

**REPORT ON OPERATIONAL
PLANNING WORKSHOP**

**BÁO CÁO HỘI THẢO LẬP KẾ
HOẠCH DỰ ÁN**



Hanoi, May 2005

German Technical Cooperation in Vietnam

Report on Operational Planning

GTZ/GFA - MoC Project:

“Wastewater Management in Provincial Urban Centers in Vietnam”

Hanoi, April 20 & May 12, 2005

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On behalf of:
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Background

The Technical Assistance (TA) project “Wastewater Management in Provincial Urban Centers in Vietnam” (WWM) is jointly implemented by the Ministry of Construction (MoC) and the German consulting firm GFA Management on behalf of the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ).

The project management unit (PMU) of the MoC and the GFA project team started their project activities in February 2005.

The project provides technical support to the MoC and to six wastewater companies in provincial urban centers in Vietnam, including Bac Ninh, Can Tho, Hai Duong, Soc Trang, Tra Vinh, Vinh (Nghe An). All six urban centers are at the same time supported through Financial Assistance (FA) programs, jointly financed by a loan of the German Kreditanstalt für Wiederaufbau (KfW) – (70% of investment cost) and the Vietnamese Government – (30% of the investment cost), comprising the construction of wastewater sewers, storm water drainage, lifting stations, and wastewater treatment facilities.

The GTZ and KfW components are implemented on the bases of a cooperation agreement, mutually supported and sponsored by the German Federal Ministry for Economic Co-operation and Development (BMZ).

Objective and Methodology of Operational Planning

For the establishment of the initial Plan of Operation (PO) for the TA project it was agreed by the project team to organize two individual planning workshops in Hanoi.

The first planning workshop was conducted at the Army Hotel in Hanoi on April 20, 2005 (see Annex 1: Agenda 1), and attended by app. 50 delegates, representing mainly the participating provinces (see Annex 3: List of Participants).

The objective of the first workshop was to reach consensus between the participating provinces and the project team with regard to the project framework and implementation approach for the first project phase (three years – from February 2005 to January 2008), and to comment on and update the project’s activities and indicators related to the project results 1, 2 & 3, as stated in the original project planning matrix (PPM), dated June 2003.

Furthermore, the first workshop provided an opportunity for the participating provinces to express their expectations, formulate recommendations and priorities, interact on the consequences of possible changes of the institutional and legal framework, and raise their concerns on obstacles and risks related to the overall project setup.

The second operational planning workshop was conducted at the Horison Hotel in Hanoi on May 11, 2005 (see Annex 2: Agenda 2), and attended by app. 60 delegates, representing the participating provinces, relevant Vietnamese Ministries, as well as various German and international donor organizations (see Annex 3: List of Participants).

The objective of the second workshop was to exchange information about the status of works of the Financial Assistance component as well as the Technical Assistance component of the project; provide an overview on possible engagements of the German

Personnel Service DED; give an outlook of the future German sector support in Vietnam, and present an overview of the Vietnamese sector policy.

Furthermore, findings of the first workshop were presented to participants, followed by a plenary discussion on the Project Result 4, referring to “Experience Exchange” that shall be supported by WWM to spur solutions on critical issues of wastewater management sector.

The final task of was the set up a tentative time schedule for the key activities during the first 18 months of project implementation.

Outcome of the two Workshops

1) Plan of Operation, Approach, and Work Plans

Due to the logistic complexity of project implementations (see Annex 5: Tentative Activity Schedule) the plenary agreed (during the first workshop) upon a step-by-step approach as follows: Overall project activities shall be based on a common plan of operation, as shown in the updated project planning matrix (PPM) - (see Annex 4). However, detailed scheduling of individual activities shall be prepared, in close cooperation with the relevant wastewater operators, in and for each of the participating provinces through a “provincial work plan”.

The key element of such work plan is a “corporate development plan”, comprising strategic activities for each wastewater operator that are subject to implementation by the companies and the WWM project team.

2) Wastewater Fees

With regard to customer fees for wastewater services, the approach differs from province to provinces. Some of the provinces have establishing progressing wastewater fees, in line with the stipulations of the KfW loan agreement. Others are still expecting further national guidance. In addition, the institutional structures as well as the financing mechanism (i.e. cost for operation & maintenance, fee collection, and subsidies) are organized differently in the six provinces.

Generally spoken, the wastewater management companies in all provinces are still experiencing numerous uncertainties, in particular with cost coverage of operation, maintenance and replacement cost for electrical and mechanical equipment (what should be covered by the tariff, how much and on what base subsidies are allocated from national or local budgets?).

Furthermore, there is still a predominate confusion on the purpose of government degree 67 (environmental fee) and on the legality of the introduction of an additional “wastewater fee”. During the second workshop the representative of MoC pointed out, that revision of degree 67 is ongoing (see Annex 7). MoC assumes that there will be further amendments to degree 67 and the issue of wastewater fees, which will be guided by an instruction (*chỉ thị*), planned to be issued by the Vietnamese Prime Minister within the 3rd quarter of 2005.

3) Role of Technical and Financial Assistance and other German Donors

Discussions during the first workshop have brought forward that there is a further need to clarify the role of the different German donor agencies (i.e. GTZ/GFA, KfW, DED) involved in the project, as well as spelling out the scope of support of each of these agencies. During the second workshop presentations on this issue were given by GTZ/GFA on the technical assistance component (see Annex 6), by KfW on the financial assistance component (see Annex 8), and on potential contributions of the German Personnel Service DED (see Annex 9). Furthermore, an outlook of the German wastewater and solid waste sector support in Vietnam and future approach on the identification of project partners was jointly presented by GTZ and KfW (see Annex 10).

An involvement of the DED with a contribution of specialized expertise in the northern project cities was appreciated by the participants. Nevertheless, representatives of the southern provinces have requested the DED to accept assignment in their regions.

It was pointed out that the involvement of any other German TA organization, besides the GTZ, in the project's activities shall be implemented through a "one-door-management" policy by the MoC/GFA project team.

4) Nature of Contributions under Technical Assistance

Some participants requested the breakdown of Technical Assistance contributions for each province. Whereas the project explained that the details of the technical cooperation are outlined in the Implementation Agreement, signed between the MOC and the GTZ on February 24, 2005. The TA does not provide direct financial contributions, neither to any of the provinces nor to the MOC. Contributions are provided in kind, consisting of: local and international specialists, staff training, limited supply of offices equipment, limited number of community pilot measures, seminars, and study tours. Available resources should be, in principle, provided equally to each participating province; however, demonstration of demands and commitments shall spur the provision of project borne resources.

5) Monitoring and Evaluation

It was agreed that the project is setting up a monitoring and evaluation system, which was not yet reflected in the Project planning matrix of 2003. The M&E system shall be established without further delay and shall define "impact" related indicators to facilitate monitoring of the project's progress and effects.

6) Review of and comments on activities related to Result 1:

- At the first workshop, the proposed elaboration of a Corporate Development Plan (CDP) for each wastewater management company was supported by all delegates. Accordingly, a number of additional project activities related to result 1 shall be implemented. Activities of the CDP will be structured within four major corporate subjects, comprising: (a) financial management, (b) customer relations, (c) internal structure & procedures / external relations / asset management, (d) and human resource development. The CDPs shall be elaborated stepwise and thereafter implemented by the concerned wastewater company. The WWM project team will allocate specialized

support and training to facilitate the CDP implementations in each province throughout the first project phase.

- During the first workshop the plenary agreed to carry out joint training activities within the two regions. The three southern provinces shall delegate their staff to one of the participating cities. Can Tho might become a center of training activities; however rotation of location cities will be applied in accordance to needs and requests. The two northern and central provinces shall delegate their staff to Hanoi for training activities.
- Concerning technical training for operation and maintenance, KfW clarified during the second workshop to provide limited “equipment-related” training for operators of the new treatment plants and laboratories, built and supplied under the KfW sponsored Financial Assistance component. The cost of the training activities are limited to approximately EURO 200.000 per provincial center.
- Some delegates asked the project to support DoCs/DoNREs in procurement of testing equipment or laboratories. Although such equipment cannot be financed within the Financial Assistance component some basic laboratory equipment will be provided for each wastewater company through KfW sponsored procurement packages.
- During the second workshop, group South suggested that it would be more reasonable if activity the “establish asset inventory” is implemented under result 2.

7) Review of and comments on activities related to Result 2:

- Until date provincial levying and collection of wastewater fees that cover operation & maintenance are dealt differently in the participating provinces. In order to achieve sustainable solutions, some delegates iterated that national regulations and guidelines shall be enacted to support the introduction of separate wastewater fees. In technical terms, the wastewater fee shall be attached to the customer’s water supply bill. However, some delegates pointed out that many households that are producing wastewater have no water supply connection, requiring the introduction of other means of bill collection.
- Some delegates mentioned that the MOC published very detailed tables of unit prices for road and bridge maintenance and operations, but there are not such unit prices for wastewater management systems. Regulated unit prices would positively affect the arrangement of agreements on wastewater management between local Governments and local operators.
- In order to improve the financial management of each company, the procurement of specialized software is required, which should also be an integral part of a management information system (MIS).
- Concerning the ownership of assets there is still a lack of legal framework, as up to now such assets, like the sewerage system, belongs in general to the State. This issue has to be addressed at national level, in the event that the existing and future new assets shall be handed over to the wastewater management companies. This matter was further explained by delegates of Soc Trang province, where the valuation of the sewerage system assets of Soc Trang city had just been finalized. A valuation board was formed; comprising members from several agencies and the sewerage company. The “remaining asset value” of the sewerage system was calculated in accordance to the period of construction: Assets built during French colonization; built during American occupancy; built after liberation in 1975. Although all assets have been successfully

valuated, they remain with the “State”, thus no asset depreciation cost is considered by the wastewater company.

- The majority of delegates stressed that the indicator “wastewater fees are in place, but shall not exceed 5% of household income” is probably not realistic for all participating urban centers. However, a stepwise introduction of wastewater fees for covering the actual cost of operation, maintenance & replacement of mechanical/electrical equipment was considered appropriate.

8) Review of and comments on activities related to Result 3:

- During the first as well as the second workshop the provincial participants stressed that “public awareness” related activities should be started rather earlier in order to achieve comprehensive community participation and transfer of information to the future beneficiaries in the project areas.
- Community participation shall not only be achieved through the dissemination of information and implementation of campaigns, but also by creating certain incentives for poor households, e.g. supporting them with (partly) financing of connector pipes or the demonstration of appropriate sanitary indoor facilities.
- The German Personnel Service DED could provide personnel assistance within the scope of activities under result 3. However, detailed analysis and job descriptions shall be made to determine the most useful engagement of the DED experts in the WWM project.

9) Review of and comments on activities related to Result 4:

- Participants expressed the need for sharing experiences, knowledge and information by several means, such as: establishment of regular contacts between the six participating provinces; contacts to other donor agencies; contacts to other wastewater projects, project sites, and associations, such as the Vietnam Water Supply and Sewerage Association.
- Thematic workshops on specific topics should be organized in each region in order to save traveling cost.
- Concerning internet based project information; some delegates forwarded the idea to set-up an intranet connection for the project team and the six provinces.
- Relating to project inputs, some new and rather detailed ideas have been brought forward, such as:
 - Collect, list (in database) and summarize all relevant legal documents and regulations on WWM, including standards, unit prices etc.
 - Analyze above legal framework at a separate workshop with the six provinces, collect comments and suggestions.
 - Pinpoint obvious existing weakness/inappropriateness of the legal framework for wastewater management and recommend adjustments that should be presented to the relevant agencies at central level.

- Organize a workshop in order to demonstrate relevant agencies (MoC, MONRE, MoF, Provincial PCs) on how to calculate wastewater tariffs that fully cover operational and maintenance costs.
- Communicate with and request MoF to guideline the application of degree 67, especially the usage of environmental/wastewater fee in the six provinces participating in the WWM project.

The documented results of both workshops, especially the updated project planning matrix (PPM) as well as the tentative implementation schedule, form the basis of the upcoming WWM project activities.

Hanoi, May 12th 2005

Tobias Barisch
Moderator

List of Appendices

- Annex 1: Workshop Agenda 1 (April 20th 2005)**
 - Annex 2: Workshop Agenda 2 (May 11th 2005)**
 - Annex 3: List of Participants (April 20th & May 11th 2005)**
 - Annex 4: Updated Project Planning Matrix (PPM) – (May 2005)**
 - Annex 5: Tentative Project Implementation Schedule (May 2005)**
 - Annex 6: Presentation: Project Implementation Approach (GFA)**
 - Annex 7: Presentation: National Wastewater Policy (MoC)**
 - Annex 8: Presentation: Current Status of Financial Assistance - Operator Training Contributions (KfW)**
 - Annex 9: Presentation: Potential Contributions of the DED through Personnel Cooperation**
 - Annex 10: Presentation: Outlook on Future German-Vietnamese Development Cooperation in the Wastewater and Solid Waste Sector (GTZ/KfW)**
 - Annex 11: Findings of the Participants April 20th 2005**
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Annex 1:

Workshop Agenda 1 (April 20th 2005)

**Planning Workshop
“Wastewater Management in Provincial Urban Centers”
20 April 2005, Army Hotel, Hanoi**

Workshop Agenda

Time	Content	Presented by
07:45 – 08:00	Registration of Participants	Committee
08:00 – 08:05	Opening Remarks	MOC
08:05 – 08:15	Introduction of Participants	Moderator
08:15 – 08:30	Introduction of WS Agenda and Methodology	Moderator
08:30 – 09:30	Approach / Results of Institutional Assessment / Q&A	Kleeberg (GFA)
<i>09:30 – 10:00</i>	<i>Coffee Break</i>	
10:00 – 10:30	Tentative Project Schedule / Q&A	Kleeberg (GFA)
10:30 – 11:00	Project Management Arrangement / Q&A	PMU
11:00 – 12:00	Expectations of Participants (6 x 10 min)	Speaker of the Provincial Delegation
<i>12:00 – 13:30</i>	<i>Lunch Break</i>	
13:30 – 13:40	Introduction into Afternoon Session	Moderator
	Presentation & Discussion of Project Results, Indicators, Activities / Allocation of Resources and Responsibilities	
13:40 – 14:20	<u>Result 1:</u> Institutional Capacity Building	Moderator / Participants
14:20 – 15:00	<u>Result 2:</u> Tariffs and Revenue Collection	Moderator / Participants
<i>15:00 – 15:30</i>	<i>Coffee Break</i>	
15:30 – 17:10	<u>Result 3:</u> Community Participation	Moderator / Participants
17:10 – 16:20	Summary of Findings and next Steps	Moderator
16:20 – 16:30	Closing Remarks	Kleeberg (GFA)
<i>18:00</i>	<i>Dinner at The Army Hotel</i>	

Annex 2:

Workshop Agenda 2
(May 11th 2005)

**“Wastewater Management in Provincial Urban Centers”
National Workshop for Plan of Operation
11 May 2005, Hotel Horizon, Hanoi**

Workshop Agenda

Time	Content	Presented by
07:30 – 08:10	Registration of Participants	Committee
08:10 – 08:20	Introduction of Participants	Moderator
08:20 – 08:25	Opening Remarks	Nguyen Hong Tien (MOC)
08:25 – 08:35	Introduction of WS Agenda and WS Methodology	Moderator
08:35 – 08:50	Planning & Implementation Strategy / Interfaces	Lutz Kleeberg (GFA)
08:50 – 09:10	Presentation of TA contributions through FA of KfW	Reinhard Meierjohann (KfW)
09:10 – 09:30	Presentation of TA Sector Outlook in Vietnam	Manfred Scheu (GTZ)
09:30 – 09:45	Potential contributions of DED	Wolfgang Biermann (DED)
<i>09:45 – 10:15</i>	<i>Coffee Break</i>	
10:15 – 10:30	National Wastewater Policy in Vietnam Future Role of MOC in WW Management	Nguyen Hong Tien (MOC)
10:30 – 10:50	Presentation of Findings and Recommendations of provincial Workshop April 20 (Project Result No 1, 2, 3)	Kleeberg (GFA)
10:50 – 11:10	Q & A, comments	Moderator
11:10 – 11:20	Introduction of Project Result No 4: Sharing of Experience – Purpose & Strategy	Kleeberg (GFA)
11:20 – 12:00	Floor Discussion of Result No 4, considering: Provincial, National & Donor Perspectives	Moderator
<i>12:00 – 13:10</i>	<i>Lunch Break</i>	
13:10 – 13:50	Summarizing the Findings and Recommendations of Project Result No 4, Plenary discussion	Moderator
13:50 – 14:15	Presentation of Milestones and Key Activities & Introduction of Planning Methodology	Kleeberg (GFA) Moderator
14:15 – 15:15	<u>Group South</u> : Setting out of Key Activities and tentative Resources for 2005 and 2006	Moderator
14:15 – 15:15	<u>Group North</u> : Setting out of Key Activities and tentative Resources for 2005 and 2006	Moderator
<i>15:15 – 15:35</i>	<i>Coffee Break</i>	
15:35 – 16:00	Presentation of Group South	Head of Working Group
16:00 – 16:20	Presentation of Group North	Head of Working Group
16:20 – 16:35	Q & A on Group Presentations	Moderator
16:35 – 16:40	Rap-up of Findings and Recommendations	Moderator
16:40 – 16:50	Closing Remarks	MOC

Annex 3:

List of Participants (April 20th & May 11th 2005)

PLANNING WORKSHOP
20 April 2005 - Army Hotel, Hanoi

LIST OF ACTUAL PARTICIPANTS

	Name	Title	Institution
Bac Ninh Province			
1	Ông Bùi Vĩnh Kiên	Vice Chairman	Provincial PC
2	Ông Nguyễn Văn Việt	Expert	Provincial PC
3	Ông Lê Tiến Nam	Vice Director	DOC
4	Ông Đào Văn Hoà	Expert	DOC
5	Ông Trần Đại Hải	Vice Director	Sewerage & Water Supp. Comp.
6	Bà Trần Thị Hằng	Accountant	Sewerage & Water Supp. Comp.
7	Ông Ngô Bình Minh	Technical staff	Sewerage & Water Supp. Comp.
8	Bà Ngô Thị Mai Anh	Project Officer	Sewerage & Water Supp. Comp.
Cần Thơ Province			
9	Ông Lư Thành Đồng	Vice Director	TUPS
10	Ông Thiều Quang Thái	Vice Director	DONRE
11	Bà Lương Hồng Tân	Vice Director Drainage	DONRE
12	Ông Phan Quang Khải	Director of Design Unit	Sewerage & Water Supp. Comp.
13	Bà Phan Thị Thiên	Director of Drainage Unite	Sewerage & Water Supp. Comp.
Hai Duong Province			
14	Ông Đào Nguyên Vỹ	Director	Public Works Company
15	Ông Nguyễn Đức Sáu	Vice Director	Public Works Company
16	Ông Tạ Vinh Quang	Expert	Public Works Company
Soc Trang Province			
17	Ông Mai Hồng Thái	Party Secretary	Party of Soc Trang City
18	Ông Phạm Văn Nhơn	Director	DOC
19	Ông Lâm Hùng Kiệt	Director	DPI
20	Ông Nguyễn Trung Hiếu	Chairman	City PC
21	Ông Lâm Hữu Tùng	Director	Public Works Company
22	Ông Đậu Đức Hiển	Technical staff	Public Works Company
Tra Vinh Province			
23	Ông Nguyễn Văn Phong	Director	DOC
24	Ông Nguyễn Quý Mậu	Head of Urban Infrast. Unit	DOC
25	Ông Vũ Trọng Thanh	Director	Sewerage & Water Supp. Comp.
26	Ông Huỳnh Ngọc Minh	Vice Director	Sewerage & Water Supp. Comp.
27	Ông Nguyễn Như Bình	Head of Technical Unit	Sewerage & Water Supp. Comp.
28	Ông Nguyễn Quốc Thắng	Environment Engineer	Sewerage & Water Supp. Comp.

Vinh City			
29	Ông Phan Quang Hiến	Vice Chairman	City PC
30	Ông Hoàng Sỹ Kiệt	Expert	Provincial PC
31	Ông Trung Thành Công	Expert	Provincial PC
32	Ông Hà Văn Lê	Director	DOC
33	Ông Nguyễn Văn Đổ	Head of Plan. Ma. Unit	DOC
34	Ông Trần Quốc Hùng	Heat of Inv. and Plan. Unit	DOC
35	Ông Nguyễn Quốc Hùng	Planning expert	DOC
36	Ông Bùi Đức Lộc	Director	Vinh City Infr. & Dev. Man. Co.
37	Ông Bùi Quang Tạo	Project Officer	Vinh City Infr. & Dev. Man. Co.
National level			
38	Ông Nguyễn Hồng Tiến	Vice Director	Dep. of Techn. Infr.- MOC
39	Ông Nguyễn Phi Tông	Senior expert	Dep. of Techn. Infr.- MOC
40	Ông Nguyễn Khánh Toàn	Vice-Director	Dep. of Int. Relation - MOC
41	Ông Nguyễn Đông	Vice- Director	MOC - PMU
42	Ông Trần Văn Tuấn	Expert	MOC - PMU
43	Bà Hoàng Lệ Thủy	Expert	MOC - PMU
44	Bà Trần Ngọc Thanh	Expert	MOC - PMU
45	Ông Đồng Minh Thu	Director	WELI
46	Ông Wolfgang Biermann	Consultant	DED
47	Ông Stephan Bepler	Consultant	DED
48	Ông Thomas Franz	Consultant	DED
49	Ông Nguyễn Văn Minh	Project Manager	KfW
50	Ông Tobias Barisch	Moderator	WWM
51	Ông Nguyễn Việt Đức	Interpreter	WWM
52	Lutz Kleeberg	CTA	WWM
53	Nguyễn Thị Hải Đức	Office Manager	WWM
54	Nguyễn Thị Thu Hiền	Interpreter	WWM

PLANNING WORKSHOP
11 May 2005 - Horison Hotel, Hanoi

LIST OF ACTUAL PARTICIPANTS

	Name	Title	Institution
1. National Institutions			
1	Ông Nguyễn Trọng Tín	Director of Urban Infra. Dep.	MPI
2	Bà Lê Tú Oanh	Urban Inf. Department	MPI
3	Mr. Nguyễn Anh Hiếu	Expert - Environment Dep.	MONRE
2. Provincial Representation			
4	Ông Đinh Quang Hiệp	Vice Director	BN Water & Sewerage Co.
5	Ông Nguyễn Tiến Nhưồng	Director	Bac Ninh DOC
6	Ông Lưu Văn Tuấn	Director	Can Tho DOC
7	Ms. Ngô Thị Ngọc Sương	Head of Office	Can Tho DONRE
8	Ms Võ Kim Lan	Deputy Head of Office	Can Tho DONRE
9	Mr. Lê Quang Minh	Head of Environ. Dep.	Can Tho DONRE
10	Mr. Trần Cương		Can Tho DONRE
11	Ông Đào Nguyên Vỹ	Director	HD Public Works Company
12	Mr. Tạ Vinh Quang	Officer	HD Public Works Company
13	Ms. Nguyễn Thị Hoa	Officer	HD Public Works Company
14	Ông Nguyễn Tiến Hoá	Director	Hai Duong DOC
15	Mr. Bùi Lê Vĩnh	Head of Acc. Dep.	Hai Duong DOC
16	Ông Lâm Hữu Tùng	Director	ST Public Works Company
17	Ms. Vũ Thị Lan	Projects Accountant	ST Public Works Company
17	Ms. Lê Thị Xuân Yến	Officer	ST Public Works Company
18	Ms. Lâm Xuân Mai	Officer	ST Public Works Company
18	Ông Phạm Văn Nhơn	Director	Soc Trang DOC
19	Mr. Trần Văn Thành	Deputy Director	Soc Trang DONRE
20	Mr. Trần Khiêu	Vice Chairman	PC of Tra Vinh Province
21	Ông Vũ Trọng Thanh	Director	TV Public Works Company
22	Ông Nguyễn Văn Phong	Director	Tra Vinh DOC
23	Mr. Nguyễn Đức Hoàng	Head of Planning Dep.	Tra Vinh DOC
24	Mr. Huỳnh Ngọc Minh	Deputy Director	TV Public Works Company
25	Mr. Vũ Hồng Điệp	Vice Head of Technical Dep.	TV Public Works Company
26	Mr. Nguyễn Quốc Thắng	Ingeneer	TV Public Works Company
27	Ông Bùi Đức Lộc	Director	Vinh Inf. & Dev. Man.Company
28	Đặng Quang Thông	Vice Head of Technical Dep.	Vinh Inf. & Dev. Man.Company
29	Bùi Quang Tạo	Project Officer	Vinh Inf. & Dev. Man.Company
30	Trần Văn Cẩm	Accountant	Vinh Inf. & Dev. Man.Company
31	Ông Hà Văn Lê	Director	Nghe An DOC

3. International Organizations			
32	Ông Manfred Scheu	Planning Specialist	GTZ Germany
33	Bà Inge Pohl	Program & Administration	GTZ Vietnam
34	Ông Phạm Ngọc Linh	Program Coordinator	GTZ Vietnam
35	Dr. Horst J. Idler	Director BBPV	GTZ Vietnam
36	Ông R. Meierjohann	Technical Consultant	KfW Germany
37	Ông Nguyễn Văn Minh	Project Manager	KfW Vietnam
38	Kevin Holroyd	KfW Consultant	GKW Vietnam
39	Ông Wolfgang Biermann	Country Director	DED
40	Ông Stefan Bepler	Program Coordinator	DED
41	Ông Thomas Franz	Environmental Advisor	DED
43	Ông Lutz Meyer	Director	BORDA Vietnam
44	Mrs. Arnold	Project Manager	University of Bonn
45	Ms. Gudrun Krause	Project Manager	GFA Germany
46	Ông Đinh Thế Dũng	Representative	GFA Hanoi
4. Wastewater Management Project Team			
47	Ông Nguyễn Đông	Vice-Director	MOC-PMU
48	Ông Trần Văn Tuấn	Expert	MOC-PMU
49	Lutz Kleeberg	CTA	WWM
50	Dong Minh Thu	Director WELI	WWM
51	Nguyễn Thị Hải Đức	Office Manager	WWM
52	Nguyễn Thị Thu Hiền	Translator	WWM
53	Lan	Interpreter	WWM

Annex 4:

Updated Project Planning Matrix (PPM)

Project Title: **Wastewater Management for Provincial Urban Centers in Vietnam**

Planning Period: **First Phase (February 2005 until Jan 2008)**

Prepared on: 30.06.2005

Project Planning Matrix – Status June 2005

Strategy	Indicators	Risks
<p>Overall Objective of the Project: Wastewater companies in up to six provincial urban centers operate their storm water and sewerage systems economically in accordance to agreed plans</p>	<ol style="list-style-type: none"> 1. Storm water & wastewater is collected & treated in accordance to agreed plans and standards 2. Storm water pumping stations are operated in accordance to agreed plans and reduces inundations considerably 3. Effluents from the wastewater treatment plans are controlled by DoNRE in accordance to existing Vietnamese legislation 4. Revenues fro customer tariffs cover the operation and maintenance cost of the newly constructed sewerage collection and treatment system 5. national Ministries and relevant institutions utilize project experiences and recommendations to formulate appropriate wastewater regulations and standards 	<ul style="list-style-type: none"> • Financial funding and revenues are insufficient to implement the project and to operate the systems
<p>Objective of the First Project Phase: Wastewater companies in up to six provincial urban centers operate their existing storm water systems in accordance to agreed standards and are prepared to take over additional tasks related to the extension of the sewerage collection and treatment facilities</p>	<ol style="list-style-type: none"> 1. The management of the wastewater companies have the capacity to operate the sewerage systems in accordance to agreed plans 2. Operational conditions of the sewerage system and maintenance works are documented for at least 60% of the companies' systems 3. All six participating cities introduced cost covering wastewater fees, limited to a maximum of 5% of average household income 4. 60% of the households connected to the sewerage system are willing to pay the monthly wastewater tariff 5. 2/3 of the management of the related provincial institutions and national Ministries are informed about the project via internet 	<ul style="list-style-type: none"> • Provincial Peoples Committee's do not enforce cost covering wastewater fees • Households refuse to pay cost covering wastewater fees

Result 1: Capacity building [organization, management and operation] of wastewater management institutions in provincial urban centers ensure more effective operation and maintenance of the wastewater system

Indicators:

- 1.1 At the end of the first project phase a corporate development plan is established for each participating company (public work company / water and sewerage company) and used by the company as an implementation guideline and management tool
- 1.2 At the end of the first project phase DoNRE staff in one pilot province have begun to establish a program of water quality monitoring for the surface water bodies that receives communal effluent from the treatment plants, which will be constructed through KfW co-financing
- 1.3 At the end of the first project phase records of blockages and failures of 60% of the drain/wastewater networks are identified and systematically documented
- 1.4 At the end of the first project phase manuals for the operation and maintenance for sewers, pumping stations, treatment plants, and wastewater analysis are available and in use (partly provided by FA component)
- 1.5 At the end of the first project phase the relevant company personnel for water quality testing is capable to operate testing equipment properly (according to MoH standards)

No.	Activities	Indicators	Respons.	Support by	Operational Expenditures		Remarks
					VN	GER	
1.1	Establish PMUs on provincial level	PMUs are established in acc to PPC's Letter of Appointment	PPC	natPMU	PMU		
1.2	Review institutional framework, SOE structure & procedures	Reports are compiled and discussed with natPMU Decision makers received specialized information	Minh	Comp		WWM	Under CTA guidance
1.3	Review Institutional performance/ Generate reliable SOE performance data		Minh	Comp		WWM	
1.4	Evaluate Activity 1.2 + 1.3		Minh	natPMU	shared	shared	
1.5	Assessment of Vn training institutes	External training resources identified	CTA	Minh		WWM	
1.6	Prepare & Implement CDP training	Manuals available & training executed for 6 Companies	WWM team/CTA	External Trainer		WWM	
1.7	Elaborate corporate development plans (CDP) for each Company	CDP is ready for dissemination	Comp	WWM team	shared	shared	Active cooperation of companies required
1.8	Disseminate CDP and submit to PPC for approval	CDP is approved by PPC	Comp	CTA	Comp		Dissemination is supported by WWM team

cont: Result 1: Capacity building [organization, management and operation] of wastewater management institutions in provincial urban centers ensure more effective operation and maintenance of the wastewater system

1.9	Establish a MIS to facilitate the implementation of strategic elements of the CDP	MIS installed and selected staff trained	MIS Expert	Comp	shared	shared*	*WWM will install software & train staff
1.10	Set-out Quality Management System	Structure of QM is introduced & accepted in selected companies	QM Expert	Comp		WWM	Application of QM shall be commenced in second project phase
1.11	Assess technical training needs in acc. to CDP activities, prepare training manuals, set-up training schedule and implement training	Schedule for technical training agreed by natPMU and provPMUs, training implemented in accordance to agreed schedules	WWM Team	PMU/Comp	shared	shared	Training activities will be supported by external WWM trainers
1.12	Train selected staff and establish asset inventory	Teams are established, field investigations are carried out and documented	Comp	GIS Expert	shared*	shared	*Cost of field surveys
1.13	Assist DoNREs in one participating pilot province to develop expertise in monitoring wastewater treatment operations*	One selected DoNRE begun to establish a program of water quality monitoring	DoNRE	WWM	shared	shared	*Exact activities need to be defined

Result 2: Revenue collection systems and mechanisms to recover operation and maintenance costs of upgraded wastewater systems in provincial urban centers are developed and introduced stepwise

Indicators:

- 2.1 By the end of this phase a revised and segregated accounting system is in place in all participating companies and appropriate allocation of wastewater management costs for operation and maintenance are compiled
- 2.2 By the end of this phase an estimate of the expected operation, maintenance and replacement costs for mechanical & electrical equipment for the upgraded wastewater management system is available in all of the participating companies and is used to justify proposals for the introduction of cost-covering wastewater fee
- 2.3 By the end of this phase all six participating cities introduced cost covering wastewater fees, limited to a maximum of 5% of average household income
- 2.4 By the end of this phase all customers which are not yet paying wastewater fees have been identified and measures on fee collection are proposed
- 2.5 By the end of this phase local regulations are enacted ensuring that collected wastewater fees are entirely used for the operation and maintenance of the wastewater facilities

No.	Activities	Indicators	Respons.	Support by	Operational Expenditures		Remarks
					VN	GER	
2.1	Generate reliable financial data	Reports are compiled	Phung	Comp		WWM	
2.2	Evaluate financial data	Decision makers received specialized information	Phung/ Chito	nat.PMU		WWM	
2.3	Assess financial management training needs in acc. to CDP activities, prepare training manuals, set-up training schedule and implement training	Schedule for financial management training agreed by natPMU and provPMUs, training implemented in accordance to agreed schedules	Phung/ External Trainer	Comp		WWM	
2.4	Assess cost of operation and maintenance and propose tariff structure	Cost for O& M of wastewater and drainage system are disseminated to PPC	Phung/ Chito	Comp		WWM	
2.5	Establish legal framework for user fees/customer tariff	PPC approved introduction of wastewater tariff	natPMU/ Comp	Legal Advisor	Comp		*Legal base needs to be analyzed
2.6	Introduce effective means and institutional arrangements of fee collection	PPC approved fee collection methods and public information is conducted	Comp	WWM Team	Comp		
2.7	Support stepwise introduction of customer tariffs, based on actual operation and maintenance costs	User fee is collected in acc. to wastewater tariff	Comp	WWM Team	Comp		

Result 3: Beneficiaries in the selected provincial urban centers are aware of their rights and responsibilities regarding wastewater management and participate actively

Indicators:

3.1 By the end of this phase at least 60% of the households connected to the drainage system in all of the participating provincial urban centers are paying a wastewater fee

3.2 By the end of this phase ___% of households in the project area have participated in regular public sanitation campaigns within in their residential area

3.3 The majority of local women associations are actively participated in awareness building for good sanitation practices and environmental protection

No.	Activities	Indicators	Respons.	Support by	Operational Expenditures		Remarks
					VN	GER	
3.1	Assess present situation, assess training needs & prepare training plans	Decision makers received specialized information	natSTE/ Rod	Comp		WWM	
3.2	Design public campaigns & build PR capacity in the companies	Company is ready to implement public campaigns	natSTE/ Rod	Comp		WWM	
3.3	Inform citizens about benefits of the project	Company implements public campaigns in accordance to agreed plans	Comp	WWM/ DED	Comp		Activities 3.3 until 3.7 shall be implemented by the companies through WWM & DED support
3.4	Organize regular clean-up campaigns in residential areas and inform public about proper use of drains		Comp	WWM/ DED	Comp		
3.5	Conduct assessment of company performance through public consultations	Company conducts public consultations with 20% of their customers every year	Comp	WWM/ DED	Comp		
3.6	Mobilize citizens to connect to the urban sewerage system	Public relations department of the company is actively approaching its citizens	Comp	WWM/ DED	Comp		
3.7	Mobilize citizens to regularly empty their septic tanks	System for regular emptying of septic tanks is in place and implemented	Comp	WWM/ DED	Comp		
3.8	Assist poor households to build suitable toilets which are connected to the urban sewerage system*	(yet to be defined)	Comp/ PCC	WWM/ DED	Comp		*Scope & location & finance need to be defined

Result 4: Cooperation and information sharing within and between local and national levels are increased

Indicators:

4.1 By the end of this phase the majority of the main stakeholders confirm that they have used information provided through different means (the internet, workshops, documents) to learn about project activities and experiences

No.	Activities	Indicators			Operational Expenditures		Remarks
					VN	GER	
4.1	Develop links with other cities, organizations and projects financed by other donors to share experiences and exploit training opportunities	Contacts are established and exchange of information and experiences takes place			shared	shared	
	<ul style="list-style-type: none"> - Exchange of staff of companies to learn from each other (Partnership Agreements) - Share experiences with other provinces which implement ODA projects in the wastewater, solid waste sector, and environmental sector - Organize meetings through the Urban Forum in the participating provinces - Establish "experience sharing" working group for all provinces of WWM - Establish contacts with the Vietnam Water Supply and Sewerage Association, which should also partly participate in the WWM activities - Create web links and inform participating provinces about relevant events by other donors/organizations by email 						
4.2	Harmonize methods and approaches	Generic means and tools for institutional development are disseminated	CTA	natPMU	shared	shared	
4.3	Organizing workshops and study tours	Workshops are implemented in accordance to demonstrated demands, available funds and resources	CTA	natPMU	shared	shared	Details need to be agreed upon
	<ul style="list-style-type: none"> - Regional workshops in order to save costs - Workshops on specific topics with relation to the actual conditions / situation - Workshops on sharing experiences in WWM project management, opportunities, lessons learnt, and proposal for improvements - Study tours visiting other provinces participating in WWM project and other provinces with similar projects - Study tour in VN or in SEA region visiting functioning / models of wastewater management system - Regular meetings with media to inform about the project progress and achievements 						

cont.: Result 4: Cooperation and information sharing within and between local and national levels are increased

4.4	Make information available on the internet (e.g. MoC website)	WWM web site established and maintained	IT Expert	natPMU	shared	shared	
<ul style="list-style-type: none"> - <i>Display information at MoC website</i> - <i>Display information at provincial websites of provinces participating in WWM</i> - <i>Provide relevant information</i> - <i>Establish "electronic newsletter"</i> 							
4.5	Providing inputs in the development of regulations, bye-laws, contracts, norms and standards	Dissemination seminars conducted, national feedback evaluated, conclusions and recommendations formulated	CTA/ Legal Advisor	natPMU	shared	shared	
<ul style="list-style-type: none"> - <i>Collect, list (database) and summarize all relevant legal documents / regulations on WWM, also standards and unit prices etc.</i> - <i>Analyze above legal framework at workshop with the 6 provinces, receive comments, pinpoint obvious existing weakness/inappropriateness and recommend legal adjustments to relevant agencies</i> - <i>Organize a presentation in order to show relevant agencies (MoC, MONRE, MoF, Provincial PCs) how to calculate a WW tariff that fully covers operational and maintenance costs</i> - <i>Communicate with MoF and request MoF to guideline the application of degree 67, especially usage of wastewater fee, in the 6 provinces participating in the WWM project</i> 							

Annex 5: Plan of Operation

Annex 11:

Finding of the Participants

April 20th 2005

RESULT 1: CAPACITY BUILDING

Activities acc. to PPM of June 2003		Opinions collected during the 1st Workshop	
			Legal frame for fee collection / to ensure good environment and health conditions associated with good management of wastewater
1.2	Generating and disseminating reliable cost and performance data		MOC to provide general conditions. Legal documents, researches and training to be the basis for future activities
1.3	Providing local decision-makers and managers with the necessary specialised information		Tarrif - subsidies - A common tarrif for all provinces or specific for each province? - There should be a legal frame for new tarrif from the national level - MOC to provide sample on tarrif - Provincial budget is not clear yet
1.4	Enabling staff to operate, maintain and manage wastewater facilities, according to the relevant standards, and in a cost-efficient way		Fee for wastewater and clean water should be merged
1.5	Assisting DoNREs in the participating provinces to develop expertise in monitoring wastewater treatment operations	Professional knowledge of the staff	Provincial financial supports
1.6	Assessing training needs and assisting Vietnamese training institutions in formulating training manuals		
1.7	Establishing a steering committee	There is no system for monitoring wastewater	
1.8	Improving public relations, co-operation with the media, and complaints procedures by establishing mechanisms for customer relations and customer care		

RESULT 2: TARIFFS AND FEE COLLECTION

Activities acc. to PPM of June 2003		Opinions collected during the 1st Workshop	
2.1	Ensuring appropriate institutional arrangements for wastewater fee collection	<ul style="list-style-type: none"> - If the fee collected is not sufficient for operation, how to arrange the missing budget? - There should be a long-term financial mechanism 	
2.2	Stepwise introduction of tariffs [according to type of customer and ability to pay] based on actual operation and maintenance costs	A fee collection mechanism, which is suitable to the local conditions, to be applied	Wastewater fees not exceeding 5% of average household income can be accepted in big cities, however, it should be considered for poor cities
2.3	Introducing effective means [invoice, bill, etc.] of fee collection	The principle is that those who make wastewater, should be pay the fee	The situation that one company is responsible for drainage and clean water supply at the same time creates many problems, because water supply brings profits, which is not the case of drainage. However, it is impossible to separate into 2 companies.
2.4	Establishing reliable and effective accounting systems	Establish a software for inventory and investment assessment	Again, sharing one company for both drainage and water supply creates difficulties for the accounting system, because there can not be 2 salary system in one company. On the other hand, water supply staff should have higher benefit than staff for drainage, as water supply has more profits.
2.5	Collecting and disseminating reliable financial data, including inventory of assets		Posibility to cover operational and maintenance cots is important

RESULT 3: COMMUNITY PARTICIPATION

Activities acc. to PPM of June 2003		Opinions collected during the 1st Workshop
3.1	Inform citizens about benefits of the project	Inform the public in advance before the implementation.
3.2	Improve the habits and behavior of the public, particularly to reduce misuse of the drainage systems	There should be a strategy in communication with the public
3.3	Organize regular clean-up campaigns in residential areas	Community participation (self-management) is a part of the project tasks
3.4	Promote and enforce payment of wastewater fees	Participating measures of the community is important
3.5	Mobilize citizens to connect to the urban sewerage system	Opinions and comments of the community are of importance and should be taken into account.
3.6	Assist poor households to build suitable toilets which are connected to the urban sewerage system	GFA provides consulting to the provinces
3.7	Mobilize citizens to regularly empty their septic tanks	Contribution portion should be more detailed as 75%-25%
		80% people have clean water, however the operational and maintenance costs can not be covered yet.

OTHER OPINIONS

	Technical Cooperation Program	Method
1	Existing drainage systems are not used efficiently. The project should support to build a drainage system.	Most of people only care about sanitation inside their house. Thus, technical advisors should provide them consulting on sanitation facilities.
2	Equipment purchase for wastewater facilities should be clarified.	It is necessary to select the right target groups to be trained.
3	How is FA allocated?	Tasks of the phase 2 will consist of project implementation activities and post-project activities
4	All the projects should be well managed until 2008: - Are the training activities of the project sufficient? - What will happen after the project (in 2008)	Develop excellent drainage system, then disseminate and promote it and introduce the tariffs.
5	Management personnel should be improved and experienced	It is needed to get provincial PMU to be trained.
6	It is needed to maintain the systems after the project	It is preferable to organize training on regional base, not for individual provinces.
		Coordinate with other agencies and sectors
		Demands will be identified through exchange of ideas, and the supports will be more efficient if specific features of each province are taken into account.
		It is important to choose the models and approaches. Is it proposed to choose the same models for all provinces?
		Exchange experience within the region and internationally.

Annex 12:

Finding of the Participants

May 11th 2005

Discussion Results on the Implementation Schedule

Work Group South (Can Tho, Soc Trang, Tra Vinh) - May 11, 2005

Result 1: Capacity Building

No.	Activities	Q.III 2005	Q.IV 2005	Q.I 2006	Q.II 2006	Q.III 2006	Q.IV 2006
1.1	Assess institutional framework / Đánh giá hành lang thể chế	■					
1.2	Assess SOE's structure and procedures / Đánh giá cơ cấu và quy trình hoạt động nội bộ của công ty		■				
1.3	Generate reliable performance data / Tạo ra dữ liệu hoạt động tin cậy		■				
1.4	Provide decision makers with specialized information / Cung cấp thông tin cho người ra quyết định		■				
1.5	Prepare detailed operational plans / Chuẩn bị kế hoạch hoạt động dự án chi tiết	■					
1.6	Build leadership and management capacity / Xây dựng năng lực lãnh đạo và quản lý			■	■		
1.7	Implement CDP training / Thực hiện đào tạo về kế hoạch phát triển công ty		■	■			
1.8	Establish corporate development plan and performance benchmarks / Xây dựng kế hoạch phát triển công ty và các tiêu chuẩn thực hiện			■	■	■	
1.9	Submit CDP to PPC for approval / Trình kế hoạch phát triển công ty lên UBND tỉnh phê duyệt					■	
1.10	Establish MIS / Thiết lập hệ thống quản lý thông tin				■		
1.11	Assess training needs and prepare plans / Đánh giá nhu cầu đào tạo và chuẩn bị kế hoạch			■			
1.12	Prepare training materials / Chuẩn bị tài liệu đào tạo		■	■			
1.13	Implement training and build technical excellence / Thực hiện đào tạo và xây dựng điển hình thực hiện về kỹ thuật				■	■	
1.14	Establish asset inventory / Thành lập trung tâm kiểm tài sản cố định						
1.15	Implement CDP / Thực hiện kế hoạch phát triển công ty						■
1.16	Assist DONRE to develop WW monitoring / Hỗ trợ Sở TN&MT giám sát nước thải	Continuously					

Result 2: Finance and Tariffs

No.	Activities	Q.III 2005	Q.IV 2005	Q.I 2006	Q.II 2006	Q.III 2006	Q.IV 2006
2.1	Generate reliable data / Lập các dữ liệu đáng tin cậy		-				
2.2	Providing decision makers with specialized information / Cung cấp thông tin cho người ra quyết định		-				
2.3	Assess training needs and prepare plans / Đánh giá nhu cầu đào tạo và chuẩn bị kế hoạch			-			
2.4	Prepare training materials / Chuẩn bị tài liệu đào tạo			-			
2.5	Implementing training & build financial management excellence / Thực hiện đào tạo và xây dựng quản lý tài chính tốt nhất				-	-	-
2.5.1	<i>Establish appropriate accounting system / Thiết lập hệ thống kế toán phù hợp</i>				-		
2.5.2	<i>Budget planning and monitoring / Lập kế hoạch và giám sát quỹ vốn</i>						-
2.5.3	<i>Prepare asset evaluation / Chuẩn bị định giá tài sản</i>						
2.6	Establish legal frame for user fees / Xây dựng khung pháp lý về biểu phí cho người sử dụng		-				
2.7	Assess costs and structure of user fees / Đánh giá chi phí và cơ cấu phí sử dụng			-			
2.8	Develop effective means of fee collection / Xây dựng phương thức thu phí hữu hiệu			-			
2.9	Diseminate user fees / Phổ biến về phí sử dụng				-		

Result 3: Community Participation

No.	Activities	Q.III 2005	Q.IV 2005	Q.I 2006	Q.II 2006	Q.III 2006	Q.IV 2006
3.1	Assess present situation / Đánh giá tình hình hiện tại		■				
3.2	Assess training needs and prepare plans / Đánh giá nhu cầu đào tạo và chuẩn bị các kế hoạch			■	■		
3.3	Design public campaigns / Thiết kế các chiến dịch cộng đồng					■	■
3.4	Build public relation capacity / Xây dựng quan hệ cộng đồng		■				
3.5	Build customer relations and customer care / Xây dựng quan hệ khách hàng và chăm sóc khách hàng						■
3.6	SOE's implement campaigns / Công ty thực hiện chiến dịch						■
3.7	SOE's mobilize citizens to connect to tge sewerage system / Công ty vận động dân chúng đấu nối vào hệ thống thoát nước						■
3.8	Improve the habits and behavoir of the public, particular to reduce misuse of the drainage systems / Nâng cao nhận thức của dân, giảm lạm dụng hệ thống thoát nước		■				
3.9	SOE's mobilize citizens to regularly empty their septic tanks / Công ty vận động dân thường xuyên thông hút bể phốt						■
3.10	Province supports (poor) households to build suitable decentralized facilities / Giúp các hộ nghèo xây dựng hệ thống phi tập trung						■

Discussion Results on the Implementation Schedule

Work Group North (Bac Ninh, Hai Duong, Vinh) - May 11, 2005

Result 1: Capacity Building

No.	Activities	Q.III 2005	Q.IV 2005	Q.I 2006	Q.II 2006	Q.III 2006	Q.IV 2006
1.1	Assess institutional framework / Đánh giá hành lang thể chế	■					
1.2	Assess SOE's structure and procedures / Đánh giá cơ cấu và quy trình hoạt động nội bộ của công ty	■					
1.3	Generate reliable performance data / Tạo ra dữ liệu hoạt động tin cậy		■				
1.4	Provide decision makers with specialized information / Cung cấp thông tin cho người ra quyết định		■				
1.5	Prepare detailed operational plans / Chuẩn bị kế hoạch hoạt động dự án chi tiết						■
1.6	Build leadership and management capacity / Xây dựng năng lực lãnh đạo và quản lý			■			
1.7	Implement CDP training / Thực hiện đào tạo về kế hoạch phát triển công ty				■		
1.8	Establish corporate development plan and performance benchmarks / Xây dựng kế hoạch phát triển công ty và các tiêu chuẩn thực hiện			■			
1.9	Submit CDP to PPC for approval / Trình kế hoạch phát triển công ty lên UBND tỉnh phê duyệt				■		
1.10	Establish MIS / Thiết lập hệ thống quản lý thông tin		■				
1.11	Assess training needs and prepare plans / Đánh giá nhu cầu đào tạo và chuẩn bị kế hoạch	■					
1.12	Prepare training materials / Chuẩn bị tài liệu đào tạo		■				
1.13	Implement training and build technical excellence / Thực hiện đào tạo và xây dựng điển hình thực hiện về kỹ thuật				■		
1.14	Establish asset inventory / Thành lập trung tâm kiểm tài sản cố định					■	
1.15	Implement CDP / Thực hiện kế hoạch phát triển công ty						
1.16	Assist DONRE to develop WW monitoring / Hỗ trợ Sở TN&MT giám sát nước thải						■

Result 2: Finance and Tariffs

No.	Activities	Q.III 2005	Q.IV 2005	Q.I 2006	Q.II 2006	Q.III 2006	Q.IV 2006
2.1	Generate reliable data / Lập các dữ liệu đáng tin cậy	■					
2.2	Providing decision makers with specialized information / Cung cấp thông tin cho người ra quyết định		■				
2.3	Assess training needs and prepare plans / Đánh giá nhu cầu đào tạo và chuẩn bị kế hoạch			■			
2.4	Prepare training materials / Chuẩn bị tài liệu đào tạo				■		
2.5	Implementing training & build financial management excellence / Thực hiện đào tạo và xây dựng quản lý tài chính tốt nhất	■					
2.5.1	<i>Establish appropriate accounting system / Thiết lập hệ thống kế toán phù hợp</i>	■					
2.5.2	<i>Budget planning and monitoring / Lập kế hoạch và giám sát quỹ vốn</i>						■
2.5.3	<i>Prepare asset evaluation / Chuẩn bị định giá tài sản</i>		■				
2.6	Establish legal frame for user fees / Xây dựng khung pháp lý về biểu phí cho người sử dụng	■					
2.7	Assess costs and structure of user fees / Đánh giá chi phí và cơ cấu phí sử dụng	■					
2.8	Develop effective means of fee collection / Xây dựng phương thức thu phí hữu hiệu						■
2.9	Diseminate user fees / Phổ biến về phí sử dụng						■

Result 3: Community Participation

No.	Activities	Q.III 2005	Q.IV 2005	Q.I 2006	Q.II 2006	Q.III 2006	Q.IV 2006
3.1	Assess present situation / Đánh giá tình hình hiện tại	■					
3.2	Assess training needs and prepare plans / Đánh giá nhu cầu đào tạo và chuẩn bị các kế hoạch		■				
3.3	Design public campaigns / Thiết kế các chiến dịch cộng đồng			■			
3.4	Build public relation capacity / Xây dựng quan hệ cộng đồng				■		
3.5	Build customer relations and customer care / Xây dựng quan hệ khách hàng và chăm sóc khách hàng						■
3.6	SOE's implement campaigns / Công ty thực hiện chiến dịch						■
3.7	SOE's mobilize citizens to connect to tge sewerage system / Công ty vận động dân chúng đấu nối vào hệ thống thoát nước				■		
3.8	Improve the habits and behavoir of the public, particular to reduce misuse of the drainage systems / Nâng cao nhận thức của dân, giảm lạm dụng hệ thống thoát nước						■
3.9	SOE's mobilize citizens to regularly empty their septic tanks / Công ty vận động dân thường xuyên thông hút bể phốt						■
3.10	Province supports (poor) households to build suitable decentralized facilities / Giúp các hộ nghèo xây dựng hệ thống phi tập trung					■	