public financial management**, there are numerous examples of key policy recommendations that have been incorporated into national policy and policy implementation. The VN2035 provides a prominent example of how policy engagement and analytical work carried out in close cooperation with the government have been sustained and taken forward into critical economic reform documents.

6. Assessment of Bank, Australia and GOV Performance

Overall the Bank's performance in terms of quality of program design and supervision of implementation is deemed satisfactory. For the recipient-executed trust funds, all the GOV counterparts rated the Bank's performance as satisfactory or better. A number of measures have been in place to ensure performance and quality assurance of ABP trust fund activities. With regards to administration and portfolio management, the MTR noted that the ABP program manager is highly experienced in trust fund management and that the administration of ABP has been to a high standard. No delays or concerns in relation to portfolio management were noted during the program. Overall, and more specifically in relation to the funding cut, a proactive approach was taken to secure claw back of funds from non-performing trust funds, and continuous monitoring and decision making with regards to reallocation of funds. Moreover, the Program Manager made requests to TTLs and secured timely submission of GRM reports, as well as timely preparation and submission to the Steering Committee of annual, biannual and quarterly reports.

With regards to quality assurance, the Practice Managers for East Asia and Pacific Region were identified as responsible for assurance of the technical quality of all activities, Bank staff time and budgets. They

ensured high quality outputs and overall achievement of outcomes. Moreover, quality of outputs, including review procedures for analytical work, followed the Bank's standard internal policies and procedures.

With regards to fiduciary and financial management, the ABP Operations Manual makes clear that financial management is governed by standard Bank procedures. No known fiduciary issues were identified during implementation period. The latest audit results for RETFs for 2015 and 2016 did not identify any compliance issues. In relation to the funding cut in 2015, the Bank is deemed to have taken a proactive approach to resolving the financial constraints which had significant potential to threaten the achievement of outcomes.

A number of activities were RETFs where the GOV directly implemented the activities. Although the GOV agencies rated themselves as either highly satisfactory or satisfactory, the Bank's rating of performance of the GOV is moderately satisfactory. As observed above, no issues were found in any audit reports of RETFs carried out during the implementation period. Challenges with regards to GOV performance pertains to bureaucratic delays and lengthy processing steps and approval procedures, which apply even for small projects. GOV procurement procedures were also lengthy and caused delays for a number of activities.

Australia's performance in terms of support for quality of program design and supervision of implementation is deemed satisfactory. Australia provided technical input during the design phase of a number of activities, although themes where Australia had limited technical expertise and experience received less technical support. Australia also took part in several implementation support missions, although some thematic coordinators felt this engagement declined over time. More than half (56%) of GOV counterparts rated the engagement of Australia as active, although there was less engagement in some sectors such as energy.

7. Findings, Lessons Learnt and Recommendations for ABP Phase 2

7.1 Findings and Lessons Related to Program and Program Management

A number of positive and negative lessons, as well as recommendations, can be derived from the findings of the ABP Completion Report.

- 1. ABP was characterized by a flexible and demand-driven approach, which enabled strong impact in key policy areas.** This approach is important, in particular for policy engagement with the Government where specific targets for policy outcomes are not always discernible from the outset, or where opportunities for policy engagement are identified in sectors characterized by rapid development. At the same time, there is a need for programs to remain focused on a select number of engagement areas and not be spread over too many activities.

Recommendation: The concept note for ABP2 should include an overall narrative that binds all themes together with a strong theory of change. Thematic concept notes should provide an overall narrative for engagement linked with the theory of change with indicative activities and, where possible, within the framework of a programmatic approach. Lastly, the **Steering Committee should conduct an annual review focused on the strategic fit** of the program to the evolving context and needs of Vietnam, though some program funds should be earmarked for responding to new priorities.

2. **The ABP program benefited from existing strong relationships between the World Bank and GOV agencies**, in particular in the areas of water, macroeconomic reforms and public financial management; this enabled deeper engagement at the policy level. However, **ABP also enabled new engagements with GOV partners and other development partners**, in particular with regards to work on ethnic minorities and work in the Mekong Delta where incremental approaches and a mix of analytical work and convening of multi-stakeholder workshops/forums forged stronger relationships and resulted in concrete discussions for future areas of collaboration.

Recommendations: Opportunities should be explored for **use of the convening powers of the World Bank and Australia** to bring the GOV and other stakeholders together to leverage new types of partnerships for integrated approaches and investments.

3. **The strategic use of different types of engagements and the combination and sequencing thereof has significant leverage effects and potential for synergies and impact.** Furthermore, the policy impacts of activities like flagship reports depend on

leadership and ownership of the GOV, and this must be built into the drafting process of analytical work. Lastly, a long-term, incremental approach based on Vietnamese traditions of consensus building has greater chances of sustained success and offers the added value of building capacity along the way.

Recommendations: Provide adequate time and resources to ensure buy-in from GOV leadership for critical analytical work. Incorporate plans for dissemination and discuss follow-up work with Government agencies as early as possible in the process.

First PforR in Vietnam in Water and Sanitation in East Asia Pacific Region

A Rural Water Supply and Sanitation Program for Results (PforR)—the first PforR in the East Asia Pacific region—was approved in November 2012 with technical assistance support from ABP. The instrument has been well received by the GOV, as it has proven to be flexible and disbursement is rapid. Since 2012, four additional PforR operations have been approved in Vietnam. Lessons from the PforR Rural Water Supply and Sanitation Program include:

- PforRs provide flexibility and allow fast disbursement of funds.
- The institutional capacity of the implementing agency and the strength of the underlying government program highly affect results under a PforR.
- Strong implementation support is critical for success.
- Efforts should be made to find innovative and efficient ways to improve monitoring and verification systems for PforRs. This will reduce cost and ensure accuracy.
- The effectiveness of PforRs in strengthening institutions and achieving sustainable outcomes needs to be further assessed.
- Further knowledge sharing is needed to harvest and apply lessons from PforR implementation.

4. **Management support for inclusion of gender in project design and implementation was key to sustaining a gender focus across thematic areas.** Important management steps were taken to promote gender mainstreaming across themes and to track progress through the conduct of gender reviews and gender action plans. However, there is a risk that gender mainstreaming becomes an add-on exercise that is not embedded in core program activities.

Recommendations: To facilitate gender-informed program design and implementation, and to effectively measure gender impact, **gender gaps and desired impact areas and results must be identified in the program design phase. Gender-specific indicators and results targets must be incorporated into the results framework.**

5. **The ABP program objectives and indicators were broadly formulated, which affected the selectivity of trust fund activities.** The design of the results framework was affected by the rapid pace of conception of the ABP program, the broadly defined objectives and thematic outcomes, and the focus on process rather than results indicators. Furthermore, although a fully developed results framework is desirable at the design phase of the program, this can be difficult for a trust fund where funds were only fully committed halfway through the implementation period.

Recommendations: Efforts should be made at the design phase of ABP Phase 2 to provide an overall strategic narrative that facilitates articulation of specific outcomes and desired results, and this should be followed by identification of trust fund activities. **Indicators and targets should be included in the results frameworks at the design stage.** At the same time, **results frameworks must be flexible enough to accommodate complex policy-influencing processes and must be reviewed and updated regularly in close collaboration with the theme leaders** to ensure that targets and milestones are added on a continuous basis.

7.2 Findings and Lessons Related to Partnerships and Communication of Results

The ABP was the first comprehensive partnership agreement between the World Bank and Australia in Vietnam. In relatively short time two organizations with different systems and structures formulated a joint vision for ABP and managed to operationalize the vision into concrete trust fund activities. Over time the partnership matured significantly. Learning to work together at the operational level took longer as expectations, roles and responsibilities were not clearly laid out from the beginning. The MTR noted that the cooperation between the Bank and Australia was excellent at the Steering Committee level but that coordination and cooperation could be further strengthened at the thematic level. Based on the recommendations of the MTR, a number of measures were taken to enhance communication between Australia and the Bank. Most notably, a partnership retreat organized in July 2015 provided a number of outputs including an agreement on principles for the continued engagement for the remainder of ABP and into Phase 2. The partnership workshop promoted a deeper understanding of respective organizational work processes and promoted more collaborative approaches.

From that point onward the ABP management team facilitated World Bank and Australia technical staff to work more closely together, and over time this helped to deepen the partnership. However, expectations need to be calibrated as to how much time staff can dedicate to engagement with their counterparts. A number of lessons in relation to how to make the partnership more effective and operational at the various levels of ABP are summarized below.

Overall, both partners benefited from the enhanced cooperation and the synergies created from the partnership. The Bank benefited from increased efficiency in terms of reduced costs of trust fund management and reallocation of funds from non-performing trust funds to high-performing trust funds. The partnership also enabled the Bank to access more flexible funding for high-profile projects such as VN2035, the first PforR, and preparation of pipeline projects where the GOV was less willing to borrow. Australia benefited from the partnership through increased access to knowledge resources of the Bank (e.g., publications and studies), as well as access to World Bank trainings³ and brown-bag lunches where current research or technical briefs were shared. Furthermore, Australia benefited from greater leverage of financial contributions, which supported larger activities, as well as synergies created from joint high-level policy dialogue.

Communication of results were not integrated into the program at the design phase of ABP. As a result, communication activities could have been used more strategically to promote the results of ABP and to strengthen the visibility of Australia and the overall ABP program. On the positive side, all GOV counterparts were aware that Australia was the donor and expressed their appreciation for the significant contributions of Australia to the program. The production of a video explaining ABP and an infographic-based brochure supported efforts for greater visibility and communication of ABP results.

A number of lessons learnt relate to the partnership and communication of results:

- Roles and responsibilities of the partnership must be laid out very clearly from the start to ensure that lines of communication and decision-making authority are established at the right level, i.e. the technical and management levels.
- The partnership created synergies to support strong program design and implementation, and greatly leveraged resources for shared development priorities. However, expectations must be calibrated in terms of what can be achieved given the resources and time available, recognizing that both Australia and World Bank staff are engaged in many other tasks outside of ABP.
- The partners should work more proactively together on engaging with Australian experts—to add value to program design and implementation.
- Develop a communication strategy during the design phase with targets for different operational levels of ABP to support consistent communication internally and externally, as well as dissemination of program results.
- Integrate targets for communication of results into the results framework for continuous monitoring of progress and tracking of results.

³ DFAT staff in Canberra were trained on knowledge sharing in June 2015, and Australian Embassy staff in Hanoi were trained on monitoring and evaluation in December 2015.

8. Annexes

Annex 1: List of Activities Financed by ABP

Annex 2: Results Framework and Results Chain

Annex 3: Summary of the Government of Vietnam Survey on Recipient-executed Trust Funds of the ABP

Annex 4: Risk Matrix

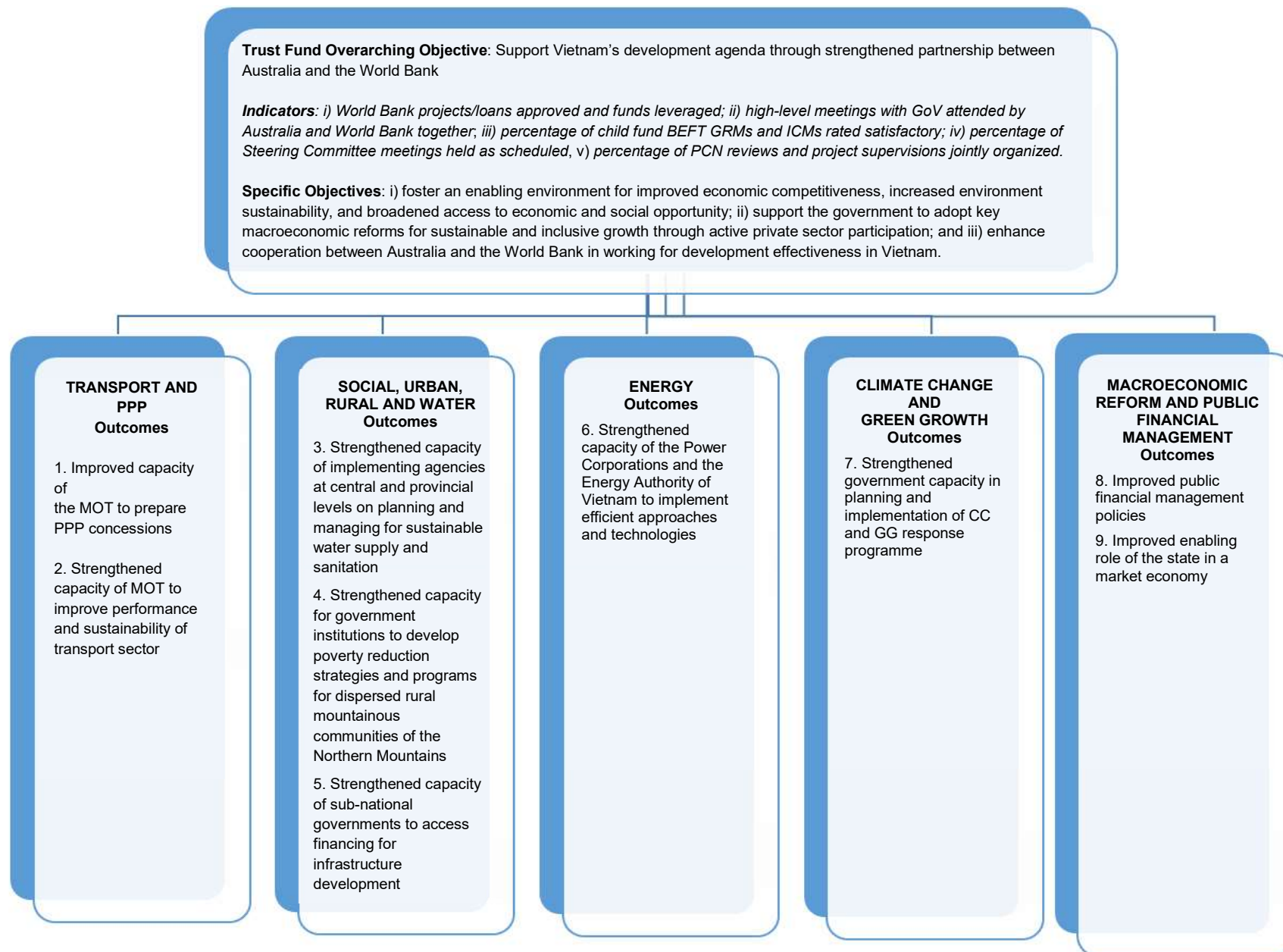
Annex 1: List of Activities Financed by ABP

#	Name of Activity	Trust Fund #	RETF/ BEFT	Final allocation USD	Disbursement USD	Closing Date
1	PPP Support to Expressway Development – PPP Cell at MOT	TF015072	REFT	2,500,000	2,495,814	30 Jun 2016
2	Dau Giay – Phan Thiet Expressway PPP Project (DPEP)	TF013116	REFT	903,938	903,938	31 Dec- 2015
3	Mekong Delta Transport Infrastructure Development Project AF	TF013700	REFT	15,000,000	15,000,000	31 Dec 2015
4	VRAMP co-financing	TF015733	REFT	1,500,000	1,374,743	30 Jun 2016
5	Monitoring Technical and Social Indicators on Transport Projects	TF013271	BETF	28,159	28,159	30 Jun 2013
6	Ninh Binh – Bai Vot Expressway PPP Viability Study	TF012636	BETF	749,778	749,778	29 Nov 2013
7	Capacity Building for Environmental and Social Planning in Transport Projects	TF013791	BETF	138,344	138,344	30 Apr 2014
8	Mapping Haiphong: Foundations for the Future	TF014555	BETF	264,423	264,423	31 Dec 2014
9	BRT Development Support Task Force	TF014798	BETF	656,877	656,877	15 Jun 2015
10	Large-scale Infrastructure: Planning, Finance, and Long Term Risks	TF016829	BETF	295,297	295,297	30 Sep 2015
11	Ninh Binh – Bai Vot Expressway Transaction Structuring TA	TF017738	BETF	14,184	14,184	30 Jun 2015
12	Support to Establishment of PPP Cell at MOT	TF016210	BETF	19,497	19,497	30 Jun 2016
13	Dau Giay – Phan Thiet Expressway PPP Project (DPEP)	TF013100	BETF	1,250,000	1,218,530	30 Jun 2016
14	VRAMP Implementation Support	TF016859	BETF	170,831	167,265	30 Jun 2016
15	PforR – Rural Water Supply and Sanitation	TF013061	RETF	7,294,900	6,279,109	30 Jun2016

16	Assessment of Financing Framework for Municipal Infrastructure	TF012686	BETF	283,546	283,546	30 Jun 2014
17	Impact Evaluation of the Central Highlands Poverty Reduction Project	TF015500	BETF	89,623	89,623	30 Jun 2015
18	Rural Water Supply and Sanitation (RWSS) preparation and supervision	TF012695	BETF	650,000	649,945	31 Dec 2015
19	Ho Chi Minh City Integrated Strategy Note (HCMC ISN) – Phase 2	TF016214	BETF	400,000	396,882	30 Sep 2015
20	PforR – RWSS (NTP): Impact Evaluation and Baseline Verification	TF013792	BETF	470,000	469,996	15 Apr 2016
21	Sustainable Development and Ethnic Minority Poverty Reduction in Mountainous Regions	TF015251	BETF	268,000	265,761	30 Jun 2016
22	Proposed Scaling Up Sanitation Operation	TF018583	BETF	193,043	188,592	30 Jun 2016
23	Distribution Efficiency Project (DEP)	TF013456	RETF	7,204,471	6,884,247	30 Jun 2016
24	Distribution Efficiency Project (DEP) preparation and supervision	TF012737	BETF	506,793	505,244	30 Jun 2016
25	Support for Climate Change and Green Growth Resource Mobilization	TF018414	BETF	444,000	431,850	31 Dec 2015
26	Support for Building Resilience in the Mekong Delta	TF018568	BETF	350,000	349,790	31 Dec 2015
27	Technical Support to Climate Change and Green Growth - Sr. Climate Economist	TF016028	BETF	350,381	325,311	30 Jun 2016
28	Programmatic Public Finance Review (PPFR)	TF012277	BETF	832,000	802,262	30 Jun 2016
29	Economic Management and Competitiveness Credit (EMCC)	TF013514	BETF	551,173	549,937	30 Jun 2016
30	VN State Assets Management Law Revision	TF017471	BETF	216,320	214,660	30 Apr 2016
31	Strengthening the Enabling Role of the State in a Market Economy	TF018354	BETF	415,951	415,354	15 Jun 2016

32	Vietnam 2035 Report	TF018859	BETF	700,000	547,435	31 Dec 2015
33	VN-ABP Program Management and Administration	TF012506	BETF	1,216,677	905,563	31 Oct 2016
34	Portfolio Quality Assurance and Technical Support	TF012403	BEFT	1,007,530	882,800	31 Aug 2016

Annex 2: Revised and Updated ABP Results Chain



Development Objectives:

- A. **Trust Fund Overarching Objective** is to support Vietnam's development agenda through strengthened partnership between Australia and the World Bank.
- B. **Specific Objectives are to:** i) foster an enabling environment for improved economic competitiveness, increased environmental sustainability, and broadened access to economic and social opportunity; ii) support the government to adopt key macroeconomic reforms for sustainable and inclusive growth through active private sector participation; and iii) enhance cooperation between Australia and the World Bank in working for development effectiveness in Vietnam.

ABP Results Chain – updated as of June 2017

Long-term Development Objectives (to which ABP outcomes will contribute)	Outcomes / Indicators (which ABP Trust Fund Program intends to influence directly through its interventions)	Target	Current Status (June 2017)	Key Outputs (ABP TF Deliverables)	Sub-project/Activities (TF #) Budget and Resources Leveraged
Transport and PPP					
Improve private financing of major infrastructure projects in Vietnam for sustainable development	1. Improved capacity at the MOT to prepare PPP concessions				
	<i>Indicator 1.1: PPP concession agreement prepared</i>	(2016)	Partially achieved under ABP as it will still be a draft version for future discussion.	PPP bidding documents and financial structures for DPEP prepared <i>Achievement (2015): Documents prepared in 2014.</i>	Dau Giay - Phan Thiet Expressway PPP Project (DPEP) (TF013116) RETf AUD 1.216 million
	<i>Indicator 1.2. Government regulations and financial structures for PPP approved</i>	PPP Decree passed and other regulations and financial structures in place (2016)	Partially achieved under ABP as draft version of regulations and financial structures for PPP ready for discussion in 2016	Social, environmental, and technical instruments and viability studies developed. <i>Achievement (2015): Studies prepared in 2015.</i>	Dau Giay - Phan Thiet Expressway PPP Project (DPEP) (TF013100) BETf AUD 2.4 million

Long-term Development Objectives (to which ABP outcomes will contribute)	Outcomes / Indicators (which ABP Trust Fund Program intends to influence directly through its interventions)	Target	Current Status (June 2017)	Key Outputs (ABP TF Deliverables)	Sub-project/Activities (TF #) Budget and Resources Leveraged
			<p>PPP Unit established at MoT (2012)</p> <p>PPP documents and financial structures for DPEP prepared (2014)</p> <p>PPP Decree Approved (2015)</p> <p>Viability studies prepared (2015)</p>	<p>GOV/MOT exposed to international standards for PPP <i>Achievement (2015): Awaiting decision from GOV on options to be adopted for the DPEP</i></p> <p>PPP cell established at MOT <i>Achievement (2015): Established in 2012</i></p>	<p>PPP Support to Expressway Development – PPP cell at MOT (TF015072) RETF AUD 1.4 million</p> <p>Support to establishment of PPP cell at MOT (TF016210) BETF AUD 19,497</p> <p>Ninh Binh - Bai Vot Expressway PPP Viability Study (TF012636) BETF AUD 750,000</p> <p>Ninh Binh - Bai Vot Expressway Transaction Structuring TA (TF017738) BETF AUD 5,984</p> <p>Leveraging USD 500,000 from Public Private Infrastructure Facility (PPIF)</p>

Long-term Development Objectives (to which ABP outcomes will contribute)	Outcomes / Indicators (which ABP Trust Fund Program intends to influence directly through its interventions)	Target	Current Status (June 2017)	Key Outputs (ABP TF Deliverables)	Sub-project/Activities (TF #) Budget and Resources Leveraged
<p>Improve efficiency and sustainability of the national road asset management and maintenance</p> <p>Improve performance and efficiency of public transport along a high priority corridor in HCMC</p>	2. Strengthened Capacity of MOTs to improve performance and sustainability of transport sector				
	<i>Indicator 2.1. Vietnam Road Asset Management Project (VRAMP) approved</i>	VRAMP approved (2013)	Achieved - VRAMP approved (2013) Project documents meeting international standards on environmental and social safeguards (2014) Key MoT staff trained (2014)	Project documents meeting using international standards on environmental and social safeguards prepared <i>Achievement (2015): Achieved in 2014</i> MOT staff trained on environmental and social safeguard documents. <i>Achievement (2015): Key MOT staff trained in 2014</i> <i>Road Asset Management System (RAMS) Developed</i>	Capacity Building for Environmental and Social Planning in Transport Projects (TF013791) BETF AUD 150,000 Monitoring Technical and Social Indicators on Transport Projects (TF013271) BETF AUD 50,000
	<i>Indicator 2.2. Annual plans and long-term strategy of national road network maintenance developed</i>	Annual plans and strategy developed (2016)	Achieved Annual plans and strategy developed (2016) RAMS work ongoing (2016) First and second annual plans completed and under preparation (2015 & 2016)	<i>Achievement (2016):</i> <ul style="list-style-type: none"> <i>Annual plans and strategy developed (2016)</i> <i>RAMS work ongoing (2016)</i> <i>First and second annual plans completed and under preparation (2015 & 2016)</i> BRT feasibility studies, detailed designs, analytical tools, and service plans developed	VRAMP Implementation Support (TF016859) BETF AUD 170,831 Leveraging USD 251.7 million IDA VRAMP Co-financing (TF015733) RETF USD 1.5 million
	<i>Indicator 2.3. Number of performance-based</i>	10 Performance based contracts approved	Achieved: Preparation work ongoing (2015)		

Long-term Development Objectives (to which ABP outcomes will contribute)	Outcomes / Indicators (which ABP Trust Fund Program intends to influence directly through its interventions)	Target	Current Status (June 2017)	Key Outputs (ABP TF Deliverables)	Sub-project/Activities (TF #) Budget and Resources Leveraged
	<i>contract program approved</i>	(2016)		<i>Achievement (2015): Completed in 2015</i>	Bus Rapid Transit (BRT) Development Support Task Force (TF014798) BETF AUD 666,212 Leveraging USD 450 million IDA for HCMC Green Transport Development.
	<i>Indicator 2.4. Number of cities using the analytical tools for bus network accessibility</i>	One city (2015)	Exceeded. 3 cities using the tools BRT feasibility studies, detailed designs, analytical tools and service plans developed (2015) Three cities make use of the tools: Hai Phong, Da Nang, HCMC	Roads constructed <i>Achievement (2015): Approximately 237 km of secondary roads and 103 bridges had been upgraded or completely reconstructed to an all-weather standard.</i>	Mapping Haiphong: Foundations for the Future (TF014555) BETF AUD 250,000. Leveraging USD 175 million IDA. Large-scale Infrastructure: Planning, Finance, and Long-Term Risks (TF016829) BETF AUD 295,297 Mekong Delta Transport Infrastructure Development Project AF (MDTIDP) (TF013700) RETF

Long-term Development Objectives (to which ABP outcomes will contribute)	Outcomes / Indicators (which ABP Trust Fund Program intends to influence directly through its interventions)	Target	Current Status (June 2017)	Key Outputs (ABP TF Deliverables)	Sub-project/Activities (TF #) Budget and Resources Leveraged
					AUD 15 million ; Leveraging USD 156 million IDA.
Social, Urban, Rural, and Water					
Increase access to water supply and sanitation services in selected provinces	3. Strengthened capacity of implementing agencies at central and provincial levels on planning and managing for sustainable water supply and sanitation				PforR – RWSS (TF13061) RETF AUD 7,295,000. Leveraging USD 200 million IDA and USD 27 million counterpart financing.
	<i>Indicator 3.1 PforR Rural Water Supply and Sanitation (RWSS) (\$ 200 million) approved and implemented</i>	PforR project implementation completed in 2018 ⁴	Achieved. PforR project approved in 2012 and is under implementation with a rating of satisfactory implementation.	Preparation studies for RWSS Program (PforR) completed <i>Achievement (2016): preparation studies completed in 2012</i>	PforR RWSS preparation and supervision (TF012695) BETF AUD 650,000
	<i>Indicator 3.2 Provincial five year and annual RWSS plans approved</i>	8 Provincial annual plans developed for all years of the program	Achieved. 8 Provincial annual plans developed in years 1, 2 and 3.	Annual Investment Plans prepared for selected Provinces. <i>Achievement (2016): Provincial annual plans developed in Years 1, 2 and 3 in 8 provinces.</i>	PforR - RWSS: Impact Evaluation and Baseline Verification (TF013792) BETF AUD 460,000
	<i>Indicator 3.3 Scaling Up Rural Sanitation and Water Supply PforR</i>	Program approved and implementation	Achieved. Program approved by Board on 12	.	Proposed Scaling Up Sanitation Operation (TF018583) BETF

⁴ A one-year extension of the program is currently being processed.

Long-term Development Objectives (to which ABP outcomes will contribute)	Outcomes / Indicators (which ABP Trust Fund Program intends to influence directly through its interventions)	Target	Current Status (June 2017)	Key Outputs (ABP TF Deliverables)	Sub-project/Activities (TF #) Budget and Resources Leveraged
	<i>(USD 200 million) approved and implemented</i>	underway (2016)	November 2015, now under implementation.		AUD 193,043. Leveraging USD 200 million IDA.
	<i>Indicator 3.4 Number of Annual Program Plans and Program Reports disclosed</i>	40 Annual Program Plans and Program Reports disclosed (2016)	Mostly achieved. All annual program plans and program reports completed within the timeframe of ABP – the remaining ones will be completed after the closure of ABP.		
Improve living conditions of the rural poor in mountainous areas of Vietnam	<p>4. Strengthened capacity for government institutions to develop and enhance impact of existing poverty reduction strategies and programs for poor dispersed rural mountainous communities</p> <p><i>Indicator 4.1 New Law on Improving Livelihoods of Ethnic Minorities adopted</i></p>	New law adopted by 2016	<p>Partially achieved.</p> <p>The new Law on Improving Livelihoods of Ethnic Minorities was not adopted by the National Assembly and was sent back to CEMA for further work. However, as CEMA had not integrated many of the recommendations provided in the TA team law proposal package, it is now hoped that CEMA</p>	<p>Stocktaking and practical approaches provided on the development of rural communities in the North Eastern Mountainous areas of Vietnam. <i>Achievement (2015): Studies completed in 2014.</i></p> <p><i>Successful completion of Conference on policy approaches to ethnic minorities in mountain areas.</i></p> <p><i>Completion of TA to CEMA in relation to drafting of Ethnic Minorities law</i></p>	<p>Poverty Reduction in Mountainous Regions - Sustainable Development of Isolated Rural and Ethnic Minority (TF015251) BETF AUD 250,000</p> <p>Impact Evaluation of the Central Highlands Poverty Reduction Project (TF15500) BETF AUD 89,623. Leveraging USD 150 million IDA for the Central Highland Poverty Reduction Project.</p>

Long-term Development Objectives (to which ABP outcomes will contribute)	Outcomes / Indicators (which ABP Trust Fund Program intends to influence directly through its interventions)	Target	Current Status (June 2017)	Key Outputs (ABP TF Deliverables)	Sub-project/Activities (TF #) Budget and Resources Leveraged
			will revisit the law proposal package prepared by TA team to further incorporate the recommendations of the TA team into the next draft to be submitted to National Assembly.		
		Experimental Evaluation of Marginal Impact of Implementation of Pre-Prioritization Meetings by 2015	Not achieved	Experimental Evaluation of Marginal Impact of Implementation of Pre-Prioritization Meetings <i>Achievement (2016): This TF was closed due to delays in launching of GNTN (Central Highland Poverty Reduction Program) as well as the grant fund cut making an impact evaluation not relevant.</i>	
Increase municipal infrastructure investments	5. Strengthened capacity of sub national governments for sustainable infrastructure development				
	<i>Indicator 5.1 Sub-national governments with additional access to finance</i>	Sub-national governments with additional	Partially achieved. The Government took all recommendations of	In-depth studies on municipal access to finance carried and	Assessment of financing framework for municipal

Long-term Development Objectives (to which ABP outcomes will contribute)	Outcomes / Indicators (which ABP Trust Fund Program intends to influence directly through its interventions)	Target	Current Status (June 2017)	Key Outputs (ABP TF Deliverables)	Sub-project/Activities (TF #) Budget and Resources Leveraged
		access to finance	the studies. However, the policy environment has changed and GOV is no longer interested in regulatory changes to address issues related to risk sharing needed to roll out such financing entities.	recommendations for policy and institutional changes provided <i>Achievement (2015): Studies completed in 2014</i>	infrastructure (TF012686) BETF AUD 283,546; leveraging approximately 250,000 USD of World Bank resources. And USD 75,000 World Bank resources for the City Infrastructure Funding Facility (CIFF).
	<i>Indicator 5.2. HCMC integrated flood risk management system developed</i>	Integrated Flood Risk Management approach <i>Target (date): July 2015</i>	Mostly achieved. Qualitative Poverty and Social Impact Analysis of Flooding in selected areas of HCMC completed in 2014 Subnational Debt Management Performance Assessment (DeMPA) piloted. November 2014 Prepared a roadmap for integrated flood risk management in HCMC, covering institutional,	Qualitative Poverty and Social Impact Analysis of Flooding in selected areas of HCMC <i>Achievement (2014): Study completed in 2014</i> Subnational Debt Management Performance Assessment (DeMPA) piloted. <i>Achievement (2014): Study completed in 2014</i>	Ho Chi Minh City Integrated Strategy Note (HCMC ISN) - Phase 2 (TF016214) BETF AUD 400,000; Leveraging USD 422 million for the HCMC Flood Risk Management (to be approved in 2016)

Long-term Development Objectives (to which ABP outcomes will contribute)	Outcomes / Indicators (which ABP Trust Fund Program intends to influence directly through its interventions)	Target	Current Status (June 2017)	Key Outputs (ABP TF Deliverables)	Sub-project/Activities (TF #) Budget and Resources Leveraged
			structural and non-structural issues in the city (2015); however, the project preparation for the integrated flood risk management in HCMC has been delayed pending the resolution of social safeguard issues. The project is expected to be approved in March 2018.		
Energy					
Improve efficiency and reliability of electricity services	6. Strengthened capacity of the Power Corporations and the Energy Authority of Vietnam in providing reliable electricity services.			Support for the preparation and implementation of the Distribution Efficiency Project (DEP) provided. <i>Achievement (2015): DEP prepared in 2012 and under implementation Survey coverage of 7 provinces in 3 regions with implication for future development</i>	Distribution Efficiency Project (DEP) preparation and supervision (TF012737) BETF AUD 506,793
	<i>Indicator 6.1 DEP approved and implemented</i>	DEP completed (2016)	Achieved - DEP implementation and supervision ongoing (2015)	Retail electricity tariff structure developed <i>Achievement (2015): Completed</i>	
	<i>Indicator 6.2 Amendments to</i>	Retails electricity tariff	Achieved		

Long-term Development Objectives (to which ABP outcomes will contribute)	Outcomes / Indicators (which ABP Trust Fund Program intends to influence directly through its interventions)	Target	Current Status (June 2017)	Key Outputs (ABP TF Deliverables)	Sub-project/Activities (TF #) Budget and Resources Leveraged
	<i>distribution codes adopted</i>	structure adopted (2016)	Retail electricity tariff structure adopted.	Development of Market Rules for Wholesale Electricity Market <i>Achievement (2015): Completed</i>	Distribution Efficiency Project (DEP) (TF013456) RETF AUD 7,204,471
	<i>Indicator 6.3 Number of power companies with smart grid technologies in place</i>	Companies with smart grid technologies	Achieved - 01 company with demand response programs, 05 companies with smart grid technologies, operating customers' centers; 05 are implementing annual user satisfaction surveys		Leveraging 313.5 mil USD recipient funds, USD 448.9 million IDA and USD 30 million from Clean Technology Fund (CTF).
Climate Change & Green Growth					
Improve mainstreaming of Climate Change (CC) and Green Growth (GG) in development programs; in	7. Strengthened government capacity in planning and implementation of CC and GG response programme				

<p>particular, to operations in the transport, urban, energy and agriculture sectors.</p>	<p><i>Indicator 7.1 Resource Mobilization Framework guiding CC/GG financing developed and used in the preparation of the new Program to Respond to Climate Change and Green Growth</i></p>	<p>Framework adopted (2015)</p>	<p>Achieved</p> <p>Framework adopted and used in the preparation of the new Mekong Delta Integrated Climate Resilience and Sustainable Development Project.</p> <p>List of priority projects, activities and programs developed. (2015)</p> <p>Resource Mobilization Framework finalized for publication. (2015)</p> <p>The CC and GG resource mobilization framework formed the basis for a high-level workshop that presented context and approaches for domestic and international resource</p>	<p>Resource Mobilization Framework - methodology/ approach on resource mobilization <i>Achievement (2015): Framework and methodology delivered</i></p> <p>List of priority projects, activities and programs developed. <i>Achievement (2015): Lists developed</i></p> <p>Launch and dissemination of Climate Public Expenditure and Investment Review (CPEIR) report. <i>Achievement (2015): Publication, launch and dissemination of CPEIR</i></p> <p>TA to the GOV program preparation team to prepare the post-2015 CC-GG program <i>Achievement 2016: TA for program preparation and high-level resource mobilization workshop completed June 15, 2016.</i></p> <p><i>Additional TA to the GOV in finalizing the Support Program to Respond to Climate Change (SP-RCC) five-year policy matrix beyond the three-year Policy Matrix developed under the DPF in the context of the post Paris Agreement.</i></p> <p>Climate resilient investments in water, and agriculture sectors identified and planned in the Mekong Delta</p>	<p>Resource Mobilization Framework for CC/GG (TF018414) BETF AUD 332,000</p> <p>Technical Support to CC/GG - Sr Climate Economist (TF016028) AUD 350,381 BETF</p> <p>Support for Building Resilience in the Mekong Delta (TF018568) BETF AUD 462,000, Leveraging USD 300 million for the Mekong Delta Integrated Climate Resilience and Sustainable Livelihoods Project.</p>
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			<p>mobilization. The event was successfully held on June 15, 2016.</p>	<p><i>Achievement (2015): Screening criteria developed; sub-projects long list of “low regret” investments received from 8 target provinces.</i></p> <p>Improved engagement of key Mekong Delta provinces to identify climate resilient investments.</p> <p><i>Achievement (2015): Mekong Delta Forum successfully organized with active engagement of 13 provinces and their Provincial People’s Committees (PPCs), research institutes, key line ministries, and development partners.</i></p> <p><i>Second Forum took place in 2016 with provincial participants from Departments of Natural Resources and Environment (DONREs), Departments of Agricultural and Rural Development (DARDs) and Departments of Planning and Investment (DPIs).</i></p>	
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Long-term Development Objectives (to which ABP outcomes will contribute)	Outcomes / Indicators (which ABP Trust Fund Program intends to influence directly through its interventions)	Target	Current Status (June 2017)	Key Outputs (ABP TF Deliverables)	Sub-project/Activities (TF #) Budget and Resources Leveraged
	Indicator 7.2 Mekong Delta provinces adopting integrated planning through identification of “low regret” climate resilient investments (2015)	Climate-resilient investments in water and agriculture sectors identified and planned in Mekong Delta (2015)	Achieved - Screening criteria developed; subprojects long list of “low regret” investments received from 8 target provinces, (2015)		
	Indicator 7.3: Enhanced ownership and engagement of the Mekong Delta provinces and local communities in the integrated and adaptive delta management	Improved engagement of key Mekong Delta provinces to identify climate-resilient investments. (2015)	Achieved - Mekong Delta Forum successfully organized, active engagement of 13 provinces and their PPCs, research institutes, key line ministries, and development partners (2015)		
Macroeconomic Reforms and Public Financial Management					
Improve government public finance management	8. Improved public financial management policies			Policy Notes developed (state owned enterprise [SOE] transparency, Treasury Single Account, Law on State Capital Investment and Management in SOEs, State Budget Law)	Economic Management and Competitiveness Credit (EMCC) (TF13514) AUD 551,173; Leveraging: USD 500
	Indicator 8.1. Revised procurement law adopted	Revised procurement law adopted	Achieved- Revised procurement law adopted		

Long-term Development Objectives (to which ABP outcomes will contribute)	Outcomes / Indicators (which ABP Trust Fund Program intends to influence directly through its interventions)	Target	Current Status (June 2017)	Key Outputs (ABP TF Deliverables)	Sub-project/Activities (TF #) Budget and Resources Leveraged
		(2014)	(2014)	<i>Achievement (2015): 5 policy notes developed</i>	million IDA and over USD 500 million from other development partners. Programmatic Public Finance Review (PPFR) (TF012277) AUD 666,000; Leveraging: USD 300,000 from World Bank funds, USD 120,000 from DFID-World Bank Program.
	<i>Indicator 8.2 Decree No. 61 on state enterprise information disclosure adopted</i>	Decree No. 61 on state enterprise information disclosure adopted (2014)	Achieved- Decree No. 61 on state enterprise information disclosure adopted (2014)	Draft VAT and CIT Law revisions <i>Achievement (2015): Revisions completed in 2014</i> Draft revision of procurement law <i>Achievement (2015): Draft revision completed in 2014</i>	
	<i>Indicator 8.3 Amendment of CIT and VAT law adopted</i>	Amendment of CIT and VAT law adopted (2014)	Achieved - Amendment of CIT and VAT law adopted (2014)	<i>Public expenditure and financial assessment (PEFA) completed (2013)</i> Fiscal Transparency Review completed (2014)	
	<i>Indicator 8.4 Budget Law revised to align Vietnam Public Financial Management (PFM) practices with international good practices</i>	Public Expenditure Review completed (2015)	Mostly achieved - Public Expenditure Review completed in 2015. Pending endorsement of Prime Minister Consolidated and final draft of 15 chapters and the Overview Assessment of the Public Expenditure Review shared and discussed with	<i>Policy note on state Budget Law completed (2015)</i> <i>Fiscal Decentralization Review completed (2015)</i> <i>Public Expenditure Review completed (2016)</i> <i>Review of five-year implementation of the Law on State Asset Management completed</i>	

Long-term Development Objectives (to which ABP outcomes will contribute)	Outcomes / Indicators (which ABP Trust Fund Program intends to influence directly through its interventions)	Target	Current Status (June 2017)	Key Outputs (ABP TF Deliverables)	Sub-project/Activities (TF #) Budget and Resources Leveraged
			government counterparts and submitted for endorsement by the Prime Minister. (2015)	<i>Achievement (2015): Review Completed in 2015</i> <i>The law package is expected to be approved by the National Assembly in its May 2017 session.</i>	Vietnam State Assets Management Law Revision (TF017471) AUD 203,320.
	<i>Indicator 8.5 Revisions of the State Asset Management Law (SAML) proposed to allow sell or lease of state assets to private sector.</i>	SAML submitted for approval (2016)	<p>Mostly achieved- Review of SAML 2013 implementation completed (2015)</p> <p>SAML submitted for approval in two NA sessions in 2016; however, due to delay of National Assembly to approve the draft law it is expected to be approved in its May 2017 session.</p>		
Improve enabling nature of the state in a market economy in Vietnam.	9. Strategies improving enabling role of the state in a market economy developed			Contribution to Vietnam Development Partnership Forum (VDPF) prepared (working paper and policy matrix) <i>Achievement (2016):</i>	Strengthening the enabling role of the state in a market economy (TF018354) AUD 409,140
	<i>Indicator 9.1 Development Strategy 2016-2020 outlines reduced administrative</i>	Strategy developed	<p>Mostly achieved.</p> <p>Reforms process ongoing.</p>	Four studies have been implemented by Central Institute for Economic Management (CIEM), Academy of Policy and Development (APD),	

Long-term Development Objectives (to which ABP outcomes will contribute)	Outcomes / Indicators (which ABP Trust Fund Program intends to influence directly through its interventions)	Target	Current Status (June 2017)	Key Outputs (ABP TF Deliverables)	Sub-project/Activities (TF #) Budget and Resources Leveraged
	<i>and excessive interventions of the state to create a fair and competitive business environment.</i>	Reforms adopted	<p>Working paper and policy matrix developed for VDPF (2014)</p> <p>Studies on the role of the state in a market economy completed (2015)</p> <p>Workshop in August 2015 to share the findings on Vietnam Institutional Reform for Integration and Development, chaired by the MPI Minister</p>	<p>National Center for Social-Economic Information and Forecast (NCIF) and Development Strategy Institute (DSI) – the four research institutions under MPI and four main partners of the BETF. The four studies are:</p> <ul style="list-style-type: none"> • “Role of the State in National Investment” by CIEM • “Role of State in providing social services” by NCIF • “Role of the State in Enhancing the Performance of Public Utilities” by DSI • “Role of the State in Financial and Capital Markets Development” by APD. <p>A high-profile workshop was held on institutional reform, transition to a market economy. The workshop was focused on “Reforms of the Role of State as in CPV Resolution 12, Vietnam 3035 Report, Draft SEDP and Actions to be Taken”.</p> <p>Vietnam 2035 Report and background papers prepared and widely disseminated.</p> <p><i>Achievement 2016:</i></p>	Vietnam 2035 report (TF018859) AUD 700,000
	<i>Indicator 9.2. Number of reform ideas from Vietnam 2035 Report adopted in the Development Strategy 2016-20.</i>	<p>Strategy developed</p> <p>Reforms adopted</p>	<p>Achieved Background papers for VN2035 developed (2015)</p> <p>Ideas from VN2035 influencing SEDP (2015); the report's key messages are being transmitted to the government's strategy documents.</p>		

Long-term Development Objectives (to which ABP outcomes will contribute)	Outcomes / Indicators (which ABP Trust Fund Program intends to influence directly through its interventions)	Target	Current Status (June 2017)	Key Outputs (ABP TF Deliverables)	Sub-project/Activities (TF #) Budget and Resources Leveraged
			Discussions ongoing with the government for follow-up activities in relation to the findings of the VN 2035 report.	<p><i>A Policy dialogue forum on “Establishment of a Specialized Management Authority to Exercise Ownership over SOEs” was organized by CIEM and World Bank in May 2016.</i></p> <p><i>Policy dialogue on “Institutional Reforms in Provision of Social Services” was held by NCIF</i></p>	

Annex 3: Summary of the Government of Vietnam Survey on Recipient-executed Trust Funds of the Australia-World Bank Partnership Trust Fund

1. Relevance

The extent to which the Australia-World Bank Partnership (ABP) recipient-executed trust funds (RETFs) project activity was relevant in supporting the objective for the theme?

	Highly relevant	Mostly relevant	Partially relevant	Not relevant
Transport and PPP	2			
Water	4	1		
Energy	2			
Total	8 (89%)	1 (11%)		

2. Effectiveness

2.1. The extent to which the project activity effectively contributed towards achievement of thematic outcomes?

	Highly achieved	Mostly achieved	Partially achieved	Not achieved
Transport and PPP	1	1		
Water	3	2		
Energy	1	1		
Total	5 (56%)	4 (44%)		

2.2. The extent to which the project contributed to build Government capacity in your sector activity?

	Significantly	Moderately	Marginally
Transport and PPP	2		
Water	4	1	
Energy	2		
Total	8 (89%)	1 (11%)	

2.3. The extent to which the funding cut affected the achievement of objectives?

	Significantly	Moderately	Marginally
Transport and PPP		2	
Water	3	2	
Energy		1	1
Total	3 (33%)	5 (56 %)	1 (11 %)

3. Performance

3.1. The assessment of World Bank performance in terms of ensuring quality at entry of operation and quality of Bank supervision during implementation?

	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory
Transport and PPP	1	1			
Water	4	1			
Energy	2				
Total	7 (78%)	2 (22%)			

3.2. The assessment of GOV agencies' performance with regards to ownership, commitment to achievement objectives, timely resolution of issues, implementation capacity and fiduciary arrangements?

	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory
Transport and PPP		2			
Water	2	3			
Energy	1	1			
Total	3 (33%)	6 (67%)			

4. Risks and sustainability

The likelihood of sustaining the ABP project activity after project completion?

	Very likely	To some extent	Not very likely
Transport and PPP	1	1	
Water	3	2	
Energy		2	
Total	4 (44%)	5 (56%)	

5. Communication

5.1. Awareness of Australia as the donor of ABP Trust Fund?

	Yes	No
Transport and PPP	2	
Water	5	
Energy	2	
Total	9 (100%)	

5.2. Australia was actively engaged in the project activity

	Yes	No	To some extent
Transport and PPP	2		
Water	2	2	1
Energy	1	1	
Total	5 (56%)	3 (33%)	1 (11%)

6. Other comments:

Overall appreciation of the project – request for continued collaboration and grant funding (DEP).

Annex 4: Risk Assessment

Type of risk:	Description	How can risk be handled?	Rating (H, S, M, N)
<u>Activity-related</u>	The TF is programmatic and involves different sectors and different implementing agencies at the child fund level. There is a risk from a lack of coordination and communication amongst the TTLs of child funds, and between the child funds TTLs and the TF Manager.	A TF Structure is agreed in advance by relevant sectors, TF units, and the donor. A Steering Committee will be established with representation from the donor and the sectors and the CMU. Annual work program will be discussed and agreed for the following year. Reports will be submitted from child funds TTL to TF Manager before the Annual Steering Committee meeting.	M
<u>Strategic Fit</u>	There is no potential risk on strategic fit since the criteria for child funds to be approved under this TF will be to align with the country strategies and to meet client's demand. The outcomes of the TFs will contribute to the outcomes of the Country Program Strategy Result Framework	Selection criteria for child funds under this TF are strategic alignment, and client ownership. All GFRs will be reviewed to make sure the child funds fit the country strategies. Activities of co-financing TFs will be appraised in the PAD of the associated projects.	N
<u>Financing Arrangements</u>	The TF amount is committed in AUD and will be transmitted in installments to the Bank in accordance with the agreed schedules. There may be a risk that donor fails to contribute the funds as committed due to unexpected shortfall of funds.	The Bank will discuss with the donor through annual meeting on the plan for the next installment. In the event that there is a shortfall of funds, no new child fund will be approved.	M
<u>Donors</u>	There is a risk that the donor's approval of the annual work program is delayed.	Most of activities, or at least themes, are identified in advance and agreed with the donor during the TF preparation. Any change will be discussed early with the donor to facilitate in time approval of changes.	M

<u>Trust Fund Roles & Responsibilities</u>	Although the TF structure is complicated, a clear TF governance structure was discussed and agreed in advance by the Bank, the donor, and relevant TF units. Roles and responsibilities of each participating staff are made clear.	No mitigation measures are needed.	<i>N</i>
<u>Bank Supervision or Implementation Capacity</u>	The Bank has been experienced in managing Australia financed TFs. Senior staff who are experienced in TF management will be TTLs of windows and child funds.	No mitigation measures are needed.	<i>N</i>
<u>Cost Recovery and Dependency</u>	Full cost recovery will be ensured through a customized fee approach. Two separate child accounts will be opened for admin and supervision costs for Bank staff. There will be a Bank consultant hired under this TF to provide technical support and coordination in the SD Window. The consultant contract will end upon the TF completion. Furthermore, the nature of works carried out by this consultant will not cause the risk of dependency.	There is no need for risk mitigation on cost recovery and dependency. The need for hiring a Bank consultant was discussed between the sector and the CMU management.	<i>N</i>
<u>Policy or Control Exception</u>	There is no exception in policy and control under this TF	No mitigation measures are needed.	<i>N</i>
Overall Risk Rating:			<i>M</i>