UN Women Viet Nam

Country Portfolio Evaluation + Audit

Annexes

Date of the report	December 2020
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Annex 1: Terms of Reference

Access online: https://gate.unwomen.org/EvaluationDocument/Download?evaluationDocumentID=9513

Annex 2: Evaluation Governance Structures

Evaluation Reference Group

The UN Women evaluation reference group is an integral part of the evaluation management structure and is constituted to facilitate the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, quality assurance throughout the process and in disseminating the evaluation results.

The UN Women reference group will be composed of national counterparts, UN system representatives, non-governmental organization representatives, and others identified in collaboration with UN Women Country Office.

Evaluation Reference Group members will be expected to:
• Act as source of knowledge for the evaluation
• Act as an informant of the evaluation process
• Assist in the collection of pertinent information and documentation
• Assist in identifying external stakeholders to be consulted during the process;
• Play a key role in disseminating the findings of the evaluation and implementation of the management response
• Participate in any meetings of the reference group
• Provide input and quality review of the key evaluation products: inception report and draft evaluation report
• Participate in the validation meeting of the final evaluation report
• Participate in learning activities related to the evaluation report

The proposed evaluation reference group composition includes the following:

Table 4: Evaluation Reference Group for UN Women VCO CPE

Evaluation Reference Group for UN Women Country Portfolio Evaluation	
Name	**Title, Organization**
• Mr Pham Ngoc Tien	• Director of Gender Equality Department, Ministry of Labour-Invalids and Social Affairs
• Mia Urbano	• Gender Advisor for DFAT
• Ms Ngo Thu Ha	• Director of the Center for Education Promotion and Empowerment of Women (CEPEW).
• Ms Nguyen Bui Linh	• Data Management, Results Monitoring and Reporting Officer Resident Coordinator's Office

Evaluation Management Group

UN Women Country Portfolio Evaluation Guidance recommends the establishment of an Evaluation Management Group. Given the pilot nature of this CPE with IEAS taking on the leadership responsibility, the function of the EMG is somewhat adapted to reflect the oversight role of the Independent Evaluation and Audit Service in this evaluation process.

Composition and function of the UN Women management group

The management group is composed of the UN Women office/division senior management, the regional evaluation specialist and key programme staff as a means for ensuring engagement and ownership of the evaluation process. The majority of funds is coming from the Country Office and thus, they play a role in overseeing the contracts although the day to day management is led by the Regional Evaluation Specialist. The EMG will be consulted on key decisions regarding the scope, the timeframe, the selection of consultants and will be availed an opportunity to review key products (in parallel to IEAS oversight) from a factual perspective prior to being shared with the Evaluation Reference Group. However, the decision regarding changes made to the report rests with the Evaluation Team Leader and the Independent Evaluation Service. All suggested changes to evaluation products will be tracked in a transparent manner.

The Regional Evaluation Specialist will lead the day-to-day management of the process and will consult with the management group regarding key issues. The inputs of members are expected to strengthen the quality and credibility of the evaluation. Management group members are expected to:

• Participate in any meetings of the management group
• Participate in the consultant team member selection process
• Participation in any inception meeting/s and quality assure the evaluation inception report
• Facilitate access to information by the evaluation team
• Review and quality assure the draft evaluation report
• Disseminate and promote the use of the evaluation findings and recommendations.

Table 5: Evaluation Management Group for UN Women VCO CPE

Evaluation Management Group for UN Women Viet Nam Country Portfolio Evaluation	
Elisa Fernandez, UN Women Representative	UN Women VCO
Vu Ly Phuong, Programme Specialist	UN Women VCO
Linh Pham, Operations Manager	UN Women VCO

Annex 3: List of documents consulted

Annual Work Plans

Strategic Note Narrative 2016, 2017, 2018, 2019, 2020
Strategic Note AWP Plan 2016, 2017, 2018, 2019, 2020

Development Results Framework SN Report 2016, 2017, 2018, 2019

Annual Work Plan Report 2016, 2017, 2018, 2019

AWP Cover Note 2020

Audit and Evaluations

Final evaluation of the project "Strengthening women's capacity in disaster risk reduction to cope with climate change" (2013-2016)
One Strategic Plan 2017-2020
UNCT SWAP-Scorecard - United Nations Country Team Viet Nam 2017
2018 One UN Result Report
UNEG - Norms and Standards for evaluation 2016
UNEG - Ethical guidelines 2008
United Nations General Assembly - Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, A/Res/72/279 (31 May 2018)
UN Women Viet Nam UNTF Light final audit report 2017
Corporate evaluation of UN Women's contribution to UN system coordination on gender equality and the empowerment of women 2016
Joint Internal Audit of Delivering as One (DaO) In Viet Nam 2017
UNDP Country Programme Document for Viet Nam (2017-2021), p.10;
FAO Country Programming Framework for Viet Nam (2017-2021), p.11-17;
World Bank Country Partnership Framework for Viet Nam 2018-2022. Annex 1: Results Matrix
UNDP. Independent Evaluation Office. Assessment of Development Results: Viet Nam. 2016

Reports

Global Gender Gap Index 2020
ILO Report, Global Wage Report 2012/13
ONE UN Report - Internal Migration opportunities and challenges for socio-economic development in Viet Nam 2010
One Strategic Plan 2017 – 2021 between The Government of the Socialist Republic of Viet Nam and The United Nations in Viet Nam.
National study on Violence against women in Viet Nam in 2019
Tổng quan thực trạng kinh tế xã hội của 53 dân tộc thiểu số Hà Nội - Irish Aid, Ủy ban dân tộc & UNDP (2017)
UN One Result Report 2019
Global Climate Risk Index 2020, The Long-Term Climate Risk Index (CRI)
MOLISA, Irish Aid and UN Women, Figures on Ethnic Minority Women and Men in Viet Nam 2015, published 2018
UN Women. Policy Recommendations to Advocate for Gender Equality in Ethnic Minority Groups in Viet Nam, 2019
Communications coverage report -16 DAYS OF ACTIVISM 2019: "Orange the World: Generation Equality Stands Against Sexual Violence"
UN Women. Gender Assessment of Viet Nam's HIV Response. 2017
Report on Activities under UNAIDS Country Envelop and Unified Budget, Results and Accountability Framework (UBRAF) 2019
UN Women. Eastern and Southern Africa Regional Office. Regional Evaluation on Capacity Development Initiatives during 2014

Financial Reports

Data package – RMS 2020

Human Resources

Data package – RMS 2020
Viet Nam CO Staff Listing Q1 2020
List of all contract types 2016, 2017, 2018, 2019, Q1 2020
2020 VCO Organogram

Projects

Ending Violence Against Women - EVAW
Safe and Fair: DPCO Document, Project contract

Community Mobilization in Prevention of Violence against Women and Girls : online article Da Nang 2019
Change makers: Youth activists in promoting gender equality and prevention of GBV against women and girls: LOA 2018 2019
Safe cities: MOU 2017, 2018, 2019
Essential Services Programme: annual report 2018, 2019.
Asia Pacific UNiTE Campaign
Stepping-Up Solutions to Eliminate Violence against Women and Girls in Asia and the Pacific: prodoc 2016,
Prevention of Intimate Partner Violence among Pregnant and Lactating Women: Prodoc, donor report 2017, 2018.
Technical support for the Development of the National Strategy for Gender Equality 2021-2030
Viet Nam One Plan Fund II
Empowering Ethnic Minority Women in Viet Nam through gender-responsive policies and programmes (Phase 1&2): LOA,
Workplan, Project budget, donor report, Prodocs 2019.

Women's Economic Empowerment
Promoting Economic Empowerment of Women at Work in Asia - WeEmpower Asia: narrative report 2018, project agreement 2018.
Strengthening women's livelihoods and participation for greater resilience to disasters and climate change: project budget, list of partnership, LOA PCA contract, Prodoc, Workplan.
Strengthening Human Rights and Gender Equality through Climate Change Action and Disaster Risk Reduction
Drought forecast based financing for food security, livelihoods and WASH: prodoc
Strengthening women's capacity in disaster risk reduction to cope with climate change
HIV Joint Program: Report 2019, Funding document signed by lead agencies.
Symposium on Women's participation in Disaster Risk Deduction and Climate change concept note 2017

Annex 4: Evaluation and Audit Matrix

*Assumptions provide a link between the Theory of Change and evaluation question and provide more focus to the evaluation question allowing the evaluation team to focus on what specifically to answer.[1]

Table 6: Evaluation Matrix

Key Question	1. Is UN Women's thematic focus and strategy for implementation the most relevant for advancing gender equality and the empowerment of women in Viet Nam considering its added value vis-à-vis other actors? [relevance and coherence]		
Sub-question Assumptions	**What is UN Women's added value given the work of its partners and its expertise?** **Indicators**	**Sources of Information**	**Methods for data collection**
UN Women's stakeholders perceive UN Women's work to be addressing the most pressing needs for GEEW.	Share of stakeholders (across stakeholder type) consulted who identify UN Women's priority areas of work as key for advancing GEEW.	Stakeholders identified through stakeholder analysis	Interviews and/or Focus Group Discussion
UN Women's work is complementary to that of its partners, including the UN system and adding value.	Extent to which UN Women is filling a niche/gap for GEEW and adding strategic value	One Strategic Plan and relevant documents	One Strategic Plan and relevant documents analysis Interviews Survey GTG
	Extent to which interventions are achieving synergies (coherence) with the work of the UN Country Team and other partners (evidence of partners coordinating to avoid duplication of work on similar areas of work)	Stakeholders from across different types of stakeholders	
	Share of stakeholders (across stakeholder type) consulted identify UN Women's partners as key for advancing GEEW.		

Sub-question **Assumptions**	**Has UN Women's contributions to the COVID-19 response been timely and relevant to the needs of Viet Nam?** **Indicators**	**Sources of Information**	**Methods for data collection**
UN Women's contributions enhance the gender responsiveness of the COVID-19 response in Viet Nam.	Extent to which partners believe UN Women provided timely and relevant advice to partners on the gendered implications of the COVID-19 response.	UNCT Government CSOs Documents	Interviews Content analysis
	Evidence of actions taken in response to COVID-19 which are complementary to the UN system response and the comparative advantage of UN Women.		

Sub-question Assumptions	**What contribution is UN Women making to UN coordination on GEEW?** **Indicators**	**Sources of Information**	**Methods for data collection**
UN Women's contributions enhance the gender responsiveness of the UN system.	UN Women has an internal vision, strategy, capacity and resources to be a strategic partner in coordination	One Strategic Plan stakeholders	One Strategic Plan analysis;
	UN One Strategic Plan for Vietnam is gender responsive (meets or exceeds requirements) and the theme groups have adequate plans and capacity to address it (CCA, SMART indicators, UNCT Gender scorecard implementation);		Interviews Survey GTG

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1 This approach is outlined in the UNFPA Evaluation Handbook Evaluation Matrix Tool.

Extent of gender mainstreaming within joint programming and the extent to which JPs are satisfied with UN Women leadership / management and contributions.

- o Extent to which the relevant indicators identified in SN were achieved.[2] Select OEEF Indicators:
  - o Indicator 1.1A: Number of tools, guides and other documents developed to support stronger accountability of the UNCT to gender equality.
  - o Indicator 1.1B: Number of joint advocacy efforts that promote gender equality that UN Women lead.

Key Question	2. How has UN Women's contributions advanced gender equality and empowerment of women in Viet Nam, including through the UN-Government One Strategic Plan? [effectiveness]		
Sub-question	**What intended or unintended results have been achieved (positive and negative - under the case study area primarily)? For whom?**		
Assumptions	**Indicators**	**Sources of Information**	**Methods for data collection**

UN Women has contributed to women's economic empowerment or gender-responsive DRR, in line with LNOB approach	o Evidence points towards contributions to the intended TOC (observation, interview, documents)
	o Extent to which the relevant indicators identified in SN were achieved. Select indicators:
	   o Indicator 2.1.1A: Number of institutions who self-report enhanced capacity to develop gender responsive laws and policies for the advancement of WEE, including in the context of DRR/M and CC as a result of UNW support;
	   o Indicator 2.1.2A: Number of government officers that report enhanced knowledge and skills to carry out gender responsive research and data collection for WEE/ DRR/M and climate change;
	   o Indicator 2.1.3A: Number of dialogue, advocacy campaign and capacity building platforms/networks that inform legal and policy decision-making that affect women's economic empowerment and resilience building;
	   o Indicator 2.1.3B: Number of laws, policies on WEE/DRR influenced by CSO/women's organizations following UNW's support;
	   o Indicator 2.2.1A: Number of gender responsive social protection initiatives put in place by the Government as a result of support provided by UNW;
	   o Indicator 2.2.2A,B: Number of institutions able to provide gender responsive agriculture extension and business development services;
	   o Indicator 2.2.3A: Number of women self-reporting increased knowledge on climate and disaster risks and have taken measures to mitigate these risks in their production.
		Stakeholders identified through stakeholder analysis Annual reports/ reviews	o Case study
			o Interviews
			o Outcome harvesting
			o Content analysis

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[2] The indicators relate to UN Women's contribution to gender mainstreaming across the UN system in Viet Nam.

o Number of influencers (policy- and decision-makers) statements/actions that have taken up gender-responsive WEE & DRR agenda

o Stakeholders recognize UN Women contributions to key results/achievements

UN Women contributed to advancing GEEW for ethnic minorities.	• Extent to which ethnic minorities and persons with disabilities were identified and engaged in UN Women's programmes.
	• Stakeholders recognize UN Women contributions to key results/achievements for ethnic minorities.
	• Extent to which UN Women contributed to the following indicators (ProDoc on Empowering ethnic minority women in Viet Nam through gender-responsive ethnic minority (EM) policies and programmes for the period 2018-2021):
	  o Outcome indicator 1: Number of EM-related policies/programmes on poverty reduction for EM regions developed/amended to ensure gender-responsiveness;
	  o Output indicator 1.1: Number of policy initiatives and policies using evidence developed as the results of support from UN Women;
	  o Output Indicator 1.2: # of official recommendations to ensure gender responsive policies and programme on poverty reduction in EM regions put forward by targeted stakeholders in policy and programming processes;
	  o Output indicator 1.3: # of knowledge products developed to inform evidence-based and gender responsive planning, budgeting, implementation and monitoring of policies and programmes;
	  o Outcome Indicator 2: # of recommendations on EM-related policies and laws to promote gender equality and the empowerment of EM women in the EM regions proposed by CSO and accepted by the government;
	  o Output 2.1: % of participants actively using the approaches put forward in UN Women trainings;
	  o Output 2.2: # of training modules, tools, and other documents developed for (and by) CSO to oversee and monitor implementation of EM sensitive policies.
		Rights holders CSOs Document	Interviews
			
			Case study
			
			Literature Review comparing policy advances

UN Women has contributed to One Strategic Plan outcomes.	Stakeholders recognize UN Women contributions to key results/achievements. Evidence of contributions to key results/achievements. UN Women contributes to enhancing capacity of Government and IPs to integrate GEEW perspectives into national development strategies and sectoral plans and tools for monitoring progress towards gender equality (e.g. assistance in in SDGs National Voluntary Review etc) • Extent to which UN Women contributed to the following One Strategic Plan (2017-2021) Indicators:	UNDAF; Strategic Note Stakeholders identified in mapping	Content analysis of UNDAF AR; Interviews Survey of GTG

- 1.1.5. Available systems that track and make public allocations for gender equality and women's empowerment;
- 3.1.1. Viet Nam has implemented well-managed migration policies that are gender sensitive, promote the rights of women and men migrants and foster regional and international cooperation;
- 3.2.2 Labour market participation rate by sex;
- 4.2.2. Percentage of ever partnered women aged above 15 years experienced at least one type of physical, sexual or emotional abuse, not age disaggregated.

Key Question	3. Has the portfolio been designed and implemented according to human rights and development effectiveness principles (ensuring national ownership and sustainability of programming efforts)? [human rights & gender equality, and sustainability]		
Sub-question	**To what extent does UN Women's approach integrate human rights approach by building national ownership and sustainability?**		
Assumptions	**Indicators**	**Sources of Information**	**Methods for data collection**
UN Women approaches have integrated institutional building.	Local accountability and oversight systems have been established to support the continuation of activities (i.e. government embedding within structures; allocating budget)	Stakeholders in stakeholder analysis; Strategic Note; One Strategic Plan	Interviews; Content Analysis; Case study; Evaluation; Outcome harvesting; Observation;
UN Women has worked closely to build capacity of the key government and civil society actors.	Existence of an enabling environment, at individual and institutional levels: Number of statements/ actions by national GEEW champions in support of different parts of UN Women's portfolio Evidence that stakeholders have the capacity to carry efforts forward (integrated in budget, changes in policies, plans or strategies)	Stakeholders from stakeholder analysis; UNDAF; Strategic Note;	Interviews; Case study; Evaluation;
A HRBA approach to programming is consistently implemented.	Stakeholders recognize UN Women as GEHR responsive. Stakeholders identify UN Women as equal partner	Stakeholders (in particular implementing partners and people benefiting from programming)	Interviews
Sub-question	**To what extent are UN Women interventions reaching those that are the most vulnerable and hardest to reach?**		
Assumptions	**Indicators**	**Sources of Information**	**Methods for data collection**
UN Women interventions benefit the most vulnerable and hardest to reach groups.	Extent of intervention engagement with identified priority groups Share of stakeholders who believe UN Women interventions have targeted those most in need. Evidence of contributions to outcomes for most vulnerable groups, including ethnic minorities, persons with disabilities, and persons with HIV.	Stakeholders from stakeholder analysis; One strategic plan; Strategic Note; National Strategy on Gender Based Violence 2016-2025; Identification	Interviews and/or FGDs; Case studies; Most Significant Change; Content Analysis (mapping of UN women strategies) Statistical analysis

of those furthest
left behind

Audit Matrix – Organizational governance, effectiveness and efficiency

Table 7: Audit Matrix

Key Question	4.1 Does UN Women Vietnam have appropriate governance, capacity and capability to ensure good use of resources to deliver results? [organisational governance]	
Audit criteria/ Indicators	**Sources of Information**	**Methods for data collection**
SN priorities, outcomes, outputs and activities are realistic, linked to the annual workplan and field programme and supported by a resource mobilization strategy/plan	SN AWPs DRF / OEEF RM Plan	Evaluability assessment + assessment of links between AWP and projects
Office management is making reasonable progress at i) implementing the SN and AWP, ii) monitoring its status through an M&E process that collects and validates evidence-based data on the results achieved, and iii) reporting results against both the SN and AWP in the Quarterly and Annual Reports and UN WOMEN's Strategic Planning in the relevant corporate systems	DRF / OEEF Annual and quarterly reports, MERP, mission reports and stakeholders feedback	Documents and interview analysis, validations and verifications
Office management has the appropriate structure, resources, and authority to fulfil its mandate, and has a clear concept of the current and potential staffing and technical support requirements.	Office organigramme, budget allocation and management/stakeholders feedback on desired staffing structure and skill mix	Documents and interview analysis, validations and verifications
Office management has an effective risk management process, which allows the office timely identify and mitigate the risks including escalation of risks outside of office management control.	Office risk register, management/stakeholders feedback on key challenges, audit observations of existing risks	Review and validation of risk register based on the results of audit questions to ensure that risk register is complete and mitigating actions are effective
Office management has set-up an adequate control environment and culture in the office, and ensures staff are abreast of standards of conduct, ethical values, and fraud prevention.	Staff survey, management feedback, fraud risk assessment, audit observations from other area of work	Review the fraud risk assessment and management plan, analysis of survey and comparing data with audit observations
Satisfactory progress has been made on recommendations from previous oversight reports and there is a knowledge management strategy to learn from those oversight reports	Oversight reports (evaluation, NIM, prior year audits) and management plan to address the recommendations	Validation of effectiveness of management actions to ensure that all the key risks were effectively addressed and that knowledge management (KM) is in place and working
Key Question	4.2 Does UN Women Viet Nam identify key risks and opportunities in its project management and operations, have effective controls and proactively mitigate those risks [organizational effectiveness and efficiency]?	
Audit criteria/ Indicators	**Sources of Information**	**Methods for data collection**
Office management actively manages the project portfolio and pipeline, demonstrated by systematic monitoring and regular reporting on the individual projects, meeting both internal and external requirements, including those related to evaluation; thus ensuring proper and timely project implementation and closure. Global and regional project management keep the Country office management informed of project development and implementation activities that have a bearing on the country.	Data from the office on its project portfolio (ongoing, closed and pipelines), documents/ minutes of meetings demonstrating monitoring and reporting on projects vis-à-vis donors requirements. Data from OneApp Dashboards (Project Delivery, LEADS, DAMS, Atlas), etc.	Analysis of data obtained and feedback from project management to validate that the project portfolio is adequately managed.
The sampled projects have well-designed project documents with relevant objectives, a workplan and budget based on a complete logical framework, and an appropriate management structure. The project design foresees a defined exit/hand-over strategy to	Documents on sampled projects: ProDocs, donors agreements, workplans, reports, monitoring missions, any other evaluations, mid-term reviews, feedback from	Analysis of the information collected from documents, interviews, systems.

facilitate sustainability of outcomes, which is adjusted for changes as necessary.	stakeholders (IPs, beneficiaries, donors, UN agencies, etc.)	
The sampled projects are on schedule, in line with their workplans, and within budget parameters and other donor requirements; any risks and issues that affect the achievement of objectives are timely addressed and mitigated.	Documents on sampled projects: ProDocs, donors agreements, workplans, reports, monitoring missions, any other evaluations, mid-term reviews, feedback from stakeholders (IPs, beneficiaries, donors, UN agencies, etc.)	Analysis of the information collected from documents, interviews, systems, field visits.
Office management applies adequate implementation modalities and instruments, diligently selects Implementing Partners and Responsible Partners, and adequately monitors their performance.	Documents on sampled projects and IPs: PAC/ LOAs, progress programmatic deliver reports and FACE, feedback from IPs and beneficiaries	Analysis of the information collected from documents, interviews, systems, field visits.
Office management has established adequate controls over Human Resources management, including transparent and competitive recruitment, as well as diligent performance management and staff development.	Feedback from management and staff involved in HR management, sample of HR recruitments, performance management and staff development data from OneApp	Analysis of documents and interviews to ensure effectiveness of HR related control related to recruitment, performance management and staff development.
Office management has a clear procurement strategy to meet its programme needs, including sufficient capacity in the procurement function and the procurement process is transparent and competitive.	Feedback from management and staff involved in procurement management, sample of POs from OneApp and Atlas	Analysis of documents and interviews to ensure effectiveness of procurement related control related to planning, tendering, contract management and vendors performance.
Travel management: Office management implements adequate and effective systems and procedures to manage its travels	Feedback from management and staff involved in Travel management, sample of travels from OneApp and Atlas	Analysis of documents and interviews to ensure effectiveness of travel related control related to planning, results achieved and claims for travel expenses.

Annex 5: Background to the evaluation

Annex 5.1 Evaluation Object

UN Women established a Country Office in Viet Nam with Delegation of Authority in 2012. UN Women Viet Nam Country Office (VCO) is engaged in many coordination mechanisms and GEWE-related processes, as shown below in Table 8. During the evaluation period, UN Women Viet Nam worked internally to facilitate gender mainstreaming across the UNCT and externally to coordinate government and non-governmental partners to implement and report against international commitments.

Table 8: UN Women engagement in UNCT and Working Groups 2016-2019

| Name of Cluster/ Working Group	UN Women Lead	UN Women Participation
UN Gender Theme Group	X	
UN Gender and Protection Working Group (co-chair)	X	
Gender Action Partnership	X	
Informal Group of Ambassadors and Heads of UN Agencies on Gender Equality (UN Women as Secretariat)	X	
UNCT Working Group on PSEA and Sexual Harassment	X	
UN Results Groups (all four Groups: Inclusive Social Services, Climate Change and Environment, Inclusive Growth and Social Protection, Governance and Justice)		X
UN SDG Taskforce		X
Monitoring for Strategic Results Group		X
UNCT Programme Management Team		X
UN Disaster Management Working Group		X
UN Adolescence and Youth Thematic Group		X
UN Human Rights Thematic Group		X
UN HIV/AIDS Thematic Group		X
UN Operations Management Team		X
First National Plan of Action to implement the Concluding Observations of the CEDAW Committee (for the period 2017-2021)		X
Multisector Coordination Mechanism for Effective Response to VAWG		X
Consultations on Beijing +25 National Review		X
Consultations on UPR		X

Geographical Coverage
UN Women VCO programming spans the entire country, with activities in 13 locations: Ha Noi, Da Nang, Lao Cai, Quang Nam, Phu Yen, Binh Dinh, Thai Binh, Ho Chi Minh City, Ca Mau, Hoa Binh, Bac Giang, Thanh Hoa, Thua Thien Hue.

Human Resources[3]

Overall, the number of fixed term appointment (FTA) staff, office-based consultants (SSA) and service contract (SC) staff remained relatively unchanged throughout the period of 2016-2020. The number of short-term contract consultants (SSA) was at the lowest in 2017 with only 32 consultants due to the closing of non-core projects and the low annual budget of the country office. However, this figure reached the peak in 2019 with 87 short term contract consultants (SSA).

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3 The information presented is based on data provided by the Viet Nam CO operations team April 2020 and checked against data provided by the OneApp and Regional HR Specialist.

Figure 4: UN Women Viet Nam CO Organigram
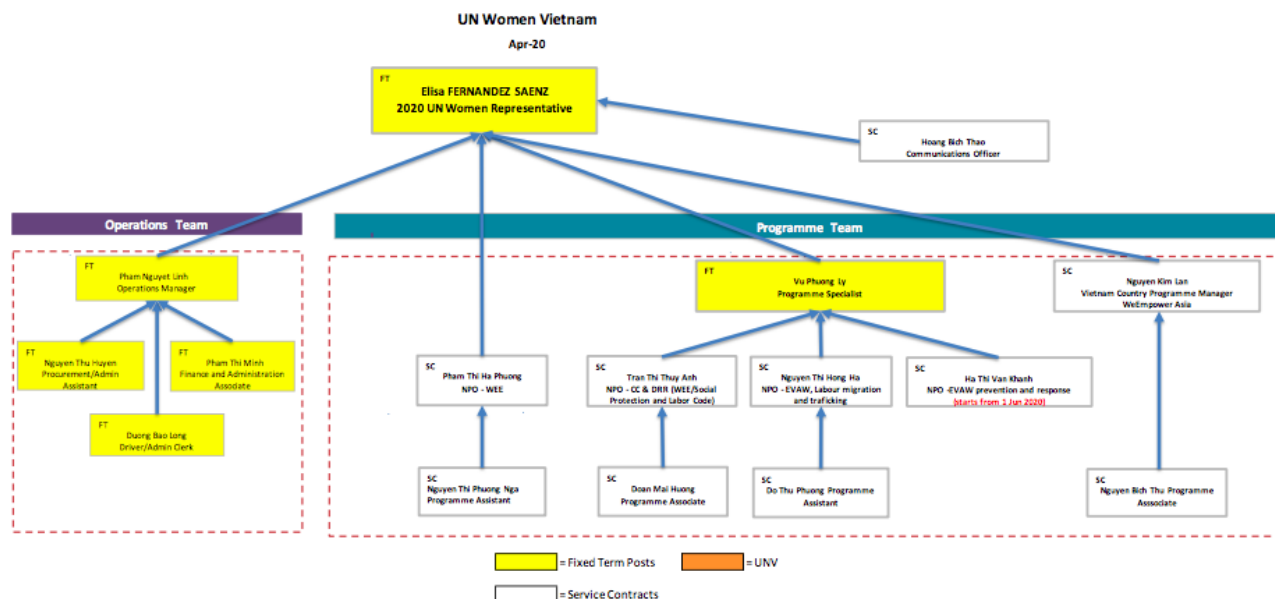
Financial Resources

The total budget[4] of UN Women VCO from 2017 to Q1-2020 is US $10,074,301[5]. The total annual budget almost doubled from US $1.7 million in 2017 to US $3.2 million in 2020. Core and Institutional Budget remained constant over the period while non-core tripled between 2017 and 2020.

Table 9 : Total Viet Nam CO Budget (2017 – 2020)
*Please note that 2020 only covers the 1st quarter

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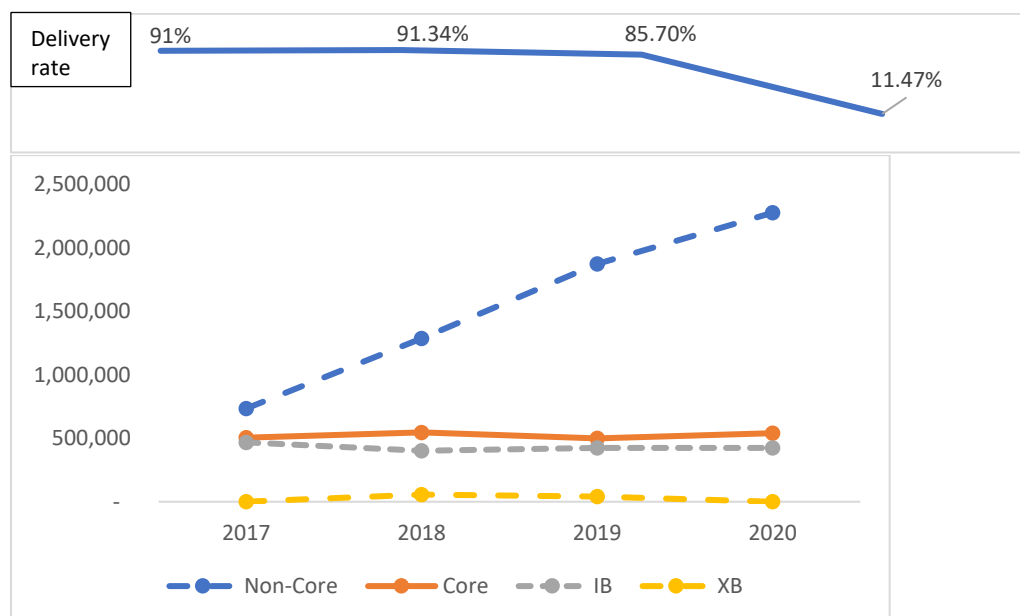
4 The total budget includes core, non-core, IB and XB.

5 Data was taken from RMS

The total VCO budget experienced a significant increase between 2017 to 2020 due to the rise in non-core. One contributing factor to this s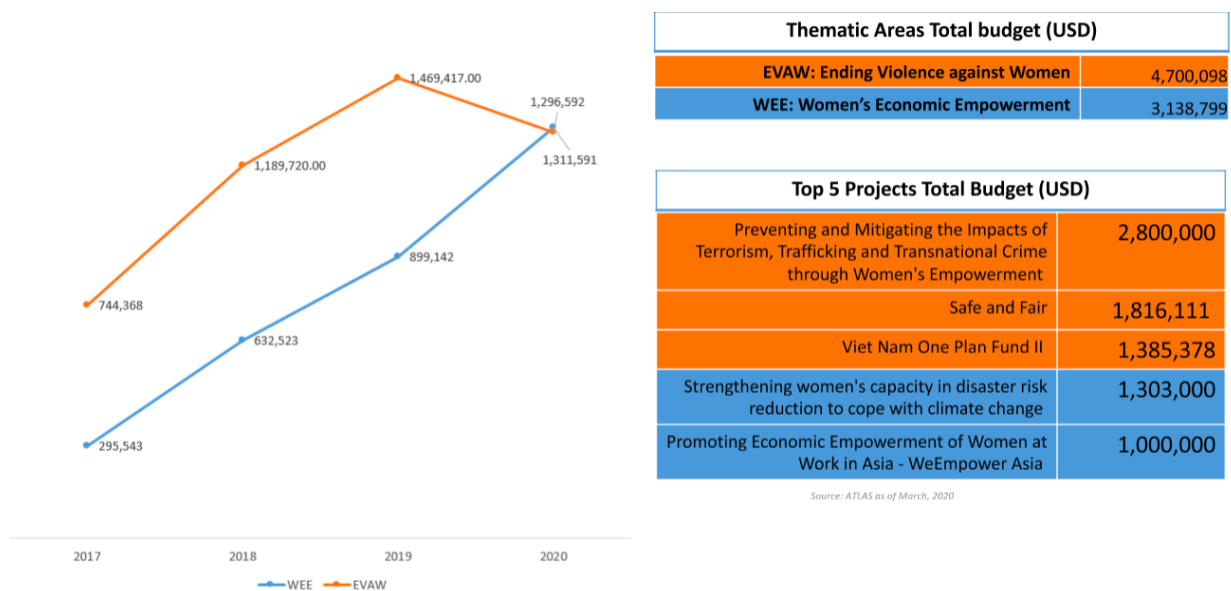urge was the large increase in funding from the Australian DFAT and Government of Ireland during 2017 – 2020. The Viet Nam CO reported delivery rates in 2017 and 2018 of 91% and 91.34% respectively while this figure decreased in 2019 to 85.7%.

As shown in the Thematic and Project Analysis in Table 10, most funds mobilized and administered during the CPE period were in support of EVAW programming (~$4.7 million), followed by WEE projects (~$3.14 million)[6].

Table 10: UN Women Viet Nam Thematic & Project Analysis (2017-2020)

Thematic Areas Total budget (USD)	
EVAW: Ending Violence against Women	4,700,098
WEE: Women's Economic Empowerment	3,138,799

Top 5 Projects Total Budget (USD)	
Preventing and Mitigating the Impacts of Terrorism, Trafficking and Transnational Crime through Women's Empowerment	2,800,000
Safe and Fair	1,816,111
Viet Nam One Plan Fund II	1,385,378
Strengthening women's capacity in disaster risk reduction to cope with climate change	1,303,000
Promoting Economic Empowerment of Women at Work in Asia - WeEmpower Asia	1,000,000

*Source: ATLAS as of March, 2020*

Core donors during the CPE period include the Government of Australia, Multi-Donor Trust Fund Office, Government of Ireland, Government of Luxembourg, Government of Japan, Government of Republic of Korea, European Commission, Foundation Chanel.

Compared with other country offices in Asia and the Pacific region, the VCO ranked 9th out of 17 country presences for non-core resources mobilized between 2016-2020 (see Figure 5)[7].
Figure 5 . Total non-core revenue received per UN Women office in Asia-Pacific in 2016 – 2020

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6 Data aggregated from UN Women Annual Delivery Reports and corporate reporting platforms ATLAS and DAMS as of March 2020.
7 UN Women Regional Office, regional resource mobilization team analysis, April 2020
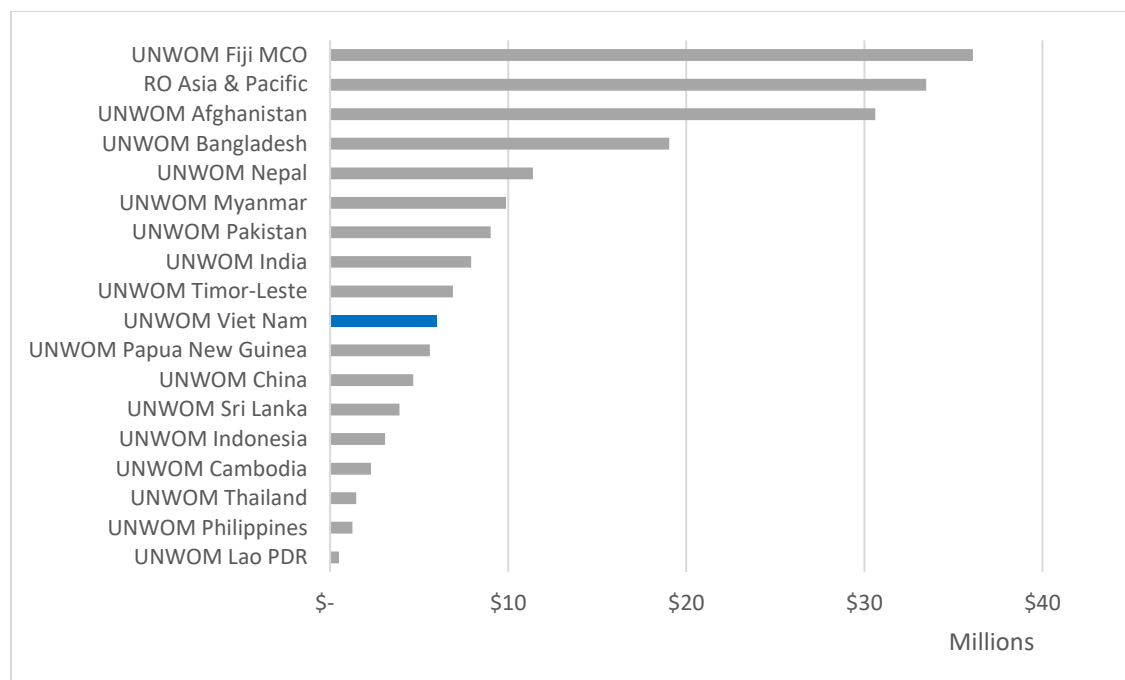
Does not include contributions from UN Women global projects.

Technical Design of the Strategic Note

The Strategic Notes 2017-2021 have been designed in tandem with the global priorities in UN Women's Strategic Plans and aligned with the MDGs/SDGs, the Viet Nam government's national priorities and commitments, and the UNDAFs. The Strategic Note is comprised of: 1) Development Results Framework (DRF), which indicates all operational and normative activities to be undertaken to achieve development outcome level results and 2) Organisational Effectiveness and Efficiency Framework (OEEF), which indicates all activities to be undertaken to strengthen coordination, partnerships, quality of programming, and organisational management in order to facilitate achievement of development results.

DEVELOPMENT RESULTS FRAMEWORK
Table 11: UN Women Viet Nam DRF Impact Areas and Outcomes 2017-2021

UN Women Viet Nam SN 2017-2021
Impact 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development; Modified (2018) SP Outcome 3 : Women have income security, decent work and economic autonomy
Outcome VNM_D_2.1 Legislation and policies related to Women's Economic Empowerment (WEE), including those regarding Disaster Risk Reduction/Management (DRR/M) and Climate Change (CC), are gender responsive, in accordance with international normative frameworks and human rights standards.
Outcomes VNM_D_2.2 (VCO Outcome 1.2) Institutions provide effective services that support women's economic empowerment and reduction of vulnerability to economic shocks, disasters, climate change
Outcomes VNM_D_2.3 (VCO Outcome 2.3) (added in 2019) More women lead, participate and have access to business opportunities to advance sustainable and inclusive growth
Impact 3 SP Outcome 4 : All women and girls live a life free from all forms of violence
Outcomes VNM_D_3.1 (VCO Outcome 2.1) An enabling legislative and policy environment in line with international standards on ending violence against women and girls and other forms of discrimination is in place and translated into action.
Outcomes VNM_D_3.2 (VCO Outcome 2.2) Favorable social norms, attitudes and behaviors are promoted at community and individual levels to prevent discrimination and violence against women and girls
Outcomes VNM_D_3.3 (VCO Outcome 2.3) Women and girls who experience violence and discrimination are empowered to access quality formal and informal justice delivery as part of essential services

ORGANISATIONAL EFFECTIVENESS AND EFFICIENCY FRAMEWORK (OEEF)
As reflected in Table 12 the OEEF Framework has four output areas that support the programmatic work and enhance the implementation quality of the CO's work, enabling UN Women Viet Nam to deliver on its intended development results outlined in the DRF. The four Output Clusters have remained relatively consistent across SN cycle 2017-2021, with some modifications in 2018 indicated in the following table.

Table 12: OEEF Output Clusters & Outputs SN 2017-2021

OUTPUT CLUSTER 1: To drive more effective and efficient United Nations system coordination and strategic partnerships on gender equality and women's empowerment; **Modified (2018)** Enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment
Output 1.1 UN Women effectively leads, coordinates and promotes accountability for the implementation of gender equality commitments in the One UN
OUTPUT CLUSTER 2: To institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation; **Modified (2018)** Increased engagement of partners in support of UN-Women's mandate
Output 2.1 UN Women Viet Nam Country Office practices results-based management. **Modified (2018)** Effective partnerships between UN Women and major stakeholders, including civil society and embassies.
Output 2.2 UN Women is a recognized hub of knowledge on achieving gender equality and women's empowerment in Viet Nam; **Modified (2018)** Resource base is expanded and diversified to meet the demand for UN Women catalytic and technical support.
OUTPUT CLUSTER 3: To enhance organizational effectiveness, with a focus on robust capacity and efficiency at country and regional levels; **Modified (2018)** High quality of programmes through knowledge, innovation, results-based management and evaluation
Output 3.1 UN-Women VCO has adequate office capacity to deliver results in Gender Equality and Women's Empowerment; **Modified (2018)** UN Women Viet Nam Country Office practices effective results-based management.
Output 3.2 UN Women VCO promotes a culture of risk management, accountability, harmonisation of business practices and transparency in its operations; **Modified (2018)** UN Women is a recognized hub of knowledge on achieving gender equality and women's empowerment in Viet Nam
Output 3.3 (added 2018) A clear evidence base generated from high quality evaluations of SP implementation for learning, decision-making and accountability.
OUTPUT CLUSTER 4: To leverage and manage resources; **Modified (2018)** Improved management of financial and human resources in pursuit of results; (Modified in 2020) Output Cluster/Section Result VNM_O_4
Output 4.1 Improved stewardship of resources; **Modified (2018)** UN-Women VCO has adequate office capacity to deliver results in Gender Equality and Women's Empowerment

Annex 5.2 Stakeholder Analysis

Table 13: Stakeholder Analysis

Human Rights Role	Key Stakeholders	Main Contributions to UN Women Work	Primary Thematic Area	Stakeholder Type
Target groups of rights holders *(intended and unintended "beneficiaries" of interventions)*	Women and girls	Direct Beneficiaries; Programme Participants	Cross-cutting	
	Men, boys & family members		Cross-cutting	
	Viet Nam Youth Union		Cross-cutting	Civil Society
Interested parties with strategic & technical inputs into implementation of the SN	UN Resident Coordinator	Partner	Cross-cutting	UN
	UN Country Team		Cross-cutting	UN
	UN Gender Theme Group		Cross-cutting	UN
	UN Gender and Protection Working Group		Cross-cutting	UN
	Informal Group of Ambassadors and Heads of UN Agencies on Gender Equality		Cross-cutting	Bilateral/Multilateral
	Gender Action Partnership			Bilateral/Multilateral
Principle and primary duty bearers *(With the power to make decisions & implemented the SN)*	UN Women Country Office	Programme Management	Cross-cutting	UN
	FAO	Joint Programming Partner	Cross-cutting	UN
	ILO		WEE	UN
	OHCHR		EVAW	UN
	UNEP		WEE, DRR, CC	UN
	UNFPA		EVAW	UN
	UNODC		EVAW, WEE	UN
	WHO		EVAW	UN
	Ho Chi Minh Political Academy	Programme Development, Implementation and M&E	Cross-cutting	Government[8]
	National Institute of Finance/Ministry of Finance		Cross-cutting	Government
	Da Nang Women's Union		EVAW	Government
	Gender Equality Department/Ministry of Labour, Invalids and Social Affairs		Cross-cutting	Government
	Department of Environment and Social Affairs/General Statistics Office		Cross-cutting	Government

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8 Here and further, "Government" means ministry, department, local government, etc.

Viet Nam Women Entrepreneur Council (Vietnam Chamber of Commerce and Industry)	WEE	Government
Department on Ethnic Minority/Committee for Ethnic Minority Affairs	Cross-cutting	Government
Viet Nam Authority of HIV/AIDS Control	Cross-cutting	Government
Viet Nam Women's Union, Department of Policy and Legislation; Department of Information, Education and Communication	Cross-cutting	Government
Viet Nam Women's Union, Center for Women and Development -	EVAW	Government
Vietnam Disaster Management Authority/Ministry of Agricultural and Rural Development	DRR, CC	Government
Ministry of Health	EVAW	Government
People' Council Committee of Ho Chi Minh City	EVAW	Government
Ministry of Education and Training, Department of Student Affairs	EVAW	Government
Hanoi Department of Education and Training	EVAW	Government
Ministry of Natural Resources, Environment Climate Change Department	DRR, CC	Government
Centre for Environment and Community Research	DRR, CC	Government
Ministry of Justice, Department of Criminal and Administrative Legislation Department	EVAW	Government
Institute of Policies and Strategies on Agriculture and Rural Development	WEE	Government
Ministry of Transportation	Cross-cutting	Government
Thai Binh Center for Reproductive Health	EVAW	Government
Institute for Development and Community Health	EVAW	Government
National Assembly Committee for Financial and Budgetary Affairs	Cross-cutting	Government
Ministry of Planning and Investment	Cross-cutting	Government
National Assembly	Cross-cutting	Government
Provincial Department of Trade (DOT)	Cross-cutting	Government
National Agriculture Extension Centre	WEE	Government
Vietnam Chamber of Commerce and Industry	WEE	Government
Save the Children	DRR, CC	INGO
Australian Government Dept of Foreign Affairs and Trade Donor	EVAW	Multilateral Partner

Representatives of secondary duty bearers and rightsholders *(Affected by the SN, but not targeted for assistance)*			Cross-cutting	Multilateral Partner
	European Union		Cross-cutting	Multilateral Partner
	Government of Japan		EVAW	Multilateral Partner
	Government of Luxembourg		DRR, CC	Multilateral Partner
	Government of Republic of Korea		EVAW	Multilateral Partner
	Foundation Chanel		WEE	Multilateral Partner
	Irish Aid		Cross-cutting	Multilateral Partner
	Swedish International Development Cooperation Agency		DRR, CC	Multilateral Partner
	UNMPTF		Cross-cutting	Multilateral Partner
	UN Trust Fund to End VAW		EVAW	Multilateral Partner
	Decent Jobs for Youth	Consultation; Implementation Partner	Cross-cutting	NGO
	Viet Nam Women Academy		EVAW	Academia
	Department of Overseas Labour of Ministry of Labour, Invalids and Social Affairs		WEE	Government
	Vietnam Volunteer Center		EVAW	NGO

Annex 5.3 List of Projects and Implementation Status

Table 14: UN Women Viet Nam CO List of Projects (2016- 2020)

PROJECT TITLE	PLANNED TIMELINE	PLANNED BUDGET[9]	Donor	Partner	GEOGRAPHIC AREA	IMPACT AREA	Status as of February 2020
Promoting Women Empowerment Principles in Viet Nam (WEPs)	1st July 2018- 1st December 2018	517,343,000VND	UN Women	VCCI	Viet Nam. The project at the national level (policy work) and the enterprises mostly based in Hanoi and Ho Chi Minh	2	Completed
Strengthening women's capacity in disaster risk reduction to cope with climate change	05/11/2012 - 30/4/2017	1,303,000 USD	GOVERNMENT OF LUXEMBOURG	VWU	Viet Nam: Phu Yen, Binh Dinh, Ca Mau, Thua Thien Hue and Hanoi	2	Completed
Viet Nam One Plan Fund II	08/03/2012 - 31/12/2017	1,385,378 USD	Multi-Donor Trust Fund Office		Viet Nam (policy and capacity development – at national level): Hanoi city.	2 and 3	Completed
Organization of Symposium on Women's participation in Disaster Risk Deduction and Climate change adaption on women innovation day 2017	10/10/2017-15/11/2017	6000 USD	Gov. of Japan	Direct implementation	Vietnam (Hanoi)	3	completed
Asia Pacific UNiTE Campaign	09/11/2016 - 30/09/2017	Not clear	UNITED NATIONS POPULATION FUND	Da Nang WU	Hanoi	3	Completed
Stepping-Up Solutions to Eliminate Violence against Women and Girls in Asia and the Pacific	28/02/2017-31/05/2021	850,000 USD	GOVERNMENT OF AUSTRALIA		THA Thailand, TLS East Timor, VNM Viet Nam (Da Nang city)	3	On going
Stepping up solutions to eliminate violence against women and girls in Asia and the Pacific	2018-2022	800,000 USD	GOVERNMENT OF REPUBLIC OF KOREA			3	On going
Preventing and Mitigating the Impacts of Terrorism, Trafficking and Transnational	13/02/2018-31/03/2019	2,800,000 USD	GOVERNMENT OF JAPAN		Regional including VNM (Da Nang city)	3	On-going

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9 Data within the planned budget column is taken directly from the agreed project documents and therefore may not reflect actual budget received.

Crime through Women's Empowerment							
Promoting Economic Empowerment of Women at Work in Asia - WeEmpower Asia	06/03/2019-31/03/2022	1,000,000 USD	EUROPEAN COMMISSION	VCCI and selected enterprises in Viet Nam	Multiple countries, including VNM (Hanoi and Ho Chi Minh)	2	On-going
Empowering Ethnic Minority Women in Viet Nam through gender-responsive EM policies and programmes (EEMW)	23 Nov 2016 – 30 Jun 2019	100.000 EURO	Government of Ireland		Viet Nam (Hoa Binh and Bac Giang)	2 and 3	Completed
Empowering ethnic minority women in Viet Nam through gender-responsive ethnic minority policies and programmes for the period 2018-2021	8 Nov 2017 – 31 Dec 2021	400,000 EURO	Government of Ireland	Committee for Ethnic Minority Affairs and VWU	Viet Nam (Hanoi)	3,2?	On going
Strengthening women's livelihoods and participation for greater resilience to disasters and climate change in Viet Nam	2018-2020	850,000 USD	Foundation Chanel	Viet Nam Women's Union	Viet Nam (Lao Cai, Quang Nam, Phu Yen)	2,4	Ongoing
Gender and HIV programme	2017-2021	400,000 USD	UNAIDS	Direct implementation			Ongoing
Prevention of Intimate Partner Violence among Pregnant and Lactating Women	3 years (1/1/2016 – 31/12/2018)	423,452 USD	UN Trust Fund	LIGHT	10 communes of Kien Xuong district, Thai Binh province	3	Completed
Strengthening Human Rights and Gender Equality through Climate Change Action and Disaster Risk Reduction (CCADRR)	5 years (April 2018 – December 2022)	1,000,000 USD	VDMA, VWU, VWEC10	MARD, VWU and other CSO	Viet Nam (the activities are in Hanoi as mainly on policy advocacy)11	2	Ongoing
Change makers: Youth activists in promoting gender equality and prevention of	August 2015-December 2018	100,000 USD	Regional funding and other non-core available mobilized by VCO		Viet Nam (Hanoi city - we conducted trainings only, not interventions at the provinces)	3	Completed

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10 Viet Nam Disaster Management Authority, Viet Nam Women Union and Viet Nam Women Entrepreneur Council.

11 The project is conducted in Bangladesh, Cambodia, Viet Nam and a focus on the Asia and Pacific Region

gender-based violence against women and girls							
Drought forecast based financing for food security, livelihoods and WASH in Viet Nam	8th Nov 2017 – 31st Mar 2019	335,550 USD	FAO	VWU	Viet Nam (Ca Mau)	4	Completed
Drought Forecast Based Financing for Food Security, Livelihoods and WASH in Viet Nam (joint programme with FAO, UNICEF and Save of Children)	Nov 2019-December 2020	100,000 USD	FAO	Ca Mau province			On going
Safe and Fair: Realizing the rights and opportunities for women migrant workers in the ASEAN region	2018 – 2022	1,816,111 USD	Multi-Donor Trust Fund Office	VWU, MOLISA, MOJ, selected non-governmental organizations	Viet Nam (Thanh Hoa, Lao Cai, Ha Noi.	2	Ongoing
Safe cities	2017-2021	30,000 USD/year	Regular core	HCMC	Ho chi minh city	3	Ongoing
Essential Services Package (ESP) for Women and Girls subject to Violence in Vietnam	2018-2019 (Phase 2) 2020-2021 (Phase 3)	700,000 USD	DFAT	MOLISA, MOH, MPS and MOJ	Hanoi, Ben Tre		On going
Technical support for the Development of the National Strategy for Gender Equality 2021-2030	24/04/2019 - 30/06/2022	660,000. AUD	Australian DFAT	MOLISA	Hanoi	3	Ongoing

Annex 6: Methodology

Annex 6.1 Evaluability Assessment

As part of the inception phase of the CPE, the evaluation team conducted an evaluability assessment, primarily based on the review of 1) the quality and completeness of performance indicators in the Strategic Notes Development Results Framework (DRF) and corresponding Organizational Effectiveness and Efficiency Framework (OEFF) according to SMART[12] and results-based management (RBM)[13] principles; 2) the availability of project documentation and data; and 3) presence of prior evaluations, the assessment was also informed by consultations with key UN Women staff during scoping interviews.

The evaluation team found that there is enough information to feed into the evaluation and that the overall evaluability of the Viet Nam CPE is **adequate**. Detailed evaluability assessment provides information on weaknesses about quality and completeness of DRF and OEEF indicators. A few other challenges are described below. Key findings from the initial evaluability assessment include:

Strengths:
- Project and programme documentation and secondary data is accessible and adequate

- The VCO had one evaluation during the CPE period that can be drawn upon for qualitative and quantitative insights, notably: Strengthening Women's Capacity in Disaster Risk Reduction to Cope with Climate Change.[14]

Weaknesses:
- While the availability of documentation and completeness of the DRF and OEEF are sufficient, the quality of the outcomes, outputs, and indicators within the SN DRF is varied . It is to be noted that the presence of targets slightly decreased in 2019 .

Table 15: Evaluability Assessment

A quality check of the outcomes, outputs and indicators of both the DRF and OEEF was conducted. A quality rating framework was developed inspired by SMART15 and RBM16 best practices, among others, to guide the assessment:

Grading Guidance		
Weak = few attributes (~1-3)	**Adequate** = some attributes (~4-6)	**Strong** = many attributes (~6+)

Where limited feedback is written, assess based on provided feedback.

Outcomes	Outputs	Indicators
UN Women can influence or contribute to change Intermediate-level scope of change	Within control of UN Women or partners (responsible party) Immediate-level change (during programme)	Clearly measures change (outcome) or potential for change (output) Logical direct (preferred) or proxy (acceptable) indication of change

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12 Specific, Measurable, Achievable, Realistic and Time-bound.

13 UN Women Training Centre eLearning Campus, Results-Based Management Guidance (2017). Available from: https://trainingcentre.unwomen.org/enrol/index.php?id=184

14 The evaluation received a "very good" rating by UN Women Evaluation Report Quality Assurance (GERAAS).

15 SMART signifies Specific, Measurable, Achievable, Realistic, and Time-bound.

16 UN Women Training Centre eLearning Campus, *Results-Based Management Guidance* (2017), Available from: https://trainingcentre.unwomen.org/enrol/index.php?id=184

Change in behavior, institutional performance, attitude, beliefs	Change in any of the following, among others: skills, abilities, knowledge, awareness, capacity, accountability; availability of products, data, or services; something created, built or repaired; Institutional arrangements, leadership, efficiency; advocacy or dialogue mechanisms.	Clearly aligned to output(s)
Singular Focus	Uses change language (not action language)	Specific (Sets precise criteria for success)
Specific	Specific (Sets precise criteria for success)	Singular Focus
Measurable	Singular focus	Plain language
Achievable		Valid / Reliable
Time-bound		Measurable
		Available & Timely

Table 16: Evaluability Assessment: DRF Quality and Completeness Assessment

DRF Outcomes, Outputs, and Indicators

	OUTCOMES/ OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
Impact 2	**Women, especially the poorest and most excluded, are economically empowered and benefit from development; 3 : Women have income security, decent work and economic autonomy**			**Modified (2018) SP Outcome**
Outcome 2.1	**(VCO Outcome 1.1)** Legislation and policies related to Women's Economic Empowerment (WEE), including those regarding Disaster Risk Reduction/Management (DRR/M) and Climate Change (CC), are gender responsive, in accordance with international normative frameworks and human rights standards	**Rating:** Strong **Pro:** Normative; specific areas (WEE, DRR/M, CC); change language **Con:** timeframe?		
Output 2.1.1	(VCO Output 1.1.1) Institutions at national and local levels have capacity to integrate gender equality principles into laws, policies, plans for the advancement of WEE, including those related to DRR/M and climate change; Modified (2018) Strengthened capacity and commitment of selected national and local government to draft, adopt and implement gender equality principles into laws, policies, plan for the advancement of WEE, including those related to DRR/M and climate change	**Rating:** Adequate/ Weak **Pro:** "selected national and local government"); specific areas (WEE, DRR/M) **Con:** double focus (GE into laws and policies <u>and</u> plan for advancement of WEE); commitment measurement? strengthened from which level to which? timeframe?	**Indicator 2.1.1A:** (VCO Output Indicator 1.1.1a) Number of institutions who self-report enhanced capacity to develop gender responsive laws and policies for the advancement of WEE, including in the context of DRR/M and CC as a result of UNW support; **Indicator 2.1.1B:** (VCO Output Indicator 1.1.1b) Number of studies, policy papers and resource materials developed to support knowledge and capacity building in gender-responsive policy making.	2.1.1A: Weak Opportunity: "targeted institutions"; "capacity assessment to develop… at baseline and endline" 2.1.1B Weak (developed by whom and for which audience?)
Output 2.1.2	(VCO Output 1.1.2) Institutions at national and local level have capacity to generate and use gender data and statistics related to WEE, including in the context of DRR/M and CC to inform policy and decision-making; Modified (2018) Strengthened capacity of selected national and local government to generate and use gender statistics related to WEE, including in the context of DRR/M and CC to inform related policy and decision-making	**Rating:** Adequate/ Weak **Pro:** "selected national and local government"); specific areas (WEE, DRR/M) **Con:** multiple focus (generate, use <u>and</u> inform); strengthened from which level to which? timeframe?	**Indicator 2.1.2A:** (VCO Output Indicator 1.1.2a) Number of government officers that report enhanced knowledge and skills to carry out gender responsive research and data collection for WEE/ DRR/M and climate change; **Indicator 2.1.2B:** (VCO Output Indicator 1.1.2b) Number of tools/guides/ training material on data collection for WEE/ DRR/M and climate change developed	2.1.2A Weak (report - how? Opportunity: "knowledge measurement at baseline and endline") 2.1.2B Weak (developed by whom and for whom?

Output 2.1.3	(VCO Output 1.1.3) Non-government organizations, CSOs and business associations, capacity strengthened to represent women's rights and contribute to legal and policy development, planning and response on DRR, Climate Change and WEE; Modified (2018) Strengthened capacity of non-government organizations, CSOs and business associations to represent women's rights and contribute to legal and policy development, planning and response on DRR, Climate Change and WEE	**Rating:** Weak **Pro:** specific areas (WEE, CC DRR) **Con:** how many NGOS, CSOs and associations? Represent women's rights how? Multiple focus (represent; contribute; development; planning; response); timeframe?	**Indicator 2.1.3A:** (VCO Output Indicator 1.1.3a) Number of dialogue, advocacy campaign and capacity building platforms/networks that inform legal and policy decision-making that affect women's economic empowerment and resilience building; **Indicator 2.1.3B:** (VCO Output Indicator 1.1.3b) Number of laws, policies on WEE/DRR influenced by CSO/women's organizations following UNW's support. **Indicator 2.1.3C:** (VCO Output Indicator 1.1.3c) Number of policy/discussion papers and advocacy products on women's economic empowerment, disaster risk reduction, climate change adaptation and sustainable development in Vietnam produced by CSO/Women's Organizations with UN Women's support and disseminated.	2.1.3A Weak (lacks owner and level (e.g. national? subnational?)); difficult to measure "inform" and "affect") 2.1.3B Weak (measure of influence?) 2.1.3C Adequate (though dissemination measurement needs to be defined)
Outcome 2.2	(VCO Outcome 1.2) Institutions provide effective services that support women's economic empowerment and reduction of vulnerability to economic shocks, disasters, climate change	**Rating:** Weak **Pro:** specific areas (WEE, CC DRR) **Con:** which institutions? measurement of "effective" services? timeframe?		
Output 2.2.1	(VCO Output 1.2.1) Government institutions improve the responsiveness of social protection services for women's economic empowerment and resilience building; Modified (2018) Strengthened capacity and commitment of governmental institutions to draft, adopt and implement gender responsiveness of social protection services for women's economic empowerment and resilience building	**Rating:** Weak **Pro:** specific areas (WEE, resilience buidling) **Con:** which government institutions? multiple focus (draft, adopt and implement); commitment measurement? strengthened from which level to which? timeframe?	**Indicator 2.2.1A:** (VCO Output Indicator 1.2.1a) Number of gender responsive social protection initiatives put in place by the Government as a result of support provided by UNW. **Additional indicator (2018) Indicator 2.2.1B:** Indicator 3.2.1B (VCO Output Indicator 1.2.1b) Number of the national and local government staff trained to implement gender responsive social protection services for women's economic empowerment and resilience building	2.2.1A Adequate 2.2.1B Adequate

Output 2.2.2	(VCO Output 1.2.2) Key service institutions have capacity to provide gender responsive extension services, financing and business development services; Modified (2018) Improved capacity of key service institutions to provide gender responsive agricultural extension and business development services	**Rating:** Weak **Pro:** specific areas (agricultural extension and business development services) **Con:** definition of "key" service institutions? capacity improved from which level to which? timeframe?	**Indicator 2.2.2A:** (VCO Output Indicator 1.2.2a) Number of institutions able to provide gender responsive extension services, financing and business development services. **Modified (2018) Indicator 2.2.2A:** Indicator 3.2.2A (VCO Output Indicator 1.2.2a) Number of institutions able to provide gender responsive agriculture extension services. **Additional indicator (2018) Indicator 2.2.2B:** Indicator 3.2.2B (VCO Output Indicator 1.2.2b) Number of institutions able to provide gender responsive business development services.	2.2.2A Weak (measurement of "able"?; which institutions and to whom provide services?) 2.2.2B Weak (same as above)
Output 2.2.3	(VCO Output 1.2.3) Women farmers, women-owned micro and small enterprises, and cooperatives have increased capacity to establish climate resilient processes of production and market high quality "green" products; Modifed (2018) Rural women, particularly ethnic minorities have strengthened capacity to engage in improved agricultural practices and climate smart livelihoods.	**Rating:** Weak **Pro:** specific areas (agricultural practices and climate smart livelihoods) **Con:** how many rural women and where? capacity improved from which level to which? definition of engagement? timeframe?	**Indicator 2.2.3A:** (VCO Output Indicator 1.2.3 A) Number of women self-reporting increased knowledge on climate and disaster risks and have taken measures to mitigate these risks in their production. **Indicator 2.2.3B:** (VCO Output Indicator 1.2.3B) Number of women women in UN Women project sites *(2018 addition)* with business plans to market their products.	2.2.3A: Weak (location? Opportunity: "knowledge assessment at baseline and endline"; definition of "taken measures" 2.2.3B Adequate Opportunity to measure implementation of business plans
Output 2.2.4	(VCO Output 1.2.4) Business corporations commit to introduce measures to promote better opportunities and working conditions for women; Modified (2018) Enhanced commitment of business corporations to the implementation of WEPs to promote better opportunities and working conditions for women	**Rating:** Weak **Pro:** specific area (WEP) **Con:** how many business corporations and at which level? For which women? Measurement of commitment? Commitment enhanced from which level to which? timeframe?	**Indicator 2.2.4A:** (VCO Output Indicator 1.2.4A) Number of enterprises that sign Women's Empowerment Principles statement of commitment**;** **Indicator 2.2.4B:** (VCO Output Indicator 1.2.4B) Number of enterprises that apply WEPs.	2.2.4A Adequate Opportunity to measure implementation of statement 2.2.4B Weak/Adequate Opportunity to measure WEPs application

Outcome 2.3 (added in 2019)	(VCO Outcome 2.3) More women lead, participate and have access to business opportunities to advance sustainable and inclusive growth	Rating: Weak Con: more women compared to how many and at which level? Multiple focus: lead, participate and have access. timeframe?		
Output 2.3.1 (added in 2019)	(VCO Output 2.3.1) Women's networks, public institutions and the private sector in the EU and Asia share expertise and knowledge to advance an enabling business environment for women's economic empowerment	Rating: Weak Pro: specific area (WEE) Con: Multiple actors (networks, public institutions, private sector); two regions (EU and Asia); sharing expertise how? advance enabling environment in which way? timeframe? Can UN Women do it with its resources?	Indicator 2.3.1A: (VCO Output indicator 2.3.1.1) Percentage of readers of the platform who report having benefited from the shares [to be confirmed after inception report presented to EU in Nov 2019 (2020 addition)]	2.3.1A Weak (which platform?; Opportunity to measure "report" through reader survey)
Output 2.3.2 (added in 2019)	(VCO Output 2.3.2) Women-owned business and entrepreneurs have increased capacity to engage with governments and private sector companies in policies and dialogues for advancement of women's economic empowerment	Rating: Weak Pro: specific area (WEE) Con: Businesses and entrepreneurs where (whole country?) Which governments and private sector companies? measurement of engagement? timeframe? Can UN Women do it with its resources?	Indicator 2.3.2A: (VCO Output indicator 2.3.2.2) Number of processes related to state and sub- level policy dialogue on WEE which have been influenced by the project [to be confirmed after inception report presented to EU in Nov 2019 (2020 addition)]	2.3.2A Weak (definition of "processes"; measurement of "influence"?)

Output 2.3.3 (added in 2019)	(VCO Output 2.3.3) More private sector companies implement the WEPs, including the gender-sensitive business culture and practices in EU and the country	**Rating:** Weak **Con:** more private sector companies compared to how many and at which level? Two regions: EU and Vietnam. timeframe? Rather challenging task for UN Women CO alone	**Indicator 2.3.3A:** (VCO Output Indicator 2.3.3.1) Number of WEPs signatories reporting to have an action plan for WEPs implementation and/or case studies about WEPs implementation [to be confirmed after inception report presented to EU in Nov 2019 **(2020 addition)]**	2.3.3A Weak (Opportunity to measure "reporting" through survey)
Impact 3	**All Women and girls live a life free from violence**			
Outcome 3.1	(VCO Outcome 2.1) An enabling legislative and policy environment in line with international standards on ending violence against women and girls and other forms of discrimination is in place and translated into action.	**Rating:** Adequate/Weak **Pro:** specific area (VAW) **Con:** Definition of enabling environment? measurement of "translated into action"? timeframe?		
Output 3.1.1	(VCO Output 2.1.1) Legislative and government institutions have strengthened institutional capacity to regularly review, reform and monitor laws and policies, including budget allocation and expenditures, to align with international and regional standards on women's human rights and GE; **Modified (2018)** Strengthened capacity of selected legislative and government institutions to review, draft, implement, and monitor laws and policies on ending discrimination and VAW, including budget allocation and expenditures, to align with international and regional standards.	**Rating:** Adequate/ Weak **Pro:** "selected national and local government"); specific areas (WEE, DRR/M) **Con:** double focus (GE into laws and policies <u>and</u> plan for advancement of WEE); commitment measurement? strengthened from which level to which? timeframe?	**Indicator 3.1.1A:** (VCO Output Indicator 2.1.1a) Number of institutions with tools to mainstream gender into laws, policies and budget allocations in line with regional and international standards and good practices; **Modified (2018) Indicator 3.1.1A:** Indicator 4.1.1A: (VCO Output Indicator 2.1.1a) Number of EM-related policies/programmes on poverty reduction for EM regions developed/amended to ensure gender-responsiveness *and to promote gender equality (added 2019)*; **Indicator 3.1.1B:** (Indicator 2.1.1b) Numbers of national/sectoral/local budgets with gender gap analysis	3.1.1A Adequate 3.1.1B Adequate/ Weak (Opportunity: to specify targeted sectors and localities)

Output 3.1.2	(VCO Output 2.1.2) Women's collective voice and agency strengthened to advocate for development and implementation of legislations and policies for the elimination of discrimination and violence against women and girls	**Rating:** Weak **Pro**: specific areas (VAW and elimination of discrimination) **Con:** measurement of "collective voice"? Which women's? Strengthened from which level to which? timeframe?	**Indicator 3.1.2A:** (VCO Output Indicator 2.1.2a) Numbers of CSOs and CBOs supported by UN Women engaged in development of recommendations and advocacy positions for legislation, policies and other measures to address discrimination and violence against women and girls; **Indicator 3.1.2B:** (VCO Output Indicator 2.1.2b) Confidence of CSOs/CBO on their capacity to influence legislations and policies in a scale of 1-10; **Modified (2018) Indicator 3.1.2B:** Indicator 4.1.2B: (VCO Output Indicator 2.1.2b) Number of policy advocacy products produced by UN Women-supported CSOs	3.1.2A Weak/Adequate (Opportunity to indicate at which level (e.g. national/ provincial); and spell out "other measures" 3.1.2B Weak/Adequate (Opportunity to indicate at which level.
Output 3.1.3	(VCO Output 2.1.3) Selected local level institutions have strengthened capacity to develop, implement and monitor local interventions to address sexual violence and other forms of violence and discrimination against women to create safe and gender-sensitive public spaces (demonstration pilots); **Modified (2018)** Strengthened capacity of selected departments of Ho Chi Minh city to develop, implement and monitor local interventions to address sexual violence and other forms of violence and discrimination against women to create safe and gender-sensitive public spaces (demonstration pilots).	**Rating:** Adequate/ Weak **Pro:** "selected departments"); specific areas (WEE, DRR/M) **Con:** rather ambitious results for UN Women CO - from development to monitoring of interventions); which specific interventions? strengthened from which level to which? timeframe?	**Indicator 3.1.3A:** (VCO Outpunt Indicator 2.1.3a) Numbers of policies and measures developed by local institutions to address sexual violence against women and girls in public spaces; **Additional indicator (2018) Indicator 3.1.3B:** Indicator 4.1.3B: (VCO Output Indicator 2.1.3b) Number of public infrastructures improved responding to the needs of women and girls	3.1.3A Weak/ Adequate (Opportunity to indicate which local institutions and where; just "developed"? 3.1.3B Weak (Opportunity to specify what is meant by public infrastructures and include measure of "improvement"; how needs of women and girls will be identified?

Outcome 3.2	(VCO Outcome 2.2) Favorable social norms, attitudes and behaviors are promoted at community and individual levels to prevent discrimination and violence against women and girls	**Rating:** Weak **Pro:** specific areas (discrimination and VAWG) **Con:** what is meant by promoted?; which specific interventions? strengthened from which level to which? timeframe?		
Output 3.2.1	(VCO Output 2.1.2) Capacity of educational institutions and students are strengthened to prevent gender based discrimination and violence. **Modified (2018)** Strengthened capacity of selected educational institutions and youth to prevent school-related gender based violence and discriminations.	**Rating:** Weak **Pro:** specific areas (discrimination and school-related GBV); "selected institutions". **Con:** "youth" not specified; strengthened from which level to which? timeframe?	**Indicator 3.2.1A:** (VCO Output Indicator 2.2.1a) Number of schools that adopted international and/or local best practices prevention programmes/modules; **Indicator 3.2.1B:** (VCO Indicator 2.2.1b) Number of schools adopting Safe School/Campus Code of Conduct.	3.2.1A Adequate/Weak (Opportunity to specify locations; and to include measurement beyond "adoption") 3.2.1B Adequate/ Weak (same comment as above)
Output 3.2.2	(VCO Output 2.2.2) Women, girls, men and boys at community and Individual levels are mobilized to promote positive social norms, respectful relationships and gender equality	**Rating:** Weak **Pro:** specific areas (gender equality; social norms); **Con:** measurement of number of women, girls, men and boys is absent; "community and individual level" - not clear what is meant by the latter; unpacking of "mobilization" is necessary. timeframe?	**Indicator 3.2.2A:** (VCO Output Indicator 2.2.2a) Number of communities with community based initiatives supported by UN Women to promote positive social norms, respectful relationships and gender equality; **Indicator 3.2.2B:** (VCO Output Indicator 2.2.2b) Number of student led initiatives supported by UN Women on prevention of gender based discrimination and violence; **Indicator 3.2.2C:** (VCO Output Indicator 2.2.2c) Number of social media based initiatives supported by UN Women to promote positive social norms, respectful relationships and gender equality	3.2.2A Adequate/ Strong (Opportunity to specify "promotion") 3.2.2B Adequate/Strong (Opportunity to specify in which locations) 3.2.2C Adequate/Strong (Opportunity to specify "promotion")
Outcome 3.3	(VCO Outcome 2.3) Women and girls who experience violence and discrimination are empowered to access quality formal and informal justice delivery as part of essential services	**Rating:** Strong/ Adequate **Pro:** specific target group **Con:** empowered how? timeframe?		

Output 3.3.1	(VCO Output 2.3.1) The formal and informal justice institutions have strengthened institutional capacity to deliver justice from survivors' rights perspective; **Modified (2018)** Strengthened capacity of the formal and informal justice institutions to develop and adopt best practice standards and guidelines on legal services for survivors of VAW.	**Rating:** Adequate/ Weak **Pro:** specific target group (survivors of VAW) **Con:** rather ambitious results for UN Women CO; institutions at which level - country? strengthened from which level to which? "best practice" defined how? timeframe?	**Indicator 3.3.1A:** (VCO Output Indicator 2.3.1a) Number of formal and informal justice institutions newly adopted tools and guidelines to end discrimination and violence against women **Additional indicator (2018) Indicator 3.3.1B:** Indicator 4.3.1A (VCO Output Indicator 2.3.1a): Number of formal and informal justice institutions newly adopted tools and guidelines to end discrimination and violence against women	3.3.1A Weak/ Adequate (Opportunity to specify location - country-wide? "To end discrimination and VAW" is not achievable at short term of output
Output 3.3.2	(VCO Output 2.3.2) Local organizations/ institutions improve quality and accessibility of their legal services to women and girls. **Modified (2018)** Local organizations/ institutions have strengthened capacity to provide quality legal services to women and girl survirors of GBV	**Rating:** Adequate/ Weak **Pro:** specific target group (survivors of VAW) **Con:** organisations/ institutions - how many? strengthened from which level to which? "quality" defined how? timeframe?	**Indicator 3.3.2A:** (VCO Output Indicator 2.3.2A) % of women who report incidence of discrimination and violence to legal service agencies that UN Women supports**; Indicator 3.3.2B:** (VCO Output Indicator 2.3.2B) % of women satisfied with complaint mechanisms **Additional (2018) Indicator 3.3.2C:** Indicator 4.3.2a (VCO Output indicator 2.3.2a) % of women who report incidence of discrimination and violence to legal service agencies that UN Women supports **Indicator 4.3.2b** (VCO output indicator 2.3.2b): % of women satisfied with complaining mechanisms	3.3.2A Strong/ Adequate (Opportunity to specify "report" - through survey? 3.3.2B Strong/ Adequate (Opportunity to specify where the women are located and "report" - through survey? 3.3.2C and 4.3.2B are same as 3.3.2A and 3.3.2B respectively

Output 3.3.3 (added in 2020)	(Added in 2020) Women migrant workers are less vulnerable to violence and trafficking and benefit from responsive quality services	Rating: Weak Pro: specific target group (women migrant workers) Con: women - how many? Less vulnerable - measured how? Double focus - "less vulnerable" and "benefit" (how?) timeframe? Outcome level	(Added in 2020) Indicator 3.3.3A: Number of users of community-based and women-led networks supported by UN Women active in preventing VAW and trafficking; Indicator 3.3.3B: Number of women migrant workers who are provided with information by networks; Indicator 3.3.3C: Number of women migrant who receive assistance from front-line service providers; Indicator 3.3.3D: Number of front-line service providers trained to handle women's protection/trafficking issues in coordinated manner; Indicator 3.3.3E: Number of joint task forces (linking, for example, criminal justice, labour, immigration and VAW) established on women's protection/trafficking	3.3.3A Adequate (Opportunity to specify "active in preventing") 3.3.3B Adequate/ Weak (Opportunity to specify where, and if the aim is beyond "provision of information" 3.3.3C Adequate/ Weak (Opportunity to specify where, what is meant by assistance) 3.3.3D Adequate (Opportunity to measure skills after some time after training) 3.3.3E Adequate/ Weak (Opportunity to specify at what level, e.g. national/ subnational)

Table 17: Evaluability Assessment: OEEF Quality and Completeness Assessment

OEEF Output Clusters and Indicators

	OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 1: To drive more effective and efficient United Nations system coordination and strategic partnerships on gender equality and women's empowerment; **Modified (2018)** Enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment				
Output 1.1	UN Women effectively leads, coordinates and promotes accountability for the implementation of gender equality commitments in the One UN	Rating: Weak Pro: In accordance with UN Women mandate for UN systems at country-level Con: not specific with regard to "effective", "promotes accountability"; multiple focus (leads, coordinates and promotes)	Indicator 1.1A: Number of tools, guides and other documents developed to support stronger accountability of the UNCT to gender equality. Indicator 1.1B: Number of joint advocacy efforts that promote gender equality that UN Women lead.	1.1A Adequate/ Weak (difficulty to measure "support" and "stronger accountability") 1.1B Adequate
Output 1.2 (2017 only)	(2017) Effective partnerships between UN Women and major stakeholders, including civil society and embassies.		(2017) Indicator 1.2A: Number of consultation meetings with civil society per year; Indicator 1.2B: Number of ambassadors group meeting per year	
Output Cluster 2: To institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation; **Modified (2018)** Increased engagement of partners in support of UN-Women's mandate				

Output 2.1	UN Women Viet Nam Country Office practices results-based management. **Modified (2018)** Effective partnerships between UN Women and major stakeholders, including civil society and embassies.	**Rating:** Weak **Pro:** relevant **Con:** not specific with regard to "effective", "major stakeholders"; somehow unfinished statement	**no indicator (2017)** **New indicators (2018)** **Indicator 2.1A:** Indicator 2.1A: Number of consultation meetings with civil society per year; **Indicator 2.1B:** Indicator 2.1B: Number of ambassadors group meeting per year	2.1A Weak (not specific on "civil society" and somehow unfinished) statement 2.1B Weak (not clear if UN Women organizes meetings alone; somehow unfinished statement)
Output 2.2	UN Women is a recognized hub of knowledge on achieving gender equality and women's empowerment in Viet Nam; **Modified (2018)** Resource base is expanded and diversified to meet the demand for UN Women catalytic and technical support.	**Rating:** Weak **Pro:** relevant to mandate **Con:** not specific with regard to "resource base", "expanded"; how the "demand" will be defined?	**Indicator 2.2A:** Number of visits to VCO knowledge products; **Modified (2018) Indicator 2.2.A** Number of new donors per year; **Modified (2019) Indicator 2.2.A:** Indicator 2.2.A: : Number of entities reached per year	2.2.A Adequate/ Weak (opportunity to specify what is meant by entities; is there aim beyond reaching?)
Output 2.3 (2017 only)	**(2017)** A clear evidence base generated from high quality evaluations of SP implementation for learning, decision-making and accountability.		**(2017) Indicator 2.3A:** % of decentralized evaluations in Monitoring, Evaluation and Research Plan (MERP) completed	
Output Cluster 3: To enhance organizational effectiveness, with a focus on robust capacity and efficiency at country and regional levels; **Modified (2018)** High quality of programmes through knowledge, innovation, results-based management and evaluation				
Output 3.1	UN-Women VCO has adequate office capacity to deliver results in Gender Equality and Women's Empowerment; **Modified (2018)** UN Women Viet Nam Country Office practices effective results-based management.	**Rating:** Adequate **Pro:** relates to management tools **Con:** not specific with regard to "practices"	**Indicator 3.1A:** Staff turnover rate; **Indicator 3.1B:** Rate of completion of activities in learning plans **Modified (2018) Indicator 3.1A:** Indicator 3.1A: Percentage of staff trained on RBM; Indicator 3.1B: **Indicator 3.1B**: Percentage of programme managers and responsible partners' quarterly reports submitted in a timely manner.	3.1A Adequate (opportunity for timeframe and how the trainings will be organized) 3.1B Strong/ Adequate (opportunity to specify responsible partners, e.g. implementing partners?)
Output 3.2	UN Women VCO promotes a culture of risk management, accountability, harmonisation of business practices and transparency in its operations; **Modified (2018)** UN Women is a recognized hub of knowledge on achieving gender equality and women's empowerment in Viet Nam	**Rating:** Weak **Pro:** **Con:** "recognized" by whom? Somewhat beyond UN Women's own capacity	**Indicator 3.2A:** Rate of completion of month-end and year-end closure accurately and on time; **Indicator 3.2B:** Rate of completion of activities in approved Procurement Plan; **Modified (2018) Indicator 3.2A: Indicator 3.2A:** Increase in the number of visits to VCO knowledge products; **Indicator 3.2B:** Indicator 3.2B : Number of the national gender equality profile based on gender data set available, dis-aggregated by relevant characteristics.	3.2A Weak (opportunity to specify the "visits") 3.2B Adequate (opportunity to indicate if the profile is to be produced by UN Women
Output 3.3 (added 2018)	A clear evidence base generated from high quality evaluations of SP implementation for learning, decision-making and accountability.	**Rating:** Adequate **Pro:** relates to management tool **Con:** "evaluations of SP implementation" - not clear if the office wants to use centralized evaluations (i.e. by HQ) or its own.	**(2018 AWP) Indicator 3.3A:** Indicator 3.3A: % of decentralized evaluations in MERP completed; **Indicator 3.3B:** 3.3B. Percentage of evaluation rated satisfactory and above	3.3.A Strong/ Adequate (opportunity to state timeframe, e.g. "as planned"). 3.3.B Strong/Adequate

				(opportunity to state who commissioned these evaluations; and timeframe)
Output Cluster 4: To leverage and manage resources; **(2018)** Improved management of financial and human resources in pursuit of results; **(Modified in 2020)** Output Cluster/Section Result VNM_O_4			**Modified**	
Output 4.1	Improved stewardship of resources; **Modified (2018)** UN-Women VCO has adequate office capacity to deliver results in Gender Equality and Women's Empowerment	**Rating:** Adequate **Pro:** relates to management tool **Con:** "adequate" requires specification.	**Indicator 4.1A:** Rate of compliance with donor report submission schedule. **Modified (2018) Indicator 4.1A:** Indicator 4.1A: Staff turnover rate**; Indicator 4.1B:** Indicator 4.1B: Rate of completion of activities in learning plans	4.1A Adequate/ Weak (opportunity to state timeframe and how and at which level (e.g. CO?) the turnover will be measured) 4.1B Adequate/ Weak (opportunity to state timeframe and who will be completing the activities)
Output 4.2 (2017-2019 only)	Resource base is expanded and diversified to meet the demand for UN Women catalytic and technical support. **Modified (2018)** UN Women VCO promotes a culture of risk management, accountability, harmonisation of business practices and transparency in its operations			**Indicator 4.2A:** number of new contributions secured per year; **Modified (2018) Indicator 4.2A:** Indicator 4.2A: Rate of completion of month-end and year-end closure accurately and on time**; Indicator 4.2B:** Indicator 4.2B: Rate of completion of activities in approved Procurement Plan	
Output 4.3 (2017-2019 only)	UN-Women VCO Communications capacity and systems provide a foundation for effective advocacy for Gender Equality and Empowerment of Women; **Modified (2018)** Improved stewardship of resources		**Indicator 4.3A:** Percentage increase of media coverage of VCO, its priorities and programmatic work**; Indicator 4.3B:** Percentage increase in the number of followers on VCO social media networks around the issue of gender equality and women's empowerment; **Modified (2018) Indicator 4.3A:** Indicator 4.3A: Rate of compliance with donor report submission schedule.	
Output 4.4 (2018-2019 only)	UN-Women VCO Communications capacity and systems provide a foundation for effective advocacy for Gender Equality and Empowerment of Women		**Indicator 4.4A:** Indicator 4.4A: Percentage increase of media coverage of VCO, its priorities and programmatic work**; Indicator 4.4B:** Indicator 4.4B: Percentage increase in the number of followers on VCO social media networks around the issue of gender equality and women's empowerment	

*Table 18: **Completeness of DRF**[17]*

DRF Year	Presence of Baselines	Presence of Targets	DRF Completeness
SN DRF 2016	88%	100%	Strong
SN DRF 2017	100%	100%	Strong
SN DRF 2018	100%	100%	Strong
SN DRF 2019	100%	92%	Strong

Source: SN AWP DRFs

*Table 19: **Quality of Performance indicators in DRF/OEEF***

Measure	Quality Assessment Highlights	Overall Rating
DRF Outcomes	• Includes more than one focus area; • Scope of impact commonly too high-level; • Inconsistently includes SMART attributes.	Weak/Adequate
DRF Outputs	• Includes more than one focus area; • Lacking adequate specificity and clarity; • Outside the control of UN Women or partners.	Weak
DRF Indicators	• Includes more than one focus area; • Key aspects of Output not addressed • Potential issue with data reliability or validity	Weak/Adequate
OEEF Outputs	• Scope of impact commonly too high-level; • Somewhat lacking specificity and clarity; • Lacking precise measure for success	Weak
OEEF Indicators	• Inconsistent quality across indicators • Key aspects of Output not addressed • Includes more than one focus area; • Somewhat lacking specificity and clarity	Weak/Adequate

Data Source: Viet Nam CO SN AWP

*Table 20: **Level of Documentation***

Project / Area of work	DRF or Performance Monitoring Framework (PMF)	Evaluation or Review	Audit	Quarterly or Annual Report
Promoting Women Empowerment Principles in Vietnam	Yes	Yes (source: 2016 AWP Report)	No	Yes
Phase 1: Empowering Ethnic Minority Women in Vietnam through Gender-responsive Ethnic Minority Policies and Programmes (2017)	Yes	No	No	Yes
Phase 2: Empowering Ethnic Minority Women in Vietnam through Gender-responsive Ethnic Minority Policies and Programmes (2018)-2021	Yes	No	No	Yes
Strengthening Women's Capacity in Disaster Risk Reduction to Cope with Climate Change	Yes	Yes	No	No
Strengthening Women's Livelihoods and Participation for Greater Resilience to Disasters and Climate Change in Viet Nam	Yes	No	No	No
Promoting Economic Empowerment of Women at Work	Yes	No	No	Yes

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17 The team accessed the UN Women RMS and downloaded the DRF for each year; each output was reviewed, and associated baseline or targets were counted. The quality or relevance of the baselines and targets was not assessed, only whether an indicator existed or not. A final percentage was calculated to express how many outputs had baselines or targets.

Prevention of Intimate Partner Violence among Pregnant and Lactating Women	Yes	No	No	Yes
Strengthening Human Rights and Gender Equality through Climate Change Action and Disaster Risk Reduction (CCADRR) (EmPower)	Yes	Prospective	No	Yes
Community Mobilization in Prevention of Violence against Women and Girls	Yes	No	No	Yes
Change Makers: Youth Activists in Promoting Gender Equality and Prevention of Gender-based Violence against Women and Girls	Yes	No	No	Yes
Joint Global Programme on Essential Services for Women and Girls Subject to Violence	Yes	No	No	Yes
Drought Forecast-based Financing for Food Security, Livelihoods and WASH in Vietnam	Yes	No	No	No
Drought Forecast Based Financing for Food Security, Livelihoods and WASH in Viet Nam (joint programme with FAO, UNICEF and Save of Children)	Yes	No	No	No
Safe and Fair: Realizing Women Migrant Workers' Rights and Opportunities in ASEAN Region (EU-UN Spotlight Initiative)	Yes	No	No	Yes
Viet Nam One Plan Fund II	No	No	No	No
Asia-Pacific UNiTE Campaign	No	No	No	No
Preventing and Mitigating the Impacts of Terrorism, Trafficking and Transnational Crime through Women's Empowerment	No	No	No	No
Safe and Fair: Realizing the rights and opportunities for women migrant workers in the ASEAN region	Yes	No	No	No
Safe Cities	Yes	No	No	Yes
Support for Ethnic Minority Women and Girls	No	No	No	No
Technical support for the Development of the National Strategy for Gender Equality 2021-2030	Yes	No	No	No
Gender and HIV Programme	Yes	No	No	Yes
Organization of Symposium on Women's Participation in Disaster Risk Deduction and Climate Change Adaption on Women Innovation Day 2017	Yes	No	No	No
Strategic Note 2016	Yes	Yes (ongoing)	Yes	Yes
Strategic Note 2017	Yes	Yes (ongoing)	No	Yes
Strategic Note 2018	Yes	Yes (ongoing)	No	Yes
Strategic Note 2019	Yes	Yes (ongoing)	No	Yes

Annex 6.2 Re-constructed Theory of Change

UN Women's vision of change in Viet Nam is linked to a results chain of outcomes, outputs, and related activities that align to the global Theory of Change (TOC) underpinning the UN Women Strategic Plan.[18] The Viet Nam TOC outlines the underlying theoretical framework for guiding and assessing its rights-based and empowerment approach to enacting change.

The UN Women Viet Nam CPE is being conducted in the penultimate year of implementation of 2017-2021 SN, causing the current TOC to be reviewed as both a summative and formative strategy document. An initial mapping against programme documents, prior evaluations, and input from key stakeholders suggests the current VCO TOC is

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18 UN Women, *UN Women Strategic Plan* (August 2017) UNW/2017/6/Rev.1

not reflective of the breadth and depth of activities and strategies employed by the CO and its partners. As seen below in Figure 3, a proposed re-constructed TOC has been developed for the consideration of CO staff and the Evaluation Reference Group (ERG). This TOC will be updated as the evaluation progresses, as necessary, and be used as the primary means for assessing the CO's contributions towards results.

The re-constructed TOC attempts to frame VCO's aspirations according to its integrated mandate and key enabling factors, with each level of work supporting the overarching CO's goal of ensuring that women and girls are empowered and fully enjoy their rights.[19] The TOC is wholly embedded within and guided by principles enshrined in national commitments, international agreements and normative frameworks on advancing the rights of women. It is in this context that the CO strives for coordinated and harmonized efforts for GEEW within the UN system as a part of One UN Strategic Plan. The CO's dual focus areas for programming (EVAW and gender-responsive WEE, DRR and CC) are interconnected and rooted within a national context of pervasive violence, whereby 1 in 3 women experienced physical or sexual violence from intimate partner,[20] and extreme vulnerability to natural disaster and climate change – Viet Nam is ranked 9th according to the Global Climate Risk Index 2019, and 91st among 191 countries assessed by the INFORM Index.[21] The latter index, however, also indicates Viet Nam's adequate coping capacity in disaster situations.

According to the TOC, strategic partnerships, especially with women's unions, CSOs, private sector and non-traditional partners; engagement of youth and GEEW champions; generation of sex-disaggregated data and evidence are foundational strategies in sparking change across the portfolio of interventions, however, approached differently within each of the two primary thematic areas.

The driving forces for realizing EVAW Outcome include creation of environment where women and girls live a life free from all forms of violence, with the outcome on gender-responsive WEE, DRR and CC emphasizing women's economic empowerment and bolstering their role as agents of change in achieving sustainable, resilient, and green growth.

Specifically, the TOC theorizes:

- Empowering women and girls to live, work, and transit to/from public spaces free from violence through normative and policy frameworks on prevention and response to VAW; access and use of essential services by GBV survivors; and change of negative social norms at local and individual levels.
- Promoting women and youth empowerment through leadership and engagement in resilience including economic empowerment and green growth, through gender-responsive policies, access and use of services for business opportunities.

It should be noted that women's leadership and participation, as well as work in the normative area and gender-responsive budgeting are cutting across the two outcomes.

To achieve these transformational changes, key enabling factors of the VCO operating environment include, the assumption that the CO will be able to mitigate risk and address challenges accordingly as they arise. Enabling factors outlined within the TOC include: 1) Government and partners' commitment to GEEW; (2) availability of funding and implementing partners; (3) use of knowledge by beneficiaries; and (4) adequate capacity of UN Women staff and its cost-effective organizational structure and processes.
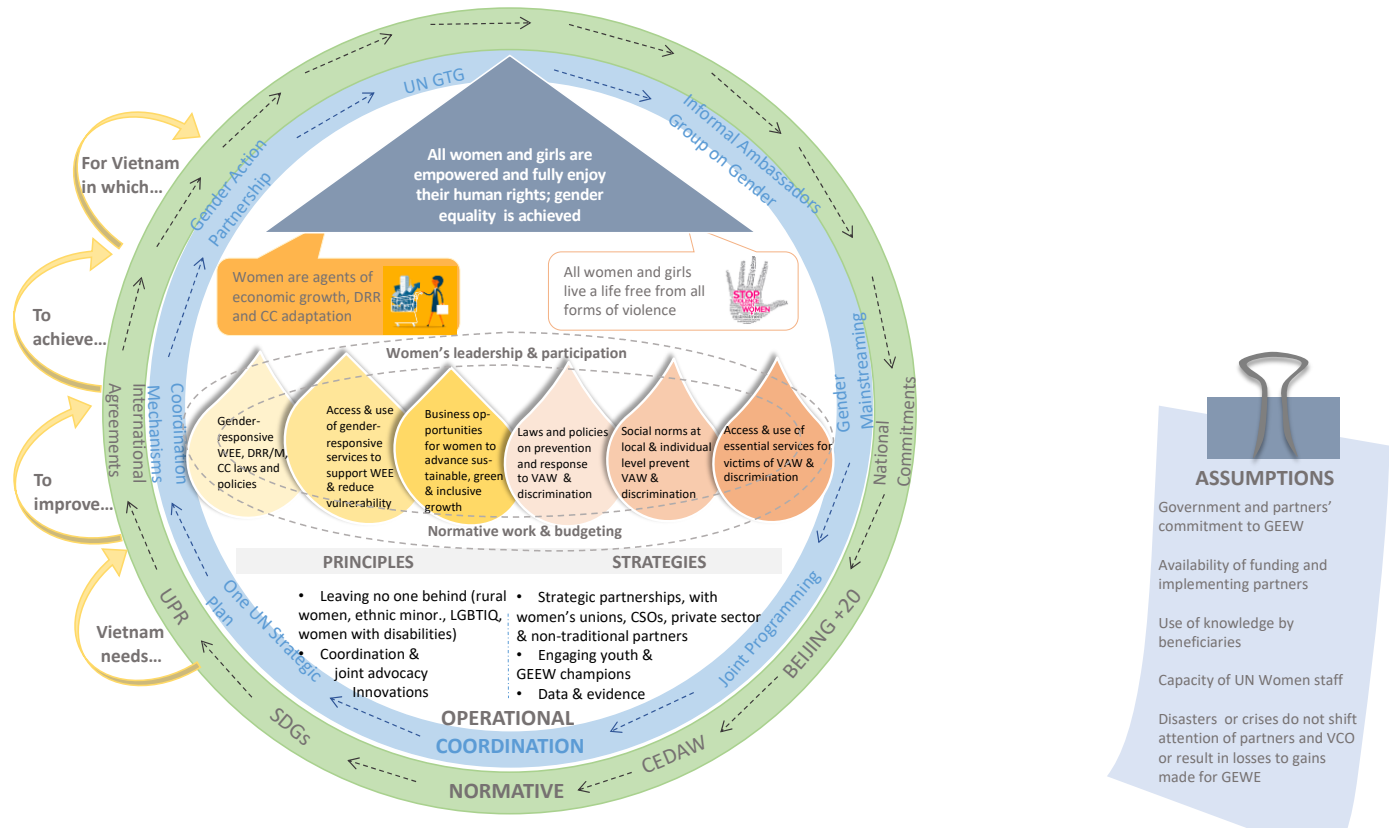
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19 UN Women, *UN Women VCO Strategic Note 2017-2021* (2017)
20 United Nations, *Common Country Assessment for Viet Nam* (2016), p.67
21 Index for Risk Management, available at https://drmkc.jrc.ec.europa.eu/inform-index/Subnational

Figure 7: UN Women Viet Nam Country Office Re-Constructed Theory of Change

Annex 6.3 Sampling frame

As specified in the CPE Guidance, each case is a specific intervention (project/programme) within a thematic area/flagship programme. The sampling frame was used for selecting the case study and includes only projects that have been primarily implemented during the period under review – initiated/underway since 2017. Projects that were under 100,000 USD were not included in the sample given the decision to focus on a high investment area for accountability and learning purposes. Also, regional programmes were excluded from the sample given the governance arrangements and planned reviews from regional level.

The CPE guidance recommends a purposive sampling of cases based on maximizing inclusion, reliability and validity while at the same time learning and insights for improved decision-making considering the following criteria: a) relevance of the subject; b) risk associated with the intervention;[22] c) demands for accountability from stakeholders; d) significant investment. The below projects highlighted in yellow were selected for the case studies on DRR and Climate Change, while the project highlighted in blue were selected for LNOB case study. In addition to these selected projects, the audit team has selected a sample of additional projects to review project design, management, monitoring and reporting, the findings on which will be aggregated and reported under key issues in governance, risk management and controls.

Table 21 : Sampling Frame

Projects	Time frame	Impact Area	Evaluation Available	Relevance	Risk	Demands[23]	Scale-up	Investment <500k = L <1 mil = M >1 mil = H
Empowering Ethnic Minority Women in Viet Nam through gender-responsive EM policies and programmes (EEMW)	23 Nov 2016 – 30 Jun 2019 PHASE 2: Jan 2018 – Dec 2021	2 and 3	No	High	High	High	High	Medium
Strengthening women's livelihoods and participation for greater resilience to disasters and climate change in Viet Nam (Foundation Chanel)	2018-2020	2 and 4	No	High	High		High	Medium
Gender and HIV programme	2017-2021	3	No	Med	Low		Low	Low
Prevention of Intimate Partner Violence among Pregnant and Lactating Women	3 years (1/1/2016 – 31/12/2018)	3	No	Med	Med		Low	Low
Drought forecast based financing for food security, livelihoods and WASH	8th Nov 2017 – 31st Mar 2019	4	No	High	High		Med	Low

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22 According to CPE Guidance, the criteria related to risks aims at exploring the following question: Are there political, economic, funding, structural or organizational factors that present potential high risk for the non-achievement of results or for which further evidence is needed for management decision-making?

23 The UN Women VCO is requested to provide feedback on demands for evaluative evidence from stakeholders.

in Viet Nam (joint programme with FAO, UNICEF and Save of Children)	And Nov 2019-December 2020						
ESP - Essential Services Package (ESP) for Women and Girls subject to Violence in Vietnam	2018-2019 (Phase 2) 2020-2021 (Phase 3)	3	No	High	High		High	Medium
Technical support for the Development of the National Strategy for Gender Equality 2021-2030	24/04/2019 - 30/06/2022	3	No	High	High		Low	Low

As for the Delivering as One UN case study, the sample will consist of VCO's work on contributing towards the outcomes of the One Strategic Plan; UN Women's participation in the DaO; and UN Women's added value within the UN system on mainstreaming gender equality in the work of the UN.

Annex 6.4 Methodological Limitations and process constraints

Key methodological limitations and process constraints were identified by the evaluation team and the team's approach for addressing them are outlined in table below.

Table 22: Methodological Limitations

Limitations	Implications	How the evaluation addressed
COVID-19 pandemic affected the ability to travel to the country and meet with key stakeholders and validate reported results.	This could result in decreased reliability of findings and bias in the data collected.	The evaluation team mapped stakeholders and their access to communication technology with input from VCO. Based on this analysis, and with the priority to do no harm, the evaluation team reached out to stakeholders who were available to connect through remote data collection methods. This may mean consulting with representatives of rights holders through online platforms or the phone. Given the COVID-19 situation in Viet Nam during the data collection period, the CPE engaged a National consultant to undertake field visit to Phu Yen and Danang. She was able to meet with rights holders and partners although in limited numbers. The evaluation team also prioritized the desk-based analyses, pulling from existing evidence (evaluations, audits, reviews), and applying gender analysis frameworks.
CPE approach is broad covering all areas of work and the integrated mandate of UN Women	This could result in more general findings.	The evaluation inception phase was longer than typical to ensure that scoping and analysis was initiated upfront so that the data collection visit could be more focused (rather than broad). The case studies allowed for a deeper dive into key areas of the country programme. The audit component allowed for enhanced analysis across governance, risk management and organizational efficieny.

		Engaged the evaluation management group and key UN Women staff in understanding their key questions and how the evaluation could be useful.
Attribution vs. contribution	Given that this is a CPE it is not possible to undertake a quasi-experimental approach that could give higher confidence teasing out the attribution of results to UN Women.	The evaluation recognizes the complexity of UN Women's TOC and operating environment. The evaluation employed multiple methods of data collection from multiple sources in order to ensure validity and reliability of data and contribution analysis using the Theory of Change that was developed in consultation with the UN Women VCO. Case study approach allowed for more targeted analysis of results. Existing evaluative evidence was drawn upon.
Measurement and Sampling Bias	Power dynamics of evaluator vs. evaluated can present bias to the responses. Being present in front of peers can influence responses. The inability to collect a random – representative sample influences the response.	By engaging the rights holders as data collectors, the evaluation can help contribute to shifting power dynamics. The evaluation employed means to reduce bias through triangulation of data, data from different sources and methods (interview, survey, document analysis, and observation, and participatory methods through the field visit.

Annex 6.5 Data Collection and Analysis

The evaluation took a mixed-methods approach and employed several different techniques for data collection, all driven by the evaluation questions and selected with the aim of providing the most useful information possible to the Country Office. Primary data collection was largely qualitative, with some quantitative data collected. Accordingly, the evaluation and audit approach and methods were discussed with the Evaluation Management Group and Evaluation Reference Group, and IEAS senior managers for feedback and adapted, as appropriate. **Given the context of COVID-19,** although Viet Nam was in a relatively good situation given its swift containment measures (in April to July 2020 before the breakout), caution was taken when planning the data collection methods and taking into considerations the situations in the team members duty stations. The following steps were taken, which also informed the case study selection:

- An assessment of the **key barriers to gender equality and advancing women's rights in the current context of COVID-19** and thus what type of information should be prioritized.
- **Prioritizing the issues where there are data gaps** and that can be answered through remote data collection with the known limitations to the data.
- **Considering the effects of COVID-19 on the most marginalized groups** and determine how this will be addressed in the evaluation/data collection activities.
- **Consulting stakeholders on their key questions and priorities in the context of COVID-19.**

Data Sources and Methods
The evaluation approach and each of the following methods were discussed with the Evaluation Management Group and Evaluation Reference Group, peer reviewers and IES Chief and IEAS Director for feedback and adapted, as appropriate.
- ✓ **Document review and Portfolio Analysis:** More than **100 documents** were reviewed, with key documents related to the SN cycles and all thematic areas of work – details included in the inception report. Due to prioritization of DRR and Climate Change area as a CPE case study, the literature review was primarily done from the women's economic empowerment lens in the context of DRR and climate change and executed

by the thematic expert, grounded in an analysis of the key external factors identified above and how they may affect the realization of women's rights in Viet Nam. Literature on UN system positioning and comparative advantage in Middle Income Countries was also explored.

✓ **58 Interviews:** the pandemic caused travel restrictions for core team to conduct the field trips and data collection, which meant the majority of interviews were remote. 43 women and 15 men interviewees from all key stakeholder groups, covering the thematic and geographic coverage of the evaluation period: CBOs, FBOs, UN agencies, government and rights holders. In person data collection was limited to 5 days mission to only Phu Yen and Danang.

✓ **2 Focus Group Discussions** took place: Male Club – Prevention VAW (EVAW) in Danang city and Lotus Farmers (WEE/DRR) in Phu Yen.

Figures 8: Breakdown of Stakeholders Consulted by Affiliation and Sex
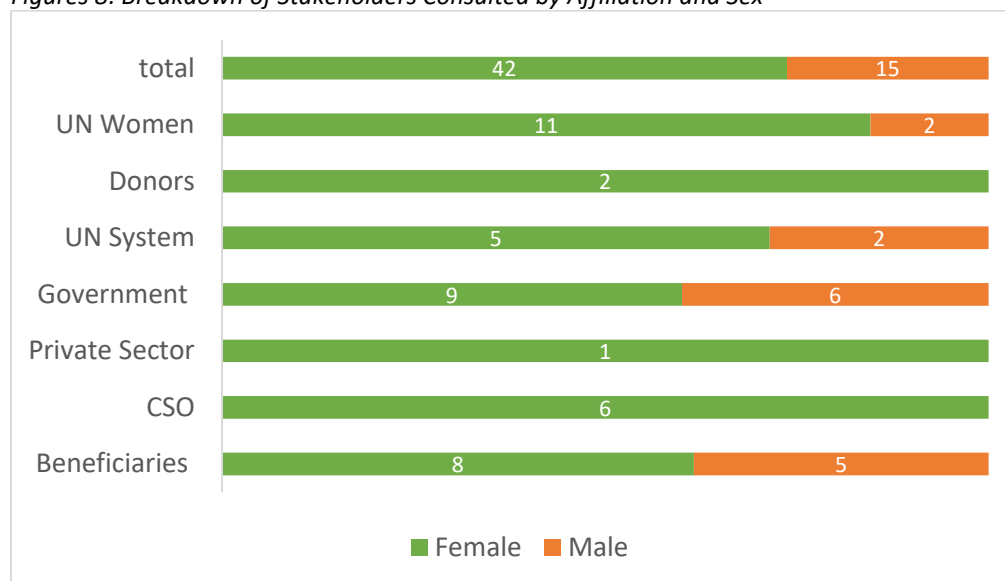
✓ **2 online surveys** were distributed using SurveyMonkey, capturing data from 29 people covering two groups: **1) UN Women VCO staff** (16 respondents – 15 women, 1 men); and **2) UN coordination partners** (27 respondents from **11 agencies** – 15 women, 12 men) which allowed for the collection of quantitative information and anonymity in response.

✓ **2 in-depth case studies** were used to provide insight to the effectiveness questions relating to why, how and under what circumstances results were achieved (or not):

  o **Disaster Risk Reduction and Climate Change (under the Women's Economic Empowerment thematic area):** focusing on "Strengthening women's livelihoods and participation for greater resilience to disasters and climate change in Viet Nam" project, which is an extension of an earlier project that completed an evaluation: "Strengthening women's capacity in DRR to cope with Climate Change". A **storytelling photo approach** employed by the national consultant to meet with rights holders and document stories of change through their participation in programming efforts.

  o **Leaving no one behind, particularly ethnic minorities** – exploring the extent to which UN Women has comprehensively integrated a LNOB approach across its programming efforts and it will focus on the effectiveness of its efforts with ethnic minority populations through the "Empowering Ethnic Minority Women in Viet Nam through gender-responsive EM policies and programmes" project.

✓ **Delivering as One UN** analysis explored effectiveness of UN Women's leadership within the UN system on mainstreaming gender equality in the work of the UN based on survey, interview data and an analysis of the UNDAF and a summary of findings from the UNCT Scorecard 2016.

- ✓ **UN Women financial and human resource analysis:** leveraging the expertise of the audit team to help answer questions under the efficiency criterion, looking across the CPE period to explore whether different delivery modalities would result in cost savings for the organization while not sacrificing effectiveness. [24]

- ✓ **Content analysis** on the extent to which a gender transformative approach has been applied:
  - o Results mapping according to the Gender @ Work Framework[25] that identifies dimensions of gender equality and underlying strategies for transformative change.
  - o Contribution analysis was based on an evidence map, which complements the information collected through the case studies for the other thematic areas, pulling from existing evaluative evidence. NVIVO software was applied for qualitative data analysis.

Annex 6.6 Interview guides (Data Collection Tools)

Sample Evaluation Interview Protocols

Examples of the interview protocol is provided below. These were adapted for each stakeholder type according to five respondent groups:
1. Country Office: UN Women Programme staff
2. Country Office: UN Women staff engaged in DRR/CC work
3. Country-level partners (CSOs, donors)
4. Country-level duty bearers: Government (general and engaged in DRR/CC work)
5. UN implementing partners (joint programmes)

The questions are based on the Evaluation Matrix. **During the data collection phase of the evaluation, interview protocols were further tailored and customized for each stakeholder group to take into account the specific role, relevance and contribution of each stakeholder.**

Standardized Introduction for Interviews

During each interview, the following standardized introductory points were raised by the Evaluation Team members conducting each interview:

- Thank you for agreeing to meet us today. The evaluation (and audit) team has been assigned by UN Women to conduct a Country Programme Evaluation of UN Women's work in Viet Nam over the period of 2017-2019 (and present).
- The evaluation will be used to support the Country Office and national stakeholders' strategic learning and decision-making for future work on gender equality and women's empowerment in Viet Nam. The evaluation will also have a summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.
- We are conducting interviews with a wide range of stakeholders including government and civil society partners, the UNCT and donors.
- This interview will take approximately 30-45 minutes. All interviews are confidential, and your name will not be associated with any of the findings unless cleared in advance by you, and we follow UN Women data protection policy.
- Do you have any questions about the evaluation (and audit) before we begin?

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24 The Internal Audit Service will be consulted regarding benchmarks.
25 See the framework here: https://genderatwork.org/analytical-framework/

Table 23: UN Women CO Staff (Management, Programme Managers/Assistants)
Timeframe for discussion: 1 hour maximum
*Questions will be modified based on role/contribution of each staff member

No	Guiding Questions	Link to Evaluation Matrix
1.	Can you briefly describe your role within UN Women and when you began working with UN Women?	Introductory
2.	If you have been involved in development of SN 2017-2021, can you tell us how the country priorities have been developed?	Audit-related
3.	Within your area of work, how were the needs and interests of stakeholders assessed and how were they involved in the design of the programme? Do you believe that UN Women meets stakeholders expectations? How do you close the gap between external expectations and current UN Women's role?	Relevance HR/GE Audit-related
4	What are key risks and challenges in your area of work, in your opinion?	Audit-related
5.	Please provide some examples of how interventions addressed the integrated mandate of UN Women (normative, coordination, operational)? Does VCO have a strategy / action plan for it? What is VCO's implementation approach to achieve the country priorities (SN vs AWP)?	Effectiveness/ Audit-related
6.	What are the key results achieved (including positive/negative unexpected results) over the period 2016-2019? • What strategies have been most effective in this area of work? (research/evidence generation, capacity building, technical policy advice, advocacy, etc.) Please provide specific examples. • What factors (either facilitators or barriers) had the greatest influence on the achievement or non-achievement of results? • Can you share any good practices and innovative approaches?	Effectiveness
7.	What do you see as UN Women's comparative advantage compared with other UN entities and partners in this area of work (or more generally)? How would you assess the coherence between the SN, its annual workplans and related projects? Are all the projects coherent to the SN and included in the AWPs?	Coherence / Relevance
8.	What initiatives does VCO have with government and local partners in terms of broad coordination of gender mainstreaming?	
9.	**UN Coordination**: What specific results has UN Women contributed to through UN coordination on GEEW in your area of work (or more generally)? • What areas have joint programming added the most value and synergies with other agencies? • How does UN Women ensure that UNDAF is gender-responsive? • How have UNCT Gender Equality Scorecard and Common Country Assessment been done and what was UN Women's role in these two initiatives? How the gaps in scorecards are managed? [as applicable: what have been the key achievements of the Gender Theme Group or engagement with other UNCT groups and how were these made possible?]	Coherence / Effectiveness/ Audit-related
10.	**Normative Work**: How have experiences and lessons learned been shared with or informed global normative work at a regional and/or global level? • And on the other hand, do you have any concrete examples of how UN Women has implemented or translated global norms into the local context?	Effectiveness
11.	How do the interventions you are engaged with contribute to addressing the underlying causes of inequality and discrimination? • How have the rights and needs of the most vulnerable and marginalised women and youth been assessed and addressed through CO interventions? • Have any groups been underserved?	HR/GE
12.	Does VCO have capacity to implement what was promised in SN? If not, what are the plans to address the gaps? Any long-term HR strategy? How is the office work distributed? Any potential areas for better organizing the work? E.g. some functions/personnel are overloaded while others might have some spare capacity to absorb additional workload.	Audit-related
13.	How does the office identify the implementing partners to work with in the country? Does VCO have any mechanism / process to identify the gaps the their systems and develop their capacity?	Audit-related

14.	Can you please explain or provide examples of the monitoring mechanisms in place and how they have enabled UN Women to measure progress towards results? • How does VCO collect, validate, monitor and report on achieving the SN? Does the office have a Monitoring and Evaluation (M&E) Officer/ M&E focal point, to whom he/she reports to? Does the office have a comprehensive M&E framework which covers key aspects of its SN/AWPs, project and partner monitoring?	Efficiency
15.	What is VCO's communication and advocacy strategy? Could you provide concrete examples of the strategy in action and results achieved. • Is this area adequately resourced and monitored? • Does VCO have a mechanism to check the effectiveness of its communication and advocacy?	Audit-related
16.	Does VCO have a Resource Mobilisation (RM) Strategy and related work plan? • How does CO plan to make sure that all priorities in the Strategic Note are funded and office is sustainable in the long run? • Does VCO have a mechanism to check the effectiveness of its RM Strategy?	Audit-related
17.	Can you please provide examples of steps your team has taken to ensure financial resources were used in the most economical way possible?	Efficiency
18.	Who is responsible for leading the gender mainstreaming activities in the office and how much support the office receives from RO / HO?	Audit-related
19.	Have you provided any information or guidance to partners about preventing sexual exploitation and abuse? [Please explain] What mechanisms do you have in place for monitoring prevention of fraud, Sexual Exploitation and Abuse?	Governance
20.	What input do you receive from HQ/RO concerning VCO's role? What is your feedback on the support received by the VCO in terms of quality and timeliness?	Audit-related
21.	How have you engaged your national counterparts in the work of UN Women? • What strategies have worked best for building national ownership? • What results do you believe have more likelihood of being sustained and where do you think gains made be lost or stalled if UN Women is not able to continue its support? • Can you provide any examples of local accountability and oversight systems established in support of this area of work?	Sustainability
22.	*Lessons learnt:* Based on your experience and role in supporting programme implementation, which areas of work (thematic) have the most potential for catalysing further advancements for GEWE in Viet Nam?	Lessons Learnt/ Effectiveness
23.	Given the current context of COVID-19, how do you think UN Women can best contribute to support Viet Nam moving forward? Please specify areas where UN Women should focus efforts or provide examples of contributions already made.	Formative - recommendations
24.	Do you have any additional comments or observations that you would like to share with us?	

Table 24: Responsible Partners or Implementing Partners
Semi-structured interviews to be conducted with Responsible Partners included in the stakeholder mapping

No	Guiding Questions	Link to Evaluation Matrix
1.	Can you briefly describe your role within your organization, when you began cooperating with UN Women and in which area(s)?	Introductory/ clarification of stakeholder role
2.	What do you see as UN Women's comparative advantage and its current positioning compared with other UN entities and partners in this area of work (or more generally)?	Coherence / Relevance
3.	Within your area of cooperation with UN Women, how were the needs and interests of rights holders/beneficiaries assessed and how were they involved in the design of the programme? Can you share any examples?	Relevance HR/GE

4.	*What are the key results achieved (including positive/negative unexpected results) through your work with UN Women [specific project/ initiative]?* • What strategies have been most effective in this area of work? (research/evidence generation, capacity building, technical policy advice, advocacy, etc.) • What factors (either facilitators or barriers) had the greatest influence on the achievement or non-achievement of results? • Can you share any good practices and innovative approaches used throughout your cooperation with UN Women?	Effectiveness
5.	Have you received any information or guidance from UN Women about preventing sexual exploitation and abuse? [Please explain] What mechanisms do you have in place for prevention of fraud, Sexual Exploitation and Abuse?	Efficiency
6.	Do you have any thoughts about the extent to which UN Women is coordinating its programme/projects with other UN system actors to ensure they are not duplicating but rather building off the expertise of others?	Coherence / Effectiveness
7.	Have you been a part of: CEDAW, UPR processes; Beijing+20, +25 reviews; development of National Strategy for Gender Equality; strengthening gender-responsive budgeting? In the areas that you have been involved in, have UN Women shared any good strategies, practices and/or innovative approaches? Can you please provide examples?	Effectiveness
8.	How do the interventions you are engaged with contribute to addressing the underlying causes of inequality and discrimination? • How have the rights and needs of the most vulnerable and marginalised women and youth been assessed and addressed through UN Women interventions? • Have any groups been underserved?	HR/GE
9.	Please describe the recurring contacts you have with UN Women. Please indicate whether these are capacity building, general training, spot checks, etc. What actions are taken based on results of these activities?	Audit-related
10.	Can you please explain or provide examples of how you and/or UN Women monitored progress towards results?	Efficiency
11.	To what extent has UN Women's project management approach contributed to successful implementation of the programme/initiative? Do you have any suggestions for VCO to strengthen this area?	Efficiency
12.	How do you find your organisation's/ entity's overall relationship with UN Women? What are the main challenges to execution of your project/programme? How do you manage any special risks inherent in this programme work? Do you have regular communication with UN Women about those challenges? What type of communication?	Audit-related
13.	Are you informed about the exit strategy on the project/programme you are cooperating on with UN Women?	Audit-related
14.	To what extent has UN Women ensured national ownership? What strategies have worked best? • What results do you believe have more likelihood of being sustained and where do you think gains made be lost or stalled if UN Women is not able to continue its support? • Can you provide any examples of local accountability and oversight systems established in support of this area of work (e.g. efforts to ensure budget, monitor action plans, etc.)?	Sustainability
15.	*Lessons learnt:* Based on your experience and cooperating with UN Women, which areas of work have the most potential for catalysing further advancements for GEWE in Viet Nam?	Lessons Learnt/ Effectiveness
16.	Given the current context of COVID-19, how do you think UN Women can best contribute to support Viet Nam moving forward? Please specify areas where UN Women should focus efforts or provide examples of contributions already made.	Formative - recommendations
17.	Do you have any additional recommendations or observations that you would like to share with us?	

Annex 6.7 Focus Group Discussion guides

Table 25: Vietnam Fieldwork - Evaluation - Storytelling for Most Significant Change Planner

Date and Time	17 -18 June 2020
Location	Danang
Project	Stepping Up Solutions to Eliminate Violence against Women and Girls in Asia and the Pacific: 10 male advocate and 6 parent clubs met on a monthly basis to discuss a range of topics related to gender equality and the promotion of respectful relationships in their communities.
Team (Evaluators and Local)	Thanh and photographer
Project partners	
Participants (who/how many/ any other info)	The project reaches: 10 male advocate and 6 parent clubs with the active participation of more than 500 men and 210 parents in 11 communities of Da Nang
Location and facilities	Community room?
Resources	Photographer Flip chart paper and pens/markers?
Approach	Basic Story Circle to gather stories of change. The main question of significant change: **When you think about your life before this project, how is it different today?** **What changes have you made in your life as a result of this project?** **What changes have you made in your community as a result of this project?**
Session timetable	
TIMES	
Xxxx - xxxx (10 mins)	1. **Introduction/welcome** - explain the purpose of the discussion and how you are interested in finding out their stories of how the project has changed things (or not) for them. Explain that today we hope to learn from the community about whether this project has brought any change. 2. **Obtain CONSENT** – please have all participants provide their consent to participate. Please explain that the information they share will be used by UN Women (donor organization) to improve programming and help others to implement better programming with the aim of empowering women in Viet Nam. The information will be summarized in a written report and the stories and photos will be documented and shared with partners and others interested. 3. **Confirm that they understand and that they would like to proceed**. Please have everyone sign a sign in sheet with their full name and phone number and sign their name, which will also ac as their consent.
Xxxx - xxxx (10 mins)	**Group Agreement** Get a large piece of paper and <u>collectively</u> agree 'rules' for how to be respectful during the discussion. For example - only one person speaks at a time; 'phones off (if they have them), active listening, no interrupting, etc. Put on the wall. *You can perhaps refer to them if the discussions get very lively and you can't hear what is being said!!*
xxxx - xxxx (1-1.5 hours)	**Story Circle** **Can you share how your family or community life was before this project, and whether participation in this project has inspired change in how you interact with your family or community members?** *Invite anyone to start. Once everyone has had the chance to tell their story in response to this, check in to discuss similarities and differences.* Here are some follow-up questions to help probe more deeply:

	• Are there any differences with how you relate to women and men now compared to before the project? Can you give an example of changes in behaviour or attitude (for example with relation to power, money, sex, masculinity, housework, parenting)? • Who makes the decisions in your household about how money or other resources are used? Or about how the money you make is spent or invested/re-invested? Is this different from before? Give us an example from your own situation. • What kind of roles do you think women should take in the household? How about men, what kind of roles should men take in the household? • What kind of roles should women take in the community? How about men – what kind of roles should men take in the community? • Do you see differences in women's participation in leadership positions now compared with the past? If so, has this had any effect on the community? • Has your group or community taken any actions within the community because of this project?
NEXT DAY (or if possible same day)	*Either with a smaller group of individuals from the first day or with the entire group again.*
xxxx - xxxx (20 mins)	**Selection of most significant change story/stories** From our sharing in the story circle, is there one or two stories of change (how the project affected their life) that the group agrees represents the most significant change for the community? *Discuss the stories that were shared and decide together which one/or which elements should form the final agreed group significant change story.* *Ensure you have the key elements of the story.*
xxxx - xxxx	**Decide what photos would help tell the story** • Ask the group what image would best represent each episode of the story. • Work with the photographer to capture each image. • You may need to walk around the community to capture photos of people or community life. Or it may just be portraits of the participants. • Make sure the photographer captures the names of individuals in the photo and location for the caption.
xxxx - xxxx	**Final discussion question** • Did this project meet your expectations? • What would you suggest be done differently if it is implemented in another community?
	Final thank you and offer to share their story when it is written up.

Annex 6.8 Gender responsive and Ethical Procedures

Gender and human rights responsive evaluation approach
Evaluation in UN Women is guided by key normative agreements[26] to be gender-responsive and utilizes the entity's Strategic Plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results.

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[26] For example, the Convention on the Elimination of Discrimination Against Women (CEDAW), the Beijing Platform for Action, and the Quadrennial Comprehensive Policy Review (QCPR) of Operational Activities, among others.

The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence with regard to gender equality and the empowerment of women; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

The analysis appled a gender-responsive lens by integrating the principles spelled out above and in the UNEG guidance on Integrating Human Rights and Gender Equality in Evaluation[27] that suggests analyzing links with guiding normative frameworks (e.g. CEDAW, Beijing Platform for Action), underlying power dynamics, institutional structures and barriers to gender equality, and reflecting on who has voice in the evaluation.

Accountability to stakeholders, and in particular women and girls that are meant to benefit from UN Women programming, is a key tenet of a gender responsive approach. Participatory methods were integrated throughout the evaluation through the engagement of key stakeholders in the Evaluation Reference Group, representing a cross-section of UN Women stakeholders, from the inception phase through to the use of the evaluation. The storytelling approach facilitated the rights holders to dictate their own story of how the programme has impacted their lives. The below approach for ensuring application of ethical guidelines was employed.

Plan for ensuring ethical approach

UN Women has developed a UN Women Evaluation Consultants Agreement Form for evaluators that must be signed as part of the contracting process, which is based on the UNEG Ethical Guidelines and Code of Conduct. These documents were annexed to the contract. The UNEG guidelines note the importance of ethical conduct for the following reasons:

1. Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.
2. Ensuring credibility: With a fair, impartial and complete assessment, stakeholders are more likely to have faith in the results of an evaluation and to take note of the recommendations.
3. Responsible use of resources: Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation. The evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report. Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, UN Women procedures must be followed and confidentiality be maintained.

The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating it.

The evaluators will obtain informed consent to participate in the evaluation activities prior to engaging in data collection. The evaluation team members will read the statement of intent of the evaluation and request the individual to express their willingness to participate or not prior to initiating the discussion or interview in English and Vietnamese (see the data collection tools in Annex 7).

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[27]UNEG, *Integrating Human Rights and Gender Equality in Evaluation*, (2016), available from: http://www.unevaluation.org/document/detail/1616.

All data collected through this evaluation is subject to the UN Women Information Security Policy that sets out the basis for UN Women in protecting the confidentiality, integrity and availability of its data to protect these assets against unauthorized usage, access, modification, destruction, disclosure, loss or transfer of data, whether accidental or intentional. All UN Women staff and other authorized individuals or entities are responsible for maintaining appropriate control over information in their care and for bringing any potential threats to the confidentiality, integrity, or availability of that information to the attention of the appropriate management. Compliance with this Policy is a condition of employment for all UN Women staff and a condition of contract for all other authorized individuals or entities, unless a prior (temporary) waiver is obtained. Failure to comply with this Policy without obtaining a prior waiver shall be dealt with in accordance with Staff Regulations and Rules, or as appropriate, the contractual terms of UN Women's engagement of the authorized individual or entity.

Ensuring the safety of women affected by violence

Although violence against women (VAW) is not the primary focus of the evaluation, all evaluations have an ethical obligation to ensure proper planning and protocol in the case that the subject of violence against the individual being interviewed is raised. As such, the evaluation will be guided by the World Health Organization *Ethical and Safety recommendations for intervention research on violence against women (2016)*.[28]

The primary focus of discussions with rights holders will be on understanding how UN Women supported programming has affected their own life without referring specifically to any affect (positive or negative) around violence. Nevertheless, the following steps will be taken for all interviews, focus group discussions, and storytelling:

1. Safety of respondents and research team:
    a. The title of the study communicated to stakeholders was "learning from UN Women DRR/CC projects", so as to avoid confusion and keep the discussion focused on the outcomes of their engagement in the project activities; and appropriately translated into the local language.
    b. All discussions were organized in a space that is private and away from public interference. The interviewer asked whether the respondent felt safe in the space before initiating and if not then identified a new space or discontinued with the participant.
    c. Informed consent was obtained after describing the purpose of the data collection and how the findings will be used; and prior to initiating the interview/FGD/storytelling. The benefits and risks of participation were explained and the participants comprehension of these was verified.
2. Protect confidentiality: confidentially of information obtained was ensured through not disclosing the actual names of participants in the report unless authorized to do so; given that discussions with rights holders engaged by UN Women in programming efforts were organized, the participants were requested to avoid sharing details regarding other participants outside of the space; all local laws pertaining to reporting incriminating information regarding violence reported were be followed.
3. Train team members: The National evaluation consultant and the team leader discussed in advance of field work the protocol for discussions with rights holders, follow the agreed upon interview / discussion guide and agreed upon steps to take in the case that violence is reported.
4. Minimize stress to the respondent: the below is adapted from the WHO guidelines:
    a. Data collection tools were designed in a way that is culturally appropriate and avoids stress to the participant.
    b. The timing and location of the discussions was determined in consultation with the local staff to ensure that they do not create stress or harm to the respondent.
    c. If distress were detected, the participant would be informed that the research process had been suspended.
    d. Support and/or referral for support provided to the participant.

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[28] Ethical and safety recommendations for intervention research on violence against women. Building on lessons from the WHO publication *Putting women first: ethical and safety recommendations for research on domestic violence against women*. (Geneva, World Health Organization, February 2016),. Accessible here

e. Discuss the appropriateness of continuing the research process on that or on another occasion, or to opt out of the project altogether.

f. If continuing with the research, inform the participant that the researcher is resuming her research role, and that the process can be interrupted again if the woman becomes distressed again or does not want to continue for any reason.

Feed findings into efforts to strengthen response to VAW: The WHO guidance discusses the ethical obligation to advocate for the availability of an intervention if it is proven effective.[29] The CPE is being used to inform UN Women's approach in Viet Nam; any specific findings related to the case study will be communicated to the Evaluation Management Group and included in the case study summary and evaluation report.

Annex 7: List of persons consulted

Table 26: List of interview and focus group respondents for VCO CPE

#	Organization, Title	Method (interview/FGD etc.)	Female	Male
	Beneficiaries / Programme Participants			
1-6.	EVAW club participants	FGD	3	3
7-13.	Lotus project participants	FGD	5	2
14.	FbF project participant	Interview	1	
	Civil Society			
15.	Director Institute of Social and Development Studies, Chair of the CSO network on GBV prevention and response in Viet Nam	Interview	1	
16.	Vice Director, Light Community Health Development Institute	Interview	1	
17.	Director, Center for Education Promotion and Empowerment of Women (CEPEW)	Interview	1	
18.	Advisory Board/Director, Center for Environment and Community Research	Interview	1	
19.	Vice President of Center for Women and Development	Interview	1	
20.	Vice Director of Center for Studies and Applied Sciences in Gender - Family - Women and Adolescents (CSAGA)	Interview	1	
	Private Sector			
21.	Dong Xuan Textile Garment	Interview	1	
	Government			
22.	Head of Division of Children Affairs and Gender Equality	Interview	1	
23.	Head, Department of Information, Education and Communication (Viet Nam Women's Union)	Interview	1	
24.	Director, Department of Policies and Strategies/Insitution for Policy and Strategy for Agriculture and Rural Development-Ministry of Agriculture and Rural Development (MARD)	Interview	1	
25.	Director, Department of Gender Equality	Interview		1
26.	Director, Disaster Mitigation Policy and Technical Centre- DMPTC	Interview		1
27.	Former Director of Department of Ethnic Minorities (DEM), Committee on Ethnic Minority Affairs (CEMA)	Interview	1	
28.	Vice-director of Department of Supporting Women's Economic Development (Viet Nam Women's Union)	Interview	1	

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[29] The ethical obligation to advocate for the availability of an intervention, should it be proven effective, is unique to intervention research. In line with ethical guidance in the Helsinki Declaration and the Council for International Organizations of Medical Sciences (CIOMS) International ethical guidelines, VAW intervention researchers need to consider what constitutes reasonable availability of an effective intervention to the study population and/or the broader community or country upon completion of the research.

29.	Ca Mau Provincial Women's Union, Head of Information, Communication and Education, Women's Union	Interview	1	
30.	President of Phu Yen Women's Union	Interview	1	
31-32.	Leaders of Hoa Dong commune	Interview		2
33.	Vice-President of the Women's Union of Da Nang city	Interview	1	
34.	Vice-president of the People's Committee of Hoa Phong commune	Interview		1
35.	Vice-president of the People's Committee of Hoa Khuong commune	Interview		1
36.	Director of Vietnam National Volunteer Center (Ho Chi Minh Communist Youth Union)	Interview	1	
	UN System			
37.	Officer-in-Charge, FAO	Interview		1
38.	Head of UNDP	Interview	1	
39.	Resident Coordinator	Interview		1
40.	RCO Data Management, Results Monitoring and Reporting Officer	Interview	1	
41.	UNFPA, Programme Specialist - Human Rights and Gender	Interview	1	
42.	Head of UNFPA	Interview	1	
43.	Head of UNAIDS	Interview	1	
	Donors			
44.	Deputy Head of Development Irish Embassy	Interview	1	
45.	DFAT Australia	Interview	1	
	UN Women			
46.	CO Representative	Interview	1	
47-48.	UNW RO (2 persons)	Interview	1	1
49.	WeEmpower Manager	Interview	1	
50.	WEE Staff	Interview	1	
51.	DRR Staff	Interview	1	
52.	DRR Staff	Interview	1	
53.	DRR Staff			
54.	Project Manager – EVAW Coordinator	Interview	1	
55.	RO EVAW	Interview	1	
56.	RO HIV/AIDS	Interview		1
57.	Programme Specialist	Interview	1	
58.	Operations Manager	Interview	1	

Annex 8: Evidence Map

Table 27: Snapshot of Evidence map
For each evaluation question, the evidence from each source of information was triangulated in order to establish the finding. A snapshot of this is provided below.

Evaluation Question	Assumptions	Document Review (AR/mission report/etc.)	Survey (Staff)	Survey (Coordination)	Interview (UNW)	Interview (UN System)	Interview (CSO)	Interview (Govt)	Interview (Donor)	Case Study
1. Is UN Women's thematic focus and strategy for implementation the most relevant for advancing gender equality and the empowerment of women in Viet Nam considering its added value vis-à-vis other actors? [relevance and coherence]	UN Women's stakeholders perceive UN Women's work to be addressing the most pressing needs for GEEW.	National Strategy on Gender Equality 2011-2020 (NEW STRATEGY); National Plan on gender equality for education sector (2016-2020); National action programme on gender equality 2016-2020;		Most coordination partners (66.7% = 18/27) agreed to a great extent that UN Women has been effective in fulfilling its coordination role in advancing gender equality and women's empowerment in the work of the UN system	Socio-economic analysis – UNICEF – UNDP; UN women has been mainstreaming gender into everything but not taking the "big structures" we are not doing things differently (HAN_UNW_1)	UN Women is very active in providing advice; (HAN_UN_1) Joint programmes- I don't see UN Women as a lead agency; see them as participating or mainstreaming (HAN_UN_3)	1) UN Women support strengthens govt. commitments to HR&GE; (HAN_SC_3) 2) Really appreciate the work of UN Women; I hope that they can grow larger with more expertise and resources to really become technical support hub in gender (HAN_SC_1)	1) The aspects of gender have not been focus in previous documents [with UNDP and FAO] - UN Women's engagement is very useful [HAN_GOV_3].	My dept. worked with different agencies in DRR: UN Women is more adaptive to our needs; … it is more difficult for us to do things how we want to do them (HAN_GOVT_2) UN Women more naturally collaborative with other UN agencies (HAN_DON_2)	

Annex 9: Summary of initiatives across thematic areas

1. **Women's Economic Empowerment**

As reflected under Finding 7, VCO has contributed to major normative and policy advances under the WEE area of work (e.g. the revised Labour Code and Master Plan for Ethnic Minorities). In addition, within the process of the Social Insurance Reform, UN Women and ILO advocated for expansion of maternity benefits in the informal economy (e.g. maternity leave, cash and medical benefits, workplace safety for a mother and child, employment protection and non-discrimination, breastfeeding support) and inclusion of the latter into a voluntary social insurance scheme. However, according to UN Women, it was challenging to obtain the Government's buy-in on the matter, and VCO took a decision to discontinue respective advocacy, given other priorities. ILO continued the efforts by shifting to advocacy for a universal maternity benefit or family package.

VCO's work to support changes in normative and policy for targeting poverty and vulnerability reduction among ethnic minorities is also included under the WEE area. Among the most vulnerable groups with limited access to education and skills training, are Viet Nam's 53 ethnic minority groups which constitute 14.6% of the country's population[30]. While 83.4% of ethnic minority women have jobs, most of them work in agriculture (83.8%), which is vulnerable to climate change and other disasters, and do not possess land use right certificates[31]. To support the Government's work with regard to empowering ethnic minorities, Irish Aid funded the project "Empowering Ethnic Minority Women in Viet Nam through Gender-Responsive Ethnic Minority Policies and Programmes" with budget of US $472,000[32] for 2017-2021. Through this project, UN Women supported capacity development of Government partners, including the Committee on Ethnic Minority Affairs (CEMA), to integrate gender into laws, policies, plans on rural development, poverty reduction and climate change

> **UN Women's contributions to empowering ethnic minority women in Viet Nam**
> - Publication presenting statistics on ethnic minority women and men.
>
> - Master Plan on Social Economic Development of the Ethnic Minority Regions and Remote Areas in Viet Nam for the period 2021-2030 with gender equality principle.
>
> - National Assembly Resolution 88 for the development of the National Target Program on Social Economic Development of the Ethnic Minority Regions and Remote Areas in Viet Nam for the period 2021-2030 with approval for the development of sub-project to address gender equality and the empowerment of ethnic minority women.
>
> - UNCT data software, led by UN Women and UNDP, to analyse comprehensive data and information about the development status of ethnic minority groups in Viet Nam to inform comprehensive policy development and UN LNOB database

adaptation, as well as to institutionalize the collection, analysis and use of data disaggregated by sex, ethnicity and types of vulnerability. The data is expected to strengthen Government's evidenced-based and gender-responsive planning and budgeting aimed at poverty reduction among ethnic minorities. According to consulted stakeholders, UN Women has been particularly instrumental in ensuring gender-sensitivity of the Master Plan for the Social Economic Development of the Ethnic Minority and Remote Areas (2021 -2030) (see Finding 7).

Within the timeframe of the SN, VCO has been engaging with the private sector to promote better opportunities and working conditions for women. The current programme, WeEmpower Viet Nam (with budget of US $1 million for the period of 2017-2021) funded through the European Commission, builds on VCO's previous project that focused on Women's Empowerment Principles (WEPs, with budget of US $22,000) implemented in 2018. In partnership with Viet Nam Women's Entrepreneurs Council (VWEC), UN Women coordinated and facilitated a

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[30] Irish Aid, Ủy ban dân tộc, & UNDP. (2017). Tổng quan thực trạng kinh tế xã hội của 53 dân tộc thiểu số Hà Nội, p.21

[31] The proportion of ethnic minority households with land use right certificates held by only men are 74.2% and by both men and women are 21% (Ủy ban dân tộc & UN Women, 2015).

[32] The Programme on Empowering Ethnic Minority Women in Viet Nam through Gender-responsive Ethnic Minority Policies and Programmes is linked to both WEE and EVAW Outcomes of the VCO Strategic Note 2017-2021.

business forum and workshops that involved 65 representatives at the CEO and senior management level from various industries under Viet Nam Chamber of Commerce and Industry in 2018. 15 companies signed the CEO Statement of Support to the Women's Empowerment Principles, and nearly 50 staff members from 30 enterprises were trained at a separate workshop on the practical implementation of the WEPs. Through WeEmpower programme, VCO aims at continuing to empower women to participate, lead and have access to enhanced business opportunities within the private sector. In 2019, due to non-availability of dedicated human resources in the office till August, UN Women's work on this outcome was only at the inception phase. Accordingly, there were no output or outcome level progress during this period. For instance, during 2019, UN Women reported that there were no activities on capacity development for women to participate in the economy, and women entrepreneurs to access gender-responsive financial products and services, and support to enhance proportion of women in managerial positions in Viet Nam. At the end of 2019, however, in cooperation with Women Business Associations and VWEC, two consultation workshops on the implementation of Small and Medium-sized Enterprise (SME) legislation and capacity development for 81 women-entrepreneurs and SMEs-owners were organized.

The above-mentioned work has been significantly affected by COVID-19 in 2020. A survey among private sector workers in formal economy, conducted within the framework of WeEmpower programme in May 2020, found that "39% of survey respondents reported the pandemic has had no effect of their job, an almost equal proportion (38%) reported they had experienced a reduction in their hours of work and another 12% reported a cut in their hourly pay rate. Workers in retail were hardest hit: two out of five workers had their job terminated, suspended or had to take unpaid leave. More women than men report (1) no change to their work and (2) a reduction in working hours."[33] According to stakeholders consulted during the CPE data collection, women, especially those in informal economy and of ethnic minorities, are among the most affected by the pandemic. In this regard, UN Women and UNDP, together with the National Centre for Information and Forecasting, is conducting a socio-economic impact assessment of COVID-19 on SMEs, poor households, and ethnic minorities. The findings of the assessment will feed into the overall assessment by key Government agencies and inform the design of economic recovery plans.

2. **Disaster risk reduction/management and climate change**

UN Women has contributed substantially to policy change in this area of work through the generation of data and analysis and tools to support the government to ensure gender responsive approaches to DRR/M and CC. For example, UN Women supported the Government in developing sex-disaggregated vulnerability database, and, in preparation for the UNFCCC 25th Climate Change Conference, assessed Viet Nam's related statistical capacity on sex, age, and disability. There are also plans for institutionalizing the Forecast based financing approach, based on the lessons learned through this joint project with FAO. Despite these advances, partners also saw room for clarifying UN Women niche within the broad area of DRR / M / CC to ensure partners are clear on VCO's vision (e.g. specific target groups/ locations) and that UN Women has the capacity to deliver.

As reported by UN Women, it was challenging for local partners and authorities to clearly understand the forecast-based financing project approach. Therefore, trainings were provided for commune officers (of whom half were women), heads of villages, and head of village Women's Union on gender-sensitive community-based disaster risk assessments (CBDRA). As a result, UN Women (and FAO) reported that the partners then actively participated in conducting the latter. Together with VCO, VWU ensured participation of community residents (280 persons of whom 168 were women)[34] and that their concerns were raised in community consultations, meetings with local government and during WASH and Food, Security and Livelihoods (FSL) assessments, as well as in identification of early actions and plans development. In the second phase of the forecast-based financing project, VWU has been guiding the new project implementing partner - Provincial Committee for Natural Disaster Prevention and Control (PCNDPC) – on gender-sensitive early warning and early actions development.
Within the Livelihoods project, 26 women in Phu Yen were recruited by the VWU and local authorities to shift their rice farms to lotus farms as part of the UN Women pilot project. The women learned new agricultural skills that

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[33] UN Women. Viet Nam and COVID-19. Impact on the Private Sector. July 2020
[34] Interim Report. Drought forecast based Financing for Food Security, Livelihoods and WASH. November 2017 – May 2018, p.8.

would allow them to be resilient in the context of climate change, received knowledge about marketing, and technical advice and tools, such as pesticides. It is evident from discussions with the community members and UN Women reports that new knowledge allowed farmers to adapt to a crop more resilient to climate change and provided the potential to gain additional income. For example, as reported in a 2019 progress report, from the first crop, with 500 sq.m of lotus area, one interviewed farmer obtained around approximately US $43 more profit through the lotus than rice (lotus profit was 3 million VND (approx. US $129), while baseline profit from rice was 2 million VND (approx. US $86). However, UN Women does not report whether this level of profit was the same for all project participants. Although the CPE was only able to have a limited number of discussions with community members and thus it may not be generalizable, farmers reported that during the second and third lotus crops, they were unable to make a profit due to challenges in obtaining fertilizers and pesticides suitable for local conditions; and drought conditions when their cooperative had not yet invested in a well. At the same time, a lotus drying machine provided for the farmers by UN Women was not used as intended. Dried lotus has a higher market value, however, one must be connected to the value chain – whereas the farmers consulted noted that they knew where to sell the fresh lotus, which although would earn them less, the farmers could get quick money - rather than waiting for the seeds to be dried and then sold in a different market. According to VCO, there are plans to use the drying machine during the upcoming phases.

Although still a nascent programme and recognizing that social norm change requires long-term efforts, consultations in the field revealed that the project has not yet brought about positive changes in gender norms; community members explained that in households women had already traditionally been responsible for managing household monetary resources; time spent on the field has not reduced and tasks in the field had always been shared between men and women; and the decision-making on spending monetary resources still largely remains with men. Another challenge was reaching those that could be considered the more marginalized or groups in a more vulnerable situation: namely, the interventions proposed required potential beneficiaries to have land of a certain size, to allow for lotus growing, thus excluding those members of community that do not have the required land area, from participating in the pilot. The evaluation also investigated the value-for-money aspects: for example, on average, VCO allocated about $890 per each of 26 households participating in lotus growing, excluding staffing related costs. There is a risk that the number of involved beneficiaries may seem rather small for the Government to take the pilot into consideration.

As for the Forecast-based Financing project, about 9 thousand persons (of whom half are women) in Ca Mau received knowledge on preparedness for droughts. As a result of UN Women's provision of wireless loudspeakers, 5.5 thousand vulnerable women who live on village outskirts and who previously had not been informed on upcoming natural disasters, were aware of the latter. Moreover, by providing women with personal hygiene items, VCO contributed to raised awareness on the need to carefully consider health issues in the context of disasters. The evaluation has not, however, found evidence on changed gender norms and power dynamics in communities that participated in the project (CO's reports do not contain information in this regard and stakeholders interviewed during the data collection have not shared related insights).

Overall, there is opportunity for pilot interventions at local level to be more linked with national-level policies and efforts which require combined interventions by Government and development actors: for example, links between results of the Livelihoods project with wider policies and strategies on women's economic empowerment and DRR/M and CC are not (yet) evident. Furthermore, the regional EmPower programme planned to use the deliverables of the Livelihoods project[35] and continue working with Viet Nam's Women's Union to enhance its capacities to mainstream gender into climate change and DRR/M policies and actions; although, at this stage, it was challenging for the evaluation team to identify synergies between the two projects, which may largely be a result of the COVID-19 pandemic.

Strategic focus and long-term vision building on the comparative advantages of agencies of the UN system within this broad area of work can support clarity amongst partners and ability to deepen the impact. For example, in the DRR/M and CC work by UNDP, FAO, and the World Bank, budgets range from US $5.6 million, $4.4 million and $316

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[35] Progress Report. EmPower. March 2020

million respectively[36]. 2016 Assessment of Development Results of UNDP in Viet Nam[37], found that "in the area of sustainable development, in 2006-2015 UNDP significantly increased awareness; technical information and analysis; and capacity development related to climate change, green growth, energy efficiency, and disaster risk management. Technical/policy frameworks were established to address international conventions and national directives. In the inclusive and equitable growth cluster, achievements included contributions to improving the quality of national poverty programme documents; increased awareness of urban multidimensional poverty among policymakers; a strengthened national statistical system and monitoring national goals, MDGs, and SDGs; and realization of high-level policy dialogue on poverty focusing on ethnic minorities." In this context there are opportunities for UN Women to identify its specific niche and increase coordination with other actors working on DRR/M and CC, in order to avoid duplication and make use of its unique expertise on ensuring gender-responsiveness of norms, policies, and of interventions aimed at improved livelihoods of communities in the contexts of disasters and climate change.

For example, within the Livelihoods project, UN Women reported that 55 government partners received training on gender analysis and gained gender responsive skills through direct engagement into planning, designing, consulting, and implementing the more climate-resilient lotus growing model that replaced traditional rice planting.
There is neither evidence on increased representation of women in bodies working on DRR/M and CC issues, such as the Committee for Natural Disaster Prevention and Control, which has a task on directing and preparing documents, providing training, disseminating and raising community awareness[38]. In addition, there is an opportunity for the CO to support women to become leaders of production groups or cooperatives within the Livelihoods project, however, there are no indications that this has happened.

In the case of the Forecast-based Financing project whereby residents in targeted communities were trained on disaster preparedness, the CPE observed that although limited in numbers, the rights holders consulted for this evaluation could not recall the knowledge received, but recalled the concrete items delivered (e.g. a well, loudspeaker and hygiene kits); they also could not share how the project was influencing or raising awareness around gender norms or empowerment of women. The evaluation team has not found information on post-training assessments (either immediate or conducted after several months) across projects reviewed.

3. **Ending violence against women**

The initiative being implemented in Da Nang, which employs an ecological model based on SASA![39] with a focus on rethinking power dynamics within communities, has been the longest running effort in EVAW area. Funding for this initiative originally came from the regional Partners for Prevention joint initiative of UNDP, UNFPA, UN Women and UNV. By the end of the P4P initiative (October 2017), there were 14 male advocates clubs in Danang, with a total of nearly 500 members from 18 to 65 years old engaged. A qualitative endline study[40] of the initiative identified contributions to shifts in attitudes and awareness raising at individual level, but recognized that the initiative was not done in isolation, pointing towards the importance of taking a multi-pronged holistic approach that reaches across different stakeholder groups and aspects of the community life. The CPE+A field visit to a male club in Da Nang identified two key issues also raised in the endline study that persist: a) there is a need for better measurement and tracking of behavioural change and its contributions to social norm change among participants; and b) the

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[36] UNDP Country Programme Document for Viet Nam (2017-2021), p.10; FAO Country Programming Framework for Viet Nam (2017-2021), p.11-17; World Bank Country Partnership Framework for Viet Nam 2018-2022. Annex 1: Results Matrix
[37] UNDP. Independent Evaluation Office. Assessment of Development Results: Viet Nam. 2016, p.xiv
[38] Organizational structure and tasks of the Central Steering Committee for Natural Disaster Prevention and Control, available at http://phongchongthientai.mard.gov.vn/en/Pages/tasks-of-the-central-steering-committee-for-natural-disaster-prevention-and-control.aspx
[39] Developed by Raising Voices in Uganda: https://raisingvoices.org/sasa/
[40] Partners for Prevention, Qualitative endline study of a male advocate intervention to prevent violence against women and girls in Da Nang, Viet Nam, 2017; http://www.partners4prevention.org/resource/qualitative-endline-study-male-advocate-intervention-prevent-violence-against-women-and

majority of participants were male senior citizens and retired. Stakeholders consulted also noted that the initiative may not be reaching the most marginalized groups or persons in vulnerable situations in the community and encouraged engagement of young adults/families. However, due to absence of demographic data on the participants, this CPE+A could not confirm who was being reached. Nevertheless, there is a lot of interest in the male advocate approach and VCO facilitated learning exchange between Da Nang and Ho Chi Minh City; as a result, HCMC was inspired by the experience in Da Nang to establish 5 male clubs in 2019 to train and engage men on becoming champions and promoters of respectful partner relations and non-violent masculinities. VCO reported that since 2017 it has reached 5,705 people (3,574 men and 2,131 women) through its full range of strategies.[41]

VCO work in Ho Chi Minh City (HCMC) demonstrates that a small investment can have big results when done through a strategic partnership. UN Women has been working with HCMC since 2016 to enhance safety and end sexual harassment and sexual violence in public spaces. VCO reported in 2018 that HCMC revised the regulation for bus drivers, bus conductors and passengers to facilitate the reporting of sexual harassment in public buses in Ho Chi Minh City; gender responsive budgeting was adopted by the city in 2018, and in 2019, 100 government officers in HCMC and in Department of Transport were trained on the gender responsive budgeting approach. HCMC has taken up full ownership of this initiative by establishing policies and allocating budget to ensure sustainability. VCO reported that the approach has also inspired Da Nang People's Committee to promulgate a new Directive on Safe Cities in 2020. VCO reported that the data collected through the baseline study from Safe Cities were also used to advocate for new policies to address GBV in publics spaces under the context of revision of Gender Equality Law and Administrative Law. In addition, UN Women VCO worked closely with the Department of Labor, Invalids and Social Affairs (DOLISA) and the city Department of Transportation, which, with the support from the Asian Development Bank (ADB) Viet Nam, launched the project on Gender Responsive Budgeting (GRB) in the Transport Sector, that creates a roadmap for reform of the public finance system, and provided guiding principles for how to apply GRB in sectoral interventions, including the transport sector (2017). This work aimed to prevent sexual harassment and sexual violence in public spaces and especially in public transportation. Besides, there was a training of the Budgetary Committee of the People's Committee (the city government) in order to raise awareness of the need and urgency for the city commitment on resource allocation from public funding for a safer transportation system that put women and girls in prioritized consideration.

With respect to the joint essential services programme for survivors of gender-based violence, the baseline assessment identified several critical gaps in Viet Nam, including the need for enhancing implementation of the law by providing more tailored and coordinated services to survivors; a need for raising awareness of service providers around proper treatment of survivors so that they do not fear reporting and accessing services; and a need for enhancing medical and forensic evidence handling for the court. The end-line study showed that the programme has contributed to an enabling environment, improved awareness, and improved capacity towards addressing GBV related issues[42]. Phase II received funding in early 2020. Stakeholders consulted identified this programme as a step in the right direction towards enhanced coordination among the UN agencies involved in providing support to the Government on coordinating and enhancing quality of essential services.

Additionally, VCO reported in 2018 that school-based interventions implemented through a partnership between VCO and the Ministry of Education and Training (MOET) to build capacity on School Related Gender-based violence (SRGBV)[43] prevention and response were piloted by MOET in 7 provinces. The approach is based on a curriculum tool called *Connect with Respect[44]*, the result of a collaborative effort among partners in the East Asia and Pacific United Nations Girls Education Initiative (UNGEI) School-Related Gender-Based Violence (SRGBV) working group including Plan International, UN Women, UNICEF, and UNESCO. The curriculum is aimed at assisting teachers,

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[41] UN Women report to DFAT, 2019
[42] UN Women Essential Services Programme end line assessment, 2019
[43] UNESCO (2013) has defined SRGBV as relating to: "acts of sexual, physical or psychological violence inflicted on children in and around schools because of stereotypes and roles or norms attributed to or expected of them because of their sex or gendered identity. It also refers to the differences between girls' and boys' experience of and vulnerabilities to violence." Access the paper at: http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/HIV-AIDS/pdf/UNGEI_UNESCO_SRGBV_DiscussionPaperFinal.pdf
[44] UNESCO, Connect with Respect: preventing gender based violence in schools, 2016; https://asiapacific.unwomen.org/en/digital-library/publications/2016/04/connect-with-respect

principals, and the broader education system and is based on evidence around violence prevention, changing gender norms and school-based interventions in the region and beyond. VCO partnered with UNESCO to organize a national workshop with 100 participants (20 men, 80 women) on the *Connect with Respect Toolkit* to MOET and relevant DOETs as well as school leaders as a crucial component to strengthen the capacity of the school counsellors in prevention of SRGBV. VCO reported in 2019 that 23 schools applied *Connect with Respect* models, including 8 schools that received direct support from UN Women and 15 schools supported by both UN Women and Child Fund in Viet Nam. Nevertheless, the monitoring and evaluation approach for measuring results is unclear and no progress around behavioural or social norm change has been reported.

With respect to engaging youth as champions for change, UN Women has collaborated on capacity development efforts with partners such as the Youth Union's Viet Nam Volunteer Centre (VVC) with an aim of challenging gender stereotypes, transforming social norms and inspiring youth to act to end GBV. As reported by VCO, as part of the project "Change Makers", more than 141 young people from 20 universities across the country were trained using a youth-friendly peer education curriculum to facilitate discussions on gender equality, EVAW, healthy relationships and positive masculinities among male and female students. The Change Makers project also sought to teach youth how to effectively use social media to campaign and influence their peers. In October 2018, the first-ever ASEAN Change Makers Training and Regional Youth Dialogue on Gender Equality was organized in Hanoi. VCO reported that 26 young activists (10 men and 16 women) ranging between the age of 20-30 from 10 ASEAN countries participated in the Training-of-Trainers. Following the training, a mapping of gender issues in the region and one joint statement on youth in ASEAN was developed. The joint statement emphasized the three thematic priorities for the ASEAN youth and their pledge to carry forward the ASEAN Change Makers Youth Community for Gender Equality, and to spread the message that gender-based discrimination and violence is unacceptable.[45]

In 2017, a joint study by UN Women, UNDP, and UNODC looking into how criminal justice systems respond to cases of sexual violence, the first of its kind, was launched, as part of the 16 Days of Activism against Gender-Based Violence (GBV): "The Trial of Rape: Understanding the criminal justice system response to sexual violence in Thailand and Viet Nam."[46] The report provides insights to understand where, how and why attrition of cases happens, and provide concrete recommendations for enhancing the rule of law and strengthening the administration of justice[47]. Since the release, UN Women reported that the Ministry of Justice has adopted training modules produced on rights based, survivor centered approach in handling cases of violence against women, which has been used for enhancing skills of justice officials at grass root levels[48]. However, the evaluation team does not have any way for validating the uptake of skills and change of practice of the justice officials given that there has been no long-term tracking of capacity building efforts.

Through the "Safe and Fair" 5-year joint programme led by UN Women and ILO (budget of US $ 1.8 million), although the programme experienced several delays, UN Women provided technical inputs to the Law on Vietnamese Workers Working Abroad, to the Legislation Addressing Sexual Violence against Women, to the reform of Viet Nam's Labour Migration Law, to the draft National Implementation Plan of the Global Compact for Safe, Regular and Orderly Migration; mapped labour migration services and accessibility for women migrant workers; and advocated for inclusion of violence against women migrant workers as one of the priorities for the National Strategy on Gender Equality 2020–2030.[49] To support the ongoing policy review process, UN Women conducted a study on the experiences of women migrant workers, including on the risk of experiencing violence and abuses and the way Viet Nam's labour migration policies specifically impact them, in order to bring their voices into the law review process. VCO provided contributions to the ongoing national dialogue "Safety for Women", launched by VWU and the Viet Nam Academy of Social Science, by preparing a technical review and recommendations on "International and regional commitments on addressing violence against women migrant workers". VCO also provided capacity development for members of VWU and personnel of the Ministry of Foreign Affairs on rights-based and survivor-centered approaches to prevention and response to VAW, with a focus on women migrant workers.

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[45] UN Women Asia and the Pacific News, Engaging ASEAN Youth in Gender Initiatives, October 2019; https://asiapacific.unwomen.org/en/news-and-events/stories/2018/10/engaging-asean-youth-in-gender-initiatives
[46] UN Women, UNDP, and UNODC, Trial of Rape: Understanding the criminal justice system response to sexual violence in Thailand and Viet Nam, 2017; https://asiapacific.unwomen.org/en/digital-library/publications/2017/09/the-trial-of-rape
[47] UN Women DFAT report
[48] UN Women Annual Report 2019
[49] UN Women Safe and Fair Programme's 2019 annual report

Other reported UN Women efforts included advocacy for inclusion of considerations of GBV prevention and response, of transgender persons and other groups affected by HIV/AIDS, into budget allocations; and a brief study conducted with VWU on gaps with regard to the rights to personal information (on HIV status disclosure) in accessing treatments. The UN Women's Assessment[50] found that 54% of infections among all women can be solely attributed to the risk behaviour(s) of their male sexual partners. As of 2018, 220,000 persons in Viet Nam were living with HIV, of whom 74,000 (33.64%) were women[51]. UN Women is implementing a UNAIDS-funded Gender and HIV Programme (2017-2021), with budget of US $400K, and participating in the UN HIV/AIDS Thematic Group. At the same time, some stakeholders noted that challenges remain as HIV/AIDS stigma is high, and that knowledge on HIV/AIDS among young people is low, thus putting them, especially women, at risk of contracting the virus. Stakeholders also identified room for strengthening coordination of efforts and open communication about activities undertaken to ensure coherence and broader impact.

In December 2019, 45 practitioners (10 men and 35 women) from national ministries/organizations and Southern provinces of Viet Nam gathered in Ho Chi Minh City to develop the national guidance on prevention which would be finalized and endorsed by MOLISA for nationwide usage for practitioners in GBV prevention under the NTP[52] [DFAT report 2019].

UN Women has been contributing to the empowerment of ethnic minority women through a 5-year project funded by the Irish Aid (see Findings 7 and 9). Besides providing gender expertise for the Master Plan and the National Target Plan for Ethnic Minorities [as noted under Finding 5], in cooperation with the Committee on Ethnic Minority Affairs (CEMA), VCO produced Guidelines for the Promotion and Implementation of Gender Responsive Budgeting in the Socio-Economic Development Programme for the Most Disadvantaged Communes in Ethnic Minority and Mountainous Areas (Programme 135)[53]. However, as noted by stakeholders consulted during the CPE data collection, there are still large groups of ethnic minorities who are not reached. As a member of the UN Ethnic Minority Working Group, in 2019, UN Women contributed to a joint initiative on developing a joint UN LNOB database with five other agencies (FAO, UNAIDS, UNDP, UNESCO, UNFPA, and UNICEF) pooling funds and data into a common database in cooperation with UNESCAP[54].

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[50] UN Women. Gender Assessment of Viet Nam's HIV Response. 2017, p.14
[51] UNAIDS data on Viet Nam, accessed at https://www.unaids.org/en/regionscountries/countries/vietnam, on 10 September 2020
[52] UN Women donor report to DFAT 2019
[53] The Programme 135 was selected as it has been the most successful programme in Viet Nam with regards to hunger eradication and poverty reduction for many years. The Programme has brought numerous positive impacts in terms of socio-economic development to the most disadvantaged ethnic minority areas in Viet Nam (Guidelines, p.5).
[54] Viet Nam One UN Results Report. 2019, p.12

Annex 10: Survey Summaries

Annex 10.1 Coordination Partners Survey

I. General characteristics of respondents

The survey was sent on 21 May 2020 to 74 coordination partners from across 18 agencies working with UN Women Viet Nam Country Office. By the end of May 2020, the response rate was **36.5%** (27/74) from **11 UN agencies**, including 5 from UNESCO; 4 from UNICEF; 3 from FAO, ILO and RCO; 2 from UNDP, UNIDO, WHO; 1 respondent from IOM, UNFPA, and UNODC. The response rate combined with the fact that there are respondents from across agencies and that majority of respondents have worked with the UN in Viet Nam for more than 3 years allows us to use the findings with confidence. There **are 15 female and 12 male** respondents.

Figure 10: Coordination partner organization

UNDP	2
UNICEF	4
UNAIDS	0
FAO	3
IFAD	0
ILO	3
IOM	1
IAEA	0
ITC	0
UNEP	0
UN Habitat	0
UNESCO	5
UNFPA	1
UNIDO	2
UNODC	1
UNV	0
WHO	2
RCO	3
Other	0
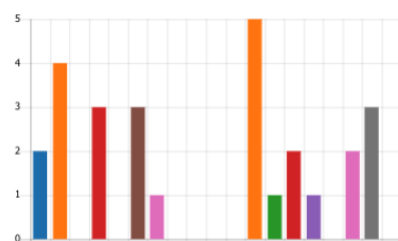
Figure 11: Time working at the current position

Less than 6 months	3
6 months- 1year	3
1-3 years	4
More than 3 years	17

Figure 12: Respondents' sex

Female	15
Male	12
Prefer not to say	0
Other	0

II. Respondents' participation in coordination groups

The majority of respondents participated in Gender Theme Group (GTG) (37% = 10/27), UN Results Group: Climate Change and Environment (26% = 7/27), UN Results Group: Inclusive Growth and Social Protection (22% = 6/27), while there are respectively 18.5% (5/27) of respondents involved in Monitoring for strategic results group, PMT, UN Results Group: Governance and Justice.

Figure 13: UN coordination mechanisms

Gender Theme Group (GTG)	10
UN Gender and Protection W...	0
Monitoring for Strategic Resul...	5
PMT	5
UN SDG Taskforce	3
UN Adolescence and Youth Th...	2
UN Human Rights Thematic G...	4
UN HIV/AIDS Thematic Group	2
UN Operations Management ...	2
UN Results Group: Inclusive S...	3
UN Results Group: Climate Ch...	7
UN Results Group: Inclusive Gr...	6
UN Results Group: Governanc...	5
UN Disaster Management Wo...	3
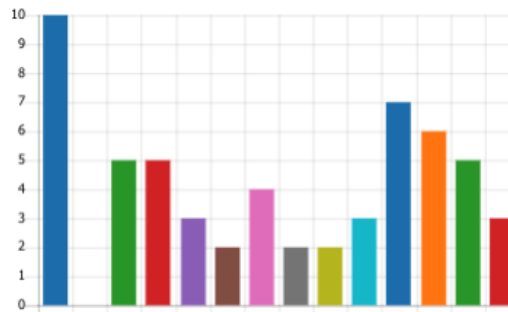
The support provided by UN Women to GTG or other groups on Integrated Normative support are rated good quality with 63% while Integrated policy advice with 48.1%; comprehensive and disaggregated data and capacity development and technical assistance with 51.9% respectively; and UN system coordination with 66.7%.

UN Women's support to GTG and other groups in the area of advocacy and social mobilization was the most highly rated area (rated high quality by 33.3% and good quality by 37%).

Figure 14: Support provided by UN Women to GTG or other groups
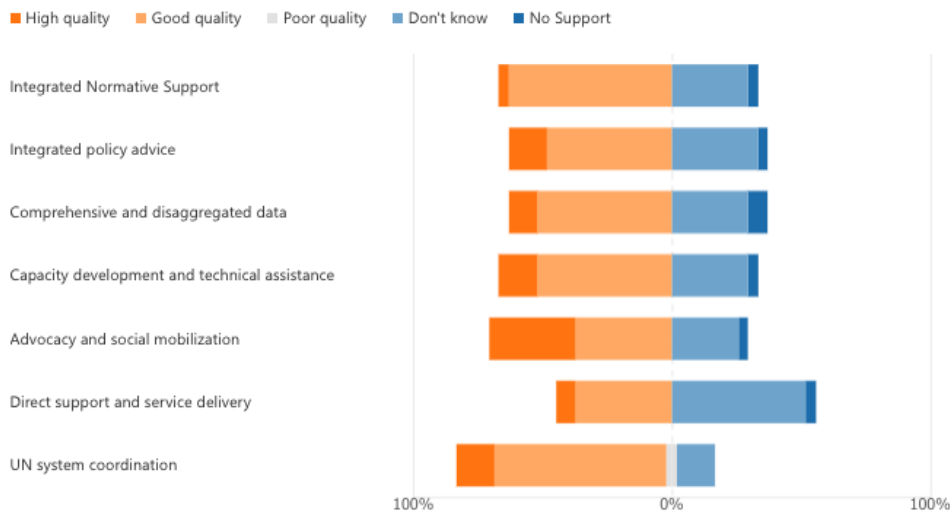
III. UN Women's comparative advantages in Viet Nam

Respondents identified the added value of UN Women as the following (in order of most votes): a) advocacy and social mobilization, b) Integrated policy advice, c) capacity development and technical assistance.

Figure 15: UN Women's value added compared with other agencies and stakeholders in Viet Nam
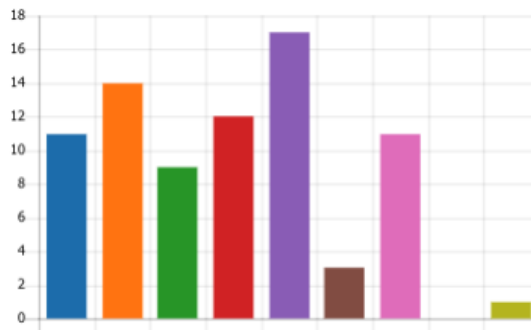
Most coordination partners (66.7% = 18/27) agreed to a great extent that UN Women has been effective in fulfilling its coordination role in advancing gender equality and women's empowerment in the work of the UN system. However, comparatively fewer 22.2% (6/27) agreed to a great extent that the GTG has achieved its objective: to drive more effective and efficient UN system coordination and strategic partnerships on gender equality and women's empowerment. Interestingly, 44.4% (12/27) respondents greatly agreed that UN Women has been an effective partner in joint programmes in which many agency has participated. Noticeably, there are 70.4% (19/27) coordination partners agreed to a great extent that UN Women staff have the necessary skills, knowledge and capacities needed to support UN system coordination on gender equality and women's empowerment.

Moreover, half of participant stated that they have NOT encountered duplication of work between their agency and UN Women while 25.9% (7/27) of them somewhat experienced. 48% (13/27) participants agreed to a great extent that the UN system in Viet Nam has mainstreamed gender in its: UNDAF. It is worth mentioning that there are 48% (13/27) of coordination partner strongly stated that their agency has mainstreamed gender in its work.

IV. The effectiveness of UN Women's contribution follow One Strategic Plan 2017-2021

Overall, UN Women's contribution to UN coordination for outcome 4.2 got the highest rating of very effective with 25.9%, followed by outcome 1.1 with 22.2% and outcome 3.1, outcome 3.2 with equally 14.8%. Noticeably, the contributions of UN Women follow One Strategic Plan 2017-2021 for all outcomes are rated somewhat effective between 37% and 40.7%. A significant percentage of UN Women's contribution are not defined (>37%) the effectiveness due to the large amount of "I don't know" answers.

Figure 16: UN Women's contribution to UN coordination for each outcome as follow:

The respondents provided examples of how **UN Women has contributed to one or several above mentioned UNDAF outcome areas**:
- Gender Equality Index
- Supported the government to develop a vulnerability database with sex disaggregation

- Good partner in supporting the Government during the COVID-19 outbreak
- Support to the national target program on new rural development, building capacity for women entrepreneurs in rural areas.
- Provided technical support and secretariat coordination to Informal Ambassador Group on Gender Policy (IAGGP) co-chaired by the RC in providing policy review and recommendations for the revision of the Labour Code (launched in 2019) to address retirement age gaps as well as the prevention of workplace sexual harassment and abuse.
- Assessment and update on the Circular of Government on prevention of violence against Women
- Helpful in reporting and planning stages for Results Group on Governance and Justice.
- Supported to preventing gender-based violence in schools, using a curriculum resource tool, Connect with Respect.
- Coordinating the joint programme on ESP with UNWOMEN, WHO, UNFPA, and UNODC
- Shared how to do Gender Marker
- Supported Viet Nam to develop the new National Strategy on Gender Equality andreviewed report on the 25-year implementation of the Beijing Platform for Action (BPfA)In the UNInfo of OSP, UNWOMEN has more than 50 Key Activities that have contributed to OSP Outcomes (2017-2021).
- UN WOMEN staff, as an active member/gender focal point at the UN Result Group: Governance and Justice, actively provides comments on the Result Group's plans and reports to ensure gender is well mainstreamed in the UN activities.
- Has an effective programme on gender and migration.

In the view of coordination partners, 85% (23/27) of them have experienced the **bottlenecks in communication or working with UN Women**. Only 4 partners shared that they had encountered once or few times in coordination or delay in response.

In terms of the areas **where UN Women should NOT be working**, coordination partners have shared as follow:
- Direct support and service delivery
- Inclusion of persons with disabilities
- Engaging youth
- As many areas overlap with other Agencies, UN Women should be conscious and honest when the expertise lies with others and take a step back
- Gender and Disaster Risk Reduction / Disaster Risk Management
- Integrated Normative Support
- Ending Violence against Women
- Need to select one but have no reservations of UNWomen working in any of these areas.
- All areas seem important
- Empowering voice of LGBTIQ
- UN system coordination
- Capacity development and technical assistance

V.   Opportunities for VCO in the context of COVID-19

Regarding the current situation of COVID-19, coordination partners shared/suggested UN Women can best contribute to support Viet Nam moving forward by the following actions:
- Protection in quarantine camps
- Tackle the increased gender inequalities, burden of family care, exposure to domestic violence, loss of job and/or income sources and other underlying issues COVID-19 has only worsened.
- Women's Economic Empowerment
- Identify girls and women who are most impacted by COVID-19, to provide and/or advocate for immediate support to these people to help them in short run
- Identify issues emerged due to COVID-19

- Provide policy advocacy/advices and capacity building to improve legal and policy framework for better protection and resilience of women/girls to cope with disasters/shocks
- Job opportunity for women, protection of women (overall human rights and normative agenda), unpaid work
- Engage UN agencies to identify the priorities and plans of each organization and base on that to develop a joint initiative for a joint proposal to study the COVID-impact on the vulnerable female groups and conduct intervention activities.
- Collecting and analyzing data on how women and girls are affected by COVID-19, real situations on Gender issues (qualitative and quantitative), during and after the Covid19 pandemic to UNCT from the lens of Gender Equality.
- Continue to lead in gender mainstreaming dialogue and capacity building across the UN; continue to lead the GTG group and support information sharing
- UNWomen plays the leading role in providing technical advice on social-economic impact assessment and recommendations for the Government of Viet Nam from the perspective of women empowerment.
- It is needed to take a good look at whether anyone is not supported due to delays in support activities under COVID-19, to devise ways to continue to support them.
- Unclear role of UNWOMEN during the COVID-19
- Should continue to be a leading voice on gender equality and non-discrimination, in close collaboration with ILO and national partners.
- UN Women can provide advice and inputs to the UNCT's response plans.
- Advocacy on impact on women, focussing on very specific pieces of policy response

VI.   Recommendations on VCO's moving forward (general)

UN Women's coordination partners recommended the following for UN Women in Viet Nam moving forward: Should move forward with enhancing authority and community awareness and strengthening policy enforcement in relation to policy advocacy for inclusion and gender mainstream equality and WEE in Viet Nam.
- To encourage a more strategic discussion of the issue at the UNCT or PMT levels
- Taking care about working environment for women in SMEs, craft villages and in industrial enterprises in general.
- To make joint trips and encourage UN agencies to participate in each other's events to promote technical support and exchange, building capacity of gender focal points with each agency; meaningfully and consistently include LGBTI women and gender non-conforming persons in UN Women's work
- Information sharing among UN agencies
- Continue to be active in coordinating across the UN partners as the lead agency; perhaps provide an information platform for partners to share updates and consolidate those updates more regularly (e.g. every quarter) - this may be different than (or can complement) the GTG meeting minutes
- There is overlap between UNFPA and UN Women in the areas of gender equality and Gender Based Violence. A good coordination mechanism is needed.
- Enhance capacity of UNWOMEN and funding
- Data collection and gender disaggregated analysis.

Annex 10.2 UN Women VCO Personnel Online Survey

I.   General characteristics of respondents

The survey was sent on 20 May 2020 to **16 personnel** working at UN Women Viet Nam Country Office. By the end of May 2020, were received 100% (16/16) responses, including **5** from staff having **fixed-term contracts (FTA) and 6 from staff with service contracts (SC), 4** from SSA and 1 from IC. 15 **respondents are female staff and 1 – respondent is male**.

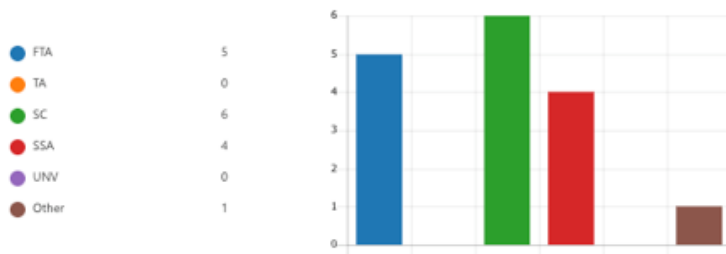*Figure 17: Contract types of VCO's staff*

Figure 18: VCO's staff gender

*Figure 19: Time working at UN Women VCO*

Half of respondents (50%) (8/16), have been working at UN Women VCO for more than 3 years, while the ones who have been working at the CO for 1 to 3 years; 6 months to a year; and less than 6 months respectively take up 25% (4/16), 19% (3/16) and 6% (1/16).

II.   Respondents' primary work areas

Four respondents primarily work on operational aspects, while there are two personnel in each thematic area as follows: EVAW, Women's Economic Empowerment (WEE), Climate Change (CC) and Disaster Risk Reduction (DRR), and Governance and national planning (see figure 20). Two respondents indicated all areas (both operational and thematic) as primary spheres of work; whereas two other staff noted "other" as main area of work, including programme support and administrative.

Figure 20: UN Women staff primary thematic area of work
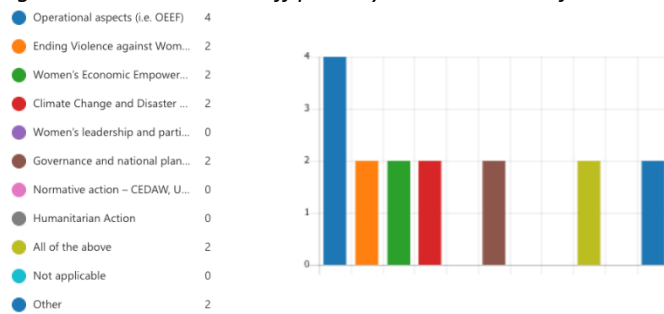
III.   Respondents' confidence in thematic areas and required support

All participants feel confident with their thematic knowledge to fulfil their duties (see figure 21). It is also worth mentioning that the average of staff felt **overloaded with their work** (see figure 22)

 Figure 21: Level of confidence in areas of work   *Figure 22: Level of work overload*
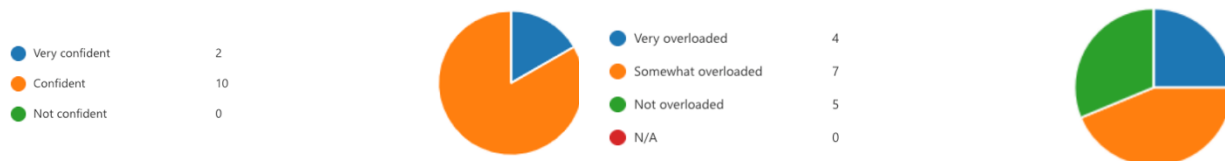
25% (4/16) of the survey participants stated that they seek additional technical support from HQ or RO in Climate change and DRR, whereas, 18.75% (3/16) of participants seek support in WEE and Governance and national planning, respectively. 12.5% (2/16) of respondents indicated that they seek support in other areas of work such as Gender mainstream/coordination, EVAW, Humanitarian action and Normative action (see figure 7). 25% of participants are very satisfied with the support from RO while 41.7% are satisfied. 16.7% of participants are not satisfied with the support from both RO and HQ. Most respondents (66.7%) are satisfied with the support from CO.

Figure 23: VCO requires additional technical support in these areas
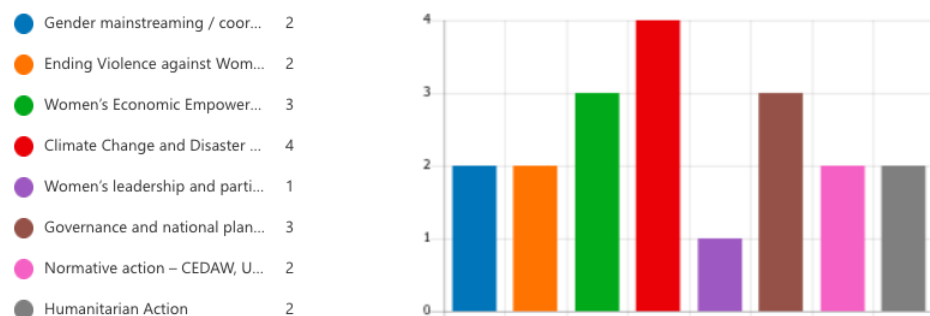
IV. UN Women's alignment with national priorities, CO's niche and added value

56% (9/16) of respondents agreed that the thematic areas of the CO's work are aligned to the most pressing needs for advancing the rights and empowerment of women and girls in Viet Nam.

Figure 24: The level of work's alignment with social needs in Viet Nam
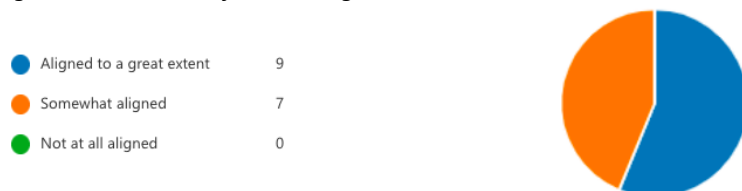
The respondents also suggested below areas for **UN Women CO's attention**:
- Unpaid care work
- Women's leadership and participation
- Data collection and analysis
- Normative action
- Mobilizing the participation of young women at grassroots level
- Gender responsive budgeting -- more opportunity, no competitor (within the UN system] but too limited investment.
- Women and girls sexual and reproductive rights .

In the view of VCO staff, the following are **UN Women's niche and added values**:
- Support women led household in CC/DRR
- Partnering with universities on communication, advocacy, research
- Coordination and mobilizing CSOs/NGOs/UN agencies/Govt's

- Data collection

Technical expertise and ability to influence national plans, policies and laws
- gender mainstreaming in all areas during COVID-19 pandemic in Viet Nam
- UN Women is focusing on vulnerable groups that are given not much attention from the authority
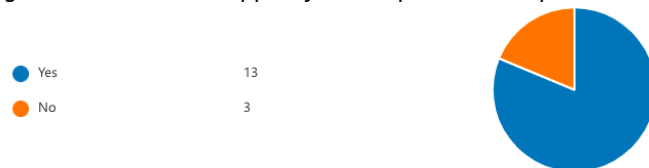
V. UN Women's operational areas of work

In terms of operational aspects of work, respondents mostly work on monitoring and reporting, administration, and strategic planning as illustrated in the graph below:

Figure 25: Main operational area of work

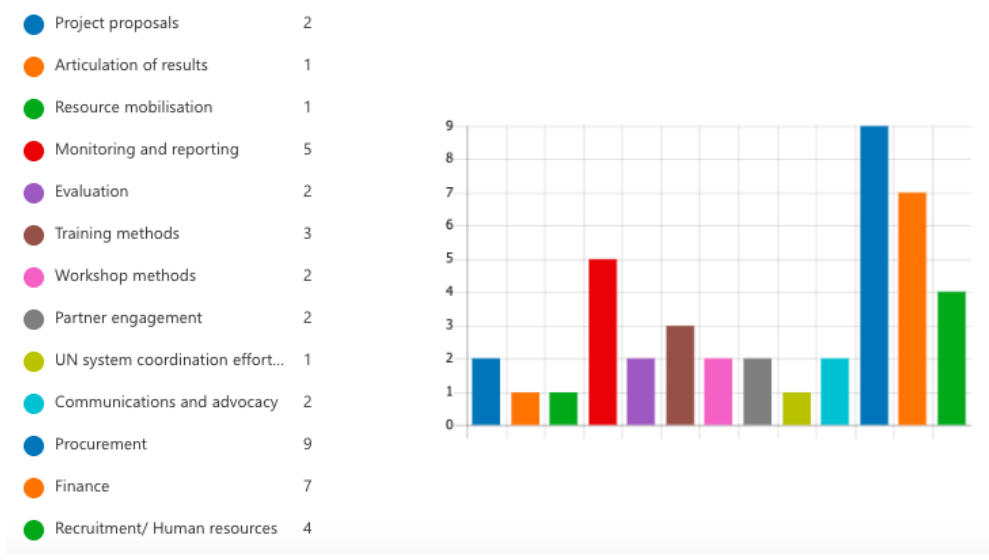|	
Administration	5
Communication	1
Monitoring and Reporting	7
Strategic Planning	5
Human Resources	1
Finance	4
IT	1
Other	2
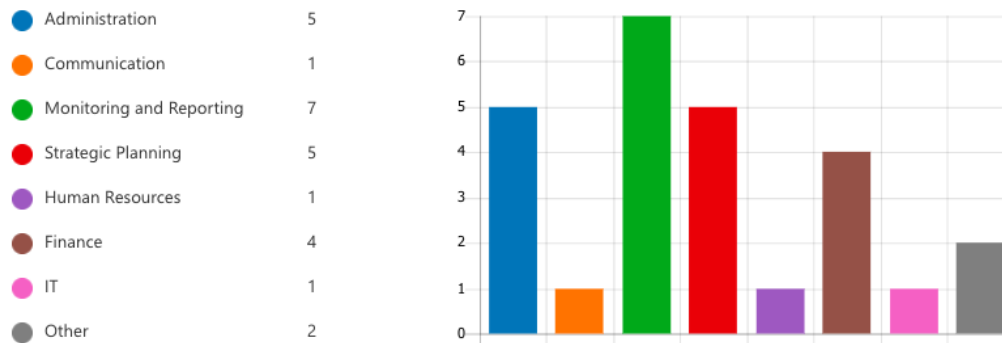
75% (12/16) of respondents are confident in operational abilities to fulfill duties while 25% (4/16) of them are very confident. Moreover, 81.25% (13/16) of respondents stated they receive additional support in their operational work (see figure 26).

Figure 26: Additional support for the operational aspects

Yes	13
No	3

Overall, respondents often seek assistance in the areas of procurement, finance, monitoring and reporting and recruitment.

*Figure 27: The frequency of seeking support in operational areas of work*

● Project proposals	2
● Articulation of results	1
● Resource mobilisation	1
● Monitoring and reporting	5
● Evaluation	2
● Training methods	3
● Workshop methods	2
● Partner engagement	2
● UN system coordination effort...	1
● Communications and advocacy	2
● Procurement	9
● Finance	7
● Recruitment/ Human resources	4

50% (8/16) of respondents do not think that UN Women's credibility with external partners is ever negatively impacted by its capacity in thematic and operational areas (see figure 28).

Figure 28: Is UN Women's credibility with external partners impacted by its capacity in the thematic and operational areas?
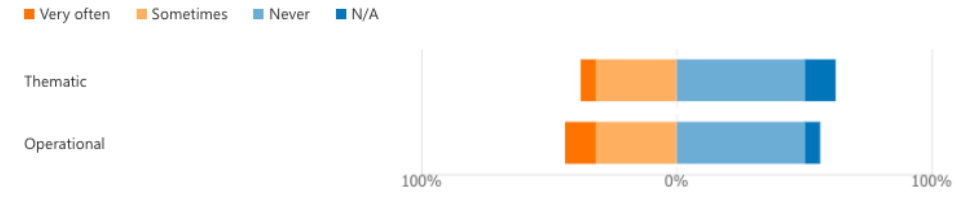

It is worth noting that respondents very often experienced **significant bottlenecks** in external approvals and partner agreements: 31.3% and 18.8%, respectively. The majority sometimes experienced bottlenecks at UN Women Country Office in the following areas: contracting consultants (68.8%), staff recruitment (56.3%), procurement (68.8%), communication with partners (62.5%), internal approvals (50%).

*Figure 29: The frequency of experiencing bottlenecks at UN Women VCO*
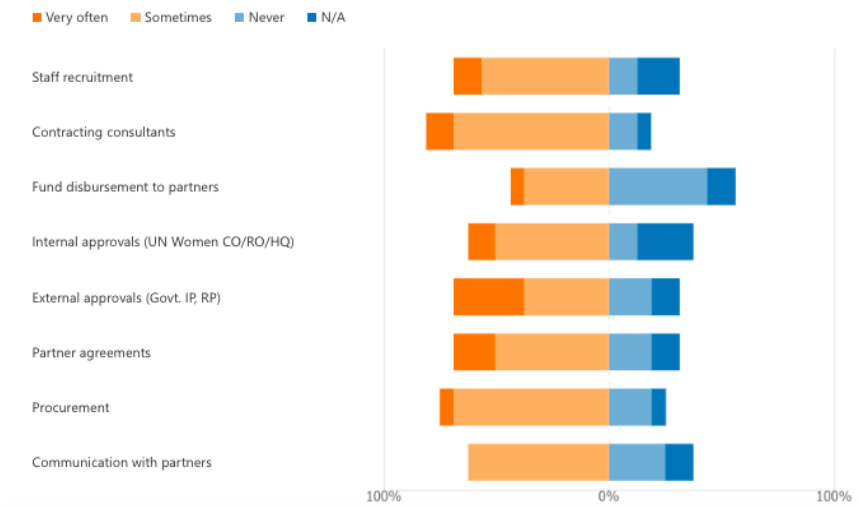
Most staff (68.75% = 11/16) sometimes experienced operational delays which impact its efficiency (see figure 30)

Figure 30: To what extent does the VCO experience operational delays that impact its efficiency?

🔵 Very often	1	
🟠 Sometimes	11	
🟢 Never	3	
🔴 N/A	1	
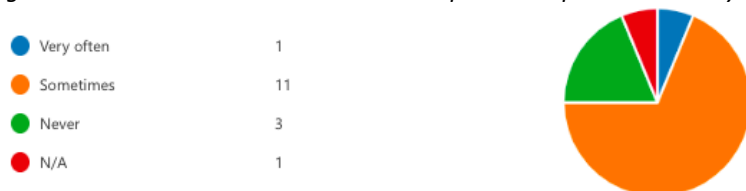
As for the respondents' satisfaction in terms of engaging in **available learning opportunities**, more than half of respondents were satisfied with learning opportunities while 25% (4/16) were not.

Figure 31: Satisfaction level on learning opportunities at UN Women VCO

🔵 Very satisfied	0	
🟠 Satisfied	9	
🟢 Not satisfied	4	
🔴 N/A	3	
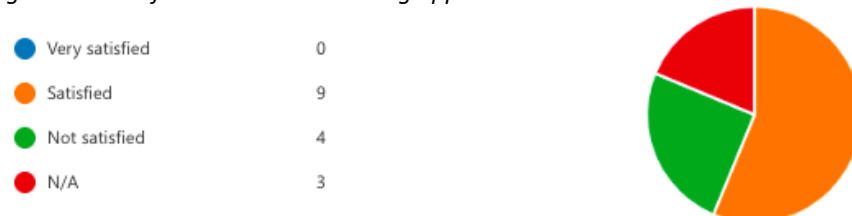
VI. UN Women's work on partnerships

The majority VCO staff (81% = 13/16) did not provide answers, however, one respondent noted that UN Women in Viet Nam spends quite a lot of time and money working with GED/MOLISA while they seem to not be an effective partner. Others recommended VCO to work with Private sector/Chambers of Commerce and Viet Nam Women Union.

VII. Opportunities for VCO in the context of COVID-19

Regarding the current **situation of COVID-19**, VCO personnel suggested that UN Women can best contribute to support Viet Nam moving forward by the following actions:
- Women's economic empowerment
- Working with the partner to spotlight the main issues on the VAW during COVID: Strengthening essential service provision and coordination for GBV survivors

Cash transfer programs for women led SMEs and micro enterprises. Cash support to the most affected women; support in terms of livelihoods for vulnerable women
- Gender mainstreaming after COVID-19 pandemic: For example, UN Women can conduct analyses on the areas of GBV and jobs to see how women have suffered from COVID -19 and provide policy advice on specific programmes [poverty reduction, international migration, GBV service]
- prevention of violence
- Social support for women with children in quarantine centers

VIII. Recommendations on VCO's moving forward (general)

VCO personnel recommended the following for UN Women in Viet Nam moving forward:
- More effective in recruiting and managing SSA contract
- More investment on staffing; reduce paperwork to fit its big mandate with the shortage of staff, such as apply travel mission application online, consider monthly mission reports highlight instead of reports for each missions, simplify supporting documents and reporting.
- Uphold quality technical inputs, having technical advisors for key areas
- Strengthen their structure for professional change to adapt better to the increased requirement from both Gov and donor.

Annex 11: Gender@Work analysis

UN Women VCO CO Gender@Work Analysis

Gender@Work (Figure 32[55]) is recognized by academics, NGOs and development organizations as one of the leading frameworks through which to assess GEEW. Rather than a prescriptive model of how transformative gender change occurs, the framework provides an analytical lens for organizations and communities to map specific opportunities and barriers for gender equality and assess the extent to which their work has contributed to shifting gendered power relations. The framework consists of four quadrants divided by intersecting formal-informal and individual-systemic axes.
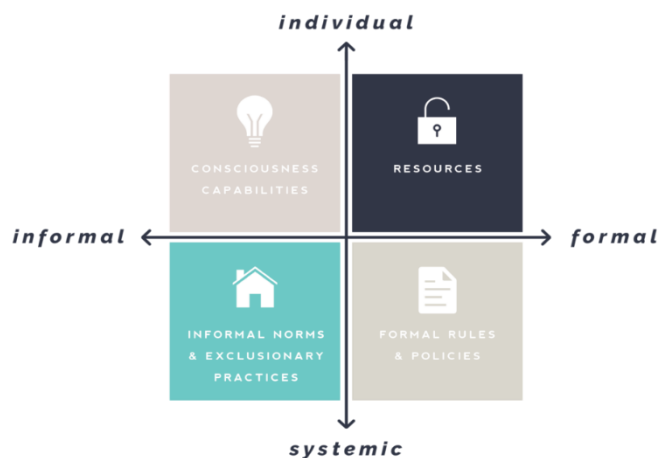
The top two quadrants are related to the individual: on the right, "formal" refers to more tangible **changes in individual conditions**, such as increased access to resources, voice, and freedom from violence.

Figure 32: Gender@Work Framework

On the "informal" left hand side lie changes to **individual consciousness and capabilities,** including knowledge and awareness, skills, and commitment to change. The bottom two clusters are related to **broader systems**: the lower right refers to **formal rules and policies** as stipulated through laws, regulations and international commitments. The cluster on the left is the set of **deep structures and culture** that underlie informal norms and exclusionary practices, including those that maintain inequality in everyday practices. Deep structures are often invisible and the most resistant to transformation[56]; change in this quadrant requires a long-term, collective process, which means that more than one individual must adapt and reflect the change over time.

The figure 33 provides a broad snapshot of UN Women's operational, normative and coordination efforts during the CPE period, as well as activities included in new programming. The table below provides a more detailed, though not exhaustive, list of specific programming efforts in each quadrant. The list is not an assessment of results or achievements toward outcomes. Rather, it comprises past, current and planned activities that have been specified in annual reports, donor reports, project documents, and annual work plans.

Figure 33: UN Women VCO Gender@Work Analysis (Snapshot)

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[55] https://genderatwork.org/analytical-framework/

[56] Rao, Aruna *Challenging Patriarchy to Build Workplace Gender Equality* IUS Labor Editorial (2016)

Individual

- Agency/ empowerment (e.g. Youth Change Makers)
- Agricultural-, market-, gender-sensitive media reporting-, gender-responsive technical skills
- Awareness (e.g. 16 Days Campaign, GBV, DRR, WEPs)

- Gender responsive budgeting training/capacity building
- WEP networking
- Water containers, personal hygiene items
- Safety measures by cities' authorities in HCM and Da Nang (and others)

Informal ← → **Formal**

- Community EVAW activists, incl. men and boys
- Youth change makers, LGBTIQ youth leaders, persons living with HIV, people with disabilities
- Journalists, influencers

- Gender-responsive NDCs and Disaster Management Guidance
- Da Nang City Directive on a safe city for women and girls
- HCMC budget allocation for GBV prevention
- Revision of National Strategy for Gender Equality (2011-2020) and development of Strategy 2021-2030
- Labour Code and maternity benefits for informal economy workers
- Master Plan on Social Economic Development of the 53 Ethnic minority groups

Systemic

Table 28: UN Women VCO Gender@Work Detailed Analysis

Area of Work/ Programme	Consciousness & Capabilities	Access to Resources	Informal norms & exclusionary practices	Formal rules, policies & accountability mechanisms
Normative	• Sensitization of local and national Government officials throughout programming	• Gender-responsive training/capacity building in reporting on GEWE commitments	• Gender-awareness of Government officials	• CEDAW and UPR reporting • Sex disaggregated data collection • Revision of National Strategy for Gender Equality (2011-2020) and development of Strategy 2021-2030
PAST AND CURRENT PROGRAMME AREAS (within CPE+Audit scope)				
EVAW	• Community conversations to raise awareness on EVAW • Training to build capacity of Male Club community	• Gender-responsive budgeting training/capacity building for public transport personnel in HCMC	• Male Club activists in Da Nang communities and HCMC breaking stereotypes	• Da Nang City Directive on a safe city for women and girls • HCMC budget allocation for GBV prevention and

	trainers and facilitators • Education personnel sensitized on GBV in schools, based on Connect with Respect Toolkit • Public transport personnel in HCMC - enhanced knowledge and sensitization on GBV • VWU and Ministry of Foreign Affairs staff sensitized on VAW with a focus on women migrant workers • Gender-sensitive media reporting skills • Awareness through 16 Days Campaign	• Workshop for education personnel on Connect with Respect Toolkit • Capacity development for members of VWU and personnel of the Ministry of Foreign Affairs on rights-based and survivor-centered approaches to prevention and response to VAW, with a focus on women migrant workers	• Youth change makers	gender responsive budgeting • Gender-related inputs to the Law on Vietnamese Workers Working Abroad, the Legislation Addressing Sexual Violence against Women, to the reformed Labour Migration Law, to the draft National Implementation Plan of the Global Compact for Safe, Regular and Orderly Migration
DRR/M and CC	• Agricultural-, networking-, market skills • Gender-responsive technical skills among duty bearers • Community residents' and duty bearers' awareness on DRR/M	• Gender-responsive training/capacity building • Water containers, personal hygiene items		• Gender-responsive Nationally Determined Contributions and Disaster Management Guidance • Sex-disaggregated vulnerability database
WEE	• Networking and workshops for women-led SMEs • Awareness on WEPs among CEOs and women-led SMEs • Sensitization of Government partners on integration of gender into laws, policies, plans on rural development	• WEPs networking events • Consultation workshop on SME legislation • Capacity development for duty bearers on gender-responsive planning and sex-disaggregated data collection and analysis	• Increased recognition among CEOs on potential for women to be agents of economic growth (through WEPs)	• Revisions to Labour Code • Advocacy for maternal benefits in informal sector
CROSS-CUTTING (HR&GE, LNOB)	• Agency/ empowerment (Youth Change Makers, LGBTIQ, persons living with	• Trainings, events, networking, and engagement of youth, disadvantaged	• Youth Change Makers, LGBTIQ youth leaders, persons living	• Master Plan on Social Economic Development and the National Target

HIV, people with disabilities) • Awareness of Government partners and other stakeholders on the rights of the disadvantaged groups	groups (e.g. persons living with HIV, LGBTIQ, people with disabilities)	with HIV, people with disabilities • Journalists, influencers recognizing the need for sensitive reporting and awareness raising (incl. through Orange the World - #HearMeToo campaign)	Plan for Ethnic Minorities • Revisions to the HIV Law and the National Working Plan for HIV Prevention and Control 2016-2020