

# Evaluation Summary

*Technical assistance for capacity building provided to  
Ho Chi Minh city Finance and Investment State-owned Company (HFIC)*

Country: **Vietnam**

Sector: **Financial intermediaries  
(formal sector)**

Evaluator: **Ernst & Young Vietnam**  
Date of the evaluation: **August 2017**

## Key data on AFD's support

**Projet number:** CVN 6009

**Amount:** €1.5 million grant

**Disbursement rate:** 87%

**Signature of financing agreement:** April 2008

**Completion date:** October 2014

**Total duration:** 6 years and 6 months



## Context

Since it has been established, **HFIC has become a practical tool to mobilize capital for the City's infrastructure development.**

However, the Fund still **lacked expertise** in order to become a professional organization and to develop in a sustainable manner.

## Actors and operating method

**The project owner was HFIC.**

**The intended beneficiaries were HFIC, the Provincial People's Committee (PPC) and the investors.**

## Objectives

- 1. To enhance HFIC personnel's capacity to face the challenges of regional socioeconomic development.**
- 2. To enhance the management capability of the organizations, using the AFD's funding in high priority sectors.**
- 3. To support HFIC, the City's government units, the counterparties and HFIC's key customers in meeting the leading international practices in terms of environment and society.**
- 4. To implement a long-term training tool/facility in order to ensure HFIC's sustainability.**

## Expected outputs

**The implementation of a program financed by the AFD credit line to strengthen HFIC personnel's capacities, as well as that of its clients.**

## Performance assessment

### Relevance

The project's purpose and objective were found **relevant to the policies and directions** defined by the Vietnamese government and by the donor.

However, the secondary objectives toward capacity enhancement of the Provincial People's Committee (PPC) appeared to be **slightly ambitious**.

### Effectiveness

Most of the project's objectives were **effectively implemented**, bringing good results as regards HFIC personnel's technical and management capabilities.

The actual outputs were:

- 39 training courses
- 1,008 participants (745 from HFIC and 263 from other parties)
- 2 conferences
- 6 local/overseas field visits
- 9 manuals/reports issued.

However, the objectives were **not as complicated to reach as expected** and the effectiveness of the project toward HFIC'S stakeholders (including municipal stakeholders, partners and clients) were consequently not so impressive.

### Efficiency

The AFD's funding was used to achieve most of the project's specific objectives.

HFIC's conversion of long-term training facility implementation budget into due diligence training is a **success**. The company was efficient in addressing its actual capacity building need, following a **pre-feasibility study** funded at the beginning of the project implementation.

However, there was a **delay in the procurement process**.

### Impact

The project has **successfully achieved** its specific objectives in institutional strengthening and capacity building for HFIC, helping HFIC's staff improve their effectiveness and efficiency.

However, the impact on the capacities of other stakeholders, including PPC and HFIC's clients, is **less impressive**.

### Sustainability

HFIC's operations followed instructions from a manual. Furthermore, the company continues to research and develop **necessary tools to sustain knowledge within the organization**.

Hence, the risks of losing the project's positive impact is low. There is however a minor shortcoming: some participants forgot what they learned.

### Added value of AFD's contribution

The technical assistance grant is specific to the AFD, as opposed to other donors. It benefited HFIC and had a **positive impact on its long-term development**.

However, the terms of reference should be more detailed and HFIC's implementation of the recommendations should be properly monitored.

## Conclusions and lessons learnt

- **The support from PPC in developing the Terms of reference (TOR)** has played an important part in the success of the project.
- **Maintaining a strong project management unit** has helped improve the project effectiveness and efficiency.
- **The company's attitude and understanding** toward the consultant helped facilitate communication and improve the quality of delivery.
- **The bidding documents and TOR should had been prepared more accurately.**
- The **objectives** regarding the capacity building and enhancement of the PPC appear to have been **slightly ambitious**.