

QUANG NGAI RURAL DEVELOPMENT
PROGRAM (RUDEP) - PHASE 2

Village Savings and Credit Facility: Annual
Review Report – July 2004 to June 2005



VIETNAM-AUSTRALIA

Prepared for

AusAID

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Ba Dinh District,
Hanoi, VIET NAM

30 July 2005

42443858

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Date: 2 August 2005
Reference: 42443858
Status: Draft report

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Acronyms

AMC	Australian Managing Contractor
AusAID	Australian Agency for International Development
CCG	Commune Contact Group
CPC	Commune People's Committee
CWU	Commune Women's Unions
DCG	District Contact Group
DDO	District Development Officer
DWU	District Women's Union
DOSTE	Department of Science, Technology and Environment
DPC	District People's Committee
DPI	Department of Planning and Investment
FA	Farmers' Association
FCO	Finance and Credit Officer.
GOA	Government of Australia
GOV	Government of (the Socialist Republic of) Vietnam
LA	Loan Applications
MF	Microfinance
MD	Monitoring Form
MFI	Microfinance Institution
MS	Accounting Form
MTR	Mid-Term Review
NGO	Non Government Organisation
PAR	Portfolio at Risk over 30 days
PCF	People's Credit Funds
PDA	Participatory Development Adviser. Prefix 'V' Vietnamese
PDD	Program Design Document
PFI	Participating Financial Institution
PMB	Project Management Board
PMU	Project Management Unit
PO	Project Officer
PPC	Provincial People's Committee
PCC	Program Coordination Committee
PPP	Participatory Planning Process
PWU	Provincial Women's Unions
RUDEP	Quang Ngai Rural Development Program
SBV	State Bank of Vietnam
SEL	Small Enterprise Loans
TAG	Technical Advisory Group
TNA	Training Needs Assessment
TOT	Training Of Trainers
ToR	Terms of Reference
URS	URS Sustainable Development (incorporating AACM International)
VBARD	Vietnam Bank for Agriculture and Rural Development
VSCF	Village Savings and Credit Facility
WUs	Women's Unions

1. Introduction

1.1. Background

The Village Savings & Credit Facility (Village Savings & Credit Facility) aims to provide the vehicle for the provision of much needed financial services to selected poor households in Quang Ngai, and as such is a core component of the Quang Ngai Rural Development Program (Quang Ngai Rural Development Program). RUDEP provide a seed capital grant to each VSCF aimed at capitalizing these groups as well as awareness and capacity –building training aimed to ensure the VSCF is able to self-mange their VSCF operation and graduate after 2- year period of implementation. Preceding and during the formation of VSCF groups RUDEP provides related livelihood training an on-going support, focused on providing technical and marketing knowledge and skills to targeted poor households.

This report will review all activities which have been implementing in a financial year 2004-2005. The purpose of this review is to focus on competency assessment and performance of 96 existing VSCFs. From this result, the strong points should be promoted and weak points must be addressed. Moreover, the result of competency assessment will allow RUDEP to determine which VSCF can be graduated and which VSCF must be more assistances.

2. Review of VSCF Capacity and Performance:

2.1 Review of Accounting skill of 44 VSCF MB members (Member Individual)

Accounting skill is one of the most important indicator to assess whether a VSCF is operating effectively or not. A format of competency assessment has been developed and used to assess the accounting skill of each VSCF MB member who were participated in the VSCF program in 2003-2004. The pre-test (as a “leading point” was done in 30 Dec 2004 and after 5 assistance inputs¹ provided by WUs, the post-test (as a “lagging point”) was done in 30 May 2005.

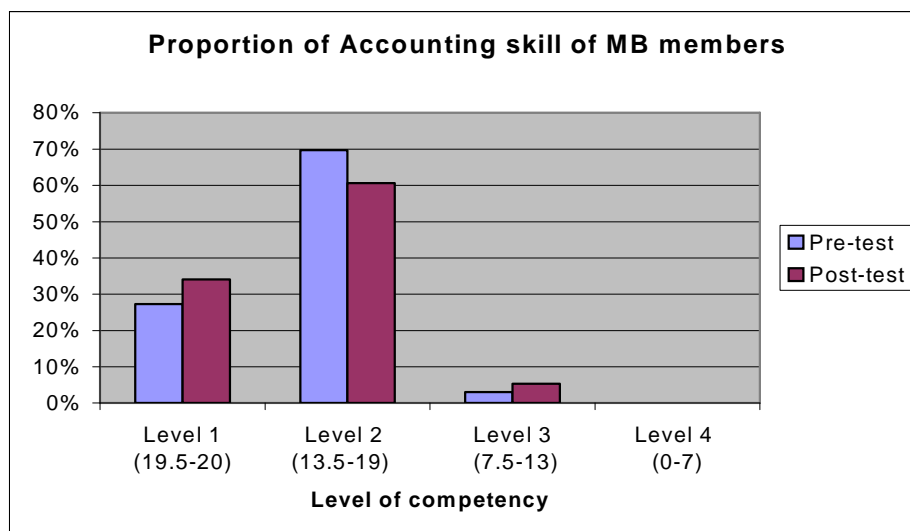
How to assess: The competency assessment format was designed based on the accounting forms and divided into 5 columns. Each column will allow us to assess the accounting skill of member for a certain accounting form. The point is varied from 1 (bad) to 5 (good). There are four level of competency:

- Competent level (19.5-20 points) = Level 1 (96-100%).
- Consolidating level (13.5-19 points) = Level 2 (68-95%)..
- Serious level (7.5-13 points) = Level 3 (34-67%).
- Critical level (0-7 points) = Level 4 (0-33%).

Who assessed: Relevant WUs were requested to assess the accounting skill of VSCF MB members who they have supported.

Table 1: Result of accounting skill assessment² of 44 VSCF MBs:

	Level 1 (19.5-20)	Level 2 (13.5-19)	Level 3 (7.5-13)	Level 4 (0-7)
Pre-test	27%	70%	3%	0%
Post-test	34%	61%	5%	0%
Differency	7%	-9%	2%	0%



¹ This is additional inputs which WUs have provided to 44 VSCF under the service contract 04-05. Actually, these 44 VSCFs had been provided some assistance inputs from WUs before 30 Dec 2004.

² See Annex 1 for further information.

Constraint: This form allows us to assess the accounting skill of VSCF MB members and is assessed by WUs only. However, in order to have more exact result on competency assessment of a VSCF, some other aspects of VSCFs and assessment method should be considered too.

Comments: This is member/individual -based competency assessment. The Table 1 shows that the level 1 (Competent) is a little bit increased (7%) after 5 inputs. However, Level 2 (Consolidating) is reduced (-9%). The reasons for this are as the following:

- After finishing the 3 day- training course for MB, the post –test was conducted to determine what competent level of these VSCF MB was. At that time, MB members was actively in learning and preparing accounting forms very well in cooperation with WU support. However, after that because of some reasons such as low allowance ...these members have not paid attention to prepare accounting forms correctively. It means that they ignored the regulation, did not spend their minimum time to finish all required forms.
- WUs have just focused on assisting VSCF accountants and then when old accountants resigned their job and were replaced by new ones which had limited experience on accounting.
- WUs as service providers have not fulfil their responsibilities in providing assistance to these VSCF MB members.
- Some non-accountants (but they are the members of VSCF MB members like Leaders, Treasurers, Contingencies) have been trained on accounting but having no chances or few chances to practice their accounting skills. As a result, their accounting skills , as time went by, have been reducing.

Recommendations:

1. *WUs must focus on assisting the non-competent accountants.*
2. *Let all of VSCF MB members have chances to practice accounting forms, encourage them to learn from doing.*
3. *Identify strong points and weak points of relevant accountants, work out why they are weak in accounting and provide appropriate assistance package to improve their accounting skills.*

2.2 Performance assessment of 96 existing VSCFs (VSCF level):

2.2.1. Applying new Competency Assessment Format of a VSCF (hereafter referred as VSCF-CA)

As mentioned above, the old competency assessment format is as far as not appropriate. Therefore, in order to improve this issues, the new appropriate competency assessment format³ has been developed and tested by FCO.

The new format of Competency Assessment was used to assess the performance of a VSCF quarterly or every 6-month by relevant WUs and AFCO. This format consists of 5 main indicators with hopefully provision to us enough information to determine how the performance of a VSCF is and what level of competency this VSCF has been achieves at a certain time. This new format is considered as better than the old format which was used to assess the accounting skills of VSFC MB in the Section 2.1 above. The result of

³ See Annex 2a

Competency Assessment of 96 existing VSCFs applying this form are shown on the **Annex 2b**.

How to assess? This form is assessed by both parties service providers (WUs) and AFCO (RUDEP). Based on what have happened exactly at each VSCF and in comparison with 5 given main indicators, WUs marked on the provided VSCF-CA form. At the same time, AFCO also assessed the competency of relevant VSCFs through field trips to the relevant VSCFs and /or via the submitted Form 5. In order to have more exact result, both assessors conducted their assessments separately. After finishing, data was collected and recorded in spreadsheet. Any big difference from two assessments was discussed by both assessors. The result of assessment was sorted in a descending way. The result of this assessment is considered as a pre-test (a leading point) for the new WU Service Contract 05-06 and it will be used to assess performance of these 96 VSCFs at the end of Dec 2005 as a post –test⁴ (as a lagging point) .

2.2.2. Outcome⁵ of competency assessment and its ranking:

Table 2: Ranking of competency level of 96 existing VSCFs.

No	Name of VSCF	Commune	Total point	Level of competency
1	THO BAC I	TINH THO	50	1 (96-100%)
2	VINH TUY II	Pho Chau	50	1
3	LAM THUONG II	Duc phong	49.5	1
4	THO TAY I	TINH THO	49.5	1
5	THO TAY II	TINH THO	49	1
6	MY LONG II	Binh Minh	48.5	1
7	ĐE AN I	Hanh Phuoc	48	1
8	HUNG LONG II	Pho Chau	48	1
9	LAM HA II	Duc phong	48	1
10	THO TRUNG I	TINH THO	48	1
11	THO TRUNG IV	TINH THO	48	1
12	THO ĐONG I	TINH THO	47.5	2 (68-95%)
13	LÂM THUONG III	Duc phong	47	2
14	THO TRUNG II	TINH THO	47	2
15	CHÂU ME I	Duc phong	46.5	2
16	CHAU ME II	Duc phong	46.5	2
17	HUNG LONG I	Pho Chau	46.5	2
18	TAN LOC II	Pho Chau	46.5	2
19	LAM THUONG I	Duc phong	46	2
20	TAN PHUOC I	Binh Minh	46	2
21	LAM HA I	Duc phong	45.5	2
22	LANG RE I	Son Giang	45.5	2
23	LANG REN I	SON HAI	45.5	2
24	LANG RIN I	Son Trung	45.5	2
25	THO NAM I	TINH THO	45.5	2
26	VAN HA I	Duc phong	45.5	2
27	HOA THO I	Hanh Phuoc	45	2
28	LANG RII	Son Giang	45	2
29	LOC THANH I	Binh Minh	45	2

⁴ This is the main output of the service contract 05-06.

⁵ For more information, see Annex 2b.

30	THO NAM II	TINH THO	45	2
31	VINH TUY I	Pho Chau	45	2
32	CHAU ME III	Duc phong	44.5	2
33	CHAU ME III	Pho Chau	44.5	2
34	TAN PHUOC II	Binh Minh	44.5	2
35	AN CHI ĐÔNG I	Hanh Phuoc	44	2
36	GO ROC I	Son Trung	44	2
37	HOA VINH I	Hanh Phuoc	44	2
38	KA RANH I	SON HAI	44	2
39	LANG LUNG I	Son Giang	44	2
40	THACH THANG I	Duc phong	44	2
41	VINH THO II	Hanh Phuoc	44	2
42	GIA RY I	Son Trung	43.5	2
43	TA MAU I	Son Trung	43.5	2
44	VINH THO I	Hanh Phuoc	43.5	2
45	THACH THANG IV	Duc phong	43	2
46	VAN HA II	Duc phong	43	2
47	LAM HA III	Duc phong	42.5	2
48	THACH THANG II	Duc phong	42.5	2
49	THUAN HOA I	Hanh Phuoc	42.5	2
50	AN CHI TAY I	Hanh Phuoc	42	2
51	AN CHI TAY II	Hanh Phuoc	42	2
52	GO NGOAI I	Son Giang	42	2
53	HOA MY I	Hanh Phuoc	42	2
54	AN CHI ĐÔNG II	Hanh Phuoc	41.5	2
55	CHAU ME II	Pho Chau	41.5	2
56	DUC AN I	Binh Minh	41.5	2
57	LANG ĐEO I	Son Trung	41.5	2
58	LANG NA I	Son Trung	41.5	2
59	TAN LOC III	Pho Chau	41	2
60	THON IB	Nghia Tho	41	2
61	THACH THANG III	Duc phong	40.5	2
62	THON IID	Nghia Tho	40.5	2
63	ĐE AN II	Hanh Phuoc	40	2
64	HOA SON I	Hanh Phuoc	39.5	2
65	HOA SON II	Hanh Phuoc	39.5	2
66	HOA THO II	Hanh Phuoc	39.5	2
67	TAPIA I	SON HAI	39.5	2
68	THO TAY IV	TINH THO	39.5	2
69	ĐÔNG GIANG I	Son Giang	39	2
70	MY LONG I	Binh Minh	39	2
71	THO ĐANG II	TINH THO	39	2
72	LANG TRANG I	SON HAI	38.5	2
73	THO NAM III	TINH THO	38.5	2
74	THON IIB	Nghia Tho	38.5	2
75	VAN HA III	Duc phong	38.5	2
76	THO BAC II	TINH THO	38	2
77	THON IIC	Nghia Tho	38	2
78	TAN LỘC I	Pho Chau	37.5	2
79	THON IC	Nghia Tho	37.5	2
80	VINH TUY III	Pho Chau	37.5	2

81	ĐÈO ĐINH I	Son Giang	37	2
82	THO BAC III	TINH THO	37	2
83	THON IIA	Nghia Tho	37	2
84	THO TAY III	TINH THO	36.5	2
85	LANG RA I	SON HAI	36	2
86	HUNG LONG III	Pho Chau	35	2
87	TAN LOC IV	Pho Chau	35	2
88	THO TRUNG III	TINH THO	34.5	2
89	HA UA I	SON HAI	34	2
90	THON IA	Nghia Tho	34	2
91	LANG HE I	SON HAI	32.5	3 (34-67%)
92	B' ĐAO I	SON HAI	31.5	3
93	LANG ROC I	SON HAI	31.5	3
94	B'ĐEO I	SON HAI	29.5	3
95	CHAU ME I	Pho Chau	27	3
96	TA MAT I	SON HAI	22.5	3

Comments: This is VSCF performance-based assessment. The Table 2 shows that:

- 11 VSCFs (12%) reached level 1 (of which: Tinh Tho commune makes up 45%, Duc Phong and Pho Chau: 18% each; Hanh Phuoc and Binh Minh: 9.5% each).
- 79 VSCFs (82%) reached level 2 and,
- 06 VSCFs (6%) reached level 3 (of which: Son Hai makes up 83%)

This result allows us to determine which VSCF are competent and can be graduated. Otherwise, incompetent VSCFs need to be provided more inputs and assistances.

Recommendations:

1. *Service providers, especially WUs will have to pay much attention to improve capacity for the 85 non-competent VSCFs, especially the bottom 6 VSCFs at level 3.*
2. *An simple PC, PA, PS mission should be conducted for some samples bottom VSCFs at level 3 and level 2. From result of this mission, the possible and appropriate solutions will be identified and applied.*
3. *A competency assessment of VSCFs should be conducted at the end of Oct 2005 (after finishing 3 more inputs from WUs) to identify the improvement of VSCF capacity. This result will also used to warn the service providers to try their best to achieve the outputs states in the TOR of the service contract.*

2.3 Performance indicators of 96 existing VSCFs (up to 30 June 2005).

a) Status of seed capital:

An investigation⁶ of seed capital balance in all 96 VSCF was made to identify where the seed capital is over or lesser.

⁶ See Annex 3 for further detail

Table 3: Seed capital located at 9 RUDEP communes:

Unit: in VND 1.000

No	Communes	No of original members	Seed capital transferred (VND1000)	Additional seed capital transferred	Sub-Total seed capital transferred	No of Current members	Sub-total seed capital would be	Status (+,-)
1	Sum Tinh Tho	363	1,053,000	36,000	1,089,000	361	1,083,000	6,000
2	Sum Duc Phong	444	1,317,000	15,000	1,332,000	452	1,356,000	(24,000)
3	Sum Nghia Tho	132	396,000	0	396,000	136	408,000	(12,000)
4	Sum Son Hai	191	573,000	0	573,000	216	648,000	(75,000)
5	Sum Hanh Phuoc	408	1,224,000	0	1,224,000	391	1,173,000	51,000
6	Sum Pho Chau	346	1,038,000	0	1,038,000	358	1,074,000	(36,000)
7	Sum Son Tinh	118	354,000	0	354,000	107	321,000	33,000
8	Sum Son Giang	154	462,000	0	462,000	139	417,000	45,000
9	Sum Binh Minh	167	501,000	0	501,000	160	480,000	21,000
	Total balance	2,323	4,548,000	0	6,969,000	2,320	6,960,000	9,000

Note: (-) it means that VSCFs of that commune needs to be provided more seed capital

(+) It means that RUDEP needs to pull back seed capital from the VSCFs of that commune.

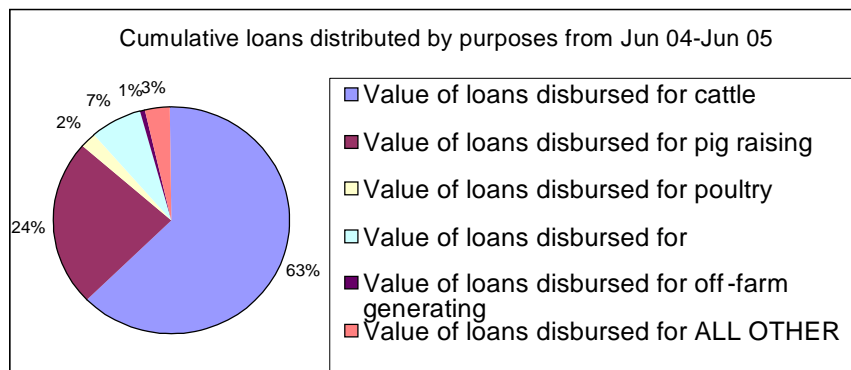
The main purpose for doing this investigation is to provide RUDEP information about which VSCFs need more seed capital. This information would be useful for RUDEP to prepare financial plan for over seed capital if VSCF component is converted to MFI or other forms. Moreover, this will also allow RUDEP to know where the transferred seed capital is over than as regulated⁷ and discuss with the relevant VSCF MB to mobilise more poor members to join the VSCFs. Otherwise, the amount of over seed capital may be withdrawn back and handed over to the nominated VSCFs where the seed capital are not enough as regulated.

As indicated in **Table 3**, VSCFs in 4 communes: Duc Phong, Nghia Tho, Son Hai and Pho Chau need to be provided more seed capital. Meanwhile, the rest 5 communes have over seed capital. Total balance of seed capital for 9 communes is VND9,000,000. It means that RUDEP will not need to provide additional seed capital to VSCFs unless all over-seed capital VSCFs in 5 mentioned communes can mobilise more poor members.

The relevant nominated WUs staff were informed about the information mentioned above and requested to ask the over-seed capital VSCF MBs to mobilise more poor HHs to participate in their VSCFs.

b) Cumulative loans distributed by purposed and loan terms from Jun 04 to June 05:

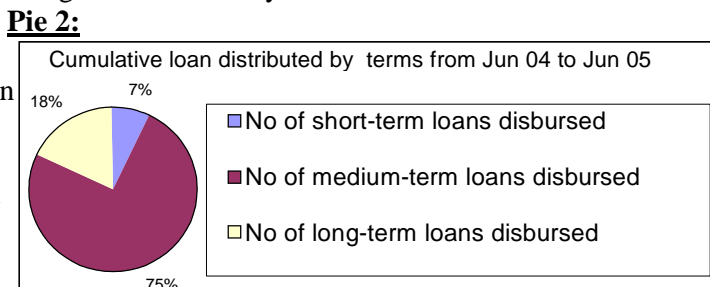
Pie 1:



⁷ VND 3,000,000/official VSCF member.

Pie 1 shows that most of loans was used for cattle raising purposes (63%). This rate is only good if most of loans was used for cattle fattening purposes. As recommended by MTR and STA, the off-farm activities should be generated and implemented by the borrowers, especially the poor. Moreover, VSCF MB should take consideration about the maximum rate for one purpose of loan utilization. The VSCF OP regulated that at any time no more than 30 % of loans is used for the same purpose.

Pie 2 indicated that most of loan terms (75%) were the medium. This rate is reasonable and acceptable in terms of financial safe.



c) Performance indicators of 96 VSCFs:

Performance indicators	Calculation of ratio	0 June05	Benchmarks	Explanation
Sustainability:				
Operating self-sufficiency:	$\text{net operating income} / \text{operating expenses (includes financial expenses and loan loss provisioning)}$	202.5%	>100%	CSS shows the ability to cover the costs of operations with internally generated income. 100% indicates breakeven, with >100% indicating surplus generation.
Profitability & Efficiency:				
Gross portfolio yield:	$\text{net operating income} / \text{average loan portfolio}$. This ratio is the income generated off the portfolio, and should be same as the effective interest rate (viz 12%) if there is full loan repayment	0.7%	<1%	This ratio illustrates the ability of the portfolio to generate income, and can be largely equated to interest and fee income generated from the portfolio expressed as a percentage.
Level of loss reserve provision:	$\text{loan loss reserve provision} \times 12 \text{ as \% of avg loan portfolio}$	2.0%	2%	
Operating expense ratio:	$\text{operational expenses} / \text{average loan portfolio}$	0.3%	<0.9%	The operating expense ratio is the most common indicator measure of microfinance program efficiency. It should generally be declining. The difference between the operating expense ratio and the portfolio yield ratio provides a good indicator of profit margin.
Asset Quality:				
Portfolio at risk (PAR) ratio:	$\text{balance of loans with ANY arrears over 1 day} / \text{total loan portfolio outstanding}$	0.8%	<5%	The PAR ratio is generally taken as the best measure of portfolio quality as it measures the full risk of not having delinquent loans repaid (rather than the amount which has not been repaid).
Risk coverage ratio:	$\text{loan loss reserve} / \text{PAR} > 1 \text{ day}$	21.5%	<100%	The risk coverage ratio provides an indication of the readiness to cover loan losses. 100% would indicate that all the VSCFs have made an expense provision that could cover all loans that have delinquent payments of one day and over.
Growth:				
Loan portfolio growth:	$\text{growth in outstanding portfolio since previous period}$	9.0%	<20%	A rapid rate of growth should be targeted to meet the needs of low income communities, although too rapid a growth rate can be problematic.
Borrower growth:	$\text{growth in total borrowers since previous period}$	7.5%	<20%	A rapid rate of growth should be targeted to meet the needs of low income communities, although too rapid a rate of growth can be problematic.
Member turnover rate:	$\text{member "dropouts" as a \% of total clients from prior period}$	2.4%	<5%	The degree to which members drop out of the program can be indicative of member satisfaction levels, as well as being somewhat related to certain cost efficiencies.
Saving ratio:	$\text{savings balance as a \% of loan portfolio end balance}$	10.0%	<50%	Savings is an important source of funding for VSCFs as well as providing some indication of liquidity risk (in respect of voluntary demand savings) and total costs to members (due to compulsory savings).
Capital adequacy ratio	$\text{equity} / \text{total assets}$	93.8%	>20%	The capital adequacy ratio shows the degree to which VSCFs can use their own funds to meet potential losses. The usual ratio used is capital (equity / reserve funds) to risk-weighted assets (mainly loan portfolio), but as VSCFs assets are primarily in loans and as is a simpler calculation, using total assets in the denominator is considered suitable. This ratio needs to be looked at together with the debt/equity ratio, as the extent to which assets are funded out of debt (read savings) or equity is key. This is also important to track as to become a PCF there are CAR requirements

Table 4: Monitoring of VSCFs Performance

Indicators	Data (%)	Benchmark (%)	Comments
Operating self-sufficiency	202	>100	Good
Gross portfolio yield	0.7	>1	Not good
Level of loss reserve provision	2	>2	Not good
PAR%	0.8	<5	Good
Risk cover ratio	21.5	>100	Not good
Loan Portfolio growth	9	>20	Not good
On-Time Repayment (members)	97	>90	Good
On-Time Repayment (funds)	122	>100	Good
Growth in Equity	10		No comment
Growth in Assets	10		No comment
Growth in Savings	9		No comment
Level of borrowing (% RUDEP seed funds)	71	>80	Not good
Women Membership	71	>40	Very good
Membership Retention	98	>80	Fairly good
Meeting Attendance	91	>90	good

3. Review of VSCF Capacity and Performance.

3.1 Capacity of WUs in terms of human resource.cam

In 21-June 2005, RUDEP conducted a meeting with 12 relevant WUs representatives to discuss about the capability and availability of WUs staff for the new service contract 05-06. Through this meeting, most of district WUs committed to provide their staff to be trained and these trained staff will provide service to RUDEP VSCFs under the service contract. However, there is an issue on relating to staff of three service providers such as provincial WU, Son Ha district WU and Tay Tra district WU.

- For Quang Ngai provincial WU, two skillful nominated staff are pregnant and will give babies in the near future.
- For Son Ha DWU: Only two trained staff and they are currently providing services to 23 existing VSCFs in 3 communes. In the financial year 05-06, there will be 16 more VSCFs formed. Total number of VSCFs will be 39 which may be impossible for 2 nominated staff as service providers.
- For Tay Tra DWU: Both of nominated staff do not have their own motorbikes. Of which, only one of them is able to ride motorbike. Luckily, there is a public motorbike funded by Tay Tra DPC. However, this motorbike has not been usually used for the office works.

Recommendations:

1. *Prepare capacity profile for service providers including private trainers.*
2. *Prepare training needs assessment to these service providers.*
3. *Starting hiring several potential private trainers to be trained and provide service to VSCFs in Son Ha and Duc Phong communes as a pilot.*
4. *Concentrate to build capacity for the good VSCFs to be competent and graduated.*
5. *Discuss with Tay Tra DWU to find outs suitable solutions for overcome the travelling issue and commit to achieve the outputs stated in TOR of the service contract.*

3.2 Capacity of WUs in terms of competency.

Competency level of WUs plays an important role in building capacity for VSCF MBs. In Dec 2004, a competency assessment was done to determine the competency level (mainly accounting skills) of WUs. However, after a certain time of providing service to RUDEP VSCFs, it is found that in order to assist VSCF MBs to be competent in managing their VSCFs independently and confidently, service providers will not only be competent in technical skills but also other relevant rural development skills.

An evaluation was also conducted to assess WUs (especially new WUs) who have experiences in credit and savings.

As the same as the competency assessment of a VSCF, WUs nominated staff were also assessed their competencies in 5 main indicators/fields⁸ (i) Management skills, (ii) Rural development skills, (iii) Technical skills, (iv) Capacity building skills, and (v) average competency level of the VSCFs which WUs have supported. Each indicator consist of two columns. Of which, one column was self-assessed objectively by the relevant WU staff and the other was assessed respectively by FCO in cooperation with AFCCO and through performance of involved VSCFs. The result of competency assessment⁹ of WU nominated staff was recorded, sorted and shown on the following table.

Table 5: Competency level of WU nominated staff and its ranking:

No	Name of nominated staff	Agents	Scores	Competency Level
1	<i>Nguyen Thi Kim Hong</i> ¹⁰	Son Tinh DWU	48.5	1
2	<i>Ngô Thị Đường</i>	Duc Pho DWU	48	1
3	Lê Thị Mẫn	Hanh Phuoc CWU	47	2
4	Tran Thi Quang Sinh	Son Tinh DWU	47	2
5	<i>Phạm Thị Lan</i>	Binh Son DWU	46.5	2
6	<i>Lộ Thị Minh Sa</i>	Binh Son DWU	46	2
7	<i>Võ Thị Thủy Hương</i>	Tu Nghia DWU	46	2
8	Lộ Thị Minh Khánh	Binh Minh CWU	45.5	2
9	Huỳnh Thị Bích Hà	Duc Pho DWU	45	2
10	<i>Lê Thị Lệ Huyền</i>	PWU	45	2
11	<i>Lê Thị Thanh Chín</i>	Nghia Hanh DWU	45	2
12	<i>Trương Thị Loan</i>	Son Ha DWU	43.5	2
13	Nguyễn Thị Kiều Hoanh	Nghia Hanh DWU	40.5	2
14	Đinh Thị Thu Hằng	Tu Nghia DWU	39.5	2
15	Phan Thị Thụy Hoa	Tinh Tho CWU	39.5	2
16	Võ Thị Thủy	Binh Minh CWU	39.5	2
17	Lê Thị Kim Sang	Duc Phong CWU	38	2
18	Huỳnh Thị Ánh Nữ	PWU	36.5	2
19	Trần Thị Minh Phước	Son Ha DWU	36.5	2
20	Võ Thị Thu Hiền	Pho Chau CWU	35	2
21	Nguyễn Thị Yên	Son Trung CWU	34	2
22	Nguyễn Thị Thu Nguyệt	Son Giang CWU	32	3
23	Trịnh Thị Sương	Pho Chau CWU	32	3

⁸ See Annex 4a for further information on definitions of 5 main indicators.

⁹ See Annex 4b for further information.

¹⁰ italic names are the key persons to provide services to RUDEP's VSCFs

24	Phạm Thị Hồng Thị Vân	Nghia Tho CWU	29.5	3
25	Đình Thị Nhò	Son Hai CWU	26.5	3
26	Phạm Thị Viên	Nghia Tho CWU	19.5	3
27	Đình Thị Hồng	Son Trung CWU	8.5	4
28	Đình Thị Nhít	Son Giang CWU	8.5	4

Comments:

- Only 2 staff (7%) are at level 1 (competent);

Why these staff are competent? Because:

- + They have been involving in VSCF activities for a long time. Gradually, their technical skills are improved due to learning by doing (*technical skills*).
- + They are enthusiastically and actively in solving problems occurred during their support process. (*management skills*).
- + They have appropriate presentation and assistance methods (*Capacity building skills*).

- 19 staff (68%) are at level 2 (consolidating).

- The rest of 7 staff (15%) are at level 3 and 4 (critical).

Why these staff are not competent? Because:

- + Some of them have been just involving in VSCF activities for a short time. The others had no chances to apply their trained knowledge to support VSCF such as some CWU staff of Son Giang (Ms. Nhít), Son Trung (Ms. Hong)..etc
- + They were not very enthusiastically and actively in solving problems occurred during their support process. They did not follow strictly the regulations.
- + They did not have appropriate presentation and assistance methods for each type of members.
- + They were not encouraged to fulfill their tasks due to low incentive¹¹ leading to not interested in improving their technical knowledge.
- + They were not and trained properly .

Recommendations:

1. *Create a active working environment to encourage all trained nominated staff to provide assistances to VSCFs.*
2. *Discuss with relevant leaders of WUs to have suitable policy in terms of allowance for nominated staff.*
3. *Provide relevant training courses/ topics to improve capacity of incompetent nominated staff.*
4. *Have an appropriate competency assessment system to determine why the nominated staff are not competent, where their weaknesses are and how to improve their capacity effectively.*

3.3 Performance of WUs (against with TOR of the Service Contract 04-05).

The service contract 04-05 was signed by both Parties- RUDEP and Quang Ngai P/DWUs in September 2004. There are two main parts of this service contract:

- (i) Formation of new VSCFs 04/05 and,

¹¹ Service payment was shared to other staff of their offices.

(ii) On-going support to existing and newly-formed VSCFs.

For the period of 2004-2005, 52 out of 54 VSCFs¹² were formed. Total VSCFs supported by service providers is 96. In general, most of VSCF activities have been implementing according to the agreed plan. It means that Part (i) seems to be completed as required.

The capacity, especially accounting skill, of VSCF MBs and members is rarely increased after 10 assistance inputs provided by WUs. See [Session 2.1](#) above for further information. Other fields such as VSCF management skill, effective loan utilisation skill, skill on treatment of non-regulated compliance VSCFs..etc are improved. However, the pre-test for these fields was not done at the beginning of this service contract. Therefore, there are no data to show how much percentage of these field increased.

Cost analysis:

Total actual payment of service contract 04-05 is VND 247,470,800. Of which, VND 98,448,000 (accounts for 40%) is paid for on-going support activities. If we compare the cost expended and the rate of improvement of VSCFs capacity, they are inversely proportional to each other. It means that more money expended but less VSCF capacity improved.

Table 6: SWOT analysis on WUs service providers:

Strengths	Weaknesses
<ul style="list-style-type: none"> ○ Got familiar with VSCF's activities ○ Some WUs have experiences on assisting VSCFs. ○ They were trained in VSCF ○ Have good relationship with local WU system. ○ Have experience on gender development ○ Can combine some WU activities with VSCF activities (in communication campaign). 	<ul style="list-style-type: none"> ○ Theoretical rather than practical or talking rather than acting. ○ Poor community participation ○ Not professional on microfinance ○ Very busy with their office works and other projects ○ Not meet the deadlines ○ Sometimes not strictly followed the Regulations. ○ Poor coordination and mobilisation. ○ Less experience on problem solving skill ○ Poor presentation skills
Opportunities	Threats
<ul style="list-style-type: none"> ○ Can establish an MFI based on the Decreed 28 ○ Can be the potential service providers on rural credit services. 	<ul style="list-style-type: none"> ○ No required certificates and qualifications. ○ May not be continued to work with RUDEP due to poor performance.

4. Capacity profile of service providers and TNA.

As we all know that capacity of service providers plays an important role in building capacity for VSCFs as well as achieving the outputs of stated in the Service contract 05-06. A draft capacity profile for WUs was developed by FCO as a first step in systematically integrating local service providers in the capacity program building. The draft service capacity profile was discussed with PDAs, AFCO and some WUs nominated

¹² Two VSCFs in Son Hai commune could not be formed as planned

staff. Four main indicators/fields are provided in capacity profile of service provider in **Annex 5**.

As per discussion with CBO Tuyen about how to conduct an effective TNA, Tuyen advised that using a blank form¹³ to collect training needs is impossible, especially for the new WU staff. They do not know exactly what training topics are to relevant VSCFs. That is the reason why FCO has developed a training needs format consisted of all relevant training topics in combination with the capacity profile. This form was used to assess the training needs of nominated WUs staff in 15 July 2005. The detail result is provided in **Annex 6**.

After finishing the TNA, a summary of training needs was prepared, discussed and finalised with WU nominated staff. The following are the top 5 training topics which most of WUs staff suggested to be trained:

1. Organisation and Implementation of VSCF.
2. TOT Training.
3. Business Planning Skills.
4. Training and study tour on VSCFs and on how to address the issues of
5. Training on rural community development skills (gender issues, targeting the poor...).

The detail training plan is shown on **Annex 7**.

5. Review of Actions in compliance with the Recommendations from MTR and Short-term Technical Advisors of May 2005.

From July 2004 to June 2005, there were 2 inputs from two microfinance short-term Advisors. Of which, the first input was conducted in September 2004 to consider on Review of Progress of VSCF's, issues and Exit strategy and the latest one was conducted from 16 to 28 May 2005.

Table 7 : Actions in compliance with the Recommendations from Short-term Technical Advisors (STAs):

Recommendations from MTR (11-Mar-2005)	Status of Actions	Comments
1. <i>Increase accessibility to VSCFs for the real poor.</i>	Underway	This was considered by AMC and stated in the VSCF OP (70% of VSCF members are poor).
2. <i>The VSCF program improves access to credit and market development packages that are appropriate to the poor.</i>	This is being developed.	Action plan on assisting RUDEP VSCFs HHs to gain better access to other credit schemes was prepared.
3. <i>The supply of market bulletins to VSCF members at their monthly meetings to substantially improve market knowledge.</i>	Not implemented yet. Only several technical brochures.	Ok, but a resourcing issue now. In the future, when VSCF net income is abundant, an agricultural extension bookshelf should be set up.
4. <i>Provision of market bulletins to VSCFs</i>	Not	Ok, but a resourcing issue now.

¹³ This form was developed by Capacity Building Advisor and it only asks people to describe the names of the training topics which they want to be trained.

<i>members at their monthly meetings could substantially improve market knowledge.</i>	implemented yet	
5. <i>While Program analysis confirms the need to maintain existing interest rate to secure sustainability, more flexibility should be possible concerning the other constraining factors as program matures.</i>	OK.	Covered under the proposal on MFI and BSP.
6. <i>An increased focus on VSCF development in upland areas and sharpened RUDEP attention to pro-poor policies and programs will increase poor household participation.</i>	This is being implemented.	Some changes on the guidelines to meet the requirements of the poor people to optimize their participation
7. <i>Current practices should be tempered with programs that increase investment opportunities for the poor and possibly, a phased capitalization of upland VSCF households commensurate with borrowing capacity.</i>	Ok	
8. <i>In light of the new law on microfinance institution, RUDEP will need to develop capacity internal to the VSCF movement to secure its future sustainability.</i>	This is being implemented	Covered under the proposal on MFIs and BSP.
9. <i>Provide flexibility in the VSCF program to accommodate the needs of the poor. eg. link repayment schedules to agricultural income flows.</i>	This is being developed and tested.	The VSCF OP has been revised updated. Of which, the loan terms and repayment schedules are much more flexible. However, still having small problem with loan for cassava planting.
10. <i>Simplify loan application business plans and their cessation for small working capital.</i>	Not implemented yet	FCO will develop discuss with PDA about a simple and appropriate loan application business plans, especially using for illiteracy borrowers.
11. <i>Encourage members to invest in a diversified rather than a single loan portfolio.</i>	Already done	Stated clearly in the VSCF OP (only up to 30% of loans having the same purpose at any time).
12. <i>Use small grants for on-farm technology testing by, and demonstration for VSCFs, especially with poor farmers in upland areas.</i>	This is being implemented	RUDEP has supported VND 10,000,000/VSCF for income generation activities including on-farm.
13. <i>Develop a loan product for cassava to provide for monthly repayments and the financing for parallel income-generating activities including short-rotation under-story crops and livestock activities that utilize cassava by-products, thereby stimulating cash flow.</i>	Underway	The detail mixed business plan was developed and tested by borrowers in Son Hai. However, this form seems to be difficult for low education people. A more simple and appropriate form should be developed and re-tested.
14. <i>Intensify support to entrepreneurs for access to commercial loans by facilitating their relationship with appropriate financial institutions, primarily VBARD.</i>	This is being developed	Action plan on assisting RUDEP VSCFs HHs to gain better access to other credit schemes was prepared and will be updated.

<p>15. <i>Open discussions with SBV Quang Ngai office concerning the future registration of professionally managed Quang Ngai Farmers' Credit Cooperative providing savings and loan services across the province, together with insurance and other brokered financial services as permitted under the law.</i></p>	<p>Already discussed with SBV of Quang Ngai</p>	<p>Their suggestion was that Farmers' Credit Cooperative was not encouraged to establish after the collapsing event in decade 1990s. There are 2 official Regulations concerning about this issue: - Decree No 16/CP 21/2/1997 on registration transmission of Cooperative and Operational Organizations of Cooperative Association. -Circular No 05-1997/TT/NHNN 17 dated on 25/10/1997 of SBV Central on guidance for transmission and registration of PCF, Credit Cooperative based on the Decree 16/CP-21/2/1997.</p>
<p>16. <i>Subject to satisfactory negotiations with SBV Quang Ngai, put in place a progress of VSCF development that would lead to the establishment of a professionally managed provincial farmers' credit cooperative in early 2007. This is could involve collaboration with other non-bank farmer credit programs in the province.</i></p>	<p>Already discussed with SBV of Quang Ngai</p>	<p>According to this Decree, all credit cooperative must convert to PCFs. Otherwise, they all will be closed down, said by Mr. Cham-Head of Collection Division –Quang Ngai SBV</p>
<p>Recommendations from STA (28- May-2005)</p>	<p>Status of Actions</p>	<p>Comments</p>
<p>1. <i>The Consolidated Form 5 Report should be set-up as a database. This would overcome any possibility of changing formulae's as is possible in a spreadsheet process as well as expediting data entry.</i></p>	<p>Ok.</p>	<p>This will be finalized in August 2005</p>
<p>2. <i>A simple training quality control mechanism should be developed and implemented. This would be based primarily on the performance of VSCFs in terms of a few key indicators.</i></p>	<p>This is being developed and tested</p>	<p>The new competency assessment format was developed to assess the performance of a VSCF with 5 main indicators.</p>
<p>3. <i>Training contracts and payments based on outputs should be strictly enforced.</i></p>	<p>Underway</p>	<p>The new service contract 05-06 was by RUDEP and WUs. One penalty Article was applied.</p>
<p>4. <i>The way in which ongoing access and linkages between business development services (BDS), extension, and technical support and training, and the VSCF/microfinance component of RUDEP (whichever exit strategy option is selected) needs to be outlined.</i></p>	<p>Ok</p>	<p>This should be included in the feasibility study for exit strategy of VSCF program.</p>
<p>5. <i>A simple framework for appropriately following-up on VSCFs who illustrate inadequate compliance should be installed and implemented.</i></p>	<p>Ok</p>	<p>This will be considered when setting up the new database for VSCF program.</p>
<p>6. <i>A schedule of all delinquent loans by VSCF and member, with the amount and</i></p>	<p>Ok</p>	<p>WUs as service providers have been told about how to manage the</p>

<i>actions being taken, should be compiled by the FCO on a monthly basis, and sent to the PDA and Team Leader.</i>		delinquent loans and record in the form 5. However, it is suggested that AFCO should compile and report to PDA and TL rather than FCO.
<i>7. The FCO (and/or AFCO) conduct an investigation into the loan products currently offered under the VSCF program, and make appropriate recommendations to the ATL via the Microfinance Advisors.</i>	Already done	Data is available in Form 5. The off-site investigation into loan products was done by FCO and provided in Session 2.3 of this report.
<i>8. Regular review of the interest rate must continue during the life of the VSCF program.</i>	Ok	This should be reviewed in accordance with updated VSFC Operational procedure.
<i>9. That an in-principle decision be taken to establish a regulated, beneficiary-owned and controlled, pro-poor micro-finance institution in Quang Ngai by RUDEP as further outlined in the separate Concept Note.</i>	Ok	This was drafted by STA and will be further developed and regulated in the separate Concept Note when conducting the feasibility study for transmission of VSCFs.
<i>10. Once the translation of the SBV Circular for Decree 28 and of the Decree on Social Funds have been translated, to undertake a feasibility study (including a cost-benefit and risk assessment, as well as a draft Strategic and Operational Plan with detailed financial projections for the envisaged micro-finance institution to inter alia confirm institutional and financial sustainability).</i>	<i>Translation was done.</i>	They were translated into English and sent to STA for reference. A feasibility study will be undertaken after the final Exit Strategy option is selected.
<i>11. To immediately negotiate with BSP Provincial Office the possibilities, costs, and risks of partnering with BSP in providing appropriate financial services to RUDEP targeted beneficiaries. The interest of BSP Central Office would also be confirmed. The tabled report would be sufficiently detailed for RUDEP to make a decision to proceed with a partnership with BSP.</i>	Ok	The start-up meeting was conducted during the mission of STA. The outcomes was reported in the Minute. Further cooperation should be done in the several coming months.
<i>12. Once both reports have been tabled for RUDEP to discuss with stakeholders (most importantly with existing and possible Village Savings & Credit Facility members) the options facing the program, and to make a decision as to the way forward.</i>	Underway	FCO will work out the option 4 relating to Member Savings Bank Book and conduct a PMU meeting to work out which options are the most appropriate. From that, the final option will be made by PMU and submitted to PCC for approval.

6. VSCF Monitoring system.

The VSCF Monitoring System has been gradually improving after 24 months implementation. With the inputs from STA and PMU of RUDEP including the experiences gained during the implementing process, the current VSCF accounting system is much more simple. However, in order to be professional in terms of microfinance management when VSCF is largely expanded, a more appropriate database system should be set up. RUDEP intended to hire a computer expert who has experience on designing and programming soft-wares, especially using Microsoft Access.

Four main fields need to be considered for database:

- (i) Entry (what data need to be entered?)
- (ii) Query (what information need to be queried?)
- (iii) Reports (what kinds of report: in table or in chart, pie...?)
- (iv) Monitoring (what need to be monitored?)

These four main field will be discussed in detail with PMU staff before talking to the computer expert. For setting up the database. some key and essential indicators must be outlined and indicated in the database system. The following are draft key indicators which need to be recommended and updated by all relevant stakeholders:

- Login, home page, financial year.
- Languages: English and Vietnamese.
- Interface, code.
- Geographic information:
 - Total data at VSCF Program level: No of relevant districts, communes, VSCFs, members.
 - Total data at district level: No of relevant communes, VSCFs and individual members.
 - Total data at commune level: No of VSCFs and individual members.
- Outreach Information:
 - No of members in the previous month, this month.
 - No of members entered, resigned.
 - No of actual members, percentage of poor members.
 - No of females, percentage of females
 - No of members attended monthly meeting, deposited savings.
- Financial transactions:
 - Savings: members savings, savings at bank account..
 - Credit/loans: Loan terms, loans disbursed, principal and interest collection, outstanding loans, overdue loans, list of all overdue borrowers, no of bad debts, repayment rate.
 - Penalty: how to collect, where records.
 - Bank transaction activities.
- Income statement and Balance sheet.
- Performance indicators:
 - Number of borrowers, borrowers as % of membership, delinquent loans, delinquency as % of all loans, rate of attendance, savings deposits to total loans, value of savings deposited, cumulative seed capital transferred, portfolio as % of seed capital, portfolio at risk over 30 days, on-time repayment rate.
- Time frame: data entry, who do data entry,
- Chart, pie, lines.
- Report systems: SBV?, RUDEP, District, Commune, VSCF...etc.

7. Exit Strategy for VSCF Program.

Exit Strategy is the most important activity for VSCF program. In order to assist RUDEP to have clear understanding about which option is the most appropriate for the VSCF program, an input from STA was conducted for 2 weeks in May 2005. Driven from STA report, 3 possible options¹⁴ were suggested for consideration. However, at the PCC meeting in Jun 2005, an idea as Option 4 was that we can go around the Decree 28 by providing the “Member Savings Bank Book”. The Option 4 can be describe as the following.

As per VSFC operational procedure approved Quang Ngai PPC, each official VSCF members were provided with VND 3 million as a seed capital for revolving fund. There are 2 ways which can be considered for this option:

Sub-Option 4.1: Each VSFC members will be issued/provided with an member savings book by local VBARD indicated VND3 mil. Their money will be kept separately at the local VBARD. In order to avoid member to withdraw their money for his/her own purpose use independently, a minute indicating that the member is not allowed to “eat up” VND 3 mil seed capital will be signed by the relevant members and local stakeholders. Members can ask the local VBARD to borrow bigger loans. However, all of VSCF members will have to participate in the monthly meeting as usual. The most difference here is that all members will have to go to VBARD to do their bank transaction activities. This may not be possible because: (i) the VSCF will have to collect all outstanding loan, divide into 3mil and hand over to each official member. This will badly impact on the implementation of member businesses/productions and (ii) a lot of poor members can not go to the very far local VBARD due to having no vehicle. Therefore, this Sub-option should be rejected.

Sub-Option 4.2: Relace the name of VSCF to “ The Poor-Based Development Fund” or “Community Development Capital”. The Operational procedure will also be revised and updated without indicating “Credit or Savings”. Of which, there will be an Agreement signed by VSCF MB and all relevant members agreeing that each month, all members will nominate a person (should be MB member), on behalf of all members, to go to local VBARD to do bank transactions activities in one bank account. All VSCF members will be provided with a VND 3 mil member-savings book confirmed by relevant CPC and VSCF MB. However, all seed capital will be still using as usual. It means that some ones can borrow based on the existing VSCF Operational Procedure. This sub-option seems to be the same as the existing VSCF. But the savings scheme may be different (individual deposited rather VSCF group). The credit scheme should be also changed. It means that when a member borrow a loan, he/she will not pay interest pay but before getting loan they should contribute a certain amount of money as a share/contribution (this should be discussed and clarified). The most hindering factor for this Sub-option is the legal aspects.

Beside the Option 4 mentioned above, another idea (may be Option 5) for Exit Strategy can be considered. RUDEP will discuss with local VBARD (not Provincial VBARD) about how to combine VSCF program with local credit group provided by local VBARD. If possible, RUDEP can support local VABRD to build capacity for the existing VSCF MBs in terms of VBARD technical knowledge and skills. And then, RUDEP should persuade local VBARD to provide an confirmation letter indicating that those existing VSCF are belonged to local VABRD credit group system. In the confirmation letter, it should say clearly about the operational procedure for VSCF. It means that, all

¹⁴ See VSCF support mission report-STA.

RUDEP seed capital will be managed by VSCF MB members as it was. The VSCF MB who were trained by local VABRD will support the VSCF members and non-VSFC members to access the bigger loans from VABRD. Of course, VBARD will only be responsible for managing their loans. This Option seems to good for our VSCF program in terms of legal aspects as well as keeping VSCF model. However, the most difficult is that we are not sure whether VBARD can cooperate or not.

8. Recommendations and follow up actions.

Most of Sessions have been provided with recommendations. This session will only be mention to the general Recommendations for Exit Strategy of VSCF program.

- ◆ Discuss with local VABRD about Option 5
- ◆ Further development of 4 suggested options will be discussed by PMU.
- ◆ Follow –up with the final Circular on Decree 28.
- ◆ Two most appropriate Options will be finalised by PMU before submitting to PCC for approval.
- ◆ Feasibility Study will be conducted right after the Exit Strategy for VSCF program is approved.
- ◆ Training program for converting VSCF will be outlined.

Annex 1

**Accounting skills assessment of 44 VSFC MBs
(2003-2004)**

Accounting skills assessment of 44 VSCF MBs

POST-TEST on 30 Dec-2004 and POST-TEST on 30 May 2005

No	Name of VSCF	Name of members of MB	Position	No of inputs should be provided	NO of inputs has been provided	Post-test					Periodical Test	Graduation at 30-Dec-04	NO of inputs should be provide	No of inputs has been provided	Post-test					Periodical Test	Graduation at 30-Dec-05
						F1 abcd F2	F3 (a,b)	F4	F5	F1 abcd F2					F3 (a,b)	F4	F5				
Tinh Tho commune																					
1	Tho Dong 1	Nguy?n Thanh So	Leader	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	3	18	0		
		Nguy?n Thanh Bir	Accountant	3	3	5	5	5	4.5	19.5	1	Resigned in April 2005									
		Nguy?n Thi H?ng	Accountant	0	0	0	0	0	0	0	0	0	3	4	4	3	4	15	0		
		Đ? Th?L?u	Treasurer	3	3	5	5	5	4	19	0	5	5	5	5	5	4	19	0		
2	Tho Tay 2	Nguy?n Thu	Leader	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	4.5	19.5	1		
		Bùi Ng?c Tu?n	Accountant	3	3	5	5	5	5	20	1	5	5	5	5	5	5	20	1		
		Lê Th?Thu Thu?	Treasurer	3	3	5	4	5	4	18	0	Resigned from MB in Jan 05							0		
		Hà Ng?c Tu?n	Treasurer								0	5	3	5	4.5	4	3	16.5	0		
3	Tho Trung 1	Nguy?n Ch?y	Leader	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	20	1			
		Nguy?n Th?Tuy?t	Accountant	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	4.5	19.5	1		
		Ph?m Th?Cúc	Treasurer	3	3	3	3	3	2	11	0	5	5	5	4.5	4.5	3	17	0		
4	Tho Trung 2	Đ? Th?Út	Leader	3	3	5	5	5	4	19	0	5	5	5	5	5	4.5	19.5	0		
		Đ?ng Th?Thanh H	Accountant	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	4.5	19.5	1		
		Nguy?n T Kim Ho	Accountant	3	3	5	5	5	4	19	0	5	5	5	5	5	4	19	0		
		Nguy?n Thi?Hoa	Treasurer								0	5	5	4	4	4	3	15	0		
5	Tho Trung 3	Nguy?n Mai	Leader	3	3	5	5	5	4.5	19.5	1	5	5	2	3	4	3	12	1		
		Đ?ng Chí Tâm	Accountant	3	3	5	5	5	4.5	19.5	1	5	5	4	4	3	4	15	1		
		Đ?ng Văn Thành	Treasurer	3	3	5	5	5	4	19	0	5	5	4	4	4	3	15	0		
6	Tho Trung 4	Châu Th?Phuong	Leader	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	4.5	19.5	1		
		Hu?nh Th?Ái	Accountant	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	4.5	19.5	1		
		Đinh Th?H?c	Treasurer	3	3	5	5	5	4	19	0	5	5	5	5	5	4	19	0		
7	Tho Nam 1	Lâm Văn Minh	Leader	3	3	5	5	4	4	18	0	5	5	5	5	4.5	4	18.5	0		
		Phan Th?Thuy H	Treasurer	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	4.5	19.5	1		
		Trương Th?Hu?nh	Accountant	3	3	5	5	4	4	18	0	5	5	5	5	4.5	4	18.5	0		
8	Tho Nam 2	Đ? Minh Tơ	Leader	3	3	5	5	5	4.5	19.5	1	5	5	5	5	4.5	4	18.5	1		
		Vô Văn Đ?ng	Accountant	3	3	5	5	5	4	19	0	5	5	5	5	5	4.5	19.5	0		
		Lý Th?Xuân Thu?	Treasurer	3	3	5	5	4	4	18	0	5	5	5	5	4	4	18	0		
9	Tho Bac 1	Ph?m Văn L?nh	Leader	3	3	5	5	5	5	20	1	5	5	5	5	5	20	1			
		Đào Công L?c	Accountant	3	3	5	5	5	5	20	1	5	5	5	5	5	20	1			
		Nguy?n Th?Như	Treasurer	3	3	5	5	5	4	19	0	5	5	5	5	5	4.5	19.5	1		
10	Tho Tay 2	Trương Quang Th	Leader	3	3	4	4	4	3	15	0	5	5	5	5	5	4.5	19.5	1		
		Trương Quang Hu	Accountant	3	3	5	5	4.5	4	18.5	0	5	5	5	5	4.5	4	18.5	0		
		Le Thi Binh	Treasurer	3	3	4	4	3	3	14	0	5	5	4	4	4.5	4	16.5	0		
				90	90	4.87	4.83	4.72	4.17	18.6	15	150	151	4.9	4.9	4.77	4.23	18.8	15		
Duc Phong																					
11	Lam Ha 1	Tr?nh M?o	Leader	3	3	5	5	4.5	4	18.5	0	5	5	5	5	4.5	4.5	19	0		
		Nguy?n Văn Như	Accountant	3	3	5	5	5	5	20	1	5	5	5	5	5	5	20	1		
		Ph?m Đinh Long	Treasurer	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	4.5	19.5	1		
12	Thach Thang 1	Nguy?n B?n	Leader	3	3	5	5	5	4	19	0	5	5	5	5	4	19	0			
		Nguy?n Xuân Ngo?	Accountant	3	3	5	5	5	4	19	0	5	5	5	5	5	4.5	19.5	1		
		Tr?nh Th?Thanh	Treasurer	3	3	5	5	4	4	18	0	5	5	5	5	4.5	4	18.5	0		
13	Van Ha 1	Ph?m Xuân Dương	Leader	3	3	4	4.5	4.5	4	17	0	5	5	4	4.5	4.5	4.5	17.5	0		
		Nguy?n Thanh Dung	Accountant	3	3	5	5	4	3.5	17.5	0	5	5	5	5	5	4	19	0		
		Nguy?n Th?Huy	Treasurer	3	3	5	4	4	3.5	16.5	0	5	5	5	4	4	4	17	0		
14	Chau Me 1	Ph?m Nguyễn Thanh	Leader	3	3	5	5	4	4	18	0	5	5	5	5	4	4	18	0		
		Vô Đĩnh Huy	Accountant	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	5	20	1		
		Nguy?n Th?Th?ch	Treasurer	3	3	5	5	4	3	17	0	5	5	5	5	4	3	17	0		
15	Lam Ha 2	Nguy?n Th?Th?nh	Leader	3	3	5	5	4	4	18	0	5	5	5	5	5	4.5	19.5	1		
		Bài Trung Đư?c	Accountant	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	5	20	1		
		H? Mư?i	Treasurer	3	3	5	4	4	4	17	0	5	5	5	4	4	4	17	0		
16	Lam Thuong 1	Nguy?n Đ?	Leader	3	3	5	5	4	3.5	17.5	0	5	5	5	5	5	4	19	0		
		Ph?m Ng?c Năm	Accountant	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	4.5	19.5	1		
		Cao Huy	Treasurer	3	3	5	5	3	3	16	0	5	5	5	5	3	3	16	0		
17	Lam Thuong 2	Tr?n Th?Sáu	Leader	3	3	5	5	4	3	17	0	5	5	5	5	5	4.5	19.5	1		
		Tr?n Th?Ngà	Accountant	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	4.5	19.5	1		
		Tr?n Th?Nghi?m	Treasurer	3	3	5	5	4.5	4	18.5	0	5	5	5	5	5	3	18	0		

29	De An 1	Nguy?n H?u Hai	Leader	3	2	5	5	5	5	20	1	5	5	5	5	5	5	20	1	
		Bùi Văn Toán	Accountant	3	2	5	5	5	5	20	1	5	5	5	5	5	5	5	20	1
		Bùi Th?C?m	Treasurer	3	2	5	5	4	4	18	0	5	5	5	5	4	3	17	0	
30	Thuan Hoa 1	Ngô T?n Sinh	Leader	3	3	5	5	5	4	19	0	5	5	5	5	5	4.5	19.5	0	
		Ph?m Tr?ng Tr?	Accountant	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	4.5	19.5	1	
		Trương Th?Chính	Treasurer	3	3	5	5	4.5	4	18.5	0	5	5	5	5	4.5	3	17.5	0	
31	Hoa Son 1	Đinh T?n Tùng	Leader	3	3	5	5	5	4.5	19.5	1	5	5	4	4	4	4	16	1	
		Nguy?n H?ng Liên	Accountant	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	4.5	19.5	1	
		Ng. Th?Minh Tư?ng	Treasurer	3	3	4	4	4	3	15	0	5	5	4	4	4	3	15	0	
32	Vinh Tho 1	Hu?nh Văn Nói	Leader	3	2	5	5	5	4	19	0	5	5	5	5	5	4.5	19.5	1	
		Ph?m Đính Lô	Accountant	3	2	5	5	5	4.5	19.5	1	5	5	5	5	5	4.5	19.5	1	
		Nguy?n Th?Ki?u	Treasurer	3	2	5	4	4.5	4	17.5	0	5	5	5	4	4.5	4	17.5	0	
33	Vinh Tho 2	Nguy?n Đính Quang	Leader	3	3	5	5	4.5	4	18.5	0	5	5	5	5	4.5	4	18.5	0	
		Bùi Tâm	Accountant	3	3	5	4.5	5	4	18.5	0	5	5	5	4.5	5	5	19.5	1	
		Ph?m Th?Liên	Treasurer	3	3	5	5	4	3.5	17.5	0	5	5	5	5	4	4	18	0	
34	Hoa Tho 1	Hu?nh Văn Bé	Leader	3	2	5	5	5	4	19	0	5	5	5	5	5	4	19	0	
		Ph?m Quy	Accountant	3	2	5	5	5	5	20	1	5	5	5	5	5	5	20	1	
		Bùi Th?L?c	Treasurer	3	2	5	4	4	3.5	16.5	0	5	5	5	4	4	3	16	0	
35	Hoa Vinh 1	Nguy?n Th?M?t	Leader	3	2	4	4	4	4	16	0	5	5	5	5	4.5	4.5	19	0	
		Tr?n Th?Vàng	Accountant	3	2	4	4	4.5	4	16.5	0	5	5	5	5	4.5	4	18.5	0	
		Nguy?n Th?Vi?n	Treasurer	3	2	4	4	4.5	3.5	16	0	5	5	5	5	4.5	3.5	18	0	
36	An Chi Tay 1	Ng. Th?Thu Thu?	Leader	3	3	5	5	5	4	19	0	5	5	5	5	5	4	19	0	
		Võ Văn Tuy?n	Accountant	3	3	5	5	4.5	4	18.5	0	5	5	5	5	4.5	4	18.5	0	
		Tr?nh Th?Quang	Treasurer	3	3	5	5	5	4	19	0	5	5	5	5	5	4	19	0	
37	An Chi Dong 1	Phan Th?L? Huy?n	Leader	3	3	5	5	4	4	18	0	5	5	5	5	4	4	18	0	
		Phan Th?Qu?	Accountant	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	4.5	19.5	1	
		Ng. Th?Kim Giảng	Treasurer	3	3	5	4	4	3	16	0	5	5	5	4	4	3	16	0	
Pho Chau				81	69	4.85	4.72	4.63	4.07	18.3	8	135	135	4.93	4.8	4.61	4.07	18.4	10	
38	Vinh Tuy 1	Nguy?n Th?Nguy?t	Leader	3	3	4	4	4	4	18	0	5	5	5	5	5	4.5	19.5	1	
		Trương Th?Kim Án	Accountant	3	3	5	4	5	4	19	0	5	5	5	5	5	4.5	19.5	1	
		Ph?m Th?Tú Quy	Treasurer	3	3	5	4	4	4	19	0	5	5	5	5	5	4.5	19.5	1	
39	Hung Long 1	Mai Văn B?	Leader	3	3	5	5	5	4	17	0	5	5	4	4	4	4	16	0	
		Lê Th?Ái	Accountant	3	3	5	5	5	4.5	20	1	5	5	5	5	5	5	20	1	
		Tr?n Th?Huy?n Trín	Treasurer	3	3	5	4	5	4	19	0	5	5	4	4	4	3	15	0	
40	Tan Loc 1	Tr?n Đ?	Leader	3	3	5	5	5	4.5	16	0	5	5	5	5	4	3	17	0	
		Nguy?n Phư?c C?m	Accountant	3	3	5	5	5	4.5	18	0	5	5	5	5	5	4.5	19.5	1	
		Nguy?n Th?Thu	Treasurer	3	3	5	5	5	4	20	1	5	5	5	5	4	3	17	0	
41	Hung Long 2	L? Văn Lê	Leader	3	3	5	5	4	4	19.5	1	5	5	5	5	5	4.5	19.5	1	
		Tr?n Đ?c H?u	Accountant	3	3	5	4.5	5	4	19.5	1	5	5	5	5	5	5	20	1	
		Vô Th?N?	Treasurer	3	3	5	4	5	4	18	0	5	5	4	4	4	4	16	0	
42	Chau Me 1	Nguy?n Ng?c Thu	Leader	3	3	5	5	4	4	18	0	5	5	5	5	5	4.5	19.5	1	
		Tr?nh N?ng	Accountant	3	3	5	5	5	4.5	19.5	1	5	5	5	5	5	4	19	0	
		Tr?n Th?Kim Đào	Treasurer	3	3	5	4	4	3	19	0	5	5	4	4	4	4	16	0	
43	Vinh Tuy 2	Nguy?n Thanh Vinh	Leader	3	3	4	4	3	3	15	0	5	5	4	4	3	3	14	0	
		Tr?n Văn CHư	Accountant	3	3	5	4	5	4	19	0	5	5	5	4	5	4	18	0	
		Nguy?n Th?L?	Treasurer	3	3	4	4	4	3	18	0	5	5	4	4	4	3	15	0	
44	Tan Loc 2	Nguy?n Nh?n	Leader	3	3	4	4	3	2	19.5	1	5	5	5	5	5	4.5	19.5	1	
		Tr?n Th?Thanh Thu	Accountant	3	3	5	4	4.5	4	20	1	5	5	5	5	5	5	20	1	
		Nguy?n Th?Tinh	Treasurer	3	3	5	4	4	3	18	0	5	5	4	4	4	3	15	0	
				63	63	4.81	4.4	4.45	3.81	18.5	7	105	105	4.67	4.62	4.52	4.02	17.8	10	

Annex 2a

New Competency Assessment Format For A VSCF

NEW COMPETENCY ASSESSEMENT FORMAT OF VSCF

Commune:.....Time:.....

(This form will be used twice a year).

		Compliance with Regulations		Effectiveness of loan utilization		Skill on VSCF management		Skill on Accounting		Professional moral		Total	Level of competency
		WUs	AFCO	WUs	AFCO	WUs	AFCO	WUs	AFCO	WUs	AFCO		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
1	Eg: Tan Phuoc 1	8	6	7	8	6	6	6	7	9	10	36.5	2
2	Loc Thanh 1	10	9	9	10	10	10	10	9	9	10	48	1
3												0	4
4												0	4
5												0	4
6												0	4

How to use this form:

Column 1: record order, Column 2: record the names of VSCFs.

Form Column 3 to Column 12: Assessment of the 5 main indicators of a VSCF. of which, each indicator consists of 2 Column for marking: Column WU will be assessed and marked objectively by the relevant WUs; Column AFCO will be assessed and marked objectively by Mr Vân (RUDEP). In case where Mr. Van does not know exactly about the performance of that VSCF, then WU can ask the MB of the relevant VSCF to self-assess and mark in the form.

The points will vary from 1 (very bad) to 10 (very good). Note that there should be no point 5 and decimal point.

How to calculate the total point for Column 13: Column 13 is a total from Column 3 to Column 12 then divided into 2. Therefore, the maximum point at Column 13 is 50.

How to assess the competency level: From 48-50 points (equal to 96-100%) is **LEVEL 1= Fully Competent**; from 34- 47 points (68-95%) is **LEVEL 2= Consolidating**; from 17 -33 point (34-67%) is **LEVEL 3= Serious** and lesser than 17 point (<33%) is **LEVEL 4= Critical**.

Basic definition of 5 main indicators:

1. Compliance with Regulations: It means that all VSCF members follow strictly the VSCF Operational Procedure and Group's Constitution. For example: if having overdue loan, the new loans will not be allowed to disburse, apply penalty...

2. Effectiveness of Loan utilisation: On time repayments, no overdue loans, capital growth....

3. Skill on VSCF management : skills on how to conduct the monthly meetings ? How to control a meeting? How to treat the issues where the regulations were not followed.

4. Skill on accounting: skills on how to record and fill in accounting forms, report....

5. Professional moral : faithfulness, prestige, obviousness...

Signed by the evaluator

Annex 2b

Result of competency assessment of 96 Existing VSCFs

RESULT OF COMPETENCY ASSESSEMENT OF 96 VSCFs

Date of assessment: 15 July 2005

No	Name of VSCF	Commune	Compliance with Regulations		Effectiveness of loan		Skill on VSCF management		Skill on Accounting		Professional moral		Total	Level of competency
			WUs	AFCO	WUs	AFCO	WUs	AFCO	WUs	AFCO	WUs	AFCO		
(1)	(2)		(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
1	THO ĐÔNG I	TINH THO	10	9	9	9	10	10	10	9	10	9	47.5	2
2	THO TÂY I	TINH THO	10	10	10	9	10	10	10	10	10	10	49.5	1
3	THO TRUNG I	TINH THO	10	9	9	9	10	10	10	9	10	10	48	1
4	THO TRUNG II	TINH THO	10	8	10	8	10	10	9	9	10	10	47	2
5	THO TRUNG III	TINH THO	7	6	7	7	8	4	9	7	7	7	34.5	2
6	THO TRUNG IV	TINH THO	10	9	10	9	10	9	10	9	10	10	48	1
7	THO NAM I	TINH THO	8	9	10	9	10	9	8	8	10	10	45.5	2
8	THO NAM II	TINH THO	8	9	9	9	9	8	10	8	10	10	45	2
9	THO BẮC I	TINH THO	10	10	10	10	10	10	10	10	10	10	50	1
10	THO TÂY II	TINH THO	10	10	10	9	10	10	10	9	10	10	49	1
11	THO ĐĂNG II	TINH THO	10	9	10	9	9	6	4	2	10	9	39	2
12	THO BẮC II	TINH THO	8	9	10	9	9	6	4	2	10	9	38	2
13	THO TÂY III	TINH THO	7	9	10	9	8	6	3	2	10	9	36.5	2
14	THO TÂY IV	TINH THO	10	9	10	9	10	7	3	2	10	9	39.5	2
15	THO BẮC III	TINH THO	8	9	10	7	9	6	4	2	10	9	37	2
16	THO NAM III	TINH THO	9	9	10	7	10	6	5	2	10	9	38.5	2
17	LAM HÀ I	Duc phong	8	9	10	9	8	9	9	9	10	10	45.5	2
18	THẠCH THĂNG I	Duc phong	8	8	10	8	9	8	10	8	10	9	44	2
19	LAM HÀ II	Duc phong	9	10	10	10	9	9	10	9	10	10	48	1
20	LAM THUƠNG I	Duc phong	8	9	8	9	10	9	10	9	10	10	46	2
21	LAM THUƠNG II	Duc phong	9	10	10	10	10	10	10	10	10	10	49.5	1
22	CHÂU MÈ I	Duc phong	9	9	9	8	10	9	10	10	10	9	46.5	2
23	VAN HÀ I	Duc phong	8	9	8	10	9	9	9	9	10	10	45.5	2
24	LÂM THUƠNG III	Duc phong	9	9	9	8	10	9	10	10	10	10	47	2
25	VAN HÀ II	Duc phong	7	9	8	10	8	9	8	7	10	10	43	2
26	CHAU MÈ II	Duc phong	9	9	10	10	10	9	9	7	10	10	46.5	2
27	CHAU MÈ III	Duc phong	9	9	10	10	9	8	8	6	10	10	44.5	2
28	THẠCH THĂNG II	Duc phong	8	9	10	10	9	7	8	4	10	10	42.5	2
29	THẠCH THĂNG III	Duc phong	8	9	10	10	8	6	7	4	10	9	40.5	2
30	THẠCH THĂNG IV	Duc phong	8	9	10	10	8	8	8	6	10	9	43	2
31	LAM HÀ III	Duc phong	8	9	10	10	8	7	8	6	10	9	42.5	2
32	VAN HÀ III	Duc phong	7	9	8	10	7	6	7	4	10	9	38.5	2
33	LANG RÊN I	SON HAI	8	9	9	10	9	9	8	9	10	10	45.5	2
34	TAPIA I	SON HAI	8	8	8	8	7	8	7	7	9	9	39.5	2
35	TA MAT I	SON HAI	3	4	3	4	4	4	4	6	6	7	22.5	3
36	KA RANH I	SON HAI	8	9	9	10	7	8	8	9	10	10	44	2
37	LANG TRĂNG I	SON HAI	7	8	7	8	7	7	8	7	9	9	38.5	2
38	LANG RA I	SON HAI	6	7	7	8	6	7	6	7	9	9	36	2
39	LANG ROC I	SON HAI	6	7	6	6	5	4	5	6	9	9	31.5	3
40	B'ĐEO I	SON HAI	5	7	5	6	3	4	5	6	9	9	29.5	3
41	LANG HÈ I	SON HAI	5	7	6	7	4	6	5	7	9	9	32.5	3
42	B' ĐAO I	SON HAI	5	7	4	6	4	6	6	7	9	9	31.5	3
43	HA AA I	SON HAI	5	7	5	6	6	7	7	8	8	9	34	2
44	ĐE AN I	Hanh Phuoc	8	10	8	10	10	10	10	10	10	10	48	1
45	THUAN HOA I	Hanh Phuoc	7	8	8	9	8	9	8	8	10	10	42.5	2

46	HOA SON I	Hanh Phuoc	7	8	8	7	7	8	8	9	8	9	39.5	2
47	VINH THO I	Hanh Phuoc	8	9	8	9	8	9	8	8	10	10	43.5	2
48	VINH THO II	Hanh Phuoc	8	9	8	9	8	9	8	9	10	10	44	2
49	HOA THO I	Hanh Phuoc	8	9	8	9	8	9	9	10	10	10	45	2
50	HOA VINH I	Hanh Phuoc	8	9	8	9	8	9	8	9	10	10	44	2
51	AN CHI TAY I	Hanh Phuoc	7	9	8	9	7	9	7	8	10	10	42	2
52	AN CHI ĐÔNG I	Hanh Phuoc	8	9	8	9	8	9	8	9	10	10	44	2
53	HOA THO II	Hanh Phuoc	7	9	7	9	7	7	7	7	10	9	39.5	2
54	HOA SON II	Hanh Phuoc	7	9	7	9	7	7	7	7	10	9	39.5	2
55	ĐE AN II	Hanh Phuoc	8	9	8	9	7	7	7	6	10	9	40	2
56	AN CHI ĐÔNG II	Hanh Phuoc	8	9	8	9	7	8	7	7	10	10	41.5	2
57	AN CHI TAY II	Hanh Phuoc	8	9	8	9	7	9	7	7	10	10	42	2
58	HOA MY I	Hanh Phuoc	8	9	8	9	7	9	7	7	10	10	42	2
59	VINH TUY I	Pho Chau	8	9	10	9	9	9	8	9	9	10	45	2
60	HUNG LONG I	Pho Chau	10	9	10	8	9	8	10	9	10	10	46.5	2
61	TAN L? C I	Pho Chau	8	8	6	7	7	8	8	8	7	8	37.5	2
62	HUNG LONG II	Pho Chau	9	9	10	9	10	9	10	10	10	10	48	1
63	CHAU ME I	Pho Chau	5	7	4	6	5	6	4	7	4	6	27	3
64	VINH TUY II	Pho Chau	10	10	10	10	10	10	10	10	10	10	50	1
65	TAN LOC II	Pho Chau	9	10	8	9	9	10	9	10	9	10	46.5	2
66	CHAU ME II	Pho Chau	8	9	8	9	8	9	7	6	10	9	41.5	2
67	CHAU ME III	Pho Chau	9	9	9	9	9	9	7	8	10	10	44.5	2
68	VINH TUY III	Pho Chau	6	9	7	9	7	8	7	6	7	9	37.5	2
69	HUNG LONG III	Pho Chau	6	9	5	9	5	7	7	6	7	9	35	2
70	TAN LOC III	Pho Chau	8	9	7	9	7	7	9	7	10	9	41	2
71	TAN LOC IV	Pho Chau	6	8	7	8	5	8	6	7	7	8	35	2
72	THON IA	Nghia Tho	7	6	6	6	7	6	8	6	8	8	34	2
73	THON IIA	Nghia Tho	7	7	6	7	7	8	8	7	8	9	37	2
74	THON IB	Nghia Tho	9	9	8	7	10	8	6	6	10	9	41	2
75	THON IC	Nghia Tho	10	7	8	7	9	7	4	4	10	9	37.5	2
76	THON IIB	Nghia Tho	10	7	8	7	10	8	4	4	10	9	38.5	2
77	THON IIC	Nghia Tho	9	7	8	6	10	8	4	6	10	8	38	2
78	THON IID	Nghia Tho	10	7	8	7	10	8	6	6	10	9	40.5	2
79	LANG LUNG I	Son Giang	9	8	10	9	9	7	9	7	10	10	44	2
80	LANG RI I	Son Giang	9	9	10	9	9	9	8	7	10	10	45	2
81	ĐÔNG GIANG I	Son Giang	8	7	9	8	9	7	8	4	10	8	39	2
82	GO NGOAI I	Son Giang	9	8	9	8	9	8	8	6	10	9	42	2
83	ĐÈO ĐINH I	Son Giang	8	6	9	8	8	6	7	4	10	8	37	2
84	LANG RE I	Son Giang	9	9	9	9	9	9	9	8	10	10	45.5	2
85	GIA RY I	Son Trung	10	8	9	9	8	9	9	6	10	9	43.5	2
86	LANG ĐEO I	Son Trung	10	8	10	9	8	8	8	4	10	8	41.5	2
87	LANG RIN I	Son Trung	10	8	10	9	10	9	10	6	10	9	45.5	2
88	LANG NA I	Son Trung	9	8	9	9	9	8	8	4	10	9	41.5	2
89	GO ROC I	Son Trung	10	8	10	8	10	8	9	6	10	9	44	2
90	TA MAU I	Son Trung	10	8	10	8	8	8	10	6	10	9	43.5	2
91	TAN PHUOC I	Binh Minh	9	9	10	9	10	8	10	8	10	9	46	2
92	TAN PHUOC II	Binh Minh	9	8	9	8	9	8	10	8	10	10	44.5	2
93	LOC THANH I	Binh Minh	10	8	10	9	10	8	8	7	10	10	45	2
94	DUC AN I	Binh Minh	8	8	10	8	10	7	7	6	10	9	41.5	2
95	MY LONG I	Binh Minh	10	8	9	8	6	6	5	6	10	10	39	2
96	MY LONG II	Binh Minh	10	9	10	9	10	10	10	9	10	10	48.5	1

Annex 3

**The Result of Seed Capital allocated in 96 VSCF
up to 30 Jun 2005**

Investigation of seed capital for 96 VSCFs

30-Jun-05

No	VSCF name	Commune	No of original members	seed capital transferred (USD10,000)	Additional seed capital transferred	Sub-Total seed capital transferred	No of Current members	Sub-total seed capital would be	Status (+,-)
1	Tho Tay 1	Tinh Tho	25	75,000		75,000	22	66,000	9,000
2	Tho Dong 1	Tinh Tho	30	54,000	36,000	90,000	28	84,000	6,000
3	Tho Trung 1	Tinh Tho	28	84,000		84,000	18	54,000	30,000
4	Tho Trung 02	Tinh Tho	23	69,000		69,000	22	66,000	3,000
5	Tho Trung 03	Tinh Tho	22	66,000		66,000	18	54,000	12,000
6	Tho Trung 04	Tinh Tho	19	57,000		57,000	21	63,000	(6,000)
7	Tho Nam 02	Tinh Tho	20	60,000		60,000	23	69,000	(9,000)
8	Tho Bac 01	Tinh Tho	26	78,000		78,000	30	90,000	(12,000)
9	Tho Nam 01	Tinh Tho	20	60,000		60,000	25	75,000	(15,000)
10	Tho Tay 2	Tinh Tho	30	90,000		90,000	24	72,000	18,000
11	Tho Dong 2	Tinh Tho	16	48,000		48,000	16	48,000	-
12	Tho Bac 2	Tinh Tho	20	60,000		60,000	20	60,000	-
13	Tho Tay 3	Tinh Tho	19	57,000		57,000	19	57,000	-
14	Tho Tay 4	Tinh Tho	22	66,000		66,000	22	66,000	-
15	Tho Nam 3	Tinh Tho	20	60,000		60,000	23	69,000	(9,000)
16	Tho Bac 3	Tinh Tho	23	69,000		69,000	30	90,000	(21,000)
	Sum Commune TT		363			1,089,000	361	1,083,000	6,000
17	Lam Ha 1	Duc Phong	26	78,000		78,000	30	90,000	(12,000)
18	Thach Thang 1	Duc Phong	24	57,000	15,000	72,000	23	69,000	3,000
19	Van Ha 01	Duc Phong	30	90,000		90,000	30	90,000	-
20	Lam Ha 02	Duc Phong	24	72,000		72,000	30	90,000	(18,000)
21	Chau Me 1	Duc Phong	30	90,000		90,000	24	72,000	18,000
22	Lam Thuong 02	Duc Phong	22	66,000		66,000	27	81,000	(15,000)
23	Lam Thuong 1	Duc Phong	25	75,000		75,000	20	60,000	15,000
24	Lam Thuong 3	Duc Phong	30	90,000		90,000	29	87,000	3,000
25	Chau Me 2	Duc Phong	30	90,000		90,000	29	87,000	3,000
26	Van Ha 02	Duc Phong	25	75,000		75,000	30	90,000	(15,000)
27	Chau Me 3	Duc Phong	30	90,000		90,000	30	90,000	-
28	Van Ha 3	Duc Phong	29	87,000		87,000	30	90,000	(3,000)
29	Thach Thang 2	Duc Phong	29	87,000		87,000	30	90,000	(3,000)
30	Thach Thang 3	Duc Phong	30	90,000		90,000	30	90,000	-
31	Thach Thang 4	Duc Phong	30	90,000		90,000	30	90,000	-
32	Lam Ha 3	Duc Phong	30	90,000		90,000	30	90,000	-
	Sum Commune DP		444			1,332,000	452	1,356,000	(24,000)
33	Village 1A	Nghia Tho	21	63,000		63,000	25	75,000	(12,000)
34	Village 2A	Nghia Tho	25	75,000		75,000	24	72,000	3,000
35	Village 1B	Nghia Tho	20	60,000		60,000	20	60,000	-
36	Village 1C	Nghia Tho	19	57,000		57,000	19	57,000	-
37	Village IIB	Nghia Tho	16	48,000		48,000	17	51,000	(3,000)
38	Village IIC	Nghia Tho	16	48,000		48,000	16	48,000	-
39	Village IID	Nghia Tho	15	45,000		45,000	15	45,000	-
	Sum Commune NT		132	396,000	-	396,000	136	408,000	(12,000)
40	Lang Ren 1	Son Hai	18	54,000		54,000	19	57,000	(3,000)
41	Lang Trang 1	Son Hai	19	57,000		57,000	17	51,000	6,000
42	Ta Mat 1	Son Hai	24	72,000		72,000	14	42,000	30,000
43	Ta Pia 1	Son Hai	17	51,000		51,000	19	57,000	(6,000)
44	Lang Ra 1	Son Hai	22	66,000		66,000	16	48,000	18,000
45	Ka Ranh 1	Son Hai	15	45,000		45,000	19	57,000	(12,000)

46	Lang He 1	Son Hai	15	45,000		45,000	25	75,000	(30,000)
47	Ha Ua 1	Son Hai	15	45,000		45,000	24	72,000	(27,000)
48	Lang Roc 1	Son Hai	15	45,000		45,000	27	81,000	(36,000)
49	B'dao 1	Son Hai	16	48,000		48,000	20	60,000	(12,000)
50	Breo 1	Son Hai	15	45,000		45,000	16	48,000	(3,000)
	Sum Commune SH		191	573,000	-	573,000	216	648,000	(75,000)
51	De An 1	Hanh Phuoc	30	90,000		90,000	29	87,000	3,000
52	Hoa Son 1	Hanh Phuoc	24	72,000		72,000	21	63,000	9,000
53	Thuan Hoa 1	Hanh Phuoc	24	72,000		72,000	22	66,000	6,000
54	Vinh Tho 01	Hanh Phuoc	18	54,000		54,000	19	57,000	(3,000)
55	Vinh Tho 02	Hanh Phuoc	20	60,000		60,000	19	57,000	3,000
56	Hoa Tho 01	Hanh Phuoc	30	90,000		90,000	28	84,000	6,000
57	An Chi Dong 1	Hanh Phuoc	30	90,000		90,000	30	90,000	-
58	An Chi Tay 1	Hanh Phuoc	30	90,000		90,000	30	90,000	-
59	Hoa Vinh 1	Hanh Phuoc	22	66,000		66,000	22	66,000	-
60	Hoa Son 2	Hanh Phuoc	30	90,000		90,000	30	90,000	-
61	An Chi Dong 2	Hanh Phuoc	30	90,000		90,000	30	90,000	-
62	Hoa Tho 2	Hanh Phuoc	30	90,000		90,000	22	66,000	24,000
63	Hoa My 1	Hanh Phuoc	30	90,000		90,000	30	90,000	-
64	An Chi Tay 2	Hanh Phuoc	30	90,000		90,000	29	87,000	3,000
65	De An 2	Hanh Phuoc	30	90,000		90,000	30	90,000	-
	Sum Commune HP		408	1,224,000	-	1,224,000	391	1,173,000	51,000
66	Hung Long 1	Pho chau	21	63,000		63,000	22	66,000	(3,000)
67	Tan Loc 1	Pho chau	24	72,000		72,000	30	90,000	(18,000)
68	Vinh Tuy 1	Pho chau	20	60,000		60,000	28	84,000	(24,000)
69	Hung Long 02	Pho chau	20	60,000		60,000	30	90,000	(30,000)
70	Chau Me 1	Pho chau	25	75,000		75,000	24	72,000	3,000
71	Vinh Tuy 2	Pho chau	28	84,000		84,000	29	87,000	(3,000)
72	Tan Loc 2	Pho chau	28	84,000		84,000	26	78,000	6,000
73	Chau Me 2	Pho Chau	30	90,000		90,000	30	90,000	-
74	Chau Me 3	Pho Chau	30	90,000		90,000	30	90,000	-
75	Hung Long 3	Pho Chau	30	90,000		90,000	30	90,000	-
76	Tan Loc 3	Pho Chau	30	90,000		90,000	27	81,000	9,000
77	Vinh Tuy 3	Pho chau	30	90,000		90,000	27	81,000	9,000
78	Tan Loc 4	Pho chau	30	90,000		90,000	25	75,000	15,000
	Sum Commune PC		346	1,038,000	-	1,038,000	358	1,074,000	(36,000)
80	Gia Ry 1	Son Trung	25	75,000		75,000	24	72,000	3,000
81	Lang Deo 1	Son Trung	20	60,000		60,000	13	39,000	21,000
82	Lang Rin 1	Son Trung	21	63,000		63,000	22	66,000	(3,000)
83	Lang Na 1	Son Trung	17	51,000		51,000	12	36,000	15,000
84	Ta Mau 1	Son Trung	15	45,000		45,000	16	48,000	(3,000)
46	Go Roc 1	Son Trung	20	60,000		60,000	20	60,000	-
	Sum Commune ST		118	354,000	-	354,000	107	321,000	33,000
85	Lang Lung 1	Son Giang	17	51,000		51,000	15	45,000	6,000
86	Lang Ri 1	Son Giang	30	90,000		90,000	25	75,000	15,000
87	Dong Giang 1	Son Giang	28	84,000		84,000	22	66,000	18,000
88	Go Ngoai 1	Son Giang	28	84,000		84,000	26	78,000	6,000
89	Lang Re 1	Son Giang	30	90,000		90,000	30	90,000	-
90	Deo Dinh 1	Son Giang	21	63,000		63,000	21	63,000	-
	Sum Commune SG		154	462,000	-	462,000	139	417,000	45,000
91	Tan Phuoc 1	Binh Minh	26	78,000		78,000	24	72,000	6,000
92	Loc Thanh 1	Binh Minh	30	90,000		90,000	30	90,000	-
93	Duc An1	Binh Minh	30	90,000		90,000	29	87,000	3,000
94	My Long 1	Binh Minh	26	78,000		78,000	26	78,000	-
95	Tan Phuoc 2	Binh Minh	30	90,000		90,000	30	90,000	-
96	My Long 2	Binh Minh	25	75,000		75,000	21	63,000	12,000
	Sum Commune BM		167	501,000	-	501,000	160	480,000	21,000
	Total :		2,323	4,548,000	-	6,969,000	2,320	6,960,000	9,000

Note: (-) it means that the VSCF needs to be provided more seed capital

(+) It means that RUDEP needs to pull back seed capital from that VSCF

Annex 4a

**New Competency Assessment format for service
provider staff**

Competency Assessment Format For Nominated Staff Of Service Providers To VSCF

Name of service provider:..... Time:.....

(This form will be used to assess twice a year).

No	Name of nominated staff	Management skills		Rural development skills		Technical knowledge and skills		Capacity building skills		Capacity of the VSCFs supported		Total points	Level of competency
		Self-evaluated	A/FCO	Self-evaluated	A/FCO	Self-evaluated	A/FCO	Self-evaluated	A/FCO	Self-evaluated	A/FCO		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
1	Eg: Ng. Thi A	8	6	7	8	6	6	6	7	9	10	36.5	2
2													
3													
...													

How to use this form:

Column 1: record order, Column 2: record the names of Nominated staff of service providers.

Form Column 3 to Column 12: Assessment of the 5 main indicators of a nominated staff. Of which, each indicator consists of 2 Column for marking: Column "self-evaluated" (3,5,7,9,11) will be self-assessed and marked objectively by the relevant nominated staff. Column A/FCO will be assessed and marked objectively by RUDEP staff. Particularly, column (11) and (12) will be marked from the result of competency assessment of VSCF. If most of supported VSCFs are competent then these column will be put with high mark and otherwise.

The points will vary from 1 (very bad) to 10 (very good). Note that there should be no point 5 and decimal point.

How to calculate the total point for Column 13: Column 13 is a total from Column 3 to Column 12 then divided into 2. Therefore, the maximum point at Column 13 is 50.

How to assess the competency level: From 48-50 points (equal to 96-100%) is **LEVEL 1= Fully Competent**; from 34- 47 points (68-95%) is **LEVEL 2= Consolidating**; from 17 -33 point (34-67%) is **LEVEL 3= Serious** and lesser than 17 point (<33%) is **LEVEL 4= Critical**.

Basic definition of 5 main indicators:

1. Management skills: Skills on managing and fulfilling the agreed activities stated in the TOR of the service contract. Especially, the outputs must be achieved.

2. Rural Development Skills: Experiences on rural community development, gender issues, skills on communication and mobilization, targeting the poor, low education people...

3. Technical knowledge and skills : skills on how to conduct the monthly meetings, how to record accounting forms, how to prepare a feasible business plan, how to deal with non-regulation compliance VSCFs, how to treat defaulters...

4. Capacity building skills: skills on build capacity for VSCF MBs and their members. These include training, presentation skills, problem solving skills, time management skills, effectively on-going support...

Annex 4b

**Result of competency assessment of WU
nominated staff**

Competency Assessment Format For Nominated Staff Of Service Providers To VSCF

Name of service provider:..... Time:.....

(This form will be used to assess twice a year).

No	Name of nominated staff	Agencies	Management skills		Rural development skills		Technical knowledge and skills		Capacity building skills		Capacity of the VSCFs supported		Total points	Level of competency
			Self-evaluated	A/FCO	Self-evaluated	A/FCO	Self-evaluated	A/FCO	Self-evaluated	A/FCO	Self-evaluated	A/FCO		
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
1	Huỳnh Thị Ánh Nữ	PWU	8	6	7	8	6	6	6	7	9	10	36.5	2
2	Phạm Thị Hường	PWU											0	4
3	Lê Thị Lệ Huyền	PWU	9	9	9	9	10	9	8	8	9	10	45	2
4	Nguyễn Thị Ánh Thơ	PWU											0	4
6	Lê Thị Kim Sang	Duc Phong CWU	7	8	7	7	7	8	6	7	9	10	38	2
7	Võ Thị Thùy Hương	Tu Nghia DWU	9	10	9	10	10	10	10	10	7	7	46	2
8	Đình Thị Thu Hằng	Tu Nghia DWU	8	8	9	8	8	8	8	8	7	7	39.5	2
9	Phạm Thị Hồng Thị Vân	Nghia Tho CWU	6	5	6	5	6	6	6	5	7	7	29.5	3
10	Phạm Thị Viên	Nghia Tho CWU	4	3	4	2	4	2	4	2	7	7	19.5	3
11	Phạm Thị Hồng Nga	Nghia Son CWU	1	1	1	1	1	1	1	1	0	0	4	4
12	Phạm Thị Sâm	Nghia Son CWU	1	1	1	1	1	1	1	1	0	0	4	4
13	Tran Thi Quang Sinh	Son Tinh DWU	10	10	9	9	9	9	10	8	10	10	47	2
14	Nguyen Thi Kim Hong	Son Tinh DWU	10	10	9	8	10	10	10	10	10	10	48.5	1
15	Tran Thi Ai Viet	Son Tinh DWU	1	1	1	1	1	1	1	1	0	0	4	4
16	Nguyễn Thị Yến	Tinh Tho CWU	1	1	1	1	1	1	1	1	0	0	4	4
17	Phan Thi Thuy Hoa	Tinh Tho CWU	8	7	8	7	8	8	8	7	9	9	39.5	2
18	Lê Thị Thanh Chín	Nghia Hanh DWU	10	7	10	7	8	9	10	10	10	9	45	2
19	Nguyễn Thị Kiều Hoanh	Nghia Hanh DWU	8	6	8	6	8	9	8	8	10	10	40.5	2
20	Chế Thị Hương	Nghia Hanh DWU	1	1	1	1	1	1	1	1	0	0	4	4
21	Lê Thị Mẫn	Hanh Phuoc CWU	10	9	10	9	8	10	8	10	10	10	47	2
22	Trần Thị Thuý Vân	Hanh Phuoc CWU	1	1	1	1	1	1	1	1	0	0	4	4
23	Trương Thị Loan	Son Ha DWU	10	9	10	9	10	10	9	8	6	6	43.5	2
24	Trần Thị Minh Phước	Son Ha DWU	8	7	8	6	9	8	8	7	6	6	36.5	2

25	Đinh Thị Nhèo	Son Hai CWU	6	5	6	5	6	5	4	4	6	6	26.5	3
26	Nguyễn Thị Lan Anh	Son Hai CWU	1	1	1	1	1	1	1	1	0	0	4	4
27	Nguyễn Thị Thu Nguyệt	Son Giang CWU	7	7	7	6	7	6	6	6	6	6	32	3
28	Đinh Thị Nhít	Son Giang CWU	1	1	1	1	6	5	1	1	0	0	8.5	4
29	Nguyễn Thị Yến	Son Trung CWU	7	7	7	6	8	8	7	6	6	6	34	2
30	Đinh Thị Hồng	Son Trung CWU	1	1	1	1	6	5	1	1	0	0	8.5	4
31	Ngô Thị Đường	Duc Pho DWU	10	10	8	10	10	10	10	10	9	9	48	1
32	Huỳnh Thị Bích Hà	Duc Pho DWU	8	9	8	9	8	10	10	10	9	9	45	2
33	Võ Thị Thu Hiền	Pho Chau CWU	7	6	7	6	6	7	6	7	9	9	35	2
34	Trịnh Thị Sương	Pho Chau CWU	6	5	6	5	6	7	6	5	9	9	32	3
35	Lộ Thị Minh Sa	Binh Son DWU	9	9	10	8	10	9	10	9	9	9	46	2
36	Phạm Thị Lan	Binh Son DWU	9	9	10	8	9	10	10	10	9	9	46.5	2
37	Huỳnh Thị Ly	Binh Son DWU	1	1	1	1	1	1	1	1	0	0	4	4
38	Võ Thị Thùy	Binh Minh CWU	8	8	9	8	7	8	6	7	9	9	39.5	2
39	Lộ Thị Minh Khánh	Binh Minh CWU	9	8	10	8	10	9	10	9	9	9	45.5	2

Annex 5

Capacity Profile of WUs Service Providers

Capacity profile of Service provider

Deliver effective and efficient service under the Service Contract to VSCF RUDEP

A. Management skills	B. Rural Development Skills	C. Technical Knowledge and Skills	D. Capacity building skills
<p>A.1 Interpret TOR</p> <ul style="list-style-type: none"> - Specify agreed outputs. - Specify agree time frame. - Specify payment rate and schedule. <p>A.2 Implement agreed TOR Prepare implementation plans:</p> <ul style="list-style-type: none"> - Prepare plan to implement contract. - Explain procedures for approval from RUDEP before commencement. - Identify and manage any environmental and social impacts relating to TOR. <p>Prepare and submit agreed outputs and financial reports</p> <ul style="list-style-type: none"> - Assess issues impacting delivery outputs. - Inform RUDEP about the suggestions from HHS - Provide early warning to RUDEP of any issues affecting output delivery. 	<p>B.1 Rural Development Skills</p> <ul style="list-style-type: none"> - Clarify rural developments issues and appropriate solutions. - Gender issued in VSCFs and how to address them. - Targeting the poor: Issues and solutions. - List of all issues relating to illiteracy and how to address these issues. - Community mobilization and communication skills 	<p>C.1 Technical knowledge and skills</p> <ul style="list-style-type: none"> - Skills on conducting a VSCF monthly meeting. - Skills on business planning. - Skills on dealing with non-regulated compliance VSCFs. - Accounting skills. - Skills on using calculator. - Filling skills. - Skills on VSCF monitoring and evaluation. 	<p>D.1 Training skills.</p> <ul style="list-style-type: none"> - Skills on lesson plan preparation. - Presentation skills, especially for low education participants. - Participatory training method. - Learner’s centered training method. - Adult training method. - Adopt and implement competency –based training. <p>D.2 Other skills:</p> <ul style="list-style-type: none"> - Problem solving skills. - Time management skills - Conflict resolution skills. - Negotiation skills - Effective liaison skills thorough contact person.

Annex 6

Summary Training Needs of WU Service Providers and its order

Summary of Training Needs

No	Training needs identification	PWU	DWU and relevant CWUs										Sub-total		
			Son Tinh	Son Ha	Nghia Hanh	Duc Pho	Tu Nghia	Binh Son	Son Tay	Tay Tra	Tra Bong	Ba To		Minh Long	
A	Management skills														0
1	Skills on describing RUDEP needs and requirements	1	1	1		1	1		2	2	2	2	2		15
2	Skills on specifying the agreed outputs.	1	1				1								3
3	Skills on specifying the time frame			1			1		2	2	2	2	2		12
4	Skill on prepare an implementation plan								1		1	1			3
5	Effective liaise skills through contact person.		1		1			1							3
6	Identify and manage any environmental and social impacts relating to agreed TOR.								1	2	2	2	2	2	11
7	Skills on preparing the agreed outputs and financial reports	2	1	1	1	1									6
B	Rural Development skills														0
8	Basic skills on rural development	1				2	2		4	2	4	2	2		19
9	Gender issues in VSCF	1	2		2	1	2	3		1		1			13
10	How to target poor HHs		2	4	3	2	2	2	2	1	1	2			21
11	Illiteracy: Issues and /best Solutions/Practises	3	4	4	4	2	2	4	4	4	4	4	4	4	43
12	Communication and mobilisation skills	2	1		1	1	1	2	4	4	4	4	4	4	28
C	Technical/professional knowledge and skills														0
13	Skills on facilitating a VSCF monthly meeting effectively.	2	2		3	2		4	4	4	4	4	4		33
14	How to use a calculator		2	2		1	2								7
15	Filling skills														0
16	Business planning skills		2		2	2	2	4	4	4	4	4	4		32
17	Business plan analysis skills	2													2
18	Skills on supporting a business plan preparation														0
19	Skills on recording VSCF accounting forms		4	2	4	4	3	2	4	4	4	4	4		39
20	Skills on reading & checking VSCF accounting forms		3	2	3	2	3	3	2	2	1	1	4		26
21	Skills on supporting accounting forms recording	2	3	2	3	3	3	3	2	2	1	2	4		30
22	Skills on dealing with non-regulation compliance VSCFs	2	4	3	3	1	1	1	4	4	4	4	4		35
23	Skills on dealing with defaulters	2	2	4	2	2	2	4	4	4	4	4	4		38
24	How to assess competency of a VSCF.	2							2	2	2	2	2		12
D	Capacity building skills														0
25	Skill on lesson plan preparation	2	0		0	0	0	1	2	2	2	2	2		13
26	Presentation/facilitation skills, especially for the low education people.	2	4	4	4	3	3	4	4	4	4	4	4		44
27	Participatory training method														0
28	Leamer's centered training method														0
29	Adult training method														0
30	Adopt and implement competency based training														0
31	Problem solving skills		4		4	4		4			1				17
32	Time management skills		4	4	4	4	4	2	1	2	2	2	1		30
33	Conflict resolution skills	1	4		4	4		4							17
34	Negotiation skills	1							2	2	2	2	2		11

No	Main topics	Description	Order
1	TOT	Presentation/facilitation skills, especially for the low education people.	44
2		illiteracy: Issues and /best Solutions/Practises	43
3	Organisation & Implementation of VSCF	Skills on recording VSCF accounting forms	39
4		Skills on dealing with defaulters	38
5		Skills on dealing with non-regulation compliance VSCFs	35
6		Skills on faciliating a VSCF monthly meeting effectively.	33
7	Business plan	Business planning skills	32
8		Skills on supporting accounting forms recording	30
9		Time management skills	30
10		Communication and mobilisation skills	28
11		Skills on reading & checking VSCF accounting forms	26
12	Rural Development skills	How to target poor HHs	21
13		Basic skills on rural development	19
14		Conflict resolution skills	17
15		Problem solving skills	17
16		Skills on describing RUDEP needs and requirements	15
17		Gender issues in VSCF	13
18		Skill on lesson plan preparation	13
19		How to assess competency of a VSCF.	12
20		Skills on specifying the time frame	12
21		Identify and manage any environmental and social impacts relating to agreed TOR.	11
22		Negotiation skills	11
23		How to use a calculator	7
24		Skills on preparing the agreed outputs and financial reports	6
25		Effective liaise skills through contact person.	3
26		Skill on prepare an implementation plan	3
27		Skills on specifying the agreed outputs.	3
28		Business plan analysis skills	2
29		Adopt and implement competency based training	0
30		Aldult training method	0
31		Filling skills	0
32		Learner's centerred training method	0
33		Participatory training method	0
34		Skills on supporting a business plan prepration	0

Annex 7

Training Plan for Service Providers 2005-2006

Limitations

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The methodology adopted and sources of information used by URS are outlined in this report. URS has made no independent verification of this information beyond the agreed scope of works and URS assumes no responsibility for any inaccuracies or omissions. No indications were found during our investigations that information contained in this report as provided to URS was false.

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