



MINISTRY OF PLANNING AND INVESTMENT



# MANUAL

ON LOCAL ANNUAL AND FIVE YEAR DEVELOPMENT  
PLANNING WITH NEW APPROACH



Ha Noi, April 2013



## Preface

After almost 30 years of renovation from a centralized planning economy to a market-oriented one, Vietnam has witnessed significant achievements in economic development, poverty reduction and international integration. Various areas of governance have been reformed and institutionalized to effectively facilitate this process.

Nevertheless, the planning process (including planning, implementation, monitoring and evaluation) as an important state management tool still faces a number of constraints posed by the market economy and accession to the World Trade Organization (WTO). The most notable and also the key limitation of the current planning process is the lack of an institutional framework from the central to local level on the reform of a results- based, participatory, and market driven planning process, even though this has been mentioned in important documents of the Party and the Government. Therefore, needs for planning reform and institutionalization of such a reform have become necessary and important.

Within their operation framework, many internationally-funded projects in Viet Nam have supported the government at all levels in piloting the planning reform. Some projects have developed and piloted different manuals to foster their planning reform mainly at communal level. The support of international organizations, on one hand, has helped localities and institutions pilot and apply modern and scientific planning tools and approaches. On the other hand, these initiatives fell short of consistence and coordination from the central to local levels in the whole planning system. In reality, the national, local and sectorial SEDPs are generally developed following conventional approach under the direction of Ministry of Planning and Investment's annual planning guidelines.

The project on “strengthening the M&E capacity” supported by the United Nations Children's Fund (UNICEF) has been carrying out the pilot application of results based, participatory and child sensitive PM&E in some localities. With a view to creating a consistent and coherent foundation for reform of PM&E in different localities, the Project has developed two guidelines: (1) Guidelines on five year and annual SEDP planning with new approach; and (2) Guidelines on results- based M&E on the performance of local annual and five year SEDPs. The guidelines aim at providing planning officers at district and provincial level with basic knowledge on results-based, participatory and strategic planning approach and tools. The guidelines are also expected to be a reference for planning work for those localities where planning reform is being piloted in the framework of “Provincial Child Friendly Program” supported by UNICEF.

This is the first time this manual has been published, the manual's authors may not foresee any mistakes and we, therefore, appreciate comments from users and readers to continue to improve this important document. Your comments are welcome and please send to the Project Management Board at the Ministry of Planning and Investment, 6 Hoang Dieu, Ha Noi.

Ha Noi, April 2013

**MPI-UNICEF Project Management Board**

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## ACRONYMS

CN	Industry
CN-TTCN	Industry - Small Industry and Handicrafts
CRP	Center for Rural Development
CSDP	Center for Sustainable Development Policy Studies
GD	Education
DG&ĐT	Education and Training
HĐND	People's Council
KH&CN	Science and Technology
KHPTKT-XH	Socio-Economic Development Plan
KH&ĐT	Planning and Investment
KHNS	Budget Plan
KT-XH	Socio-Economic
LĐTB&XH	Labour, Invalids and Social Affairs
NN&PTNT	Agriculture and Rural Development
NSDP	Local Budget
NSNN	State Budget
PAKH	Planning Options
SMART	5 criteria to assess objectives and solutions: Specific, Measurable, Achievable, Realistic and Time-bound.
SWOT	Analysis on Strengths, Weaknesses, Opportunities and Threats.
TC	Finance
TC-KH	Finance and Planning
TD&ĐG	Monitoring and Evaluation
UBND	People's Committee
UNICEF	United Nations Children's Fund
WTO	World Trade Organisation
XD	Construction
XDCB	Capital Construction
XNK	Import-Export







# CHAPTER I: OVERVIEW ON PLANNING USING A NEW APPROACH

## 1.1. Planning in the national economy

### What is planning?

At the moment, there are different viewpoints on planning in the national socio-economic development. The encyclopedia<sup>1</sup> by Aslem, the Director of Economics and Management Institute (France) defines “planning as a form of organizing economic activities employed in various economic systems that helps connect and coordinate individual activities automatically” (p.142).

In the Encyclopedic Dictionary of Viet Nam, planning is defined “as a human activity based on the knowledge and application of law of nature and society and especially economic scheme to manage economic units, sectors, fields or the entire social production towards certain objectives, expectations on the structure, growth and corresponding measures to ensure the socio-economic efficiency” (p.469)<sup>2</sup>.

The guidelines have made some changes to better reflect the nature of planning. As such, “planning is a human cognition process in practical development issues and application of law of nature, society market economy to delineate development orientations with a range of concrete objectives and corresponding solutions for an effective socio-economic management and development”.

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1 Encyclopaedia, Labor and Social Affairs Publishing House, Ha Noi, 2002

2 Encyclopedic Dictionary of Viet Nam, Volume 2, Encyclopedic Dictionary Publishing House, Ha Noi, 2002

## The importance of planning

Development planning is a macro management tool of the national economy. Planning is a process starting from the development of the plan, implementation to the monitoring and evaluation of results.

## 1.2 Planning system in Viet Nam

### Strategy and socio-economic development strategy

The term “strategy” comes from the military. It means an action plan of an organization/ individual to achieve a specific objective.

Socio-economic development strategy is an important document that shows a long-term leadership direction towards the development of a country or locality in key areas, including economic, social, environment and resources and state governance.

Vision	Vision can be interpreted as the future development prospect (in 10 to 15 years or beyond) that a locality or sector wishes to achieve under certain hypotheses. Vision is often reflected in strategic documents and laid out in the form of a succinct statement.
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In the guidelines, strategy is a mid-term and long-term action plan of a locality/sector in order to achieve certain development objectives. The strategy needs to specify the method that the locality/sector mobilizes and uses development resources in the most proper manner in a competitive environment in order to meet the society and market’s development needs as well as fulfill the expectations of local/sector stakeholders.

A strategy is often made by the authority agencies (the Government and central ministries/ sectors, People’s Committee of provinces/centrally-governed cities) and passed at the Party Congress at the same level.

### Development scheme

Planning scheme is an objectification and arrangement of strategy in terms of space, territory and time. Planning scheme develops a macro framework on space the arrangement with concrete solutions to proactively realize objectives toward sustainable development. A scheme is an objectification of strategic ideas both in terms of objectives and solutions within the territorial space in each specific field.

A development scheme will specifically assess potentials, quantify concrete objectives, identify and quantify sectoral structure and mobilizable resources to achieve a set of objectives in a certain territorial space or field/sector.

### Socio-economic development plan

#### *What is a plan?*

“According to the Encyclopedic Dictionary of Viet Nam, a plan is an overall project with macro or micro socio-economic objectives which are presented in overall targets of the national economy, a specific sector, a unit, a territory or a grass root unit and a range of corresponding

policies and solutions for implementation.”

In the socio-economic development planning course book, there is no exact definition of a plan, but it is generally stated that “a plan is a macro economic management and operation tool. A plan is also an objectification of indicative objectives of the development strategy for a certain period into development objectives and targets and measures and a system of policies and mechanism for application/implementation in the planning period”.

The business dictionary provides a conceptual interpretation of a plan as “an outline of the process and time frame to carry out certain things that need to be done, the method of implementation, resources, outcomes, policies and implementing agencies”<sup>3</sup>.

All these conceptual interpretations above share common points, in which, a plan is:

- An overall outline with objectives, targets and solutions,
- Including resources for implementation,
- Including policies for implementation,
- Indicating particular expected outcomes,
- Time-bound (regularly, quarterly, yearly, every five years or every ten years)

### **Objective**

Objective is the target that the locality/sector sets out and strives for in a certain period of time with available of mobilizable resources. Objective, along with solution, is the key element of all development plans and strategies and also the key subject of monitoring and evaluation.

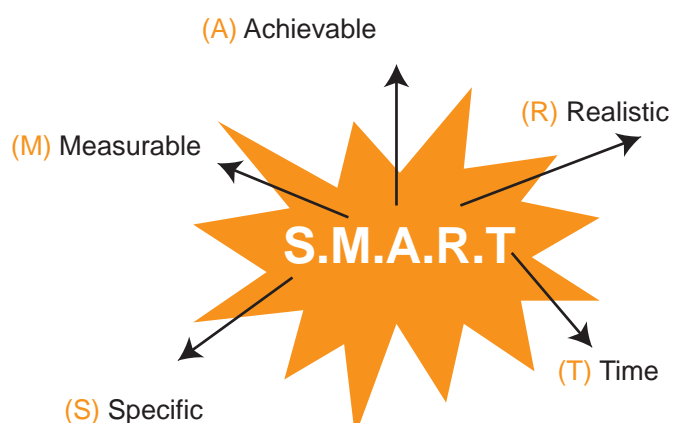
Objective is classified into overall objective, general objective and specific objective. In terms of duration, it can be classified into long-term objective (in 10 years above), mid-term/intermediate objective (from 3 years above) and short-term/immediate objective (usually one to two years).

Objectives are usually measured/formulated in targets. Objectives and targets are made following SMART criteria (see Figure 1).

**Solution:** Solution is a set of concrete actions used to influence the reality in order to obtain a specific objective. A solution may be simple or complex and may require less or more activities with corresponding input/resources. Solutions are attached to the objectives and clarify the objectives.

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3 <http://www.businessdictionary.com/definition/plan.html#ixzz1sSBdilyS>

**Figure 1: SMART criteria****Development resources**

Development resources are financial, physical and intellectual factors that can be used in the development period.

Most fundamental resources include natural resources (arable land, forest, water sources, minerals and so on), infrastructure (roads, houses, factories, equipment etc.), capital (cash, credit, papers etc.), human resources (labor, knowledge and skills etc.), social capital (social relations, culture, traditions)..

**Stakeholders**

These are individuals, groups or institutions as a direct or indirect beneficiary in a locality/ organization as they can influence or be influenced by the changes related to the development level or the implementation of policies and objectives in the respective locality/organization.

**1.3 Plan classification in the national economy**

Socio-economic development plans are development strategies, but they also set precise development and investment targets and combine (often without prioritizing) proposals contained in sector plans (e.g., transport, industry, education, health). They are prepared at all levels of government including wards and communes and consolidated at higher levels.

Spatial plans - commonly referred to as “master” or “construction” plans, or as “detailed area plans” for sub-divisions of urban areas, or specific projects. They present the proposed spatial arrangement of land uses, building footprints and infrastructure for a province, city, district, or development site in progressively greater detail.

Sector development plans - are production targets and strategies for output of individual sectors e.g. water supply, urban transport, main industries and agriculture.

Planning of all types is carried out both horizontally and vertically within government. Most entities with planning responsibility have a dual reporting relationship, a vertical relationship to the central ministry and a horizontal relationship to the appropriate executive level of government. Government and the Party also have parallel policy guidance and reporting requirements.

SEDPs can be categorized as follows:

By time:

Five-year development plan

Annual plan

An annual plan is the phasing of objectives and targets in priority order upon limited resources allocated to each selected objective.

By management level:

**The SEDPs are prepared at four levels:**

National

Provincial/centrally-governed cities

District/provincial city

Commune/ward/township.

The plans at three latter levels are often referred to as the local plans.

Commune/ward/township level only develops an annual plan only while other levels have annual and five-year plans. In principle, the SEDP at lower level must match the development objectives and orientation of the SEDP at upper level (For instance, the local SEDP must match the general development objectives and orientation for the whole country) and suitable to the local development context. The annual SEDP must match the five year SEDP at the same level.

**Sectoral Development Plan** is the development orientation for individual sector/field for a period of time (annual and every five year). The sector/field development plan must be a part of the national socio-economic development master plan and the local SEDP. The sector/field development plan is made at three levels: 1. ministerial/central sectorial level; 2. provincial department/sector level; 3. sub-provincial division level.

## 1.4 Forecast and Development Forecast

The SEDP planning itself has already reflected the nature of long-term, mid-term and short-term development forecast. However, in strategic, results-based, participatory, market-driven and child's rights-based planning, forecast plays an extremely important role.

There are varying views on development forecast. In the guidelines, forecast is defined as *"a science and an art of predicting what is going to happen in the future based on a scientific analysis of available data and information"* (Samuelson).

*Development forecast includes the projection of external changes that probably influence the SEDP and/or sector development planning in the planning period (international and regional political and economic context, international and national market trends, weather and climate changes and the development of neighboring areas etc.)*

The forecast will inform the formulation of development indicators within a planning period of a locality, a territory and a sector. Forecast must be linked with the local development targets set by the locality/sector.

There are two groups of forecast methods: *qualitative and quantitative forecast* which are described in greater details in the training manual on forecast methods of the project.

Macro economic forecast of the economy (for example, economic growth based on different projected scenarios, economic structure with defined key sectors in different development scenarios taking into account of the availability of investment budget, import-export balance, fiscal and monetary situation etc.)

Forecast on people's income

Forecast on resources that can be mobilised in order to forecast economic growth in different development scenarios

Forecast on population and labor force

Analysis and forecast on institutional issues

## 1.5 Results-based Approach to SEDP and sector development planning, implementation, monitoring and evaluation

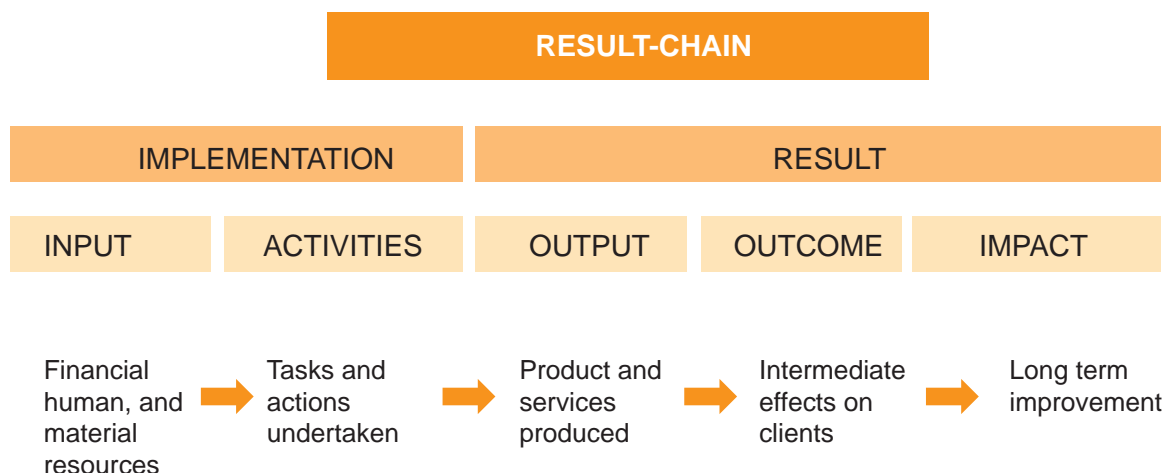
A results-based approach aims to improve management effectiveness and accountability by “defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performance”.

Results-based Planning is based on four main pillars:

- the definition of strategic goals which provide a focus for action;
- the specification of expected results which contribute to these goals and align program, processes and resources behind them;
- on-going monitoring and assessment of performance, integrating lessons learnt into future planning;
- improved accountability, based on continuous feedback to improve performance.

At the core of “results thinking” is the concept of the results chain, a schematic illustration of the intended causal relationship among various elements over time (see Figure 2). The results chain clearly shows the plausible, causal relationships among its elements.



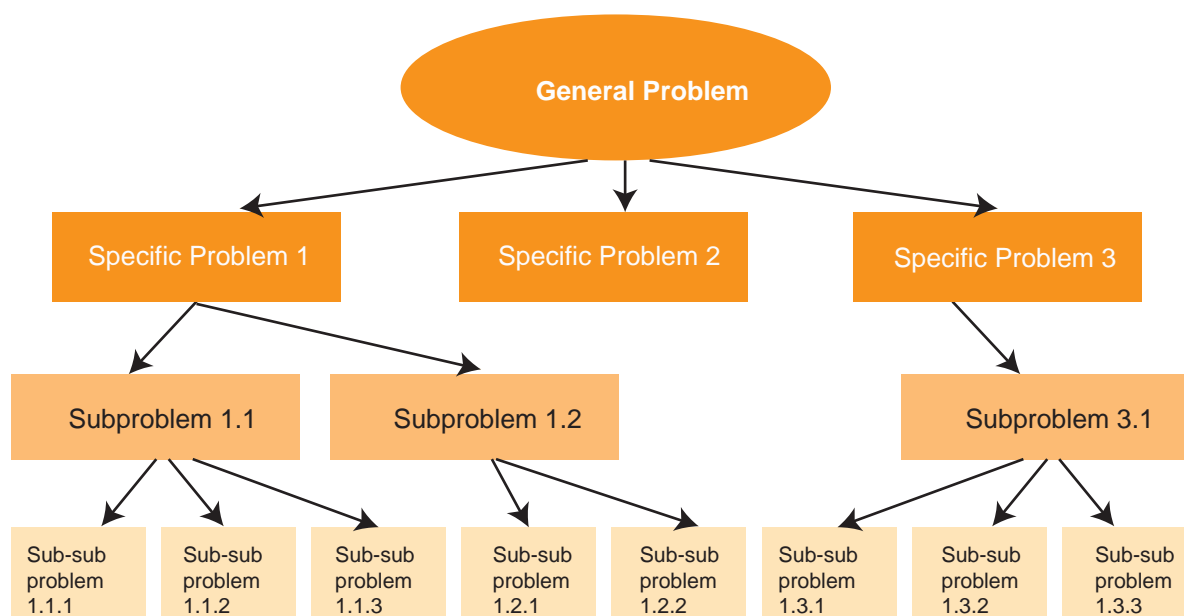
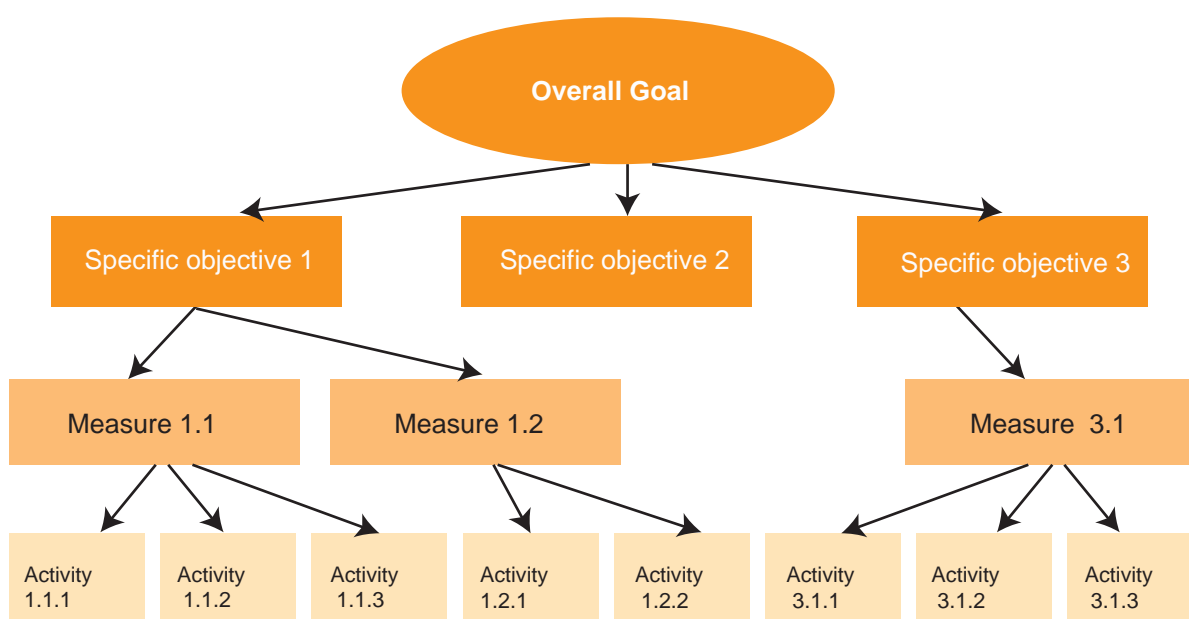
**Figure 2: Results Chain**

The results based approach in SEDP starts with a stakeholder analysis (most important) and, with the stakeholders, preferably, a problem and opportunities analysis which leads directly to setting objectives (based on the identified problems and opportunities), an alternatives analysis (which identifies what the plan can realistically address usually in terms of resource availability). This sets the stage for the identification of plan components, and strategies and resource requirements.

Ideally, in a results based system, the plan is constructed using a logical framework which also ties in the performance monitoring system as an integrated feature of the plan design.

## 1.6 Planning logic

The planning process starts with identification of stakeholders and, working with them, identification of problems to be addressed by the plan.

**Figure 3: Problem Analysis Using a Problem Tree****Figure 4. Objectives Analysis Using an Objectives Tree**

As can be seen in the figure:

- Plan's objectives are to address those socio-economic development issues which have not been addressed by the previous plan and those newly emerging from the current planning period.
- All plans must be based on the overall objectives of the locality/sector and then develop their own specific objectives
- Each objective needs embodying by one or multiple solutions for implementation.
- Then, each solution needs embodying by one or a range of activities and budget allocation estimate.

- And finally, all the objectives, solutions and activities must go along with the M&E indicators.

## 1.7 Criteria or requirements for a plan prepared with the new approach

*Sustainability:* The plan must ensure the harmony between economic growth and social development, natural resource management and environmental protection to address the fact that in many localities, SEDP and sector development plan only focus on economic development with little attention paid to other areas, and the least on environmental protection over the past few years

*Results-based:* Planning and implementation of plans require a clear statement of inputs, outputs and outcomes of development with special focus on mid and long-term results/impacts. At present, the prevalent planning mind focuses a lot on input and output but no due attention is paid to results and impacts.

*Compliance to market rules:* Development objectives set out by the locality/sector must be compliant to market-driven economic rules, that is to identify the domestic and international supply-demand relationship; production and services are to ensure the benefit of producers/service providers as well as the society. This requires planners to understand and respect the rules of the market economy.

*Participatory:* It is important to engage the participation of different stakeholders (local authorities, businesses, social organizations and community) in all planning steps. This will contribute to enhance the cohesion of plans longitudinally (sector) and cross-sectionally (territory), ensure the local development priorities to be depicted in various plans. Children should play a part in planning and implementation of plans as a stakeholder in order to ensure that child-related issues are fully addressed and integrated in the plan (see for more details in book 2 and book 3).

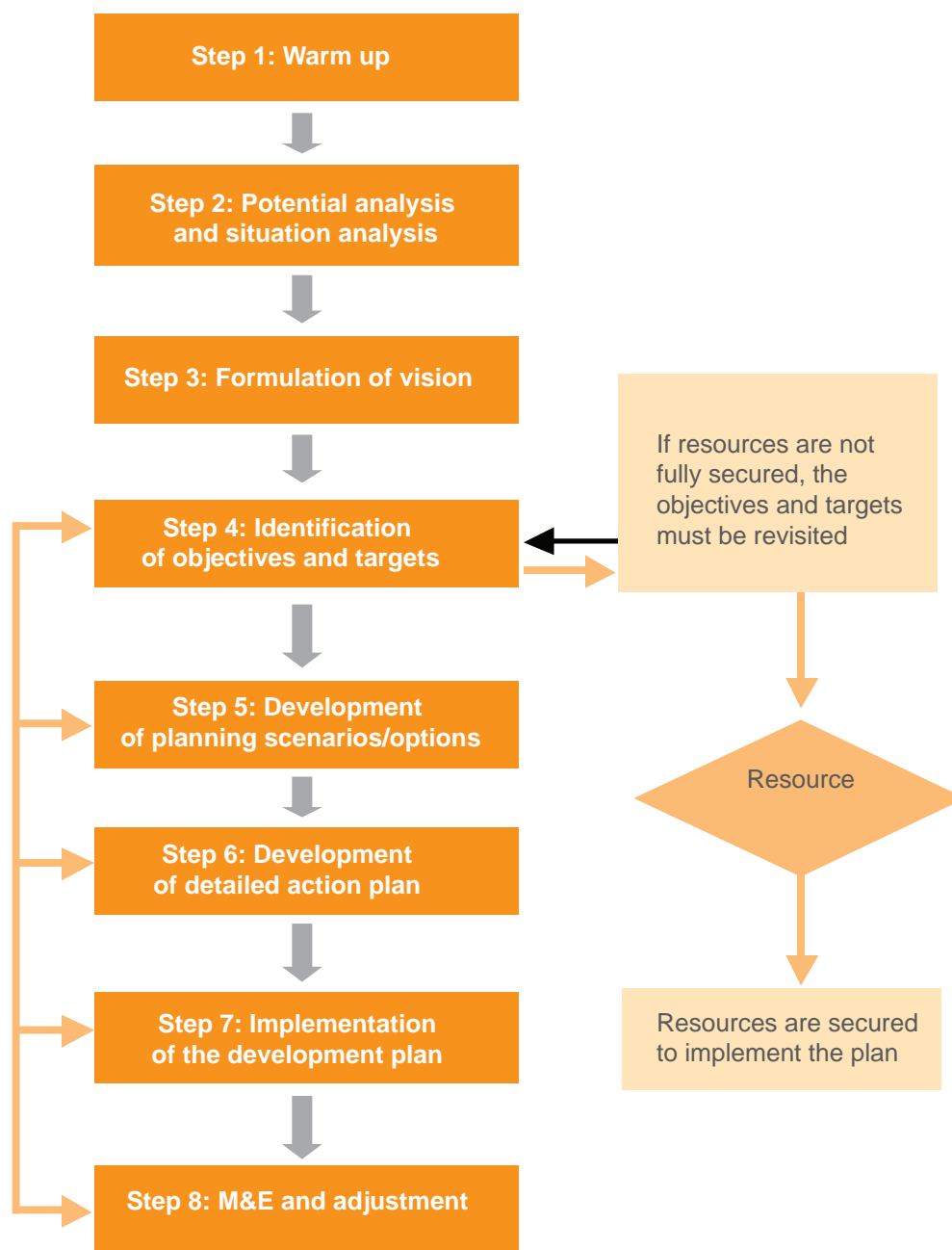
*Meeting the needs of international integration process:* Specifically, plans are supposed to fulfill the national commitment to international treaties/agreements on trade, environment, human rights and so on. By doing so, locality/sector's products and services will have strengthened ability to penetrate international market

Full set of monitoring and evaluation (M&E) indicators are accompanied to ensure SMART for objectives and solutions in the plan and identify concrete activities

## 1.8 Suggested steps in planning process with the new approach

Different guidelines and manuals introduce different steps in planning process with new approach (sometimes referred to as strategic planning). In the guideline, the planning process is illustrated as follow (see Figure 5). Figure 5 aims at introducing the strategic planning logic for a flexible application to Viet Nam's context

**Figure 5: Suggested steps in strategic planning**





# CHAPTER 2:

# GUIDANCE ON FIVE-YEAR SEDP DEVELOPMENT

Five-year SEDP is the detail realization of strategies and territory orientation in the overall socio-economic development scheme at local levels. The five-year plan approved by local authority at respective level will be one of legal foundations to inform the annual plan development by phases of the local five-year plan.

The five-year Socio-economic Development Plan (SEDP) has been the main pillar of Vietnam's strategic planning architecture for many years. SEDPs are prepared after formal consultation within Government and Party structures. MPI has the primary role in coordinating and ultimately producing the SEDP. At the provincial level, the Departments of Planning and Investment (DPI) take the lead role. Each level of local government (communes, districts, provinces) submits proposals to the next level where they are screened, consolidated and passed on up eventually to MPI. Past practice has been for the SEDPs to set out goals and detailed production targets for all geographical regions and productive sectors of the economy. Once an SEDP is approved, it becomes the basis for the annual budget proposals from ministries and local governments. SEDPs don't appear to be subjected to rigorous economic and financial analysis, nor do they take much account of the resources likely to be available. There is a general tendency to optimistically approve plans and related lists of projects in the hope that funding will become available. They are essentially driven by production targets. There is also a tendency not to take adequate account of potential social and/or environmental impacts.

## 2.1 The significance of five-year SEDP planning

### **The five-year SEDP is a tool for medium-term national economic management**

- The objectives of the five-year SEDP embody the economic development strategic direction in ten years of the Government in different sectors and regions
- The plan also embodies the local and the regional overall socio-economic development scheme by selecting development objectives, solutions and targets.
- For instance, localities in Mekong River Delta Region have to embody the regional development directions in the provincial development scheme. The five-year plan of the locality has to embody the development tasks in the five-year SEDP



- The plan is also expected to embody the harmony between the central level development direction with the local direction
- Within its territory, the locality has to analyze the development advantages of different sectors under its management to develop key product chains with high competitiveness taking in account the general direction on development from the Government. On the other hand, it is important to make it clear about the relationship between territory management and sector management and address such a relationship well during the planning of the five-year SEDP.

## 2.2 Rationale for the five-year SEDP planning

The purpose of a modern planning system and its component plans is to contribute to the achievement of sustainable development. There are three dimensions to sustainable development: economic, social and environmental. These dimensions give rise to the need for the planning system to perform a number of roles: (i) an economic role – contributing to building a strong, responsive and competitive economy, by ensuring that sufficient land of the right type is available in the right places and at the right time to support growth and innovation; and by identifying and coordinating development requirements, including the provision of infrastructure; (ii) a social role – supporting strong, vibrant and healthy communities, by providing the supply of basic needs infrastructure required to meet the needs of present and future generations; and by creating a high quality built environment, with accessible local services that reflect the community's needs and support its health, social and cultural well-being; and (iii) an environmental role – contributing to protecting and enhancing the natural, built and historic environment; and, as part of this, helping to improve biodiversity, use natural resources prudently, minimise waste and pollution, and mitigate and adapt to climate change including moving to a low carbon economy.

### National and regional foundation:

- Socio-economic development strategy in 10 years, for example, The Viet Nam's Socio-Economic Development Strategy 2001-2010.
- The regional overall socio-economic development scheme
- Sector development schemes
- The Party Congress' Resolution at the current term of the five-year planning
- The State policies on development of the previous years which still holds validity in the previous planning period.

### Local foundation

- Provincial overall socio-economic development scheme
- Sectorial development schemes within the locality's territory
- Provincial and District Party Congress' Resolution on the socio-economic development tasks in the new term
- Achievements from the previous five-year planning period

## 2.3 Five-year SEDP planning process

The development of a five-year SEDP will go through 8 steps as follow:

### Step 1: Preparation for five year planning

**Objective:** to prepare sufficient resources before initiating the planning process

**Requirement:** to clearly identify the time for carrying out various contents and stakeholders to be engaged in the preparation for the planning process.

**Main contents:** i) ensuring institutional set-up for planning, including the core group and other stakeholders; and ii) planning on the whole planning process.

*Ensuring an institutional set up for planning*

#### i) Establish the planning core group

This group plays an important role in ensuring the coherence and collaboration among different stakeholders in the whole strategic planning process.

Criteria for selection of members of this group include: strong planning expertise, strong capacity to organise, collaborate and coordinate for consensus building among stakeholders.

- o For SEDP planning, the most qualified people are those who are leaders of local authority (People's Committee), leaders and senior experts from planning, finance and statistics sections.
- o For sector development planning, qualified members often include leaders of provincial departments, sectors and agencies, leaders and senior experts from sectorial planning, finance and statistics sections

#### **Identify relevant stakeholders:**

- i) Representatives of local authorities (to ensure the legality of the planning process, accountability and reporting on the planning progress);
- ii) Representatives from local private sector (key enterprises that are engaged in provision of products and services in the locality and generate income for the local economy);
- iii) Representatives from social and mass organisations (including Women's Union, Youth Union, Farmers' Association and the alike who participate in the planning process as to protect the rights of their interest groups and make the planning process more transparent).
  - Develop a working mechanism and define roles and responsibilities of relevant stakeholders in the strategic planning process. This task is undertaken by the planning core group and is approved by Chairperson of People's Committee at provincial, district and commune levels.
  - Develop a detailed plan of action to undertake strategic planning: This task comprises of the following activities:
    - o Clarify the scope, process, objectives and expected results of local planning

- o Develop a work plan and assign tasks among stakeholders (who does what and when, results expected reporting mechanisms etc).
- o Conduct and attend planning workshops by local People's Committees and disseminate legal documents issued by the Government in the planning period.
- o Budget?

**Expected outputs:**

- Planning core group established;
- Stakeholders in planning mechanism identified

**Step 2: Potential analysis and evaluation of local/sector current development status in the previous five-year plan**

This step will be conducted in the fourth quarter of the final year of the previous five year planning period

Participatory assessment of socio-economic development status takes place at three levels, i.e. provincial, district and commune levels even though the commune level is not involved in five-year planning. However, the community at commune level can help point out the short-comings in rural economy, agriculture and trading and feature the development needs in the coming time.

At district level, the participation of district-level agencies in the assessment of the five-year plan will help clarify the cross-cutting relationship in the implementation of the previous five-year plan. It aims at pointing out the strengths and weaknesses of the last planning period, analyzing the opportunities and challenges in the next five-year planning. These discussions are also expected to draw the lessons learned in implementation and coordination of the last five-year plan of the local authority.

The collection and analysis of comments from the community and sectors will inform the next five-year planning for each district.

At provincial level, the consultative assessment on the last five-year plan also is required to point out the strengths and weaknesses of the macro management over the implementation of tasks, development programs, sector development policies and social development policies and so on in the province. Another thing is to consult on key issues which require more investment in terms of resources in the next five-year plan.

The information collected and processed from consultations at three levels combined with the sectors' evaluation and the five-year plans of districts and sectors will be an important input to make the provincial socio-economic development planning more realistic.

In this step, SWOT analysis will be used to identify strengths and weaknesses of the national economy's sectors and fields. (More details about SWOT can be found in Chapter 5).

Objective: to objectively recognize accomplishment of local socio-economic and environmental

development targets, achievements and issues; to fully identify the resources available for the next planning period.

#### Significance

- These will create a good foundation to inform the formulation of local development plan in the future.
- Results from the analysis of actual local development situation and potentials provide us with a general picture of the locality/sector in correlation with other localities or sectors regarding key issues such as development resources, socio-economic development level, environment, business environment, major consumption markets etc. in the past and at present.

#### Requirement

- Respect facts and not to distort the facts by subjective judgments of evaluators.
- Have a comprehensive and precise situation analysis with comparison to the past situation in the same respective locality/sector and that of other localities/sectors in the same region or in the whole country.
- Have a robust potential analysis of the locality (in terms of resources): geographical location and natural features (weather and climate); natural resources (land, forest, water bodies, lake, minerals etc.); financial and social resources, as well as other potentials in culture, tourist, population etc

#### Steps to take:

- Collect statistical data, mid-term review reports, evaluation on SEDP implementation of different sectors and districts in certain years. Primary data is newly collected through conducting new surveys, interviews, workshops, group discussions and consultation, etc. Secondary data are provided through research/studies and releases of national and local institutions/agencies and research existing data from relevant research and studies undertaken by central and local agencies or international agencies, for example, data from various large scale surveys of GSO, Provincial Price Competitive Index etc.
- Process and verify statistical data to spot out errors, if any as only clean data can help the locality have a sound and accurate analysis of the current development situation of the sector/field.
- Calculate data retrieved from statistical database system to find out the development trends, either positive or negative of local sector/field
- Group the statistical indicators into several systems, including:
  - o Indicator system to reflect the level of accomplishment of socio-economic targets (quantity, value and growth pace);
  - o Indicator system to reflect the social development issues, focusing on child issues (the rate of child malnutrition, child poverty, children out of school, school-age children mobilized to school etc.);
  - o Sectors (including economic sectors) need to pay attention to their plan and

- program's direct or indirect impact on children's well-being during the planning process;
- o Indicator system to reflect environmental resources and sustainable development (forest coverage, water and sanitation and land use);
- o Indicator system on state governance;
- Analyze policy impact used in the previous planning period and other factors influencing local socio-economic development (national and local policies, international integration status, climate change and the development of science and technology etc.)

**Commonly-used tools** include SWOT framework; problem tree analysis; time series analysis; statistical and descriptive analysis; cross-comparison analysis and evaluation; reflection upon the objectives set in the current planning period; policy analysis etc

*Strength analysis:*

- Analyze and evaluate the competitive advantages that have been utilized productively by sectors in the last five-year period
- Analyze the level of effectiveness in utilizing these competitive advantages
- Forecast the strengths and resources that may turn into weaknesses with the impact of global economic and market changes.
- Identify areas of resources which can become strengths to promote.
- Identify the organizations, local and individuals' strengths (if any).
- Identify achievements in some aspects of poverty reduction and the effectiveness of local poverty reduction programs
- Identify achievements in child's right realization; the cross-sectorial connection and coordination in implementing child protection and care in the market economy and global economic integration context

It is particularly important for different social areas to thoroughly follow the principle of "a child-friendly society", specifically:

- Always put children among the highest priority;
- Give all children equal care;
- Give children best education;
- Protect the environment for children

And, identify the achievements in environmental protection and ecological resource preservation

*Weakness analysis:*

- Analyze the biggest issues and newly-emerged issues facing the locality/sector in the new planning period due to the impact of the international and external changes.

- Identify barriers hindering the development of the locality/sector and social areas; identify restraints which slow down the growth of economic units and rural and urban development activities (including poor infrastructure and low-qualified human resources) and point out the bottlenecks which have been barring the locality/sector's development and the settlement of the bottlenecks will help create the development impetus for the locality/sector.
- Identify the drawbacks in right-based child protection and care in the last five-year plan; find out which restraints originating from the organization and policies which hinder the implementation of child care and protection
- Analyze some emerging issues regarding environment protection and natural resource preservation which might have negative impact on the socio-economic development, living conditions of the community and public health. These issues need to be addressed in the coming five-year plan.

It is important to focus on analysis of key issues to develop the problem tree

*Threat and opportunity analysis:* Opportunities are the existing and potential external factors that might bring in positive influences on the locality/sector's activities, while threats are either the external factors threatening the locality/sector's resources and values or internal factors which are out of our control.

Below are the questions to be asked when identifying the opportunities and threats

*Opportunity analysis:*

- Which opportunities did the locality take advantages of to maximize, improve, and stimulate the locality/sector's strengths?
- Was the locality good at forecasting and catching the opportunities to improve or lessen the internal weaknesses of locality/sector to achieve the targets?
- Which opportunities brought about by the external changes in each fields (economics, politics, society, policy, institution and culture) had direct impacts on the implementation of the locality/sector's plan?

*Threat analysis:*

- Which threats are likely to weaken or damage the identified strengths and subsequently affect the execution of the current plan?
- Which threats are likely to obstruct the appearance of opportunities anticipated by the locality/sector and solutions for them are in place to facilitate the locality/sector's successful implementation of the plan?
- Which existing internal weaknesses of the locality/sector worsened in the new implementation phase have hindered the implementation of the plan?
- The statistical database should be calculated to quantify the development for each year in the five-year plan to come.

*Expected outputs:*

- An analysis of the implementation of the previous five-year plan with indication of accomplishment or non-accomplishment of indicators/targets set in the plan and a clear analysis of causes and lessons learnt made



- Issues remained from the previous planning period and newly-emerged issues facing the new planning period identified
- Problem tree built
- An evaluation logframe built

### Step 3: Identification of development objectives and targets

Based on the overall objectives of the National Socio-Economic Development Strategy, the Overall Regional Development Scheme and the National Sector Development Scheme, strategic objectives for the incoming five-year plan are analyzed and selected,

This step is often conducted right after the evaluation in step 2 is completed, usually in early first quarter of the first year of the next five-year planning period

**Objective:** to select appropriate objectives and targets based on the new development context and available resources for the next planning period

**Requirement:**

- Development objectives reflect results (quantitative and qualitative) that a locality aims to achieve within a certain period of time (annually, several years, five years or longer) in order to realise the vision.
- Objectives must be specific, concise, and straight to addressing major development challenges/issues of the locality. Objectives must qualify all SMART criteria.

Local development objectives are often divided into two groups:

- Overarching impact to be achieved (long term or mid-term ) and outcomes (achievements necessary if the impact is to be attained)..

In the SEDP, the qualitative component is reflected in development objectives while the quantitative component is reflected in a system of development targets. This system of targets form a main part of SEDPs.

The content of this step focuses on the formulation and selection of locality/sector's socio-economic development objectives and targets.

**Steps to take:**

- Identify key issues/content for development of a locality/sector at the beginning of the planning period (using Step 2's results);.
- Assess and rank priority level of issues (from the most to the least pressing (using Step 2's results), using Scoring Matrix or Couple Comparison tools.

The next step is to develop local objective tree and select priority objectives for the five-year period in order to address the remaining issues from the previous planning period and the new issues emerging from the coming five-year period. In order to have a good selection, it is vital to conduct the analysis on the impact of the development context

***A detailed analysis on the impact of international economic and political environment,***

***particularly in the region which has direct impact on the selection of local objectives for the coming five-year planning period***

This activity seeks the answer to the questions:

- o Which economic and political changes can generate opportunities for the development of the country in general and the locality in particular, so as to support the smooth implementation of the next 5-year plan?
- o Which world political-changing move (for example, the parliamentary election and leaders' election in developed countries) will influence the global economy? (Political situation in developed countries has a great impact on their own economic benefit relationships in developing countries). Which opportunities can Viet Nam as a whole country and its provinces can take advantages of to set the goals higher than expected for the years to come. (Conversely, subsequent threats to the localities in their global economic integration due to the political change could also be anticipated.)
- o What is the national socio-economic status to respond to international economic commitments and the impact of the changing international context? Point out the socio-economic development trends of the entire country and its regions. How do these trends influence the identification of local development objectives in the next five-year plan?
- o Who are the competitors in the local value chain in the market value chain so as to prepare a strategy for maintaining and developing the market in the next five-year plan?
- o What is the impact brought about by the changing environment which will, in turn, badly affect the objective formulation for the next five-year plan under the new Government's Strategy?
- o How will socio-economic development and environment going to affect child care and protection work? For example, the global climate change and the rise in sea level will have a large impact on the economical growth of Mekong Delta region. These environmental changes will have a long-lasting impact on multiple planning periods when formulating rural and agriculture development objectives in the region

***An analysis on the domestic context which affects the selection of local development targets***

- The analysis must be able to point out:
  - o How the new development direction and scenarios of the country affect the selection of strategic objectives for the next five-year plan? (For example, how the economic difficulties due to inflation or the cut-down on public expenditure can affect the selection of targets for public investment and sectorial investment.).
  - o For district level, the analysis should only focus how the changes in the province can affect the selection of development objectives for the district in the next five years..
  - o Which issues in the national economy will hold back the implementation of sectorial development plans, and which objectives in the general socio-economic

development plan will be influenced by them? Forecast the basic solutions to address these issues

- o Which opportunities and challenges may arise from the macro balancing issues, monetary policies, regional development policies, and sectorial development targets in each region? How can these opportunities/challenges are utilized/addressed?
- o Which national policy and mechanism can support to generate positive impacts or create barriers on social development and environment protection?
- o How will the global, national and local development context influence the development of a child-friendly society?
- o This analysis is of extreme importance for the selection of development targets, policy forecast as well as mid-term budget forecast for the next five-year plan of the locality.
- Analysis on specific objectives
  - o Economic: Prioritize the field for development. Then, choose the product chains of the local competitive advantages so as to build the supportive policies in the mid-term and long-term plan.
  - o Set priority targets to address the bottlenecks which hinder the development speed and promote development advantages. Based on the overall objectives in the plan to choose to priority economic targets for the sector to be included in the socio-economic development plan.

*Social development:* Select key social issues to form an objective tree based on the problem tree. Prioritize objectives for poverty reduction, social security and social services in the planning period.

- o Regarding child issues, the objectives must be formulated for each sector. For the labor sector only, the objectives must be developed based on specific rights, including child labor before minimum age in the rural areas and child injuries due to traffic accidents etc
- o The overall objectives for sectorial development within the territory are considered the specific objectives of the local socio-economic development plan. Sectorial development objectives must be built upon the sectorial development scheme for the whole region
- o Finally, the system of development solutions should be established. This system is expected to be actionable, thus should not appear in general statements. Solution built upon the synthesis of major groups of solution from multiple sectors and based on the analysis of newly-emerging issues due to the impact of the changing national context and the remaining issues at the beginning of the planning period.
- o It is important to classify the solutions into single-sector implementation and multiple-sector implementation. This can form the basis for tasks division among the set oral agencies according to their core mandates. The cross-sectorial coordination in implementing the plan's solutions is considered a form of participation

*Economic development:*

To be able to set priority objectives which have high feasibility in economic sectors, it is necessary to analyze and select value chains. Therefore, in reforming the planning approach based on market opportunities, the locality needs to select the value chains which are prioritized in the sectorial development orientation in development, implementation, monitoring and evaluation of the five-year plan. The selected value chains might include those operating successfully and those on demand of the market and the locality and having development advantages.

The value chain analyzing techniques in planning will be presented in the guidelines of value chain analysis for market-oriented socio-economic development planning. The benefits of value chain analysis in planning and producing a result-based and market-oriented strategy include:

- o Renovate the locality's sectorial development scheme to make it more realistic.
- o Ensure the five-year socio-economic development plan with a rational sectorial structure and appropriate allocation of resources for those sub-industries having competitive advantages in the market
- o Develop a labor and employment plan and strategy
- o Reform the strategy for technological research in close relationship with development centers and the market.
- o Develop a provincial-level competition and integration strategy.

Activities for value chain analysis in the five-year development plan include:

- o **Activity 1:** Gather the policies related to sectors included in the locality's five-year plan; develop the questionnaires for discussion with stakeholders in development of business line.
- o **Activity 2:** List the products in sub-industries (e.g.: farming, fishery and machinery); develop criteria matrix to select the products for analysis.
- o **Activity 3:** Analyze the value chain and the chain links; point out the weakest links, and their causes, especially the impact of the sectorial development policies. Value chain analyzing techniques can be found in the reference books on value chain analysis or in the training for planners in the mid-term training batch.
- o **Activity 4:** Analyze the employment, technology and technical aspects in the chain; conduct cost-benefit analysis to create the foundation for developing policy recommendations in human resource development and technology improvement for chains.
- o **Activity 5:** Compare different chains and decide on which chains will be upgraded into the locality's competitive chains; develop the plan on upgrading the selected chains
- The selected chains will be put into the section of the priority objectives for socio-economic development in the five-year socio-economic development plan.

- Chain-supportive policies and mechanisms in the mid-term planning period will be developed and the priority on infrastructure investment, services and preferential loans for the chain development will be designed, implemented, monitored and evaluated along with the implementation of the five-year plan.

Based on overall and specific objectives of each sector/field, the targets for each selected objective will be developed using SMART criteria.

### Indicators/targets

Use the existing Indicators/Targets of the locality/sector as an entry point; update the above Indicators/Targets as required by the Decision No. 43/2010/QĐ-TTg dated 2nd June 2010 by Prime Minister on the national provincial, district and commune level's statistical targets system and different line ministries' regulations

### Expected outputs:

- An analysis on the impact of international and domestic economic context on the selection of objectives, targets and policies for the coming five year period.
- A system of objectives and objective-based targets developed.
- Competitive products chain identified.

## Step 4: Development of planning options (development scenarios)

**Objective:** to select the planning option or scenario appropriate to the local resource availability, comparative advantages and development setting in line with the major orientations of the national economy.

### Requirement:

- It is necessary to develop planning options or development scenarios based on different assumptions so that locality/sectors will be able to select the most relevant option (see Figure 1.6).
- A planning option describes a development approach of a locality/sector through a set of concrete solutions, activities and allocations of fund in order to achieve development objectives and targets (Step 4).

### Steps to take:

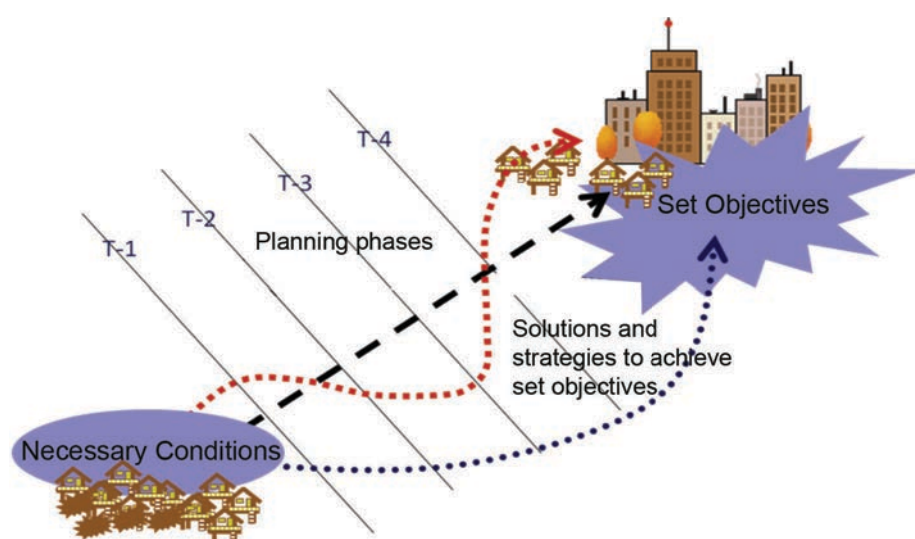
- The first step is to analyze resources, comparative advantages and external setting and impact to develop the planning options, including financial analysis in each option.
- Once different planning options are made, they will be shared for assessment. The assessment provides an opportunity for stakeholders to compare different options, identify similarities, strengths and weaknesses of each option and make decision on the best development option.

- After the best option is selected based on consultation results, the planning core group will plan on the development of detailed plan, including action plan, priority objectives, development indicators and balance of resources.

### Development of an action plan:

An action plan must be developed for the selected planning option. This action plan will act as a tool for local economic macro-management and as a foundation for completing sector and local plans.

**Figure 6: Formulation of different planning options (as presented by dotted arrows)**



### Requirement:

- The action plan is a detailed description of concrete activities in line with objectives and solutions set up in Step 4 and Step 5. The action plan should highlight activities to undertake, the implementation sequence, time frame, types of input needed, expected output, roles and responsibilities of implementing agencies
- An action plan should ensure the feasibility in terms of timing, budget, human resources and other existing resources.

### Steps to take

- Develop indicators in line with planning objectives and most feasible solutions.
- Develop planning logic log frame with objectives, targets, solutions and activities.
- Balance the budget for different objectives for budget allocation.
- Assign responsibilities/tasks to stakeholders.
- Develop planning logic log frame.
- Circulate the plan for comments and finalize the plan

Development of an action plan means to organize and facilitate the collaboration among different systems, localities and units in order to achieve the defined objectives and targets in the most effective manner. This session includes: i) organizing the management system (of organisers and sections which have coordination and leading functions); ii) facilitating the collaboration between different related units, the employment of methods, tools and resources for implementation.

Questions to be answered during the action planning often include: What to do? How much to do? How to do it? Who participates? When to do? When to complete? What are the resources available for activities and what are expected outputs? etc.

### Step 5: Phasing development objectives

*This step is conducted around early quarter 1 of the first year of the new five-year period..*

**Objective:** to identify priority objectives for each year in the five-year period to suit available socio-economic conditions and resources of the locality

#### Phasing development objectives

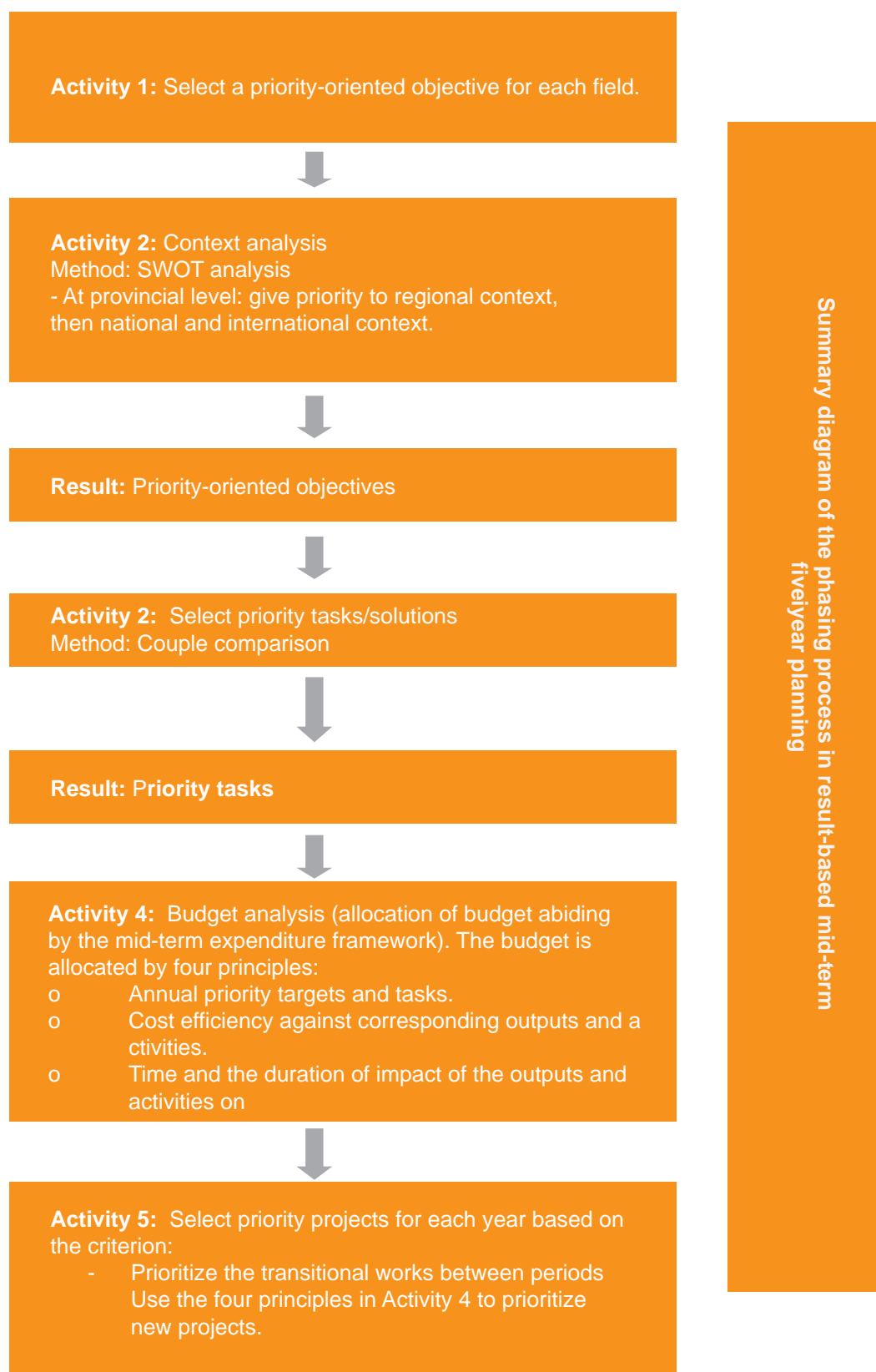
Once the development objectives, solutions and indicators are developed, the next step is to phase the plan into years. The phasing of the plan into years is very important. It determines the return on public investment reflected in the selection of priority tasks as breakthrough in the five-year planning period.

In the first years of the planning period, skills of phasing will be trained separately. This document only provides an overview on the phasing steps in the five-year plan as in Figure 2.1.

**Stakeholder analysis:** The stakeholder analysis should include a baseline analysis of institutional capacity, gender issues and the needs of vulnerable groups, e.g. people with disabilities. Usually, these are the target groups of social policies



**Figure 7: Activities in the phasing techniques of the five-year plan**



**Requirement:** Include those objectives and prioritize the resources to address immediate issues, which will create a spillover effect for the whole planning period

**Expected outputs:**

- Objectives, action plans, solutions, value chains and planning targets phased for each and every year in the five-year period

**Step 6: Development of the five-year plan and planning logic log frame (mid-term planning) and M&E framework**

*This step is conducted in the last month of quarter 1 of the first year in new five-year period.*

**Objective:** Finalize the plan with objectives, targets and solutions phased for each year.

All the contents completed must be synthesized following the steps above and the plan and the planning logic log frame are also developed. Once finalized, they should be put into the log frame of the local SEDP. Specific planning logic log frame is presented in the first Appendix of this document. The log frame must include all the key issues at the beginning of the five-year period, overall objectives and specific objectives for each field and sector. Along with these contents is the column for development indicators. The next column presents innovative solutions selected before with clear indications of the main implementing agency, cross-sectorial coordinating agencies and budget allocation.

The log frame should be made concise, avoiding wordy explanation. The log frame, once completed, should be reviewed by the team several times before the first draft is circulated for wide consultation.

Given the availability of situation analysis on the sector/area, participation of the district at different levels and sectors in the province, the district will analyze the information within their jurisdiction and sector to develop the mid-term five-year sector development plans and the five-year socio-economic development plan for the district. The sector plan and the district SEDP are expected to be able to reflect the value chain in priority works in sector's phasing or district's allocation. The sector plan and the district SEDP must be submitted in early June of the final year in the previous five-year planning period.

Districts and sectors only need to submit the logic log frame to Department of Planning and Investment. The official version can be submitted later once the provincial five-year SEDP is revised.

<p><b>Main products</b></p> <p><b>of this step</b></p>	<p>Five-year sector plan's logic log frame with priority objectives and strategic product chains selected.</p> <p>Orientative policies for the sector development.</p> <p>SEDP's logic log frame for district level with priority objectives and the approved priority chains of all sectors in the district</p>
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## Development of the M&E framework

In fact, this is not a planning step but a planning process covering the planning, implementation and M&E. M&E also starts from the point where the plan is implemented till the end of the planning period.

Monitoring and Evaluation (M&E) is very important as it responds to the fourth strategic question: “How does the locality/sector know that it has reached the defined objectives/targets? Or “How does the locality/sector know that it has been on a right direction?”

M&E in Viet Nam maintains a weakness during the planning process due to the weak foundation for M&E, that is the incomplete system of M&E indicators/targets of the locality/sector. Other reasons include full reliance on the reporting system from lower levels and the irregularity and inaccuracy in updating database etc

### Step 7: Wide circulation for consultation and finalization of the five-year

*Concrete techniques for this step will be put into details in Volume 2 of the guidelines.*

*This step is conducted in around April, or May of the first year of the new planning period*

**Objective:** to collect comments and feedback from different sectors, provincial authority, businesses and community representatives on the evaluation of the last five-year plan’s implementation, the direction for socio-economic development and the planning environment for the next five years

### Documents for consultation:

The draft five-year plan and its logic log frame are two important documents for wide consultation with all SEDP-related stakeholders.

### Steps to take:

- Participants to the consultation are divided into economic, socio-cultural, environmental development and state governance groups.
- Each consultation group includes a facilitator and a secretary to record all comments. It should be noted that the group facilitator and secretary must be group members but not the members of the technical group.
- Each group will be participated by two staff from the planning core group so that they can respond to questions raised by the group.

At provincial level, direct group discussions with consultation from leaders from the People’s Committee, People’s Council and provincial departments in each specific objective, solution and targets as well as the strategic product chains in the planning log frame.

- At the end of the day, the secretaries will work together to consolidate and classify all collected feedbacks and put into a daily consultation minute and then share them with the team in charge of the logic log frame revision
- The revision team will base on the feedback to revise the logic frame.
- Once the logic log frame is finished, the technical team will convert it into words. The

local SEDP will be basically developed. The techniques for translating the logic log frame into text will be discussed in Chapter 5 below.

***Expected outputs:***

The key product in this period will be the local five-year SEDP (the log version) along with the five-year plan's log frame and the five-year M&E framework (with development targets phased by year and the list of capital construction works in five years and phased into each year).

**Step 8: Submission of the five-year plan to the Provincial Standing Committee, People's Committee, and People's Council for approval and implementation arrangement**

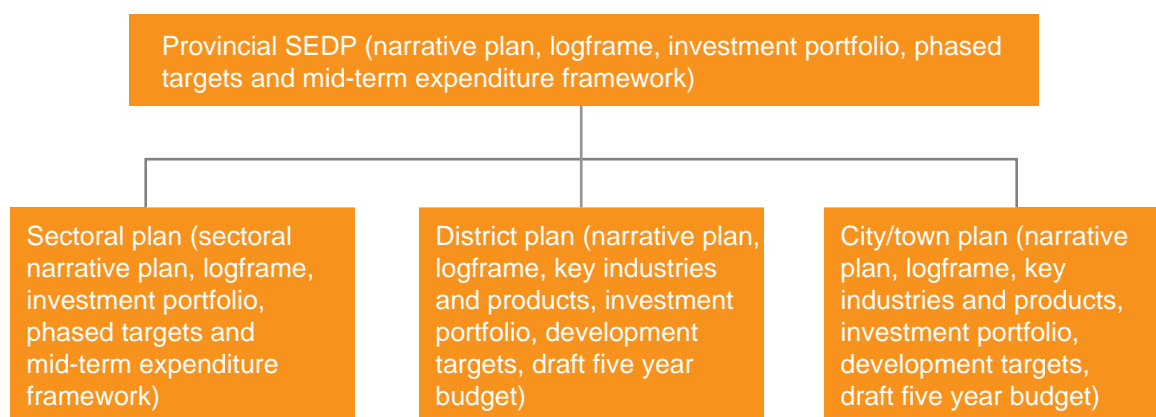
Department of Planning and Investment will finalize the plan and submit to the Provincial Standing Committee, People's Committee and People's Council for their consideration and initial approval before submitting to the Ministry of Planning and Investment. The local SEDP will be submitted to Ministry of Planning and Investment for its consideration on the ceiling rate in the mid-term expenditure framework for the locality on 20th July in the final year of the previous planning period.

The local five-year SEDP will be revised and adjusted based on the overall orientation from the national five-year SEDP and the Resolution on socio-economic development of the provincial Party Committee in power. The Department of Planning and Investment will finalize the plan and submit to the People's Committee and People's Council for official approval in December of the final year in the last planning period.

After the provincial five-year SEDP is revised, the sectors and districts' five year plans are also revised accordingly and approved by the People's Committee through the People's Council at corresponding level.

Upon approval, these plans will become legal planning documents and be put into implementation.

**Figure 8: Products of the local mid-term five-year planning**



**Step 9: Monitoring and evaluation: see Volume 2. Monitoring and evaluation of socio-economic development plan**





# CHAPTER 3:

# GUIDANCE ON ANNUAL SEDP DEVELOPMENT

## 3.1 The significance of annual SEDP

In essence, the annual development plan is a description of tasks assigned in the five-year plan of the locality/sector. The annual plan of the locality will help align the phasing with the changing socio-economic context.

Upon the mid-term review which is conducted after 2 to 3 years since the plan is implemented, locality/sector's five-year plan's objectives and targets can be revisited to make it more in line with the national context and international economic situation.

Once the mid-term review and adjustment to the initial objectives and targets of the plan are made, objectives of the following years will also be adjusted along.

However, as Viet Nam has not adopted mid-term expenditure framework, it is still a need for Viet Nam to develop annual plan and budget analysis and budget plan.

## 3.2 Rationale for planning of the annual SEDP and the annual budgeting

### 3.2.1 Rationale for annual SEDP planning

- The directive on annual planning of the Prime Minister and its guidelines issued by Ministry of Planning and Investment and Ministry of Finance; the Guidance Framework of the Provincial People's Committee composed by Department of Planning and Investment (on investment plan) and Department of Finance (on the recurrent expenditure plan).
- The current five-year plan of the locality/sector (ways forward to development, objectives/targets and implementation solutions).
- Review of performance of preceding annual plan.

**Notes:** Once the locality/sector's logic log frame for the five-year plan and phasing



of five-year development targets for each year have been made available, the development of the annual plan's logic log frame for the locality/sector will become a simple task: (i) Build on the five-year plan's objectives, targets and solutions to develop the annual plan's objectives and solutions and have some minor adjustment to fit the actual context (based on the performance evaluation of the previous five-year plan and forecast on the development in a few years to come); (ii) Identify the activities to be carried out for the year and the phased resources and the direct outcomes (output) for identified activities (see Figure 1.2 on planning logic). .

- The mechanisms and major policies that have an impact on the development during the planning period, including those related to production, business, export-import, social security and changes in socio-economic administration decentralization;
- The status and performance evaluation of SEDP and the sector plan of the current year and resources for development in the coming year
- The resolution of the provincial/district level Party Committees and the sector's party executive committee on socio-economic development and sector development in the year to come (way forward for development and targets and solutions etc.).

### 3.2.2 Rationale for budgeting

Budget revenue and expenditure tasks assigned by the Law on the State Budget;

State budget allocation norms (Decision No. 151/2006/QĐ-TTg on the budget allocation norm for recurrent expenditure and Decision No. 210/2006/QĐ-TTg on the budget allocation norm for investment);

Changes in terms of policies on revenue and expenditure for the planning year;

Local socio-economic development directions;

#### *Budget revenue planning method::*

- Revenues are divided into types, one is relatively stable and the other is seen as unstable source (e.g. revenues from land, revenues from import and export)..
- For a relatively stable source of revenue, the revenue projection is based on growth rate of value added by the province during the past 2 or 3 years (GDP growth), plus inflation rate of the year; expected growth and inflation rate of the planning year; by October, after discussions with central level, revenue estimates will be revised based on results of the discussions (usually become the targets on revenues of the province).
- For the revenues to be collected from land use, it should be based on land-use plan of the province, and bidding progress for land use and real estate market situation
- For revenues from import-export activities, it should base itself on export-import turnover, tax rate, and the central administration strategies in imposing tax on import-export businesses.

#### *Budget expenditure planning method:*

- Expenditure plan is made based on the actual expenditures of the previous year and estimated expenditures of the current year.
- It is also built on newly- issued or revised policies and regimes applied in the planning year, which are available to the locality.
- It should be made in line with the centrally-allotted expenditure targets which are determined by the central system of budget allocation

As the mid-term expenditure framework has not been adopted, the planning must be carried out on a yearly basis. Therefore, we have consolidated the planning practice in some localities into provincial, district and sector annual planning process as follow.

District and sector levels share the same process. In terms of timing, district and sector planning will be conducted before the provincial planning and the draft plan will be submitted to the Department of Planning and Investment at least 20 days before for the synthesis on the status and needs for investment of the province.

Below is the provincial development planning process.

### 3.3 The process of annual development planning

#### 3.3.1 The process of provincial SEDP and budget planning

This process has two phases with steps as follow:

***Phase 1: Participation to the Central SEDP (From late May to the end of August – to 30th July):***

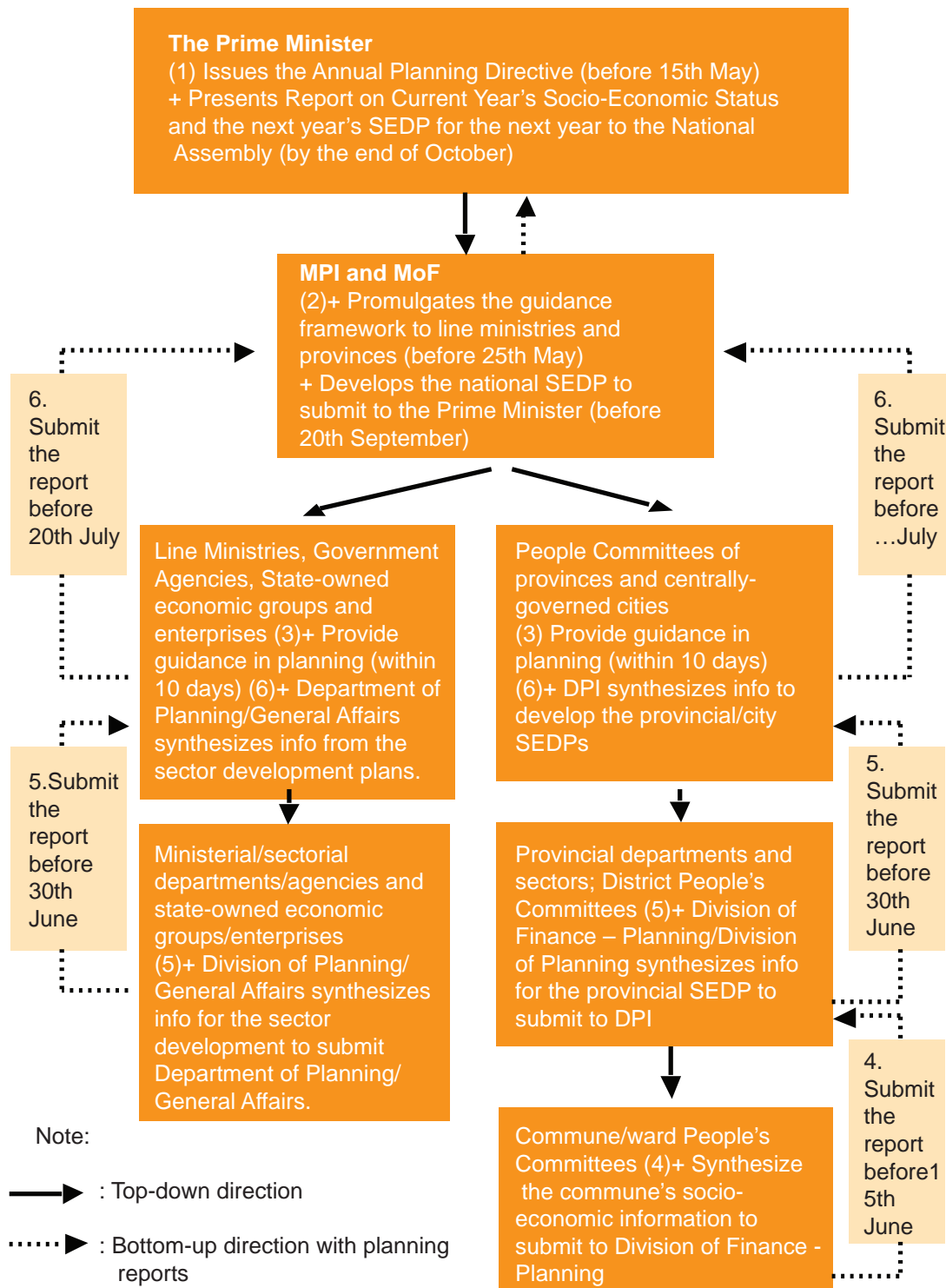
##### Step 1: Initiate annual planning

##### ***Purpose:***

- Announce legal documents from relevant local authorities at all levels on SEDP planning.
- Announce the planning guidelines
- Officially initiate the annual planning.

##### ***Methods***

Within 10 days since the date of receiving the Directive and Guidelines on annual planning from the Government and the MPI, DPI and DoF support the People's Committee of the province/ centrally-governed city to develop the planning guidance framework and the cost estimate of revenues and expenditures and share them with the departments, sectors and districts within the province's jurisdiction as a foundation for developing the provincial SEDP for the next year

**Figure 9: Summary process and progress of annual development planning**

However, it is not necessary for localities to wait for the Planning Directive from the central level to start on their planning at district level. Provinces can take initiative in guiding needs planning and situation analysis for district level.

**Division of Finance – Planning assists the District People’s Committee** in guiding the divisions and committees at commune/ward/town level and its subordinate agencies to develop the next year’s plan.

**Method:** organizing guidance workshops; sending official letter and document to stakeholders as mentioned above.

**Tools:** Log frames and forms consolidated of the province for each level/agency

**Outputs:** well-informed annual planning guidelines for departments/sectors, districts and communes

**Step 2: Develop provincial-level SEDP logic log frame, capital construction estimate and cost estimate (from 30th June to 19th July)**

**Purpose:** to form the budget estimate to inform the budget planning of the planning year; to form annual planning logic log frame based on the phasing of objectives in five-year period

**Methods**

- In order to synthesize the needs for capital construction in villages, residential clusters, the commune can consult with the people through community consultation. Due to the limited expenditure for community consultation, this can be done through meetings of residential clusters, villages and meetings of mass organizations such as Women’s Union, Youth Union, Veterans’ Association, and Farmers’ Association
- Communes/wards/towns can synthesize the needs for investment in capital construction and consult with commune leaders with participation of village leaders to select the priority works for the planning year.
- From the 5th to 15th June: Subordinate units (divisions, committees, communes/wards/towns) within the district’s jurisdiction make and submit the report on the estimate of needs for investment in capital construction and cost estimate of revenues and expenditures in the next year to Division of Finance – Planning for its synthesis and reporting

**From the 16th to 29th, June: Subordinate units (departments/ sectors/districts/ state-owned enterprises)** within the province’s jurisdiction synthesize/make and submit the estimate on the needs for investment in capital construction and the cost estimate on revenues and expenditures in the coming year to the DPI and DoF before 30th June for their synthesis.

*The tools used to select the priority works may include the criteria-based grading or couple comparison*

Method and tool: to collect/gather statistical data and socio-economic data to fill in the forms for department/sector/district level.

**Expected outputs:**

- SEDP planning logic log frame developed

- Budget estimate
- Budget revenue and expenditure estimate

**Purpose:** to defend the plan and budget plan at central level to ensure its alignment with national and regional major directions

**Methods:**

- The DPI synthesizes information and put it into the provincial initial SEDP framework and the provincial estimate on capital construction;
- The DoF synthesizes the initial estimate on revenues and expenditures and prepares the expenditure allocation for plan's targets, budget targets and submit these to the Provincial Party Standing Committee, Standing People's Committee and People's Council for their approval.
- The Provincial People's Committee, the DPI and the DoF present and defend the proposed SEDP, the estimate on capital construction and the budget estimate of the province before the MPI and MoF; then finalize these three documents to submit to the MPI and MoF.

Among the products in the box above, the corresponding documents at district level must be preceded. Documents at provincial level prepared by DPI and DoF will be developed at the same time with discussion and participation of various stakeholders

***Phase 2: Finalization of the planning logic log frame, M&E framework and the budget plan at all levels and sectors (from the 1st August to the end of December)***

**Step 3: Revise and finalize planning logic log frame and develop M&E framework (15th August to 15th September)**

***Purpose:***

- To finalize planning documents, including the planning logic log frame, budget plan at provincial, district and sector level after comments are made by Ministry of Planning and Investment and Ministry of Finance
- Develop the M&E framework

***Methods:***

Based on the province's initial SEDP logic log frame, the initial SEDP, the estimate on capital construction and the budget estimate approved by the MPI and MoF

- The DPI provides guidance and requires its subordinate units (departments/sectors/districts and state-owned enterprises) at provincial level to review and update the current year's plan implementation and revise and finalize the planning log frame and the M&E framework for the coming year of the sector/unit..
- Collect/gather statistical data and socio-economic data to fill in the forms; consult with the local leaders for their feedback and suggestions
- Division of Finance – Planning at district level provides guidance and requires its

sections/committees/communes/wards/towns and its subordinate units to review their current year's plan implementation and develop the planning log frame and the M&E framework for the coming year of the unit.

- Districts revise the planning log frame and develop M&E framework for the next year to come for district level and subordinate units

**Tools:** SEDP logic log frame and forms for district level (see Annex 1a and 1b)

**Expected outputs:**

- Planning log frames for sector, district and provincial level revised after its defense before MPI
- M&E framework for sector, district and provincial level developed

**Step 4: Share for comments and finalize the planning log frame, M&E framework and the plan log at unit level (from 15th October to 15th October)**

Steps to take, documents for consultation and methods of consultation are similar to the consultation of five-year SEDP in step 7 of the process of five-year SEDP planning in Chapter 2.

The locality/sector/unit circulates the current year's performance evaluation, the planning logic log frame, the M&E framework and the next year's plan for comments from local/sectorial leaders, experts, mass organizations, the civil societies and big enterprises in the locality. The consultation time is limited to one week (from 15th to 22nd October).

Later, the planning section of each locality/sector synthesizes the comments for reference during the finalization of the planning log frame, the M&E framework and the plan's log of the locality/sector and submit to the DPI before 15th November (for department/sector/district level) or Division of Finance – Planning before 31st October (for division/committee/commune/ward/town level) for their synthesis.

**Expected outputs:**

- Provincial SEDP log frame, M&E framework and plan log
- District/township level SEDP log frame, M&E framework and plan log
- Department/sector/division level planning log frame, M&E framework and plan log

**Step 5: Approve and arrange the implementation of plans at all levels (December)**

**Early December:** The Provincial People's Committee submits the provincial SEDP at the Provincial People's Council meeting for approval; the People's Council issues the resolution for implementation.

**The Provincial People's Committee** assigns targets of the Plan and Budget to departments, sectors and localities, based on the resolution of the Provincial People's Council and provides detailed guidance to departments, sectors and localities right after the targets are assigned. Given the Decision of the PPC Chairperson, the guidance from the DPI and DoF, sectors

and departments and district people's committee will decide on the arrangement of the plan implementation to lower level in December.

The final product of the planning process is a set of documents, including:

- The provincial SEDP's log and the SEDP logic log frame (to be completed by the DPI)
- The SEDP's M&E framework and the provincial plan on capital construction (to be completed by the DPI)

The statement on the provincial budget estimate for the coming planning period (to be completed by the DoF)

**Step 6: Monitor and conduct mid-term and final reviews by the end of each year (See Volume 2 of the Guidelines)**

The district-level SEDP must be developed prior in order to inform the baseline information to the provincial SEDP

Similar to the planning process of the provincial SEDP, the planning process of the district-level SEDP can be divided into two phases. Steps to take are also the same. However, some considerations should be noted as follow:

- Unlike the provincial and district-level plans, the SEDP at commune/ward/town level is the lowest-level plan; therefore, the plan at this level focuses much on concrete activities with corresponding inputs and outputs.
- Another difference is that, at commune level, there is no full-time officer in charge of planning. As a result, planning work will be done by a planning team with the head as the Chairperson or a Standing Deputy Chairperson of the commune/ward people's committee and members from the admin office, the statistics section, the accounting-finance section, and construction – land section and so on.
- It is necessary to organize discussion in villages/hamlets to assess the needs and understand the socio-economic status at village level to inform the commune-level planning.
- It is also important to integrate different resources for poverty reduction in poor communes.
- Districts consolidate information from commune and division-level plans to finalize the district-level plans, then submit it to provincial level about 15 to 20 days before due date of 20th July each year.

Specific outputs of district-level planning include:

- District level SEDP
- District level SEDP log frame
- Budget revenue and expenditure estimate and capital construction estimate



### 3.3.3 The department/sector-level planning process

The department/sector development plan has the following characteristics:

- The provincial SEDP planning (cross-cutting) is presented in the general section with general objectives, major solutions and key targets indicated.
- Regarding the sectorial specialty (line management), the plan does not only ensure its adherence to the major directions of the governing ministry/sector but also provides the orientation to the lower-level planning. The guidance from ministries/sectors is highly-specialized, depending on the political mandate and organizational structure of each respective ministry/sector.

This process also goes through two phases like these two steps of provincial SEDP planning process. The department/sector development planning must start before and finished after finalizing the district's plan when the budget plan is officially approved.

The department/sector-level planning process has two phases with the same steps as those of provincial-level planning process; yet it will be started one month prior to provincial-level planning process.

The final products of the planning process are a set of documents, including:

- The department/sector development plan's log and the planning logic log frame;
- The M&E framework and the plan on capital construction of the department/sector;
- The budget estimate of the department/sector for the coming planning period

Based on the Decision of the PPC Chairperson and the guidance from the DPI and the DoF, departments and sectors decide on the assignment of plan to the lower level for their implementation before 31st December.

## 3.4 Aligning the annual plan to the five-year plan

The current practices in most of provinces and sectors across the country showed no differentiation between the five-year plan and the annual plan. In some localities, they are identical in structure, contents and wordings. This is due to the poor understanding of planning sections at all levels of the close relationship and differences between the annual plan and the five-year plan.

In the spirit of reforming planning process, the five-year plan provides the mid-term direction, objectives and solutions to the development of a locality/sector towards successful implementation of the orientations and objectives outlined in the national and provincial ten-year SEDPs.

The annual plan presents concrete steps /activities specific to the locality/sector toward achieving the goals stated in the five-year plan. The five-year plan is phased into yearly period with development targets, works to be done and selected value chains. Therefore, basically the annual plan restates the tasks of the five-year plan phased for each year. However, these solutions and activities are made more concrete for the planning year.

The annual plan is highly quantitative and mainly focuses on translating goals and solutions in five-year plan of the locality/sector into concrete activities, using inputs (resources) to produce direct outcomes (outputs)

The knowledge on phasing the five-year plan by the priority objectives for each year based on the balance of mid-term expenditure framework is not currently and popularly applied in Viet Nam. As a result, the planning is done and defended repeatedly and separately for each single year; therefore, there is little connection between the annual plan and the five-year plan to make them a system. It is important that the annual plan must be built on the development orientation of the five-year plan with appropriate adjustment to fit the domestic and international socio-economic context which can have the impact on the implementation of the five-year plan which can't be anticipated at the time the plan is developed



# CHAPTER 4:

# BUDGET ANALYSIS AND PLAN ANALYSIS

## 4.1 Concepts

Among others, budget is considered an important element in developing an SEDP. Budget, together with other development resources, does not only serve the input to nurture a locality/ sector's activities on social and economic development and environmental protection, but also serve as the production input for all businesses in the national economy.

These resources belong to a nation, a region or a province and are mobilized to support development objectives of that area.

## 4.2. Resources analysis

**Needs are endless,**

**Resources are always scarce**

Resources analysis is used to identify resource opportunities to support the socio-economic development process. Since resources are always scarce, resource analysis becomes a critical instrument to ensure our resources, especially natural and financial resources are invested in the most cost-effective manner, especially the natural and financial resources

There are five main types of resources

- Human resource (people, labor, intelligence)
- Financial resource (cash, credit, precious metals, financial commitments, aid, loans and receivable sources, investment, interest, etc.)
- Natural resources (land, water, forest, air, minerals, sea, continental shelf, etc.)

- Social capital (relationships, institutions, social and cultural traditions and norms)
- Material capital (local property, enterprises, infrastructure, etc.)

Financial resource can be categorized into two forms: one is referred to state budget to cover public expenditures and the other belongs to enterprises, households and others.

### State budget

*State budget (SB)* is a form of revenue-expenditure plan or estimate approved by an authorized agency to give financial assurance to the Government and local administration activities and to the implementation of development targets throughout a fiscal year.

*The revenue-expenditure plan of central and local Government* for one year is called as a budget year or a fiscal year. According to the Law on State Budget revised in 2002, in a fiscal year, the annual budget at national level shall be approved by the National Assembly, while the fiscal budget of a province shall be approved by the Provincial People's Council.

*The timeframe defining a fiscal year varies from country to country due to the subjective decision made by leaders of each country.* For instance, while Vietnamese fiscal year is from 1st January to 31st December in a year, American financial year commences on 1st October of a year and ends on 30th September of the following year, and almost all European countries have its fiscal years started from January 1st and ended by December 31st. Japanese financial year has a different term, from April 1st of a year to March 31st of the following year.

In fact, the State budget reflects economic-financial relationships between authorities and society in the process of mobilizing and using financial resources for government spending and investment for development.

These relationships are between:

- The State and enterprises
- The State and financial brokers/intermediaries
- The State and households
- The State and social organizations
- The State and international financial market

According to the Revised Law on the State Budget 2002, the budget system of Viet Nam consists of the following levels:

- The central budget
- The budget at province/centrally-governed city level
- The budget at district/township/provincially-governed city level
- Budget at commune/ward/town level

The organization assisting the Government and local authorities in budget management is the State Treasury. The system of state treasuries from the central to district was established under the Decision No.07/HDBT dated 1st April, 1990 and has been officially operating since April 1990.



### 4.3 The role of state budget in the process of result-based and market-oriented planning

The state budget is among the economic tools that help the Government and local authorities stabilize the macro-economy, ensure national security and defense, and address issues of social development and environmental protection.

The specific functions of budget are:

Budget is an important source for the Government & local authorities' expenditures to implement planned development activities as set in the annual budget (fiscal year).

Budget is a tool of the Government and local authorities to regulate and support the macro socio – economic development: (i) encourage those necessities; (ii) support the economy during recession and change; (iii) orient the investment in order to form the competitive advantages; and (iv) reduce the poverty and ensure social security and public services such as education and health etc.

It could be said that state budget helps ensure the basic national and local socio-economic development activities in the planning period.

Besides, given its role as a socio-economic regulator, the Government and local authorities also adopt mechanisms and policies to mobilize the sources beyond the state budget, including:

- ODA projects
- Loans at credit
- Enterprises' contribution
- Insurance
- People's contribution
- Others

These financial resources play a very important role in providing additional support for the country and its localities to implement their plans.

### 4.4 Aligning budget analysis with plan analysis in local planning

#### 4.1.1 Rationale

There remains poor relationship between development of the plan and result-based budget analysis during the planning process, including monitoring and evaluation of the local strategic SEDP.

Aligning budget analysis to planning is essential for the following reasons:

Local resources are always scarce; the ability to increase resources in short term is very limited while the needs of investment for development are huge and on always on increase. As a result, local authorities need to prioritize the use of resources for a given time frame.

Principle of compliance: the expenditure must always be based on specific plans and policies.

The separation of plan, policy and budget will lead to the following consequences

- Failure to achieve the planning objectives
- Unfeasibility of plans and policies
- Non-strategic and spreading allocation of resources
- Inability to maintain fiscal disciplines, public finance efficiency, transparency and accountability

### 4.4.2 The method of budget analysis and plan analysis alignment

To link budget analysis with plan analysis, we use the mid-term expenditure framework and the Law on State Budget.

Mid-Term Expenditure Framework introduces the following definitions:

Medium-Term Financial Framework consists of a report on the objectives of the financial policy, financial targets, medium-term macroeconomic focuses and implementation plan.

The Medium-Term Budget Framework is built on the Medium-Term Financial Framework. The purpose is to allocate the resources for national strategic priorities (mid-term) and in line with the overall financial targets.

Medium-Term Expenditure Framework (MTEF): MTEF will continue on the development of medium-term budget framework by supplementing a process of activity based and result based budgeting. This framework is designed to improve the efficiency of public spending, while pursuing the objectives of fiscal disciplines and implementation of strategic priorities.

### 4.4.3 The procedure for aligning budget analysis with plan analysis

#### Step 1: Identify the Medium Term Macroeconomic Framework

Forecasting medium term financial and economic situation => setting up medium term financial and economic objectives & policies.

Estimating mobilized resources (including state budget and non-state budget)

#### Step 2: Set up the initial ceilings

Allocating the resources base on the local's priorities, using the order below:

- Sectorial priorities under the targeted priorities of central government
- Sectorial priorities under the targeted priorities of the provinces
- Sectorial priorities under the targeted priorities of the districts
- The influencing roles, power and approach of a sector
- Sectors and industries' funding needs to obtain the goals and objectives.



### Step 3: Review objectives, outputs, targets & activities

- Defining the missions: this should be determined based on roles & functions of organizations; strategies, and medium & long term socio economic development plans
- Understanding current situation: facts on local situation
- Formulating the strategic objectives: based on the expected outcomes and situation analysis, the strategic objectives should be established to support the achievement of organizational mission
- Evaluating the strategy and policy to identify the needs of adjusting the methods, means and activities
- Setting up the expected outputs in terms of (1) quantity; and (2) quality based on the analysis of the situation and targets
- Identifying the activities to achieve its expected outputs: targets indicating outputs (quantity and quality) would help to identify the detail activities and their scopes

### Step 4: Work on the cost estimate and program priorities for medium term period

Figuring out the necessary inputs including its quantity and quality to achieve the targeted outputs, noting that:

- Price could vary in the context of different regions.
- Input prices are not constant over time.
- Principle “operational efficiency shall decide the expenditure per activity” has to be observed.
- Activities can be prioritized by comparing initial resource ceilings with the proposed cost estimate for the activities.
- The level of influence can be made directly by outputs and activities to the sectors’ targets

Identifying the period that output and activities that could sustain to maintain impacts leading to the targets, cost-efficiency for generating expected outputs by implementing respective activities and the capital needs including the amount might be arising in future

### Step 5: Set the final ceilings

The first thing is to identify the duplication, overlap and interdependence between sectors and industries.

The strategic plan of each sector and industry is to (i) identify its mission and targets; (ii) be consistent with the objectives and goals set by higher level; and (iii) be realistic about outputs and activities.

Industrial and sectorial cost projection is based on the set targets and expected outputs and should consist (i) the reality of estimation; (ii) the conformity and compatibility between the sectorial priorities and the ones decided by higher levels; (iii) the levels of satisfaction to these priorities within the scope of the preliminary ceiling resources; (iv) the list of the activities to be eliminated or reduced in term of operational scale and specific impact

**Step 6: Finalize the 3 years and annual cost estimation.**

Once the final ceiling level is decided, the cost projection should be finalized by delaying or reducing the number of the activities which are perceived as less prioritized.

**Step 7: Synthesize five-years budget for individual targeted priority**

**Table 4.1. The differences between traditional budget and Medium-Term Expenditure Framework**

	Conventional budget	Medium-Term Expenditure Framework
Overall financial disciplines	Being concentrated on short term microeconomic issues	Set the short-term macro-economic issues in the context of medium macroeconomics.
Links between policies, plans and budget (reflecting abilities and willingness to prioritize spending programs)	Some policies are not connected to the availability of resources.  =>Policies lack sustainability and have poor feasibility  =>The expenditure/ spending does not reflect the priorities of the Government.	The policy-making is itself influenced by the availability of resources.  =>Links between policies, plans and resources.  =>The expenditure/ spending projection does reflect the government spending priorities.
Achievements	Attention paid to control inputs	Emphasized to create quantity & quality of outputs in the context of limited resource.
The autonomy of the budget management staff	Generally low; inputs are controlled in detail	Relatively high; they have more right to sort out the methods/ ways to obtain outputs.





## CHAPTER 5:

# METHODS AND TOOLS USED IN STRATEGIC PLANNING

### 5.1 Participatory methods

#### 5.1.1. Group discussion

Definition: This is a well-organized and guided method of working with clear objectives among more than three people where selected topics or themes are discussed. The main purpose of group discussion is to share views, get contributions from all members in a democratic manner, and reach consensus of opinion among them on the discussed topics.:

Group discussion is often used to:

- Exchange and support views on one or a number of issues among group members.
- Generate interest and consensus on one or a number of issues among group members.
- Help members to present their opinions/thought
- Utilize the brain of the whole group.

#### Process of group discussion:

Facilitator (the one who facilitates the whole discussion):

- Introduce the topic for discussion and specific questions to be discussed;
- Introduce key requirements for the group discussion (time, content, expected results, methods for recording the discussion/information);
- Arrange the locations for each group



Each group needs to nominate a group leader in charge of the whole discussion and a secretary to help with the minutes. Then the discussion starts following the above mentioned guidance. Facilitators should visit each group in order to i) provide support or explanation for greater clarity among members; ii) ensure that the discussion is serious.

Facilitator requests presentation of ideas by each group and ask for comments from others.

Facilitator, based on contributions as well as ideas of all groups, summarizes results of discussions, thanks all participants, and ends the discussion session.

Dos and don'ts during group discussion:

Dos:

- Create an open and relax environment among group members.
- Motivate/encourage the timid members.
- Respect feedbacks from all members

Don'ts:

- Let the discussions to be dominated by one or two persons
- Create a sense that the facilitator is a super-expert that prevents members from exchanging their views.
- Criticize each other's viewpoints during the discussion

## 5.1. 2. Brainstorming

*Definition:* Brainstorming is a tool to seek as much creative solutions as possible to new or difficult problems within a relatively short time. Ideas or images about a new issue that needs to be addressed should be expressed by discussion guides in a spontaneous way in order to provoke as many ideas from members as possible. All of ideas are welcome, be it big, flexible or sometimes funny but the important thing is that it isn't limited by narrow aspects of the issue brought up by any group participants.

Hence, brainstorming is a technique to stimulate the discussion/meeting with a group of people or many people in order to identify answers for a specific problem (which is often new and difficult) by collecting different people's opinions emerging in the same period based on principle that everyone has the right to express their ideas/views, and is not influenced by opinions from others or the leader.

### Key characteristics and requirements

- This tool can be conducted by a group of people or many people with different educational and professional backgrounds or conceptual thinking capacities. The large number of participants will help reach quick and comprehensive solutions.
- All ideas (both from experts and people with less relevant professional background) are respected and recorded in VIP cards or on the board. It is not necessary to list out all discussion points in an order or sequence.
- The facilitator should not give any subjective comments or critiques on participants' opinions in order to encourage and stimulate participants' confidence and creativity during the brainstorming exercise.

- Active participation of all members is encouraged. Each of them should be encouraged to contribute views and give suggestions from their own experience.
- As many opinions as possible on all aspects of the issue are to be presented (be it be impractical, completely radical, or creative).

### Steps for implementation:

**Step 1:** First of all, the group should nominate a group leader (capable of facilitating the group discussion), and a secretary (capable of taking the minutes, record all opinions, ideas of participants).

**Step 2:** Identify a topic/theme for the brain storming session and establish a “rule of game”. First, the group leader gives the clear explanations on the topic/theme of the brain storming session. Next, he/she makes agreements with participants on principles or “rule of game”.

These include:

Roles and responsibilities of group leader: i) to facilitate the discussion ensuring that all principles are fully respected and followed; Identify timing for the brainstorming session and end it on time.

Roles and responsibilities of members: to contribute ideas, not to prevent other from speaking out, not to make critiques or build on ideas of others by expanding/shortening their opinions.

Principles: i) No comment/opinion/answer is wrong; ii) All opinions and answers should be fully gathered and recorded.

**Step 3:** Start the brainstorming session. The group leader makes introductory remarks and gives time for members to think about the possible answers to the proposed question. After that, he/she nominates or chooses several members to voice their opinions. Members can be asked to clarify their views/opinions when necessary. All people have the right to speak out their own views or support other’s views. The group secretary is responsible for noting down all answers (by, for example, writing up on the board or A0 paper).

**Step 4:** Gather all opinions and make conclusions to end the brainstorming session. The secretary is asked to present all comments that have been given in front of group members. Then, all members can evaluate ideas and give comments in order to classify the answers in two ways:

- Gathering all the same ideas or relevant answers
- Removing opinions or ideas that are not relevant to the topic discussed.

After having the list of answers that are much more agreed by members, the group leader asks members to further discuss the list and finalize 3 most popular answers that are the most relevant to the topic of brainstorming.

By doing so, participants are more interested in the topics and open to exchange the views. What is more, these views are recorded and documented in the report.

### 5.1.3. Consultation

Definition: Consultation is seeking and giving advice, information and opinions between relevant partners about a plan, a new project or a new idea of which the implementation, once it is carried out, will affect them. Stakeholders or relevant partners include leaders and officials

of different levels, government authorities, enterprises, social organizations,, independent consultants etc. Consultation's contents, purposes and methods vary with some examples illustrated in Table 5.1.

**Table 1: Methods and purposes of consultation**

Consultation methods	Purposes
1. Direct method  Face- to- face, telephone and online consultation;  Consultation through workshops, seminars, group discussions	Thematic, specialized contents  Important and cross-cutting issues;  Time-bound issues.
2. Indirect method:  Using questionnaires, Internet, email, etc.;;  Via official letters and drafts	Where community consensus is required;  Specialized issues;  Time-bound issues;  Where detailed information is required.
3. Internal consultation:  Using both direct and indirect consultation methods	Draft versions or plans where external comments are not yet required;  Narrowly-specialized issues
4. Cross-sectorial consultation  Using both direct and indirect consultation methods	Major issues critical to both locality and sector  Draft versions that are largely related to multiple sectors and external stakeholders

### Common difficulties during consultation at grassroots level

- Poor cooperation, for example, targeted persons for consultation are absent or avoiding the meeting;
- Low or even no allowance for consultation participants;
- Inconsistency in data processing;
- Consultant staff's poor consultation skills, resulting in more time and effort-consuming consultation;
- Late feedback;
- Inaccurate or perfunctory answers;
- Consultation out of business working time;
- Lack of support from relevant agencies



## Consultation on planning work

- In principle, consultations should be conducted in the following stages in local and sector planning.
- The implementation of the previous plan must be evaluated
- Consultation is to be made on development orientation, objectives and solutions stated in the planning logic log frame.
- It is to seek advice on the draft local and sector plan for the coming period.

**Purpose:** To attract the participation and contribution of different level party agencies and authorities (administrative and technical agencies), mass organizations, enterprises and community people to assessing the implementation progress of previous plans, forecasting the situation, identifying objectives, targets and solutions to the plans in the following period. This helps to improve the quality of the plan, increase roles and responsibilities of relevant groups in developing and implementing the plans.

**Participants of consultation group include:** Representatives from party committees, people's councils, people's committees, the planning groups (core group), line departments of related sectors, mass organizations (such as Fatherland Front, Women's Union, Youth Union etc.), representative from local private sector (commercial banks, credit agencies and major tax-paying enterprises to the locality) and external consultants etc.

Most common **forms of consultation** are workshops, seminar, and thematic discussion.

Materials for consultation: five-year SEDP log frame (in five-year SEDP consultation); and annual SEDP log frame.

## 5.2 Local development situation analysis and potential analysis

### SWOT analysis

**SWOT** is an analysis tool which is commonly used in strategic, market-oriented and participatory planning. SWOT analysis provides important information, along with other statistical data, to answer the question "where is the locality/sector at the moment"?

On the other hand, SWOT helps identify existing and up-coming challenges, which inform the design of orientations and solutions to cope with these challenges.

SWOT is an acronym using the initials of 4 English words, i.e. Strengths, Weaknesses, Opportunities, and Threats.

SWOT matrix is presented in different forms. The simplest form only touches upon two big themes, namely advantages and challenges. The most common form is presented in 4 square boxes as can be seen in Table 5.1.

**Table 2: SWOT analysis matrix**

<b>Strengths</b>	<b>Weaknesses</b>
<b>Opportunities</b>	<b>Threats</b>

In SWOT analysis, strengths and weakness are considered as internal or subjective factors of the locality/sector which means that they can be influenced or can be easily changed by the locality/sector, meanwhile opportunities and threats are external and objective factors that can't be changed once they are applied. Instead, the locality/sector should find ways to live with and utilize these opportunities and threats or limit their negative impacts.

**Strengths:** are considered as advantages, positive aspects, strong areas that a locality/sector should maintain, utilize and develop. For example

- Local geographical position
- Available natural resources
- Human resources (education and professional background, population size and its quality, traditional customs and cultural practices)
- Infrastructure and facilities
- Production level, and the development of productivity sectors
- Other strengths (if any) such as the development of enterprises network, local social institutions
- etc.

**Weaknesses** can be listed out similarly as areas of strengths but with a focus on limitations and difficulties the locality/sector is facing with. They are seen as barriers that constraint the locality/sector from developing and therefore need to be addressed or ended.

For example, the low production capacity, fragmented production scale, unskillful or untrained labor forces, limited capacity of some public employees etc.

**.Opportunities** are potential signals that are emerging or may happen in the near future and should be seized by a locality/sector. These opportunities can be

- The support of higher level authority provided to the locality/sector (for example favorable policy environments, investment etc.)
- The development or under-development of surrounding localities

- Domestic and/or international market opportunities in favor of production and provision of local products
- Institutional and human resource changes at higher levels

**.Threats** are regarded as potential risks that might weaken or constraint the strengths as well as the development of a locality/sector. Threats can prevent the emerging opportunities. The local authority therefore should find solutions to effectively deal with them. For example

- Natural disaster and climate changes
- Regional and global conflicts
- Competition and the increasing demand of domestic and international markets
- Viet Nam's commitment in relation to International trade.
- Difficulties facing the central government (particularly about budget)

**Notes:** After Strengths, Weaknesses, Opportunities, and Threats have been identified, it is necessary to summarize and classify them in order to identify major Strengths, Weaknesses, Opportunities, and Threats that will have significant impact on the development of a locality/sector. By doing so, we could recognize priorities for local planning work, then, we could establish the priority development objectives, make efficient human resource allocation and provide effective leadership to the implementation of those targets.

### Using SWOT analysis in local development planning work

In order to identify priority issues or key strategies in development planning work (both in local or sectorial level), Strengths, Weaknesses, Opportunities, and Threats, after consolidation and analysis process, are often placed into each box of the SWOT matrix. This will enable local leaders and officials to identify the incompatibility between internal factors (what the locality can influence or change) and external factors (what the locality has to do). For example, remote geographical position can make it difficult for the locality to seize market opportunities therefore it is important to consider the building of industrial zones carefully. Or some areas are prone to natural calamities – hence- this might threaten local development it is necessary to fully consider modalities to support agricultural production, or build infrastructure etc.

Normally, a strategic use of weaknesses and opportunities or the selection of combined internal weaknesses and external opportunities is seen as the most priority issue for local development. It is because this is a task that can “kill two birds by one shot only” – it can help to overcome local weaknesses and seize opportunities for further local development or to increase strengths.

Local development potentials can be found by looking at external factors. Good understanding about the domestic and international economic, political and social environment allows exploration of future opportunities as well as challenges that will influence local development. The identification of opportunities and challenges aims to understand the nature of changes that will enable the locality/sector to maximize benefit from changes and minimize possible negative impact on local development.

Below are several questions suggested when using the SWOT analysis tool?

**Strengths**

- What areas of strengths (such as geographical location; natural, human, finance resources; infrastructure; production capacity and scale, the most important local products and services) can be seen as local strengths in comparison with other localities?
- What should be seen as the most important strengths? What is the capacity to explore and utilize those strengths?
- With the support to or motivation in investment, what resources should be brought to full play?
- Other areas of strengths (if any) from local organizations or individuals (social network, scale of enterprises, social organizations, experts)?

**Weaknesses**

- What are the biggest shortcomings (such as limited capacity of government officials, unskilled labor, poor infrastructure, high dependence on central budget, ineffective decentralization etc.) that constraint local current development?
- What are the factors that inhibit the enterprises from developments (such as the need for retraining workers, poor management experience, backward equipment and technology)?
- What are the challenges or difficulties that enterprises are facing with when working with local authorities and sectors from other localities?
- In what ways environmental factors (such as pollution) can have negative impacts on the locality (for example on community health, life quality, attractiveness to investors etc.)?

**Opportunities**

- What are the available opportunities that help to increase local strengths?
- What are the potential opportunities that could improve or support the overcoming of local internal weaknesses?
- What are the external opportunistic factors ranged by sectors (such as economic, political, institutional, cultural etc.) that can influence local economic development?

**Threats**

- What types of threats that will weaken or negatively affect local strengths?
- What challenges will prevent opportunities from arising?
- What weaknesses can get worse and in which situation?

**Table 3: Example of local situation analysis using the SWOT analysis tool**

Strengths	Weakness
Rich natural resource.	Low quality of labor force, mainly unskilled labor.
Abundant and cheap labor force.	Limited management capacity of local officials.
Favorable geographical location that facilitates the trading of products and services	Lack of network to support agricultural development (input and output).
Rich tradition and experience in production expansion of local main products.	Agriculture is still a key economic industry, with modest size of handicrafts and industry development.
Full coverage of electricity and good transport system.	Environment is highly polluted.
Opportunities	Threats
Locality 's high attractiveness to foreign investors	The international agricultural market requires agricultural- food products high quality.
Border gate trade for economic development.	Fierce competitiveness from other localities.
Government's preferential investment in infrastructure and enterprises development.	Increase the capacity for mobilizing capital from non-state sectors.
Increasing demand on local products in the international market	Control of over- exploitation of natural resources
Technology transfer.	Frequent natural disasters (drought, floods)

## 5.3 Ranking priority issues and objectives

### 5.3.1. Scoring or ranking priorities

Definition: Scoring or ranking priorities is a tool that allows members to discuss and select priority issues/objectives/targets for a locality or sector. This scoring or raking is based on a number of selection criteria which are established by participants. These criteria are quite diverse depending on the discussion topic, for example, the suitability to local context, sustainability, number of beneficiaries, required financial investment, capacity to mobilize locally available resources, environmental impact, number of people affected etc.)

#### Steps to take

- Participants list out priority issues/objectives/solutions.
- Participants discuss and finalize a set of criteria for ranking the priority issues/objectives/solutions.
- Facilitators provide guidance for group discussion (based on level of priority from highest to lowest, ways of scoring etc.). All members are equal without any discriminatory treatment among them.

- Each member scores the priorities according to their thinking. The facilitator only makes clarification, not giving suggestions or scoring on behalf of participants.
- When the scoring is completed, the facilitator reviews the results (one group member can be asked to support her/him to do this review exercise) making sure all participants follow the scoring principles. The scoring results are then consolidated and presented in front of all participants. The issues/objectives/solutions get higher scores will be selected as local priorities.

**Note:** Scoring is an easily used and highly effective tool especially in cases of seeking the consensus of opinion in group discussion activities. This tool can be used together with other participatory methods.

Scoring or grading is done based on several criteria as follows:

- The popularity of the issue
- The severity of the issue
- The feasibility of the solution

Each issue will be marked by each and every participant and averaged. Another option is to have a plenary discussion of all participants to give an average mark for each issue.

**Table 4: Example of a matrix on ranking priority issues to be addressed in locality A**

Issues	Participants' assessment						Total scores	Ranking
	TV1	TV2	TV3	TV4	TV5	TV6		
Poverty	5	3	4	2	3	2	19	3
Social evils	3	5	2	4	5	4	23	1
Poor education quality	3	2	5	4	4	5	23	1
Lack of safe water	4	3	1	3	4	2	17	4
Epidemic	1	1	3	1	2	3	11	5

(Notes: Point 1 means the least influential; point 5 means the most influential)

### 5.3.2. Paired comparison

Definition: Pairing is another tool used to identify priority issues/objectives/ solutions of a locality or a sector. This tool can be effectively used when the number of issues to be discussed is not much significant, and the priority ranking tool does not bring about as many clear results as expected (many issues get similar grades).



**Table 5: Example on pairing comparison (for 6 issues)**

Issues to be compared	Issue 1	Issue 2	Issue 3	Issue 4	Issue 5	Issue 6
Issue 1						
Issue 2						
Issue 3						
Issue 4						
Issue 5						
Issue 6						
Total scores						
Priority ranking						

The nature of this tool is “a single elimination in a round”-(not to compare with itself). It is done by comparing a particular issue with other remaining issues in pairs in order to choose the one with higher priority. Similar action is done with all issues until the end. Therefore, the number of pairs is reduced after each round. The first round can have the highest number of pairs and the final round has only one pair left. If there are  $n$  issues, then in the first round there are  $(n-1)$  pairs, with  $(n-2)$  pairs in the second round and things go on until the end.

To undertake pairing on  $n$  issues we could draw a table that includes  $(n+1)$  columns and  $(n+3)$  rows. For example comparing 6 issues will require a table of 7 columns and 9 rows (Bold squares are unused parts). The titles are named in the first column; the remaining columns are to name issues. Similarly, the first row is to note down the titles, the remaining rows are to note down issues. The second bottom from the last row is to record total scores, and the final is to record priorities. Selected priority issues will be noted down in the shell at the intersection of corresponding columns and rows.

### Steps to take:

The facilitator gives clear and brief explanation about principles and purposes of pairing and tries to reach the agreement from participants on the way how to do it before classifying issues.

Participants, firstly, are requested to recognize issues to be compared. Note that the number of issues given is less than 10.

Write down all issues to be compared in all columns and rows on A0 paper (as presented in the below table). Then make comparison of issues in pairs (between each issue of the first row with each issue in each column. This continues with issues in rows 2, 3, till the end. Results of priority ranking are presented in the frequency of repetition in the whole table

**Table 6: Example of pairing comparison**

Issues for comparison	High poverty rate	The increasing social evils	Low education quality	The increasing polluted environment	Lack of electricity	Lack of safe water
The increasing poverty		Poverty	Poverty	Poverty	Poverty	Poverty
The increasing social evils			Education	Environment	Electricity	Water
Poor education quality				Education	Education	Education
Environmental pollution					Education	Water
Lack of electricity						Education
Lack of safe water						
Total scores	5	0	4	1	3	2
Priority ranking	1	6	2	5	3	4

Scoring and classification of issues: Each repetition gets one point. No repetition means zero point. Then add up all points of repetitive issues. The issue with highest points will be seen as the first priority issue. The second priority issue will be the one with second highest scores; and such action continues until the end with least priority issue being the one with the lowest scores.

The facilitator presents the brief summary of the result in front of participants, answers all feedbacks if necessary and what is more, it is her or his responsibility to record all the information in details to a diary in case of future reference.

**Note:** The facilitator should make a question ‘why’ while participants are drawing comparisons in order to understand why they make that choice. Participants should be given sufficient time to discuss and complete the exercise.

## 5.4 Issue assessment and identification of development objectives

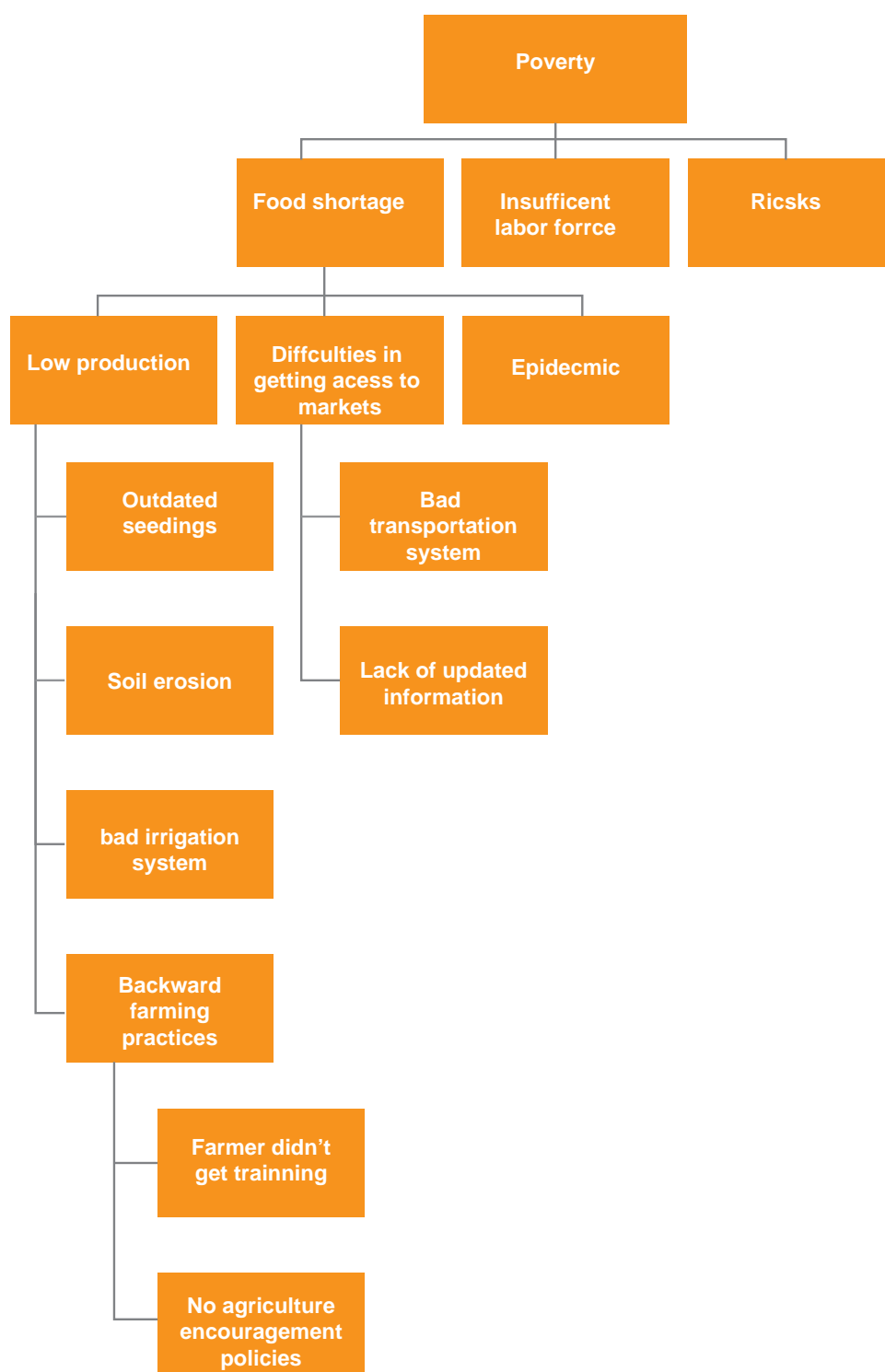
### 5.4.1 Problem tree

Definition: Problem tree is a tool for problem analysis (in tree shape) that allows participants to analyze critical issues arising in the local socio-economic development or in a specific sector (such as poverty, slow growth, incoherent economic structure) with an aim to identify causes (at different levels) of each issue and find solutions to address the issues.

The objective of the problem tree analysis is to ensure that plan-making is based on evidence, hand-on experiences through finding and solving root cause of local underdevelopment, not just superficial issues.

The problem tree analysis requires participatory techniques such as brainstorming and group discussion. Regarding the way of carrying this task, it can be flexible: The most common one is the use of boards, A0 paper, and VIP cards. The participants can be about 7-15 persons. It is important to choose people who are knowledgeable and get familiar to the topic to be discussed and analyzed. It is also important to attract the participation of people from different sectors and agencies to ensure the variety of views. In addition, avoiding the case of some people dominate others, talk too much while others don't have chance to voice is very necessary.

**Figure 10: Examples about using a problem tree tool for poverty analysis**



Issues to be analyzed can be macro affairs (such as imbalanced economic structure, import-export trade deficit etc.), economic affairs (such as plantation productivity with low capacity, travel services with low quality, less competitive industrial products etc.), social affairs (such as poor education quality, lack of skilled labor, poverty), environmental resource affairs (such as gaps in land management, uncontrolled exploitation of natural resources, increasing environmental pollution), or governance (such as slow public administration reform, insufficient capacity of public officials to meet new requirements etc.). The most important point is that all participants are aware of the top priority issues and focus on identifying their root causes.

## Steps to take

The facilitator gives introductions about purposes, content and the way to use the analysis tool.

Identify themes/topics for analysis: participants are required to discuss and finalize the themes/topics for analysis. These themes/topics can be taken from the challenges that were ranked by priorities. In order to identify themes/topics for analysis, it is important to ask questions and seek answers to those questions: What are the issues? Who do they impact on? What is the scale and level of impact they have brought about? Is it reasonable and feasible to address at this point of time? If they are addressed, will it be able to help to address other issues? All discussion points should be recorded on A0 papers (layer 1).

Analyze direct causes of the issue and present them in a problem tree chart (layer 2). Participants are required to make questions and identify answers to the questions: Why do these issues exist? What are the direct causes of those issues? All reasons are recorded in the second row and put it in the shell connected with the corresponding issue by arrows.

Classify all direct causes in order to identify 1-2 main reasons for further in-depth analysis. Participants can discuss those issues or apply the pairing comparison method.

**Note:** It is not advisable to analyze objective reasons that cannot be influenced by the locality/sector such as risks relating to climate and natural disasters, market fluctuation, international crisis etc.

Analyze indirect causes for the identified issue (layer 2): this can be done after one or two direct causes are identified. Participants can continue to ask questions like: Why these causes happen? Or what are the direct reasons for those causes? These indirect causes can be marked in the third row and they are connected with their direct causes in the second row through arrows.

Analyze causes at layer 3: This step continues with the repetition of step 4 and 5 until root causes are identified to ensure that these causes are feasible to be addressed within available resources and current local capacity over the coming planning cycle. Otherwise, they have to be so detailed and clear that based on them, investment programs or projects can be easily made. Thus, a draft local development picture is developed in a form of problem tree.

**Note:** In reality, the problem tree often presents up to 4 layers of causes as can be seen in chart 2.5

### 5.4.2. Objectives tree

**Definition:** The objectives tree often goes together with problem tree and these are complementary with each other. The problem tree follows bottom up approach while the objectives tree follows top-down one.

The objective tree tool, by its name, helps a locality/sector to define development objectives, solutions and activities for their coming planning cycle.

### ***Implementation:***

Translate causes at the last layer (as showed layer 4 of chart 2.5) of the problem tree into activities. For example, if a problem that is identified is the “lack of access to agricultural extension training services by farmers,” then the planned activity should be “to provide agricultural extension training activities for farmers”.

Translate causes at the second one from the last (layer 3) of the problem tree into more simple solutions. For example, if a problem that is identified is “backward agricultural cultivation techniques”, then the planned solution should be “to improve agricultural cultivation techniques for farmers”.

Translate causes at higher layer (layer 2) of the problem tree into broad solutions or objectives. For example, if a problem that is identified is “low agricultural productivity”, then the broad solution or goal for the coming planning cycle should be “to improve agricultural productivity”.

Translate a statement problem of the first layer into a goal. For example, if a problem that is identified is “poverty which is still common in the locality”, then the development goal should be “poverty reduction”.

## **5.5. Planning Logic Log Frame**

### **5.5.1 Definition of logic log frame**

Logic log frame is a logical plan-making tool (logic matrix includes rows and columns aiming to help locality /sector see through the strong connection between factors or steps (refer to table 5.3). In details, it is the connection between general objectives and specific ones, general objectives with specific solutions, specific solutions with specific activities and resources. One of the advantages of using logic log frame is of great help for stakeholders with avoiding coincidence and conflicts in analyzing mentioned factors

**Table 7: Example on Planning Logic Log Frame****Columns**

Problems at the beginning of the planning cycle (abstracted from the evaluation of implementation of the previous plan)	Objective	Solutions	Activities	Targets	Budget estimates (million dong)			Implementing agency	
					Total	State budget	Non-State budget	Responsible agencies	Collaborating agencies
1	2	3	4	5	6	7	8	9	10
I. Consolidation									

According to MPI's official letter no. 233 on guiding the five-year planning from 2011 to 2015 at local (provincial/district) and sectorial (sector/department) level, there are two kinds of logical planning frames:

Logical frame for social and economic development at local level (provincial, district, centrally-governed city) and

Logical frame for development plan at sectorial level (sectors and department)

Each logic frame includes around 10 columns with rows:

Columns show the important points to be covered by the plan ( for example: Problems in the beginning period, Objectives, Solutions, Activities, Expenditures, Budget Estimates, Units in charge of implementation.. and so on). No or few changes may be made on the number of those columns and they stay the same in different kinds of plans.

Rows mean: i) Activity Fields (Socio-economic development plan is divided into 4 major areas: Economy, Society, Environment and governing management whereas sector development plan is separated into General Plan, Inter-sector Plan and Sub-sector Plan), ii) Relationship between activity fields are formed in vertical line between columns ( for instances, Economy is put in higher position than Agriculture, Industry, Construction and Commerce), iii) vertical-line linkage between sectors ( for instances, agriculture is divided into small categories such as farming or cultivation , cattle breeding, aquaculture, forestry and other agricultural development activities) and iv) Relationship between general objectives and Specific Objectives). Unlike the columns, the number of rows can easily be changed provided that they match administrative scales as well as roles and responsibilities of each locality/agency.

A logical frame is like a coherent construction structure that is made by small and basic units which are areas, sectors and sub-sectors. Planning department is in charge of giving tasks of making logical frames to each unit and then combining all into a big logical plan frame that can be used for the whole sector or a locality.



For further information (refer to following part III.3 and III.4)

### 5.5.2 Planning logic

- The planning logic starts from the most general to the most specific as the flow below.

General objectives => Specific objectives=> Solutions => Activities

- The plan is supposed to include: i) baseline issues (also the remaining issues of the previous planning period, including achievements and shortcomings) ranked in priority order from the highest priority to lowest priority; ii) current five-year development orientations of locality/sector (development viewpoints); and iii) long-term development objectives of locality/sector (such as increasing the living standards and improving infrastructure etc.)

An example of baseline issues is “actual growth speed is lower than the plan” or “urban pollution is on the rise.”

- First of all, each locality/sector must be able to identify the general objectives (overarching objectives) of its own. General objectives are a brief, concise, adequate and clear statement on the target that the locality/sector must be able to achieve in five years (major development orientations and priorities). General objectives are often stated in the provincial ten-year socio-economic development strategy and the locality/sector’s five-year plan.

An example of general objective for 2011-2015 period of Province A is: “To maintain a rapid economic growth, create great changes in development quality, couple economic development with social advancement and equity and environmental protection; promote economic structural shift towards industrialization and modernization, increase economic competitiveness, actively promote international economic integration and export, make robust improvement in the quality of education and human training to meet the demand of social development, improve people’s living standards, reduce poverty and eradicate hunger, create more jobs and reduce social vices, maintain political stability, public security, national defense and social law and order

- Based on general objectives, each locality/sector will develop its own specific objectives. Each specific objective will, on one hand, embodies general objectives, and on the other hand, satisfy SMART criteria (by its accompanying targets). .

An example of specific objective is “to improve the income level of people from 2 million dongs/month in 2010 to 3 million dongs/month by 2015.”

- Each specific objective is accompanied by one or multiple solutions. Solutions can be an activity or a set of closely related activities. Solutions are also required to satisfy SMART criteria and related to resources for implementation and reaching expected outcomes.

An example of solutions is “to provide preferential loans through Women’s Union and Farmers’ Association to poor farmers for their production with a view to reducing poverty effectively in the 2011-2015 period

- Each solution must be embodied by one or multiple activities. Each activity is accompanied with expected inputs and outputs. Activities are supposed to be specific and often started with a verb like “to organize”, “to develop” and “to do/create”.

An example of activities is “to delete 20 makeshift houses of poor households by allocating 150 million dong from the state budget and 250 million dong from mobilized fund”.

### 5.5.3 Local annual SEDP logic log frame

**Purpose:** To reflect the all contents of the socio-economic development plan at provincial and district/city levels.

Structure of the logic log frame

**Column:** normally includes 10 columns as below

**Column 1 – Baseline issues:** they are remaining potentials, opportunities and weaknesses of the locality extracted from the “implementation report of the previous plan”. In addition, Baseline issues are also the arising problems in this stage (e.g. natural disaster, crisis), and new directions given by the local or central authorities. Try to present the column in concise and prioritizing manner (ranking from the most important to the least).

Example: “Agricultural production, though makes up a significant proportion of the district economic sector, is still perceived as small scale of production, no specialization in term of techniques and mass goods production”.

**Column 2 - Objectives:** Should be extracted from the recent 5 year plan of 2011-2015 of the locality with some adjustments to make it short and more concentrated on development priorities..

Example: “Maintain high rate of economic growth, make changes on quality of development, ensure social equality and increase awareness of environment protection; Promote economic structure reform in the industrialized and modernized way, gaining more competitiveness, increasing export turnover; Enhance education and human resource development; Improve living standards of people, reduce poverty, create jobs, eliminate civil evils; Maintain political stabilization, national security and defense and social orders.”

**Column 3 – Solution:** Should be chosen from the recent 5 year plan of the locality in the time 2011-2015. Note that only the solutions most suitable and highly practical to targets of the planning period are picked out.

**Column 4 – Activity:** These are the major contents of an annual plan. All key stakeholders should discuss thoroughly and reach an agreement on specific activities to be undertaken during the planning period. Be noted that, all proposed activities should be in line with the solutions mentioned above..

**Column 5 - Targets:** The specific targets of province for the planning period should be in accordance with targets mentioned in the 5 year plan. All targets are presented in corresponding lines with objectives

**Column 6, 7 and 8 – Budget estimates** (divided into 3 smaller columns – Total budget, State budget, non-state budget): This is an important part of every plan; however, it has not been fully filled by many provinces due to unavailability of this data

**Column 9 and 10 – Implementing Agency (including both Responsible unit and the Collaborative unit):** These columns provide information on task assignment for each unit so as to enable leaders to monitor and take follow up actions later

In general, the logic log frame is divided into 5 main sections following the resolution No.555/BKH endorsed by the Minister of MPI:

Macro general contents

Economic development

Cultural and social development

Resource management and environment protection

State governance

**Notes:** In reality, it is suggested adding a new section of regional linkages/development. Adding or not depends on each locality realistic situation. If this additional section is suitable for that locality development, just drawing some more appropriate rows into the logic log frame.

- Under each area, there are number of sectors and sub-sectors as described by the current local socio-economic development plan. In particular as below:

Under **Economic development**, there are:

**Agriculture and Rural Development** (including the sub-sectors of cultivation, husbandry, forestry, aquaculture and new rural area building and development)

**Industry – Construction** (including the sub-sectors of industry, handicraft, and construction)

**Service** (including the sub-sectors of Domestic Trading, Transportation, Tourism, Post and Telecommunications, Finance and Banking, Exports (province only)

**Science and Technology** (is seen as a service sector).

Under **Cultural and Social Development**, there are

**Education and Training** (including the sub-sectors of Pre-school education, Universal education, and Training)

**Medical and Health care** (including health care and treatment, and medical reserve)

Vocational Training and Employment

Poverty Reduction and Social Security

Culture – Sports – Media

Child and Youth Care

Gender equality and women empowerment

Under **National Resource management and Environment** protection, there are:

1. Natural resource management
2. Environment protection

**Under State Governance, there are:**

Public administration reform

Human resource development (strengthen capacity of civil servants)

Grassroots democracy

Corruption and waste prevention

Security (preventive measures against social vices and transportation safety)

Defense

**5.5.4 Local annual SEDP logic log frame**

***Linking the Problem Tree / Objectives Tree to the Logical Framework***

**Figure 11: An example on logical frame of Annual SEDP of province/district (Note that a part of a logic log frame is presented; Full details refer to Index 2)**

People Committee

SOCIALIST REPUBLIC OF VIETNAM

Independence - Freedom – Happiness

Province /district /...town

## LOGIC LOG FRAME OF SOCIO-ECONOMIC DEVELOPMENT PLAN 20...

### DISTRICT/...CITY, PROVINCE...

Base-line issues (performance review of the previous plan)	Objectives (extracted from 5 year plan)	Solutions (extracted from 5 year plan)	Activity	Targets	Cost estimation (million dong)			Implementing Agency	
					Total budget	State budget	Non-state budget	Responsible Unit	Collaborative Unit
I. SUMMARIES OF MACRO CONTENTS									
	Overall objectives ( 5 year period 2011-2015):	Solutions to economic issues  Solutions to cultural and social issues  Solutions to natural resources and environment	Keep this blank	Targets on Socio-economic-environmental development					
II. ECONOMIC DEVELOPMENT									
II.1. Agriculture and Rural Development:									
Cultivation									
	Targets	Solution1:	Activity 1:						
			Activity 2:						
		Solution2:	Activity :						
			Activity 2:						
Husbandry									
	Targets	Solution:	Activity 1:  Activity 2:						

Base-line issues (performance review of the previous plan)	Objectives (extracted from 5 year plan)	Solutions (extracted from 5 year plan)	Activity	Targets	Cost estimation (million dong)			Implementing Agency	
					Total budget	State budget	Non-state budget	Responsible Unit	Collaborative Unit
Develop/build new rural areas									
	Targets		Activity 1:						
			Activity 2:						
			Activity 1:						
			Activity 2:						
II.2. Industry- Handicrafts – Construction:									
Industry –Handicraft									
	Targets	Solution:	Activity 1:						
			Activity 2:						
Construction					....	....	....		
	Targets	Solution:	Activity 1:						
			Activity 2:						
II.3. Service									
	Targets 1. trade	Solution:	Activity 1:						
			Activity 2:						
	Target 2. Fi-nancial services	Solution:	Activity 1:						
			Activity 2:						

**Notes:**

This example is cited as the recommendations for the districts where the economy still is dominated by agriculture production. For the province/ centrally-governed cities/towns, the orders should be changed to reflect its own strengths. For instances, there many advantages for service sector to boom in big cities, so when making logic log frame, the part 'service' should be put at the top while the Agricultural and Rural Development can be at the bottom of the Economic Development section and add one more topic on urban management, etc.



### 5.5.5 Logic log frame of sectorial/departmental annual development plan

- The sectorial/departmental annual development plan differs from the annual SEDP in two following aspects:

It reflects the activities of specialized fields of a sector/department. Those activities are tasks given based on the roles and responsibilities of sector/department by corresponding higher ministry.

It is also under the control of Provincial People Committee. Thus, it's responsible to carry out assignments from PPC and make contributions to provincial plans based on its specialized areas.

- About structure:

The logic log frame presenting in sectorial plans has a similar structure of column and logics comparing with the one used for SEDP as mentioned above.

Structure of rows: Adding the section of I. A sectoral summary (at the beginning of the plan and this part will be incorporated into the SEDP of province); and sometimes include Cross-sectoral activities (the activities are done by joint efforts of 2 or more departments/units, if any), The remaining is similar to the structure of recent sectorial plan (including sub-sectors or sub-areas which are given in line with sectorial administration functions according to the decision made by the chairperson of PPC)

- Filling the logic log frame with contents is similar to those introduced in the part III.3 above, particularly

**Column 1 – Baseline issues:** they are remaining potentials, opportunities and weaknesses of the locality extracted from the “implementation report of the previous plan”. In addition, Baseline issues are also the arising problems in this stage (e.g. natural disaster, crisis), and new directions given by the local or central authorities. Try to present the column in concise and prioritizing manner (ranking from the most important to the least).

Example: “lacking both vocational teachers and infrastructure and equipment, for vocational training.”

**Column 2 - Objectives:** Should be extracted from the recent 5 year plan of 2011-2015 of the locality with some adjustments to make it short and more concentrated on development priorities.

Example: ‘Build vocational training schools and recruiting vocational teacher staff based on current provincial situation and short-term demand’

**Figure 12 An example of logic log frame for annual sectorial/ departmental development**

**LOGIC LOG FRAME OF SECTORAL DEVELOPMENT PLAN OF THE DEPARTMENT OF..... FOR 20....., ..... PROVINCE....**

Base-line issues (performance review of the previous plan)	Objectives (extracted from 5 years plan of the sector)	Solutions (extracted from 5 year plan of the sector)	Activity in 20...	Target for 20... (should be in line with the targets of 5 year plan of the sector)	Cost estimation for 20...(million dong)			Implementing Agency	
					Total budget	Covered by State budget	Covered by non-state budget	Responsible unit	Collaborative unit
I. Sectorial summary									
Overall objectives of the sector for 5 years	System of Solution 1:	Keep this blank	Key targets of the sector for year of 20...						
		System of solution 2:							
		System of solution 3:							
II. Inter-sectors linkage (if any): to reflect common objectives and objectives of inter-sectors linkage									
Objective1:	Solution 1	Activity1:	Targets for Objective 1:						
			Activity2:						
		Solution 2	Activity1:						
			Activity2:						
Objective2	SOLUTION 1:	Activity1:	Targets for Objective 2:						
		Activity2:							
		SOLUTION 2:							
III. Sub-sector 1 (Common objectives and common targets, if any):									
	Objective1:	SOLUTION 1	Activity 1:						
			Activity 2:						
		SOLUTION 2	Activity 1:						
			...						

Base-line issues (performance review of the previous plan)	Objectives (extracted from 5 years plan of the sector)	Solutions (extracted from 5 year plan of the sector)	Activity in 20...	Target for 20... (should be in line with the targets of 5 year plan of the sector)	Cost estimation for 20...(million dong)			Implementing Agency		
					Total budget	Covered by State budget	Covered by non-state budget	Responsible unit	Collaborative unit	
	Objective2		Activity 1:							
			Activity 2:							
IV. Sub-sector 2 (Common objectives and common targets, if any):										
Objective1:	SOLUTION:	Activity 1:	Targets for Objective 1:							
			Activity 2:							
Objective2	SOLUTION 1:	Activity 1:	Targets for Objective 2:							
			Activity 2:							
		SOLUTION 2:	Activity 1:							
V. Sub-sector 3 (Common objectives and common targets, if any):										
	Objective:	SOLUTION 1:	Activity 1:	Targets for Objective:						
			Activity 2:							
		SOLUTION 2:	Activity 1:							
			Activity 2:							
VI. Sub-sector x (Common objectives and common targets, if any):										
	Objective:	SOLUTION 1:	Activity 1:	Targets for Objective:						
			Activity 2:							
		SOLUTION 2:	Activity :							

**Column 3 – Solution:** Should be chosen from the recent 5 year plan of the locality in the time 2011-2015. Note that only the solutions most suitable and highly practical to targets of the planning period are picked out

Example: Increase the construction speed of vocational schools at provincial level'

**Column 4 – Activity:** These are the major contents of an annual plan. All key stakeholders

should discuss thoroughly and reach an agreement on specific activities to be undertaken during the planning period. Be noted that, all proposed activities should be in line with the solutions mentioned above

Example: 'Build vocational schools in province B'

**Column 5 - Target:** The specific targets of province for the planning period should be in accordance with targets mentioned in the 5 year plan. All targets are presented in corresponding lines with objectives.

**Column 6, 7 and 8 – Budget estimates (divided into 3 smaller columns – Total budget, State budget, non-state budget):** This is an important part of every plan, however, it has not been fully filled by many provinces due to unavailability of this data.

**Column 9 and 10 – Implementing Agency (including both Responsible unit and the Collaborative unit):** These columns provide information on task assignment for each unit so as to enable leaders to monitor and take follow up actions later. The main responsibility in sectorial summary is Department Director Board.

## 5.6 Guidance on translating the logic log frame into text

Prior to the establishment of annual SEDP following strategic planning approach, the planning team should compile a collection of important documents as follows:

- Report on 5-years SEDP with the division of stages (including explanation and the log frame of the concerning province
- Report on “implementation review of recent SEDP” of province
- Policies on regional socio-economic development, if any
- Socio-economic development scheme of province/district/town
- Statistical data
- Financial statements and budget of recent fiscal year of province

### Purposes

The information extracted from the log frame of the sector / district / town will be translated into the log version and considered as official documents to be submitted to PPC for approval. Previously, as the plan of the departments/sectors is often written in a wide spreading and overlapping manner, they are usually similar in form and might differ from each other only in the numbers. The plan resulted from using the new method enables the departments /agencies and district / town to have much clearer visions, more feasible to implement and easier to have detail explanation.

# APPENDIX

**Appendix 1a: The five-year SEDP logic log frame at provincial/district level (CSDP's form)**

**Appendix 2a: The annual SEDP logic log frame at provincial/ district level (CSDP's form)**

**Appendix 2b: The annual SEDP logic log frame at provincial/district level (CRP's form)**

**Appendix 3a: The five-year development plan log frame at department/sector/ division (CSDP's form)**

**Appendix 4a: The annual development plan log frame at department/sector/ division (CSDP's form)**

**Appendix 4b: The annual development plan log frame at department/sector/ division (CRP's form)**

**Appendix 5: The local SEDP draft structure**

**Appendix 6: Guidance on translating the five-year SEDP logic log frame into text.**

# REFERENCES

1. Local strategic economic development planning, UNHABITAT and Ph.D. Wicaksono Sarosa
2. Material of the Project «Strengthening the capacity in local planning and budgeting (SLGP), Ministry of Planning & Investment
3. CSDP's evaluation in Nghe An Province
4. The project documents of SCSM project in Thua Thien – Hue
5. The training materials of CSDP's specialists (Nguyen Van Huan and Vu Ngoc Anh).



## APPENDIX 1A

# FIVE-YEAR SEDP LOGICAL LOG FRAME FOR 2011-2015

## FIVE-YEAR SEDP LOGICAL LOG FRAME FOR 2011-2015

### .....PROVINCE/DISTRICT/COMMUNE

**Notes:** instruction is made in italic

Remaining issues	Objectives	Solutions	Targets for planning period	Duration	Estimate budget (million dong)			Implementing agency	
					Total	State Budget	Non-state Budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
<b>I. GENERAL/MACRO SECTION FOR THE LOCALITY</b>									
	<b>Local overall objectives for five-year period of 2011 to 2015:</b>	<i>Key solutions for economy</i>	<i>Local key targets for economic, social and environmental issues</i>	<i>2011-2015</i>				<i>People's Committee of Province/District/Commune</i>	<i>Relevant stakeholders (departments, sectors, districts and communes etc.)</i>
		<i>Key solutions for cultural and social issues</i>							
		<i>Key solutions for natural resource management and environmental protection</i>							
		...							

Remaining issues	Objectives	Solutions	Targets for planning period	Duration	Estimate budget (million dongs)			Implementing agency	
					Total	State Budget	Non-state Budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
<b>II. ECONOMIC DEVELOPMENT: general objectives on economic development and some key targets of the planning period</b>									
<b>II.1. Agriculture and Rural Development: overall objective on agriculture and rural development and several key targets for the planning period</b>								<b>Department/ Division of Agriculture and Rural Development</b>	
<b>Farming</b>									
	<b>Specific Objective</b>	Solution 1:	<i>Specific targets for farming</i>						
		Solution 2:							
	...	...		...					
<b>Livestock production</b>									
	<b>Specific Objective</b>	Solution 1:	<i>Specific targets for animal husbandry</i>						
		Solution 2:							
	...	...		...					

Remaining issues	Objectives	Solutions	Targets for planning period	Duration	Estimate budget (million dong)			Implementing agency	
					Total	State Budget	Non-state Budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
<b>Aquaculture</b>									
	<b>Specific Objective</b>	Solution 1:	<i>Specific targets for aquaculture</i>						
		Solution 2:							
	...	...		...					
<b>Forestry</b>									
	<b>Specific Objective</b>	Solution 1:	<i>Specific targets for forestry</i>						
		Solution 2:							
	....	...							
<b>Rural development - New rural development</b>									
	<b>Objective 1: Rural infrastructure development</b>	Solution 1:	<i>Specific targets for Objective 1</i>						
		Solution 2:							

Remaining issues	Objectives	Solutions	Targets for planning period	Duration	Estimate budget (million dongs)			Implementing agency	
					Total	State Budget	Non-state Budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
	<b>Objective 2: Environmental protection</b>	Solution 1:	<i>Specific targets for Objective 2</i>						
		Solution 2:							
	<b>Objective 3: Development of child-friendly communes/wards</b>	Solution 1:	<i>Specific targets for Objective 3</i>						
		Solution 2:							
...	...	...	...	...					
<b>II.2. Industry - Small industry - Construction:</b> overall objective on industry, small industry and construction and some key targets for the planning period								<b>Department of Industry and Trade/ Division of economy and infrastructure</b>	
Industry and small industry									
	<b>Specific Objective</b>	Solution 1:	<i>Specific targets for industry and small industry</i>						
		Solution 2:							
	...	...	...	...					

Remaining issues	Objectives	Solutions	Targets for planning period	Duration	Estimate budget (million dong)			Implementing agency	
					Total	State Budget	Non-state Budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
Construction									
	<b>Specific Objective</b>	Solution 1:	<i>Specific targets for construction</i>						
		Solution 2:							
	...	...	...	...					
<b>II.3. Services:</b> overall objectives on services and some key targets for the planning period								<i>Department of Industry and Trade/ Division of economy and infrastructure</i>	
	<b>Objective 1: Commerce</b>	Solution 1:	<i>Specific targets for Objective 1</i>						
		Solution 2:							
	<b>Objective 2: Transportation</b>	Solution 1:	<i>Specific targets for Objective 2</i>						
		Solution 2:							
	<b>Objective 3: Telecommunications services</b>	Solution 1:	<i>Specific targets for Objective 3</i>						
		Solution 2:							



Remaining issues	Objectives	Solutions	Targets for planning period	Duration	Estimate budget (million dongs)			Implementing agency	
					Total	State Budget	Non-state Budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
	<b>Objective 4: Tourism</b>	Solution 1:	<i>Specific targets for Objective 4</i>						
		Solution 2:							
	<b>Objective 5: Finance/ banking services</b>	Solution 1:	<i>Specific targets for Objective 5</i>						
		Solution 2:							
	...	...	...	...					
<b>III. SOCIAL DEVELOPMENT: overall objective on Social Development and some key targets for the planning period</b>									
<b>III.1. Health care for people and population -family planning: overall objective on health care and some key targets for the planning period</b>								<b>Department/ Division of Health</b>	
	<b>Specific Objective 1:</b>	Solution 1:	<i>Specific targets for Objective 1</i>						
		Solution 2:							
	<b>Specific Objective 2:</b>	Solution 1:	<i>Specific targets for Objective 2</i>						
		Solution 2:							
	...	...	...	...					

Remaining issues	Objectives	Solutions	Targets for planning period	Duration	Estimate budget (million dong)			Implementing agency	
					Total	State Budget	Non-state Budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
<b>III.2. Education and training:</b> <i>overall objective on education and training and some key targets for the planning period</i>								<b>Department/ Division of Education and Training</b>	
	<b>Specific Objective 1:</b>	Solution 1:	<i>Specific targets for Objective 1</i>						
		Solution 2:							
	<b>Specific Objective 2:</b>	Solution 1:	<i>Specific targets for Objective 2</i>						
		Solution 2:							
...	...	...	...	...					
<b>III.3. Vocational training and job settlement:</b> <i>overall objective on job settlement and some key targets for the planning period</i>								<b>Department/ Division of Labor, Invalids and Social Affairs</b>	
	<b>Specific Objective 1:</b>	Solution 1:	<i>Specific targets for Objective 1</i>						
		Solution 2:							

Remaining issues	Objectives	Solutions	Targets for planning period	Duration	Estimate budget (million dong)			Implementing agency	
					Total	State Budget	Non-state Budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
	<b>Specific Objective 2:</b>	Solution 1: Solution 2:	<i>Specific targets for Objective 2</i>						
	...	...	...	...					
<b>III.4. Poverty reduction and social security:</b> <i>overall objective on poverty reduction and social security and some key targets for the planning period</i>								<b>Department/ Division of Labor, Invalids and Social Affairs</b>	
	<b>Specific Objective 1:</b>	Solution:	<i>Specific targets for Objective 1</i>						
	<b>Specific Objective 2:</b>	Solution:	<i>Specific targets for Objective 2</i>						
	...	...		...					
<b>III.5. Culture - gymnastics and sports - radio and television:</b> <i>overall objective on culture - gymnastics and sports - radio and television and some key targets for the planning period</i>								<b>Department/ Division of Culture, Sports and Tourism</b>	

Remaining issues	Objectives	Solutions	Targets for planning period	Duration	Estimate budget (million dong)			Implementing agency	
					Total	State Budget	Non-state Budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
	<b>Specific Objective 1:</b>	Solution:	<i>Specific targets for Objective 1</i>						
	<b>Specific Objective 2:</b>	Solution:	<i>Specific targets for Objective 2</i>						
	...								
<b>III.6. Information - communications:</b> overall objective on information and communications and some key targets for the planning period								<b>Department/ Division of Information and Communications</b>	
	<b>Specific Objective 1:</b>	Solution 1:	<i>Specific targets for Objective 1</i>						
		Solution 2:							
	<b>Specific Objective 2:</b>	Solution:	<i>Specific targets for Objective 2</i>						
	...								

Remaining issues	Objectives	Solutions	Targets for planning period	Duration	Estimate budget (million dong)			Implementing agency	
					Total	State Budget	Non-state Budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
<b>III.7. Gender equality and women's empowerment: overall objective and some key targets for the planning period</b>								<b>Women's Union</b>	
	<b>Specific Objective:</b>	Solution 1:	<b>Specific targets</b>						
		Solution 2:							
	...	...		...					
<b>III.8. Child protection, care and education: overall objective and some key targets for the planning period</b>								<b>Department/ Division of Labor, Invalids and Social Affairs</b>	
	<b>Specific Objective 1:</b>	Solution:	<b>Specific targets</b>						
	<b>Specific Objective 2:</b>	Solution:							
	...	...		...					

Remaining issues	Objectives	Solutions	Targets for planning period	Duration	Estimate budget (million dong)			Implementing agency	
					Total	State Budget	Non-state Budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
<b>IV. NATURAL RESOURCE MANAGEMENT AND ENVIRONMENTAL PROTECTION: overall objective and some key targets for the planning period</b>									
<b>IV.1. Natural resource management: overall objective on natural resource management and some key targets for the planning period</b>								<i>Department/ Division of Natural resources and Environment</i>	
	<b>Specific Objective 1: Land use and management</b>	Solution 1:	<i>Specific targets for Objective 1</i>						
		Solution 2:							
	<b>Specific Objective 2: Water use and management</b>	Solution 1:	<i>Specific targets for Objective 2</i>						
		Solution 2:							
	<b>Specific Objective 3: Forest use and management</b>	Solution 1:	<i>Specific targets for Objective 3</i>						
		Solution 2:							
	<b>Objective 4: Minerals exploitation and management</b>	Solution 1:	<i>Specific targets for Objective 4</i>						
		Solution 2:							
		...							
	...	...	...	...					



Remaining issues	Objectives	Solutions	Targets for planning period	Duration	Estimate budget (million dongs)			Implementing agency	
					Total	State Budget	Non-state Budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
IV.2. Environmental protection: overall objective and some key targets for the planning period								Department/ Division of Natural resources and Environment	
	Specific Objective 1: Safe water supply	Solution 1:	Specific targets for Objective 1						
		Solution 2:							
	Specific Objective 2: Garbage collection and disposal	Solution 1:	Specific targets for Objective 2						
		Solution 2:							
	...	...	...	...					
V. STATE GOVERNANCE - SECURITY AND NATIONAL DEFENSE: overall objectives and some key targets for the planning period									
V.1. Administrative procedure reform								Department/ Division of Home Affairs	

Remaining issues	Objectives	Solutions	Targets for planning period	Duration	Estimate budget (million dong)			Implementing agency	
					Total	State Budget	Non-state Budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
	<b>Specific Objective 1:</b>	Solution 1:	<i>Specific targets for administrative procedure reform</i>						
	<b>Specific Objective 2:</b>	Solution 2:							
	...	...	...	...					
V.2. Inspection and corruption control								<b>Department/ Division of Home Affairs</b>	
	<b>Specific Objective:</b>	Solution 1:	<i>Specific targets for inspection and corruption control</i>						
		Solution 2:							
	...	...	...	...					
V.3. Capacity building for public employees								<b>Department/ Division of Home Affairs</b>	

Remaining issues	Objectives	Solutions	Targets for planning period	Duration	Estimate budget (million dongs)			Implementing agency	
					Total	State Budget	Non-state Budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
	<b>Specific Objective:</b>	Solution 1: Solution 2:	<i>Specific targets for capacity building</i>						
	...	...		...					
<b>V.4. National security</b>								<b>Provincial/ District/ Commune Police</b>	
	<b>Specific Objective 1:</b>	Solution 1:	<i>Specific targets for Objective 1</i>						
		Solution 2:							
	<b>Specific Objective 2:</b>	Solution 1: Solution 2:	<i>Specific targets for Objective 2</i>						
	...	...		...					
<b>V.5. National defense</b>								<b>Military command of province/ district/ commune</b>	

Remaining issues	Objectives	Solutions	Targets for planning period	Duration	Estimate budget (million dong)			Implementing agency	
					Total	State Budget	Non-state Budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
	<b>Specific Objective 1:</b>	Solution 1:	<i>Specific targets for Objective 1</i>						
		Solution 2:							
	<b>Specific Objective 2:</b>	Solution 1:	<i>Specific targets for Objective 2</i>						
		Solution 2:							
	...	Solution:							

## APPENDIX 2A

# ANNUAL SEDP LOGIC LOG FRAME AT PROVINCIAL/ DISTRICT LEVEL (CSDP'S FORM)

## SEDP LOG FRAME FOR YEAR 201... PROVINCE/DISTRICT/COMMUNE

**Notes:** instructions are made in italic.

Remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Budget estimate (million dong\$)			Implementing agency	
					Total Bud- get	State Bud- get	Non- state Bud- get	Respon- sible	Coordinat- ing
1	2	3	4	5	6	7	8	9	10
I. GENERAL/MACRO SECTION OF THE LOCALITY									
	Local overall objec- tives for five-year period of 2011- 2015:	Key solutions for economy	No activities to be listed in this general section	Local key targets for economic, social and environ- mental issues				People's Committee of Province/ District	Relevant agencies (depart- ment, sec- tor, district, commune etc.)
		Key solutions for cultural and social issues							
		Key solutions for natural resources manage- ment and environmental protection							
		...							
II. ECONOMIC DEVELOPMENT: general objectives on economic development and some key targets of the planning period.									
II.1. Agriculture and Rural Development: overall objectives on agriculture and rural development and several key targets for the planning period						DARD/Dis- trict DARD			



Remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Budget estimate (million dong)			Implementing agency	
					Total Budget	State Budget	Non-state Budget	Responsible	Coordinating
1	2	3	4	5	6	7	8	9	10
<b>Farming</b>									
	<i>Specific objective</i>	Solution 1:	Activity 1:	<i>Specific targets for farming</i>					
		Solution 2:	Activity 2: Activity 1: Activity 2:						
	...	...		...					
<b>Livestock production</b>									
	<i>Specific objective</i>	Solution 1:	Activity 1:	<i>Specific targets for livestock production</i>					
			Activity 2:						
	...	...		...					
<b>Aquaculture</b>									

Remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Budget estimate (million dong)			Implementing agency	
					Total Budget	State Budget	Non-state Budget	Responsible	Coordinating
1	2	3	4	5	6	7	8	9	10
	Specific objective	Solution 1:	Activity 1:	Specific targets for aquaculture					
			Activity 2:						
	...	...		...					
Forestry	Specific objective	Solution 1:	Activity 1:	Specific targets for forestry					
			Activity 2:						
		Solution 2:	Activity:						
Rural development and new rural development									
	Specific objective 1: Rural infrastructure development	Solution:	Activity 1:	Specific targets for Objective 1					
			Activity 2:						
	Specific objective 2: Environmental protection	Solution:	Activity 1:	Specific targets for Objective 2					
			Activity 2:						

Remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Budget estimate (million dongs)			Implementing agency	
					Total Budget	State Budget	Non-state Budget	Responsible	Coordinating
1	2	3	4	5	6	7	8	9	10
	<b>Specific objective 3: Development of child-friendly communes/wards</b>	Solution:	Activity 1:	Specific targets for Objective 3					
			Activity 2:						
...	...	...	...	...					
<b>II.2. Industry - Small Industry - Construction:</b> overall objectives on industry, small industry and construction and several key targets for the planning period								<b>Department of Industry and Trade/ Division of Economy and Infrastructure</b>	
<b>Industry and small industry</b>									
	<b>Specific objective:</b>	Solution 1:	Activity 1:	Specific targets for industry and small industry					
			Activity 2:						
		Solution 2:	Activity 1:						
			Activity 2:						
			Activity 3:						
			...						

Remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Budget estimate (million dong)			Implementing agency	
					Total Budget	State Budget	Non-state Budget	Responsible	Coordinating
1	2	3	4	5	6	7	8	9	10
<b>Construction</b>									
	<i>Specific objective</i>	Solution:	Activity 1:	Specific targets for construction					
			Activity 2:						
	...	...	...	...					
<b>II.3. Services:</b> overall objectives on services and several key targets for the planning period								<i>Department of Industry and Trade/ Division of Economy and Infrastructure</i>	
	<b>Objective 1: Trade</b>	Solution:	Activity 1:	<i>Specific targets for Objective 1</i>					
			Activity 2:						
	<b>Objective 2: Transportation</b>	Solution:	Activity 1:	<i>Specific targets for Objective 2</i>					
			Activity 2:						
	<b>Objective 3: Post and telecommunications</b>	Solution:	Activity 1:	<i>Specific targets for Objective 3</i>					
			Activity 2:						

Remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Budget estimate (million dong)			Implementing agency	
					Total Budget	State Budget	Non-state Budget	Responsible	Coordinating
1	2	3	4	5	6	7	8	9	10
	<b>Objective 4: Tourism</b>	Solution:	Activity 1:	<i>Specific targets for Objective 4</i>					
			Activity 2:						
	<b>Objective 5: Finance/banking services</b>	Solution:	Activity 1:	<i>Specific targets for Objective 5</i>					
			Activity 2:						
	...	...	...	...					
<b>III. SOCIAL DEVELOPMENT: overall objectives on social development and several key targets for the planning period</b>									
<b>III.1. Health Care for People, Population and Family Family: overall objectives on health care and several key targets for the planning period</b>								<b>DoH/District DoH</b>	
	<b>Specific objective 1:</b>	Solution:	Activity 1:	Specific targets for Objective 1					
			Activity 2:						
	<b>Specific objective 2:</b>	Solution:	Activity 1:	Specific targets for Objective 2					
			Activity 2:						
	...	...		...					

Remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Budget estimate (million dongs)			Implementing agency	
					Total Budget	State Budget	Non-state Budget	Responsible	Coordinating
1	2	3	4	5	6	7	8	9	10
<b>III.2. Education and Training:</b> <i>overall objectives on education and training and several key targets for the planning period</i>								<b>DOET/District DOET</b>	
	<b>Specific objective 1:</b>	Solution:	Activity 1:	Specific targets for Objective 1					
			Activity 2:						
	<b>Specific objective 2:</b>	Solution:	Activity 1:	Specific targets for Objective 2					
			Activity 2:						
...	...	...	...	...					
<b>III.3. Vocational Training and Job Settlement:</b> <i>overall objectives on job settlement and several key targets for the planning period</i>								<b>DOET/District DOET</b>	
	<b>Specific objective:</b>	Solution 1:	Activity 1:	Specific targets for vocational training and job settlement					
			Activity 2:						
		Solution 2:	Activity 1:						
			Activity 2:						
	...	...	...	...					

Remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Budget estimate (million dong)			Implementing agency	
					Total Budget	State Budget	Non-state Budget	Responsible	Coordinating
1	2	3	4	5	6	7	8	9	10
<b>III.4. III.4. Poverty Reduction and Social Security:</b> <i>overall objectives on poverty reduction and social security and several key targets for the planning period</i>								<b>DOLISA/ District DOLISA</b>	
	<b>Specific objective 1:</b>	Solution:	Activity 1: Activity 2:	Specific targets for Objective 1					
	<b>Specific objective 2:</b>	Solution:	Activity 1: Activity 2:	Specific targets for Objective 2					
	...	...		...					
<b>III.5. Culture - Gymnastics and Sports - Radio and Television:</b> <i>overall objectives on culture, gymnastics and sports and radio and television and several key targets for the planning period</i>								<b>Department/ Division of Culture, Sports and Tourism</b>	
	<b>Specific objective 1:</b>	Solution:	Activity 1: Activity 2:	Specific targets for Objective 1					



Remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Budget estimate (million dong)			Implementing agency	
					Total Budget	State Budget	Non-state Budget	Responsible	Coordinating
1	2	3	4	5	6	7	8	9	10
	<b>Specific objective 2:</b>	Solution:	Activity 1: Activity 2:	Specific targets for Objective 2					
<b>III.6. Information - Communications:</b> <i>overall objectives on information and communications and several key targets for the planning period</i>								<b>Department/ Division of Information and Communications</b>	
	<b>Specific objective 1:</b>	Solution:	Activity 1: Activity 2:	Specific targets for Objective 1					
	<b>Specific objective 2:</b>	Solution:	Activity 1: Activity 2:	Specific targets for Objective 2					
<b>III.7. Gender Equality and Women's Empowerment:</b> <i>overall objectives and several key targets for the planning period</i>								<b>Women's Union</b>	

Remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Budget estimate (million dong)			Implementing agency	
					Total Budget	State Budget	Non-state Budget	Responsible	Coordinating
1	2	3	4	5	6	7	8	9	10
	<b>Specific objective:</b>	Solution:	Activity 1:	Specific targets on gender equality					
			Activity 2:						
	...	...		...					
<b>III.8. Child Protection, Care and Education: overall objectives and several key targets for the planning period</b>								<b>DOLISA/ District DOLISA</b>	
	<b>Specific objective 1:</b>	Solution:	Activity 1: Activity 2:	Specific targets for Objective 1					
	<b>Specific objective 2:</b>	Solution:	Activity 1: Activity 2:						
	...	...							

Remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Budget estimate (million dong)			Implementing agency	
					Total Budget	State Budget	Non-state Budget	Responsible	Coordinating
1	2	3	4	5	6	7	8	9	10
<b>IV. NATURAL RESOURCE MANAGEMENT AND ENVIRONMENTAL PROTECTION:</b> <i>overall objectives and several key targets for the planning period</i>									
IV.1. Natural Resource Management: overall objectives on natural resource management and several key targets for the planning period								<b>DONRE/ District DONRE</b>	
	<b>Specific objective 1: Land use and management</b>	Solution:	Activity 1:	Specific targets for Objective 1					
			Activity 2:						
	<b>Specific objective 2: Water use and management</b>	Solution 1:	... Activity 1:	Specific targets for Objective 2					
			Activity 2:						
		Solution 2:	Activity 1:						
			Activity 2:						
	<b>Specific objective 3: Forest use and management</b>	Solution 1:	Activity 1:	Specific targets for Objective 3					
			Activity 2:						
		Solution 2:	Activity 1:						
			Activity 2:						

Remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Budget estimate (million dong)			Implementing agency	
					Total Budget	State Budget	Non-state Budget	Responsible	Coordinating
1	2	3	4	5	6	7	8	9	10
	<b>Objective 4: Mineral use, exploitation and management</b>	Solution 1:  Solution 2:	Activity 1: Activity 2: Activity 1: Activity 2:	Specific targets for Objective 4					
	...		...						
<b>IV.2. Environmental Protection: overall objectives and several key targets for the planning period</b>								<b>DONRE/ District DONRE</b>	
	<b>Specific objective 1: Safe water supply</b>	GP1:	Activity 1:	Specific targets for Objective 1					
		GP2:	Activity 2:						
	<b>Specific objective 2: Garbage collection and disposal</b>	GP1:	Activity 1:	Specific targets for Objective 2					
		GP2:	Activity 2:						
	...	...	...	...					

Remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Budget estimate (million dong)			Implementing agency	
					Total Budget	State Budget	Non-state Budget	Responsible	Coordinating
1	2	3	4	5	6	7	8	9	10
<b>V. STATE GOVERNANCE - SECURITY AND NATIONAL DEFENSE: overall objectives and several key targets for the planning period</b>									
<b>V.1. Administrative procedure reform</b>								<b>DOHA/District DOHA</b>	
	<b>Specific objective 1:</b>	Solution 1:	Activity 1: Activity 2:	Specific targets for Objective 1					
	<b>Specific objective 2:</b>	Solution 2:	Activity 1: Activity 2:	Specific targets for Objective 2					
	...	...	...	...					
<b>V.2. Inspection and Corruption Control</b>								<b>DOHA/District DOHA</b>	
	<b>Specific objective:</b>	Solution 1:	Activity 1: Activity 2:	Specific targets for inspection and corruption control					
		Solution 2	Activity 1: Activity 2:						
	...	...	...						

Remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Budget estimate (million dong)			Implementing agency	
					Total Budget	State Budget	Non-state Budget	Responsible	Coordinating
1	2	3	4	5	6	7	8	9	10
V.3. Capacity Building for Public Employees								<b>Sở/Phòng Nội vụ</b>	
	<b>Specific objective:</b>	Solution 1:	Activity 1:	Specific targets for Objective 1					
		Solution 2:	Activity 2:						
				...					
V.4. National Security								<b>Provincial/ District/ Commune Police</b>	
	<b>Specific objective 1:</b>	Solution:	Activity 1:	CSpecific targets for Objective 1					
			Activity 2:						
	<b>Specific objective 2:</b>	Solution:	Activity 1:	Specific targets for Objective 2					
			Activity 2:						
	...	...		...					

Remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Budget estimate (million dong)			Implementing agency	
					Total Budget	State Budget	Non-state Budget	Responsible	Coordinating
1	2	3	4	5	6	7	8	9	10
V.5. National Defense								<b>Provincial/ District Military Command</b>	
	<b>Specific objective 1:</b>	Solution:	Activity 1:	Specific targets for Objective 1					
			Activity 2:						
	<b>Specific objective 2:</b>	Solution:	Activity 1: Activity 2:	Specific targets for Objective 2					
	...								



## APPENDIX 2B

# THE ANNUAL SEDP LOGIC LOG FRAME AT PROVINCIAL/ DISTRICT LEVEL (CRP'S FORM)

## Provincial/District SEDP Planning Template

Planning period: : ....

Key remain- ing issues	Main rea- sons	General objective/ Key tasks	Specific objectives/ Result/Impact Targets	Indicative solu- tions	Specific solu- tions/ Output Target	Anticipated resources (million dong)		Responsi- ble sector/ locality & Imple- mentation duration	Coordi- nating sector/ locality
						State bud- get	Non- state bud- get		
1	2	3	4	5	6	7	8	9	10
<b>A. General/macro section of provincial/district SEDPs</b> (passed by People's Council at corresponding level)									
		Overall objectives for the planning period, including objectives on economic, cultural, environmental issues and improving living standards for local people. Key tasks for the planning period.	General, macro and most important Targets of the locality (economy, education, society, environment and living standard improvement) included into the Resolution of People's Council at corresponding level	Major indicative solutions	Major and cross-sectoral socio-economic development programs to be implemented by the province in the planning period				

Key remain- ing issues	Main rea- sons	General objective/ Key tasks	Specific objectives/ Result/Impact Targets	Indicative solu- tions	Specific solu- tions/ Output Target	Anticipated resources (million dong)		Responsi- ble sector/ locality & Imple- mentation duration	Coordi- nating sector/ locality
						State bud- get	Non- state bud- get		
1	2	3	4	5	6	7	8	9	10
<b>B. Sectors and fields</b> (consistent with Part A in the sectoral plan)									
<b>I. Economy: Overall objectives on economy (if any)</b>									
<b>1. Agriculture, Forestry and Aquaculture (Zone 1) - General objective on Zone 1 (if any)</b>									
Key issues of Zone 1		General objectives and tasks of Zone 1	Target 1	General, cross- sectoral solu- tions					
<i>Farming</i>		General objective 1:	Target 1	Indicative sec- toral solutions	Activity/ Out- put 1				
			Target 2		Activity/ Out- put 2				
		General objective 2:		Indicative sec- toral solutions					
<i>Livestock Pro- duction</i>		General objective 1:	Target 1	Indicative sec- toral solutions	Activity/ Out- put 1				
		General objective 2:	Target 2	Indicative sec- toral solutions	Activity/ Out- put 2				
		...							

Key remain- ing issues	Main rea- sons	General objective/ Key tasks	Specific objectives/ Result/Impact Targets	Indicative solu- tions	Specific solu- tions/ Output Target	Anticipated resources (million dong)		Responsi- ble sector/ locality & Imple- mentation duration	Coordi- nating sector/ locality
						State bud- get	Non- state bud- get		
1	2	3	4	5	6	7	8	9	10
Forestry		General objective 1: ...		Indicative sec- toral solutions					
Aquaculture		General objective 1:	Target 1	Indicative sec- toral solutions					
		...	Target 2						
		...							
<b>2. Industry - Construction (Zone 2)</b>									
Key issues of Zone 2		General objectives and tasks of industry and construction		General, cross- sectoral solu- tions	Activity/ Out- put 1				
Industry and small industry		General objective 1:	Target 1	Indicative sec- toral solutions	Activity/ Out- put 2				
		General objective 2:	Target 2	Indicative sec- toral solutions					
Construction		General objective 1:		<i>Sectoral solu- tions</i>					
		...							

Key remain- ing issues	Main rea- sons	General objective/ Key tasks	Specific objectives/ Result/Impact Targets	Indicative solu- tions	Specific solu- tions/ Output Target	Anticipated resources (million dong)		Responsi- ble sector/ locality & Imple- mentation duration	Coordi- nating sector/ locality
						State bud- get	Non- state bud- get		
1	2	3	4	5	6	7	8	9	10
<b>3. Services (Zone 3)</b>									
Key issues of Zone 3		General objectives and tasks of service zone		General, cross- sectoral solu- tions					
Trade		General objective 1:	Target 1		Activity/ Out- put 1				
		General objective 2:	Target 2	Indicative sec- toral solutions	Activity/ Out- put 2				
Tourism		General objective 1:		Indicative sec- toral solutions					
		General objective 2:		Indicative sec- toral solutions					
Post and telecommuni- cations		General objective 1...	Target 1	Indicative sec- toral solutions					
		...	Target 2						
<b>Other sectors/fields</b>									

Key remain- ing issues	Main rea- sons	General objective/ Key tasks	Specific objectives/ Result/Impact Targets	Indicative solu- tions	Specific solu- tions/ Output Target	Anticipated resources (million dong)		Responsi- ble sector/ locality & Imple- mentation duration	Coordi- nating sector/ locality
						State bud- get	Non- state bud- get		
1	2	3	4	5	6	7	8	9	10
				<i>Sectoral solu- tions</i>					
<b>II. SOCIAL AND CULTURAL AFFAIRS: General objectives on social and cultural issues (if any)</b>									
<b>1. Education and Training</b>									
Key issues on education and training.		General objectives and tasks of educa- tion and training.		Giải pháp liên lĩnh vực, tổng hợp trong Giáo dục - đào tạo	Activity/ Out- put 1				
<i>General education and early childhood education</i>		General objective 1:	Target 1	Indicative sec- toral solutions	Activity/ Out- put 2				
		General objective 2:	Target 2	Indicative sec- toral solutions					
<i>Vocational training</i>		General objective 1:	Target 1	Sectoral solu- tions					
		General objective 2:	Target 2						

Key remain- ing issues	Main rea- sons	General objective/ Key tasks	Specific objectives/ Result/Impact Targets	Indicative solu- tions	Specific solu- tions/ Output Target	Anticipated resources (million dong)		Responsi- ble sector/ locality & Imple- mentation duration	Coordi- nating sector/ locality
						State bud- get	Non- state bud- get		
1	2	3	4	5	6	7	8	9	10
2. Science and Technology									
Key issues on science and technology		General objectives and tasks on science and technology		General, cross- sectoral solu- tions					
Science		General objective 1:	Target 1	Indicative sec- toral solutions	Activity/ Out- put 1				
		General objective 2:	Target 2	Indicative sec- toral solutions	Activity/ Out- put 2				
Application of new technol- ogy		General objective 1:		Indicative sec- toral solutions					
		General objective 2:		Indicative sec- toral solutions					
3. Job Settlement									
Key issues on job settlement		General objectives and tasks of job settlement field		General, cross- sectoral solu- tions					

Key remain- ing issues	Main rea- sons	General objective/ Key tasks	Specific objectives/ Result/Impact Targets	Indicative solu- tions	Specific solu- tions/ Output Target	Anticipated resources (million dong)		Responsi- ble sector/ locality & Imple- mentation duration	Coordi- nating sector/ locality
						State bud- get	Non- state bud- get		
1	2	3	4	5	6	7	8	9	10
<b>3. Poverty Reduction and Social Security</b>									
Key issues on poverty reduction and social security		General objectives and tasks on hunger eradication, poverty reduction and de- velopment of social security system		General, cross- sectoral solu- tions					
Hunger eradication and poverty reduction		General objective 1:	Target 1	Indicative sec- toral solutions	Activity/ Out- put 1				
		General objective 2:	Target 2	Indicative sec- toral solutions	Activity/ Out- put 2				
Social security		General objective 1:		Indicative sec- toral solutions					
....		General objective 2:		<i>Indicative sec- toral solutions</i>					



Key remain- ing issues	Main rea- sons	General objective/ Key tasks	Specific objectives/ Result/Impact Targets	Indicative solu- tions	Specific solu- tions/ Output Target	Anticipated resources (million dong)		Responsi- ble sector/ locality & Imple- mentation duration	Coordi- nating sector/ locality
						State bud- get	Non- state bud- get		
1	2	3	4	5	6	7	8	9	10
<b>4. Health care for people, population and family planning</b>									
Key issues on health care for people, population and family planning		General objectives and tasks on health care for people, pop- ulation and family planning		General, cross- sectoral solu- tions	Activity/ Out- put 1				
<i>Population and family planning</i>		General objective 1:	Target 1	Indicative sec- toral solutions	Activity/ Out- put 2				
		General objective 2:	Target 2	Indicative sec- toral solutions					
<i>Health care for people</i>		General objective 1:	Target 1	Indicative sec- toral solutions					
		General objective 2:	Target 2	Indicative sec- toral solutions					
		General objective 3:		<i>Sectoral solu- tions</i>					

Key remain- ing issues	Main rea- sons	General objective/ Key tasks	Specfic objectives/ Result/Impact Targets	Indicative solu- tions	Specific solu- tions/ Output Target	Anticipated resources (million dong)		Responsi- ble sector/ locality & Imple- mentation duration	Coordi- nating sector/ locality
						State bud- get	Non- state bud- get		
1	2	3	4	5	6	7	8	9	10
<b>5. Culture, information and gymnastics and sports</b>									
Key issues on culture, infor- mation and gymnastics and sports		General objec- tives and tasks on culture, information and gymnastics and sports		General, cross- sectoral solu- tions	Activity/ Out- put 1				
Development of culture, information, radio and tele- vision		General objective 1:	Target 1	Indicative sec- toral solutions	Activity/ Out- put 2				
		General objective 2:	Target 2	Indicative sec- toral solutions					
Development of gymnastics and sports		General objective 1:	Target 1	Indicative sec- toral solutions					
....		General objective 2:	Target 2	Indicative sec- toral solutions					
<b>6. Social order and social vice control</b>									
<i>Social order</i>		General objective 1:	Target 1	Sectorial and intergrated solu- tions	Activity/ Out- put 1				

Key remain- ing issues	Main rea- sons	General objective/ Key tasks	Specfic objectives/ Result/Impact Targets	Indicative solu- tions	Specific solu- tions/ Output Target	Anticipated resources (million dong)		Responsi- ble sector/ locality & Imple- mentation duration	Coordi- nating sector/ locality
						State bud- get	Non- state bud- get		
1	2	3	4	5	6	7	8	9	10
		General objective 2:	Target 2	Sectorial and intergrated solu- tions	Activity/ Out- put 2				
<i>Social vice control</i>		General objective 1:		Sectorial and intergrated solu- tions					
.....		General objective 2:		Sectorial and intergrated solu- tions					
<b>7. Gender and women</b>									
Key issues on gender and women		General objec- tives and tasks on gender equality and women's empower- ment		General, cross- sectoral solu- tions					
Job settlement for women		General objective on employment	Target 1	Sectorial and intergrated solu- tions	Activity/ Out- put 1				

Key remain- ing issues	Main rea- sons	General objective/ Key tasks	Specific objectives/ Result/Impact Targets	Indicative solu- tions	Specific solu- tions/ Output Target	Anticipated resources (million dong)		Responsi- ble sector/ locality & Imple- mentation duration	Coordi- nating sector/ locality
						State bud- get	Non- state bud- get		
1	2	3	4	5	6	7	8	9	10
<i>Literacy and training for women</i>		General objective on education	Target 2	Sectorial and intergrated solu- tions	Activity/ Out- put 2				
<i>Health care and mater- nal care for women</i>		General objective on health care		Sectorial and intergrated solu- tions					
<i>Women's empowerment and listening to women's voice in policy making</i>		General objective on women's empower- ment		Sectorial and intergrated solu- tions					
<b>8. Children (based on 4 groups of child's rights)</b>									
Key issues on child protec- tion, care and education		General objectives and tasks on child protection, care and education		General, cross- sectoral solutions to implement four basic groups of child's rights: right to survival, right to development, right to protection and right to participa- tion					

Key remain- ing issues	Main rea- sons	General objective/ Key tasks	Specific objectives/ Result/Impact Targets	Indicative solu- tions	Specific solu- tions/ Output Target	Anticipated resources (million dong)		Responsi- ble sector/ locality & Imple- mentation duration	Coordi- nating sector/ locality
						State bud- get	Non- state bud- get		
1	2	3	4	5	6	7	8	9	10
<i>Child protec- tion and child injury preven- tion</i>		General objective on child protection	Target 1	Sectorial and intergrated solu- tions	Activity/ Out- put 1				
<i>Child edu- cation and recreation</i>		General objective on child development	Target 2	Sectorial and intergrated solu- tions	Activity/ Out- put 2				
<i>Child health care and nutri- tion</i>		General objective on survival		Sectorial and intergrated solu- tions					
<i>Child birth registration and listening to children's voice</i>		General objective on child participation on socio-economic activities		Sectorial and intergrated solu- tions					
<i>Others (if any)</i>									
<b>IV. Natural Resources and Environment: Overall objectives on natural resources and environment (if any)</b>									
Key issues on natural resources and environment		Overall objec- tives and tasks on management and exploitation of natu- ral resources		Sectorial and intergrated solu- tions					

Key remain- ing issues	Main rea- sons	General objective/ Key tasks	Specfic objectives/ Result/Impact Targets	Indicative solu- tions	Specific solu- tions/ Output Target	Anticipated resources (million dong)		Responsi- ble sector/ locality & Imple- mentation duration	Coordi- nating sector/ locality
						State bud- get	Non- state bud- get		
1	2	3	4	5	6	7	8	9	10
<i>Forest man- agement and development</i>		General objective 1:	Target 1	Indicative sec- toral solutions	Activity/ Out- put 1				
		General objective 2:	Target 2	Indicative sec- toral solutions	Activity/ Out- put 2				
<i>Land use and management</i>		General objective 1:		Indicative sec- toral solutions					
<i>Mineral man- agement and exploitation</i>		General objective 2:		Indicative sec- toral solutions					
<i>Water supply</i>		General objective		Indicative sec- toral solutions					
<i>Wastewater and garbage disposal</i>		General objective 1:	Target 1	Indicative sec- toral solutions					
		General objective 2:	Target 2	Indicative sec- toral solutions					

Key remain- ing issues	Main rea- sons	General objective/ Key tasks	Specfic objectives/ Result/Impact Targets	Indicative solu- tions	Specific solu- tions/ Output Target	Anticipated resources (million dong)		Responsi- ble sector/ locality & Imple- mentation duration	Coordi- nating sector/ locality
						State bud- get	Non- state bud- get		
1	2	3	4	5	6	7	8	9	10
Rural envi- ronmental sanitation and wastewater and garbage disposal		General objective 1:		Indicative sec- toral solutions					
		General objective 2:		Indicative sec- toral solutions					
V. National security and defense: Overall objectives on national security and defense (if any)									
1. National security and crime prevention and control									
Key issues		General objec- tives and tasks on national security and crime prevention and control		Sectorial and intergrated solu- tions					
2. National defense									
Key issues		General objectives and tasks on na- tional defense		Sectorial and intergrated so- lutions					
“C. State Governance(synthesized from state governance sections from sectoral planning logframe) Overall objectives on state governance (if any)”									
1. Administrative reform and settlement of complaints									

Key remain- ing issues	Main rea- sons	General objective/ Key tasks	Specfic objectives/ Result/Impact Targets	Indicative solu- tions	Specific solu- tions/ Output Target	Anticipated resources (million dong)		Responsi- ble sector/ locality & Imple- mentation duration	Coordi- nating sector/ locality
						State bud- get	Non- state bud- get		
1	2	3	4	5	6	7	8	9	10
Key issues		General objec- tives and tasks on administrative reform and settlement of complaints		<i>Sectorial and intergrated solu- tions</i>					
<b>2. Development of management human resource</b>									
Key issues		General objec- tives and tasks on development of management hu- man resource and technical staff for the locality		<i>Sectorial and intergrated solu- tions</i>					
<b>3. Business environment and investment attraction</b>									
Key issues		General objectives and tasks on busi- ness environment and investment attraction		<i>Sectorial and intergrated solu- tions</i>					



Key remaining issues	Main reasons	General objective/ Key tasks	Specific objectives/ Result/Impact Targets	Indicative solutions	Specific solutions/ Output Target	Anticipated resources (million dong)		Responsible sector/ locality & Implementation duration	Coordinating sector/ locality
						State budget	Non-state budget		
1	2	3	4	5	6	7	8	9	10
<b>4. Grass-root democracy</b>									
Key issues		General objectives and tasks on grass-root democracy		<i>Sectorial and intergrated solutions</i>					
<b>D. Zone Development: Overall objectives on zone development (if any)</b>									
<b>1. Zone 1</b>									
Zone 1's key issues to utilize development potentials and create social equity		General objectives and tasks on socio-economic development for Zone 1		<i>Sectorial and intergrated solutions</i>					
<b>2. Zone 2</b>									
Zone 2's key issues to utilize development potentials and create social equity		General objectives and tasks on socio-economic development for Zone 2		<i>Sectorial and intergrated solutions</i>					
<b>3. Urban development</b>									

Key remaining issues	Main reasons	General objective/ Key tasks	Specific objectives/ Result/Impact Targets	Indicative solutions	Specific solutions/ Output Target	Anticipated resources (million dong)		Responsible sector/ locality & Implementation duration	Coordinating sector/ locality
						State budget	Non-state budget		
1	2	3	4	5	6	7	8	9	10
Urban development in comparison with the plan		General objectives and tasks on urban development		<i>Sectorial and integrated solutions</i>					
<b>5. Rural development and rural economic development (including new rural development)</b>									
		General objectives and tasks on rural development using new criteria (including infrastructure and market)		Sectorial and integrated solutions					

#### Remarks

As planning log frame is one of the planning tools, any change or addition of columns or rows will depend on the needs of management as long as the logicity is ensured, vertically or horizontally; This template was based on Official Letter No. 233 of the MPI providing guidance to provinces piloting Child Friendly Province Program. Reason column (column 2) is separated with column 1 for easy reference and contrast with solutions in column 5 and 6.

The logframe can be used for either annual or five-year plan. Five-year plan's content is phased into annual plan.

Five-year planning logframe should be updated annually along with the development of annual planning logframe.

This can be used for SEDP planning at either district or provincial level: Commune-level planning logframe will be provided separately with similar logicity but simpler template.

Column (6), (7), (8), (9), (10) - are painted same color to show the strong connection with one certain solution/output.

Result chain has been identified in the planning log frame (in bold)

Column 4 : Result/Impact Targets

Column 6 : Output Targets

Column 7-8: Input Targets

## APPENDIX 3A

# THE FIVE-YEAR DEVELOPMENT PLAN LOG FRAME AT DEPARTMENT/ SECTOR/DIVISION (CSDP'S FORM)

## Five-year planning logframe for 2011-2015 of ..... department/sector

**Notes:** Instructions are made in italic.

Key remaining issues	Objectives	Solutions	Targets for the planning period	Duration	Budget estimate (million dongs)			Implementing agencies	
					Total budget	State budget	Non-state budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
I. General section of the sector/Key contents from the sector informing the five-year SEDP of province/district/commune									
	Overall objectives for 2011-2015 of the sector:	Major solution 1:	Key targets of the sector for 2011-2015	2011-2015				Managing department/sector	Concerned localities and agencies
		Major solution 2:							
		Major solution 3:							
		...							
II. Cross-sectoral section (if there is cross-sectoral, it is also a part of SEDP, if there is none, this part can be omitted): Specify general cross-sectoral objectives and targets								Managing department/sector or authorized managing agency	

Key remaining issues	Objectives	Solutions	Targets for the planning period	Duration	Budget estimate (million dong)			Implementing agencies	
					Total budget	State budget	Non-state budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
	<b>Specific Objective 1:</b>	Solution 1	<i>Indicators for Objective 1:</i>						
		Solution 2							
		...							
	<b>Specific Objective 2</b>	Solution 1:	<i>Indicators for Objective 2:</i>						
		Solution 2:							
	...	...	...	...					
<b>III. Sub-field 1 (general objectives and indicators if any):</b>								<i>Division/ Unit 1</i>	
	<b>Specific Objective 1:</b>	Solution 1	<i>Indicators for Objective 1:</i>						
		Solution 2							
	<b>Specific Objective 2</b>	Solution:	<i>Indicators for Objective 2:</i>						
	...	...	...	...					

Key remaining issues	Objectives	Solutions	Targets for the planning period	Duration	Budget estimate (million dong)			Implementing agencies	
					Total budget	State budget	Non-state budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
IV. Sub-field 2 (general objectives and indicators if any):								Division/ Unit 2	
	<b>Specific Objective 1:</b>	Solution:	Indicators for Objective 1:						
	<b>Specific Objective 2</b>	Solution 1:	Indicators for Objective 2:						
		Solution 2:							
	<b>Specific Objective 3</b>	Solution:	Indicators for Objective 3:						
	...	...	...						
V. Sub-field 3 (general objectives and indicators if any):								Division/ Unit 3	
	<b>Specific Objective 1:</b>	Solution 1: Solution 2:	Indicators for Objective 1:						
	<b>Specific Objective 2</b>	Solution:	Indicators for Objective 2:						
	...	...	...						

Key remaining issues	Objectives	Solutions	Targets for the planning period	Duration	Budget estimate (million dong)			Implementing agencies	
					Total budget	State budget	Non-state budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
<b>VI. Sub-field 4</b> (general objectives and indicators if any):								Division/ Unit 4	
	<b>Specific Objective 1:</b>	Solution 1:	Indicators for Objective 1:						
		Solution 2:							
	<b>Specific Objective 2</b>	Solution:	Indicators for Objective 2:						
	...	...	...						
<b>VII. Sub-field 5</b> (general objectives and indicators if any):								Division/ Unit 5	
	<b>Specific Objective 1:</b>	Solution 1:	Indicators for Objective 1:						
		Solution 2:							
	<b>Specific Objective 2</b>	Solution:	Indicators for Objective 2:						
	...	...	...						
<b>VIII. Sub-field X</b> (general objectives and indicators if any):								Division/ Unit X	
	<b>Specific Objective 1:</b>	Solution:	Indicators for Objective 1:						

Key remaining issues	Objectives	Solutions	Targets for the planning period	Duration	Budget estimate (million dong)			Implementing agencies	
					Total budget	State budget	Non-state budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10
	<b>Specific Objective 2</b>	Solution 1:	<i>Indicators for Objective 2:</i>						
		Solution 2:							
...	...	...	...						
<b>IX. Sector management</b> (general objectives and indicators if any):								<i>Managing department/sector</i>	
	<b>Specific Objective 1: Infrastructure, facilities</b>	Solution:	<i>Indicators for Objective 1:</i>						
	<b>Specific Objective 2: Nâng cao năng lực đội ngũ công chức ngành</b>	Solution 1:	<i>Indicators for Objective 2:</i>						
		Solution 2:							
	<b>Objective 3:</b>	Solution:	<i>Indicators for Objective 3:</i>						
...	...	...	...						



## APPENDIX 4A:

# THE ANNUAL DEVELOPMENT PLAN LOG FRAME AT DEPARTMENT/ SECTOR/DIVISION (CSDP'S FORM)

**Development planning logframe for year 201...**  
**of Department/Division of ...**

**Notes:** *Instructions are made in italic.*

Key remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Duration	Budget estimate (million dong)			Implementing agency	
						Total budget	State budget	Non-state budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10	11
I. General section of the sector/Key contents from the sector plan informing the annual SEDPs of province/district/commune										
	<b>General objectives for 2011-2015 period of the sector:</b>	Major solution 1:	<i>Do not enter activities for this section</i>	<i>Key targets for 2011-2015 period of the sector</i>	2011-2015				<b>Managing Department/Sector</b>	<b>Concerned agencies/localities</b>
		Major solution 2:								
		Major solution 3:								
		...								

Key remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Duration	Budget estimate (million dong)			Implementing agency	
						Total budget	State budget	Non-state budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10	11
<b>II. Cross-sectoral section</b> (this is also a section that informs the SEDP and can be omissible if there is none): specify general objectives and several cross-sectoral targets									<i>Managing Department/ Sector or Managing Authorized Agency</i>	
	<b>Specific objective 1:</b>	Solution 1	Activity 1:	<b>Targets for objective 1:</b>						
			Activity 2:							
		Solution 2	Activity 1:							
			Activity 2:							
		...	...							
	<b>Specific objective 2</b>	Solution 1:	Activity 1:	<b>Targets for objective 2:</b>						
		Solution 2:	Activity 2:							
	...	...	...	...						

Key remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Duration	Budget estimate (million dong)			Implementing agency	
						Total budget	State budget	Non-state budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10	11
III. Sub-sector 1 (general objectives and general targets if any):									Division/ Unit 1	
	Specific objective 1:	Solution 1	Activity 1:	Targets for objective 1:						
			Activity 2:							
		Solution 2	Activity 1:							
			Activity 2:							
	Specific objective 2	Solution:	Activity 1: Activity 2:	Targets for objective 2:						
	...	...	...	...						
IV. Sub-sector 2 (general objectives and general targets if any):									Division/ Unit 2	
	Specific objective 1:	Solution:	Activity 1: Activity 2:	Targets for objective 1:						

Key remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Duration	Budget estimate (million dong)			Implementing agency	
						Total budget	State budget	Non-state budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10	11
	<b>Specific objective 2</b>	Solution 1:	Activity 1:	<b>Targets for objective 2:</b>						
			Activity 2:							
		Solution 2:	Activity 1:							
			Activity 2:							
	<b>Specific objective 3</b>	Solution:	Activity:	<b>Targets for objective 3:</b>						
	...	...		...						
<b>V. Sub-sector 3 (general objectives and general targets if any):</b>									<b>Division/ Unit 3</b>	
	<b>Specific objective 1:</b>	Solution 1:	Activity 1:	<b>Targets for objective 1:</b>						
			Activity 2:							
		Solution 2:	Activity 1:							
			Activity 2:							
	<b>Specific objective 2</b>	Solution:	Activity:	<b>Targets for objective 2:</b>						

Key remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Duration	Budget estimate (million dong)			Implementing agency	
						Total budget	State budget	Non-state budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10	11
	...	...	...	...						
VI. Sub-sector 4 (general objectives and general targets if any):									Division/ Unit 4	
	Specific objective 1:	Solution 1:	Activity 1:	Targets for objective 1:						
			Activity 2:							
			Activity 1:							
		Solution 2:	Activity 2:							
	Specific objective 2	Solution:	Activity 1:	Targets for objective 2:						
			Activity 2:							
	...	...	...	...						
VII. Sub-sector 5 (general objectives and general targets if any):									Division/ Unit 5	

Key remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Duration	Budget estimate (million dong)			Implementing agency	
						Total budget	State budget	Non-state budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10	11
	<b>Specific objective 1:</b>	Solution 1:	Activity 1:	<b>Targets for objective 1:</b>						
			Activity 2:							
		Solution 2:	Activity 1:							
			Activity 2:							
	<b>Specific objective 2</b>	Solution:	Activity 1: Activity 2:	<b>Targets for objective 2:</b>						
	...	...		...						
VIII. Sub-sector X (general objectives and general targets if any):									<b>Division/ Unit X</b>	
	<b>Specific objective 1:</b>	Solution:	Activity 1: Activity 2:	<b>Targets for objective 1:</b>						
	<b>Specific objective 2</b>	Solution 1:	Activity 1:	<b>Targets for objective 2:</b>						
			Activity 2:							
		Solution 2:	Activity:							

Key remaining issues	Objectives	Solutions	Activities	Targets for the planning period	Duration	Budget estimate (million dong)			Implementing agency	
						Total budget	State budget	Non-state budget	Presiding	Coordinating
1	2	3	4	5	6	7	8	9	10	11
	...	...	...	...						
IX. Sector's management (general objectives and general targets if any):									Managing Department/Sector	
	<b>Specific objective 1: Equipment and facilities</b>	Solution:	Activity 1: Activity 2:	Targets for objective 1:						
	<b>Specific objective 2: Capacity building for sector's staff</b>	Solution 1:	Activity 1:	Targets for objective 2:						
			Activity 2:							
		Solution 2:	Activity 1:							
			Activity 2:							
	<b>Objective 3:</b>	Solution:	Activity:	Targets for objective 3:						
...	...	...	...	...						



## APPENDIX 4B

# THE ANNUAL DEVELOPMENT PLAN LOG FRAME AT DEPARTMENT/ SECTOR/DIVISION (CRP'S FORM)

## TEMPLATE FOR DEVELOPMENT PLAN AT SECTORAL UNIT LEVEL (PROVINCIAL LEVEL)

*Planning period:.....*

Major issues	Reasons	General objective	Specific objectives/ result - impact targets	Indicative solution	Specific solutions/ output targets	"Total budget estimate (million dong)"		Responsible section and duration	Coordinating section
						State budget	Non-state budget		
1	2	3	4	5	6	7	8	9	10
<b>A. Important content that informs the sectoral development plan (to be consistent with Part B of Sectoral Development Plan)</b>									
				Indicative solution 1	Activity/ output 1.1				
					Activity/ output 1.2				
				Indicative solution 2	Activity/ output 2.1				
					Activity/ output 2.2				
				...	....				
<b>B. Detail plans of sub-fields of the sector (for implementation within the sector)</b>									
<i>Sub-field 1</i>									

Major issues	Reasons	General objective	Specific objectives/ result - impact targets	Indicative solution	Specific solutions/ output targets	“Total budget estimate (million dong)”		Responsible section and duration	Coordinating section
						State budget	Non-state budget		
1	2	3	4	5	6	7	8	9	10
General objectives of sub-field:									
		General objective 1	Targets under sub-field	Indicative solution 1	Activity/ output 1.1				
					Activity/ output 1.2				
		General objective 2	Targets under sub-field	Indicative solution 2	Activity/ output 2.1				
					Activity/ output 2.2				
Sub-field 2									
General objectives of sub-field:									
		General objective 1	Targets under sub-field	Indicative solution 1	Activity/ output 1.1				
					Activity/ output 1.2				
		General objective 2	Targets under sub-field	Indicative solution 2	Activity/ output 2.1				
		...			Activity/ output 2.2				
Sub-field n									
General objectives of sub-field:									

Major issues	Reasons	General objective	Specific objectives/ result - impact targets	Indicative solution	Specific solutions/ output targets	“Total budget estimate (million dong)”		Responsible section and duration	Coordinating section
						State budget	Non-state budget		
1	2	3	4	5	6	7	8	9	10
		General objective 1		Indicative solution 1	Activity/ output 1.1				
		General objective 2			Activity/ output 1.2				
		...		Indicative solution 2	Activity/ output 2.1				
					Activity/ output 2.2				
C. Unit management and others (for management of units and informing Part C - State management of the Sectoral Development Plan)									

#### REMARKS:

As planning log frame is one of the tools for planning, change and addition of columns and rows depend on the needs of management as long as such changes ensure logicity; this template is built on Official Letter No. 233 of Ministry of Planning and Investment guiding the PCFP-piloting provinces. Column 2 - Reasons is seperated from Column 1 - Major issues for an easier reference with solutions in Column 5 and 6.

Column (6), (7), (8), (9) and (10) have same color to show their close linkage in a single specific solution/output.      Result chains identified in the planning log frame (in bold)  
Column 4 : result - impact targets

Column 6 : output targets

Column 7-8: input targets

## APPENDIX 5 :

# THE LOCAL SEDP DRAFT STRUCTURE

# PART 1: PERFORMANCE EVALUATION ON THE IMPLEMENTATION OF THE CURRENT YEAR'S PLAN

General evaluation includes an evaluation of achievements and short-comings. The first chapter of the logic plan log frame specify the previous year's objectives/targets have been achieved or have not been met. Which solutions are not accomplished and why?

Specific evaluation: The department/sector considers in details what sub-sectors within the department/sector achieved in the previous year and what issues remain for the next year's resolution. It is necessary to have an account on the causes of these remaining issues. For the provinces/districts, the evaluation focuses on an detailed anylis of economic and social fields, natural resource and environment protection, state governance and a reflection on the fulfillment level of targets and reasons why some targets are not met.

## I. ECONOMIC DEVELOPMENT

### 1. Agriculture and Rural Development

Farming:

- Targets achieved to the date of new plan development in comparison with the general plan.
- Conditions of achievements/ causes of failures.
- A forecast of the feasibility of plan implementation for the year X+1 in the area

The same procedure is applied to the following sub-sectors:

Livestock rising:

Forestry:

Fisheries:

Rural economy:

### 2. Industry – Small Industries – Construction

Industry:

- Targets achieved to the date of new plan development in comparison with the general plan.
- Conditions of achievements/ causes of failures.
- A forecast of the feasibility of the annual plan implementation of the area.

The similar procedure is applied to the following sub-sectors:

Small industry/handcraft village:

Construction:

### 3. Services

- Targets achieved to the date of new plan development in comparison with the general plan.
- Conditions of achievements/ causes of failures.
- A forecast of the feasibility of the annual plan implementation in the area.

### 4. Budget revenues and expenditures

- Targets achieved to the date of new plan development in comparison with the general plan.
- Conditions of achievements/ causes of failures.
- A forecast of the feasibility of the annual plan implementation in the area.

## II. SOCIAL DEVELOPMENT

The evaluation on the social development fields is conducted in the same way as that of the economic fields.

Attention should be paid to how macro economic factors that limit public investment in social sectors.

It is also important to pay attention to the evaluation of development programs within the province/district, including those solutions and activities that have been done. Which of them are accomplished and which are left unfinished? What are the reasons of failures?

Below are the main areas of social development:

Education and Training

Health care

Poverty reduction and hunger eradication

Labor and employment

Social security

Gender equality and the advancement of women

The protection, care and education of youth and children

## III. NATURAL RESOURCE MANAGEMENT AND ENVIRONMENT PROTECTION

The evaluation procedure of this area is similar to that of above areas, including a review on implemented solutions and activities, what solutions and activities have been accomplished and why some are not finished.

## **1. Natural resource management**

- It is important to have a careful and thorough evaluation on the fields of land allotment, forest allotment and resource exploitation.

## **2. Environment protection**

- Water and sanitation (achievements and shortcomings)

## **IV. STATE GOVERNANCE**

The same procedure for evaluation is applied for state governance, including a review on implemented solutions and activities, solutions and activities accomplished and not accomplished.

The fields of state governance include:

1. Administrative reform
2. Economical practice and fight against extravagance and embezzlement
3. Creating business environment in districts
4. Capacity building for public servants and state officials
5. National security and defense

## **V. THE CURRENT YEAR'S ANNUAL PLAN IMPLEMENTATION GENERAL EVALUATION AND FORECAST**

Conditions of achievements and causes of failures in the first six-month implementation are analyzed.

Current local annual plan's feasibility is forecast.

The key solutions/ adjustments should be conducted in order to ensure the achievement of targets (as stated in the Resolution of People's Council)

.



## PART II: NEXT YEAR' (X+1) PLAN

### *Development context:*

National, regional and provincial socio-economic development status is reflected in the foreign investment trend, enterprises, national support strategies and the ability to appeal more investment to the locality. How does climate change impact on the social economic development of the locality in the coming year? How will the international commitments put local into a more competitive and oblige local authorities to remove uncompetitive incentives?

Another thing to consider is the advantages and disadvantages facing the locality during the implementation of objectives and tasks in the coming year.

### *Objectives and tasks for the year X+1:*

Regarding the plan's logs submitted by specific sub-sectors of departments/sectors, it is necessary to specify solutions, activities and timing for implementation. Also, budget estimate and targets cannot be missing. For provincial and district level, this can be divided into 4 fields of economic, social, natural resource management, environment protection and state governance. More information is needed concerning the VA, VA per capita, contribution of each sectors into VA (economic sector 1, economic sector 2, economic sector 3), total budget revenue within the jurisdiction and the total expenditures for the district/town/city etc.

Overall objectives for next year's planning period of the locality are copied from the local five-year plan.

Key socio-economic-environmental indicators are taken from the local annual planning logic log frame.

## I. ECONOMIC DEVELOPMENT

**Overall objectives of economic development (if any):** can be taken from the local five-year plan (2011-2015).

### **Key targets of economic development:**

Notes:

For provinces: GDP, GDP growth, income per capita.

For districts: instead of GDP using VA, VA per capita, contribution of each sector to VA (sector1, sector2, sector3), total budget within the jurisdiction, total expenditures of the local budget of the district/town/city etc.

Development priorities for year X+1 (key solutions and activities):

### **1.1. Agriculture and Rural Development**

**Overall objectives of agriculture and rural development:** can be taken from the local five-year plan

## AGRICULTURE

### **1.1.1. Farming**

Các giải pháp và hoạt động chính năm X+1: copy từ trong khung logic Kế hoạch năm X của Key solutions and activities in X + 1 are copied from the logic X annual planning logic log frame of the locality, modified solutions and activities of relevant sectors, which are transferred to the district's Division of Finance – Planning.

Some farming development objectives are selected for the year X +1, which are copied from the draft logic log frame for the annual plan for the year X+1.

Budget forecast is taken from overall budget estimate of locality allocated to fields in the annual planning log frame for the year X+1 and forecast of mobilized budget (based on the estimate for the year X

The similar procedure is applied to the following sub-sectors:

### **1.1.2. Livestock raising**

### **1.1.3. Fisheries**

### **1.1.4. Forestry**

## AGRICULTURE DEVELOPMENT

### **1.1.5. Infrastructure construction:**

Key solutions and activities in the year X+1 and the sub-sector's selective development targets.

Budget forecast.

### **1.1.6. Water and sanitation:**

Key solutions and activities in the year X+1 and the sub-sector's selective development targets.

Budget forecast.

### **1.1.7. Develop new rural community and child-friendly communes**

(Notes: these targets are only relevant to rural development and others are used in social development part)

Key solutions and activities in the year X+1 and the sub-sector's selective development targets.

Budget forecast.

## **1.2. Industry-Small industry – Construction**

**Overall objectives of industry – small industry - construction development** are taken

from the local five-year plan.

Development priorities in the year X+1

### **1.2.1 CN-TTCN**

#### **1.2.1. Industry – Small industry**

Key solutions and activities for the year X + 1 are copied from the annual planning logic log frame of the locality, modified solutions and activities of relevant sectors, which are transferred to district's Division of Finance – Planning.

Some development objectives are selected for year X +1, which are copied from the draft annual planning logic log frame for the year of X+1 of the locality.

Budget forecast is taken from overall budget estimate of the locality allocated to different fields in the annual planning log frame for the year X+1 and the forecast on the mobilized budget (based on current estimate)

The similar procedure is applied to the following sectors:

#### **1.2.2. Construction**

Key development indicators for the year X+1

Key solutions and activities for the next year

Budget forecast

#### **1.2.3 Commerce – service – tourism**

Key development indicators for year X+1

Key solutions and activities for the next year

Budget forecast

#### **1.2.4 Finance – Budget**

Key development indicators for year X+1

Key solutions and activities for the next year

#### **1.2.5 Science – Technology**

Key development indicators for the year X+1

Key solutions and activities for the next year

Budget forecast

## II. SOCIAL DEVELOPMENT

**Overall objectives of social development (if any) are taken from the five year plan.**

**Overall targets of social development** (such as average expectancy, poverty rate (by new poverty line); strengthening access to education and health equity for all people; and some child-related targets;) are copied from the annual X+1 plan log frame of locality.

Development priorities for the year X +1:

### **2.2 Education and Training:**

Key solutions and activities for the year X + 1 are copied from the local annual planning logic log frame for the year X, modified solutions and activities of relevant sectors, which are transferred to District's Division of Finance - Planning.

Some development objectives are selected for the year X +1 which are copied from the draft local annual planning log frame for the year X+1.

Budget forecast is taken from overall budget estimate of locality distributed to fields in the annual X+1 plan log frame and forecast on budget, which is mobilized from community (based on current estimate)

The similar procedure is applied to the following sectors:

### **2.3 Health care**

Key solutions and activities in the year X+1 and the sub-sector's selective development targets.

Budget forecast.

### **2.4 Labor and employment**

**Key solutions and activities in the year X+1 and the sub-sector's selective development targets.**

**Budget forecast.**

### **2.5 Poverty reduction and hunger eradication**

**Key solutions and activities in the year X+1 and the sub-sector's selective development targets.**

**Budget forecast.**

### **2.6 Social security**

**Key solutions and activities in the year X+1 and the sub-sector's selective development targets.**

**Budget forecast.**

### **2.7 Gender equality and the advancement of women**

**Key solutions and activities in the year X+1 and the sub-sector's selective development targets.**

**Budget forecast.**

## **2.8 Protection, care and education of youth and children**

**Key solutions and activities in the year X+1 and the sub-sector's selective development targets.**

**Budget forecast.**

## **III. RESOURCE, ENVIROMENT AND SUSTAINABLE DEVELOPMENT**

Overall objectives (if any) are taken from the five year plan

Development priorities for X+1:

### **3.1.Resource exploitation management**

Key solutions and activities for the year X + 1 are copied from the local annual planning logic log frame for the year X, modified solutions and activities of relevant sectors, which are transferred to Division's Division of Finance – Planning.

Some development objectives are selected for the year X +1 which are copied from the draft local annual planning log frame for the year X+1.

Budget forecast is taken from overall budget estimate of the locality allocated to different fields in the annual X+1 plan log frame and the forecast on mobilized budget from the community (based on current estimate)

The similar procedure is applied to the following sector:

### **3.2. Environment management**

## **IV. STATE GOVERNANCE**

Overall objectives (if any): are taken from the five-year plan in the next period.

Development priorities for the year X +1:

### **4.1. Administrative reform**

Key solutions and activities for the year X + 1 are copied from the local annual planning logic log frame for the year X, modified solutions and activities of relevant sectors, which are transferred to District's Division of Finance – Planning.

Some development objectives are selected for year X +1, which are copied from the draft local annual planning logic log frame for the year X+1.

Budget forecast is taken from overall budget estimate of the locality allocated to different fields in the annual planning logic log frame for the year X+1.

The similar procedure is applied to the following sector:

### **4.2. Economical practice**

Key solutions and activities in the year X+1 and the sub-sector's selective development targets.

Budget forecast.

#### **4.3. Business environment**

Key solutions and activities in the year X+1 and the sub-sector's selective development targets.

Budget forecast.

#### **4.4. Capacity building for public servants and state officials.**

Key solutions and activities in the year X+1 and the sub-sector's selective development targets.

Budget forecast.

#### **4.5. National security – defense**

Key solutions and activities in the year X+1 and the sub-sector's selective development targets.

Budget forecast.

## **CHAPTER III: IMPLEMENTATION ARRANGEMENT**

## APPENDIX 6:

# GUIDANCE ON TRANSLATING THE FIVE-YEAR SEDP LOGIC LOG FRAME INTO TEXT

The five year SEDP logic log frame of the locality or department/sector is a plan with overarching content. Therefore, planning should tend to strategic objectives and indicate high sustainability in development and the situation assessment needs to focus on those aspects directly related to socio-economic development, including growth, economic restructure, education, health care, hunger eradication and poverty reduction. Such an assessment plays an important role in setting local development objectives in the planning period.

Before making the five-year plan for socio-economic development and environment protection, using the strategic planning approach, planning team needs to collect important documents as follow:

- The report on the previous five-year SEDP (including logs and planning logic log frame of their own locality)
- The report on «The performance evaluation of the implementation of the five-year SEDP» of their own locality
- Regional socio-economic development policies, if any.
- Provincial/district level socio-economic development scheme
- Statistical data
- The annual/five-year financial and budget report of their own department/sector/ locality.

The five-year plan's log in detail includes:

## CHAPTER 1: THE PERFORMANCE EVALUATION ON THE IMPLEMENTATION OF THE PREVIOUS FIVE-YEAR PLAN

General evaluation includes an overall review on the fulfillment level of key objectives and targets over the past 5 year. If these objectives and targets are not met, causes of failures should be found and lessons learned for the next period.

Specific evaluation: In order to ensure a feasible and strategic establishment of objectives for the five-year period, the performance evaluation must be honest and specific. For example, regarding economic development, it is necessary to evaluate achievements and shortcomings of agriculture, industry – small industry – construction, service and technology.

As for departments/sectors, evaluation should be made by the fields, which vary from sector to sector due to their own distinctive structure.

All objectives and solutions in five-year period are evaluated, which are achievements or shortcomings and causes of them



## **I. ECONOMIC DEVELOPMENT**

### **1. Agriculture and rural development**

Overall evaluation based on development objectives in the previous five year SEDP of department/sector and province/district.

Farming (achievements, shortcomings)

Livestock raising (achievements, shortcomings)

Forestry (achievements, shortcomings)

Fisheries (achievements, shortcomings)

Rural economy

Evaluation on implemented objectives and targets; which objectives and targets have not been accomplished; why?

Lessons learned

### **2 . Industry and Small – industry**

Overall evaluation (achievements, shortcomings)

Industry (achievements, shortcomings)

Small industry – handicraft village (achievements, shortcomings)

Targets met as set in the resolution of the district party committee's congress at the...legislature

### **3 . Service**

Evaluation on implemented objectives and targets; which objectives and targets have not been accomplished; why?

## **II. SOCIAL DEVELOPMENT**

Education and Training (achievements and shortcomings)

Health care (achievements and shortcomings)

Poverty reduction and hunger eradication (achievements and shortcomings)

Labor and employment (achievements and shortcomings)

Social security (achievements and shortcomings)

Gender equality and the advancement of women (achievements and shortcomings)

The protection, care and education of youth and children (achievements and shortcomings)

Notes: It is also necessary to conduct evaluation on the operating development programs in the locality.

Evaluation on implemented objectives and targets; which objectives and targets have not been accomplished; why?

### III. NATURAL RESOURCE AND ENVIRONMENT PROTECTION

Natural resource management (achievements and shortcomings)

- Attention paid to evaluate carefully fields such as: land allotment, forest allotment, resource exploitation...

Environment protection (achievements and shortcomings)

- Water and sanitation (achievements and shortcomings)
- Evaluation on implemented objectives and targets; which objectives and targets have not been accomplished; why?

### IV. STATE GOVERNANCE

Administrative reform

Economical practice and fight against extravagance and embezzlement

Creating business environment in districts

Capacity building for public servants and state officials

National security and defense

Evaluation on implemented objectives and targets; which objectives and targets have not been accomplished; why?

### V. OVERALL ASSESSMENT AND ANALYSIS OF THE CAUSES AND LESSONS LEARNED

## CHAPTER II: THE FIVE YEAR SED ORIENTATION

### DEVELOPMENT CONTEXT

National, regional and provincial socio-economic development status is reflected in the foreign investment trend, enterprises, national support strategies and the ability to appeal more investment to the locality. How does climate change impact on the social economic development of the locality in the coming year? How will the international commitments put local into a more competitive and oblige local authorities to remove uncompetitive incentives?

Another thing to consider is the advantages and disadvantages facing the locality during the implementation of objectives and tasks in the coming year.

## ORIENTATIONS AND TASKS FOR THE NEW FIVE-YEAR PLAN

### I. ECONOMIC DEVELOPMENT

Serious shortcomings in economic development

#### 1.1 Overall objectives of economic development

Development indicators: VA, VA per capita...

Budget balance of THE locality.

#### 1.2 Agricultural and rural development

Serious shortcomings in rural development and overall objectives.

##### 1.2.1 Farming

Baseline issues

Objectives

Development indicators

Key solutions

Budget forecast

##### 1.2.2 Livestock raising

Baseline issues

Objectives

Development indicators

Key solutions

Budget forecast

##### 1.2.3 Fisheries

Baseline issues

Objectives

Development indicators

Key solutions

Budget forecast

#### **1.2.4 Forestry**

Baseline issues

Objectives

Development indicators

Key solutions

Budget forecast

#### **1.2.5 Rural development/ Developing new rural development community**

Baseline issues

Objectives

Development indicators

Key solutions

Budget forecast

#### **1.2.6 Develop new rural community and child-friendly communes**

Baseline issues

Objectives

Development indicators

Key solutions

Budget forecast

### **1.3. Industry – Construction**

Serious shortcomings in industry and overall objectives

#### **1.3.1 Industry – small industry**

Baseline issues

Objectives

Development indicators

Key solutions

Budget forecast

#### **1.3.2. Construction**

Baseline issues

Objectives

Development indicators

Key solutions

Budget forecast

#### **1.4. Commerce – service – tourism**

Baseline issues

Objectives

Development indicators

Key solutions

Budget forecast

#### **1.5. Finance – Budget**

Baseline issues

Objectives

Development indicators

Key solutions

Budget forecast

## **II . SOCIAL DEVELOPMENT**

Serious shortcomings in social development.

#### **2.1. Overall objectives of social development**

Baseline issues

Objectives

Development indicators

Key solutions

Budget forecast

#### **2.2 Health Care**

Baseline issues

Objectives

Development indicators

Key solutions

Budget forecast

## **2.3. Labor and employment**

Baseline issues

Objectives

Development indicators

Key solutions

Budget forecast

## **2.4. Poverty reduction, hunger eradication & social security**

Baseline issues

Objectives

Development indicators

Key solutions

Budget forecast

## **2.5. The advancement of women**

Baseline issues

Objectives

Development indicators

Key solutions

Budget forecast

## **2.6. Children & youth**

Baseline issues

Objectives

Development indicators

Key solutions

Budget forecast

# **III NATURAL RESOURCE, ENVIRONMENT AND SUSTAINABLE DEVELOPMENT**

Serious shortcomings in protecting natural resources and environment and sustainable development.

Overall objectives.

### **3.1. Resource exploitation management**

Baseline issues

Objectives

Development indicators

Key solutions

### **3.2. Environment protection management**

Baseline issues

Objectives

Development indicators

Key solutions

## **IV . STATE GOVERNANCE**

Serious shortcomings in state governed management and overall objectives.

### **4.1. Administrative reform**

Baseline issues

Objectives

Development indicators

Key solutions

### **4.2. Economical practice, fight against extravagance and embezzlement**

Baseline issues

Objectives

Development indicators

Key solutions

### **4.3. Business environment**

Baseline issues

Objectives

Development indicators

Key solutions

### **4.4. Capacity building for public servants and state officials**

Baseline issues

Objectives

Development indicators

Key solutions

#### **4.5. National security and defense**

Baseline issues

Objectives

Development indicators

Key solutions

## **CHAPTER III. IMPLEMENTATION ARRANGEMENT**

Stakeholder analysis: the specific roles and responsibilities of each participating agency will be one of the important factors for achieving goal. The locality needs to develop an M&E system, which specifies responsibility for collecting and analyzing information on a regular basis. It is best if a planning stakeholder is also involved in information collection and reporting the results to the People's Council or related community.

The local managers who hold responsible for the plan's implementation may also be responsible for monitoring and reporting. Besides, engaging the local people or volunteers in the monitoring process is a different approach to the prospects of economic development activities and engaging local community in the orientation of the operation plan and development objectives.

M&E planning includes basic steps: building M&E framework, identifying participating agencies, timing for implementation, disseminating information and reporting on results. Specific details are in Book 2 – Guidance on Monitoring & Evaluation on the implementation of the local development plan using the new approach.





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